



City of Chattanooga
Department of Neighborhood Services
and Community Development

2007 Annual Report

for Fiscal Year Ending June 30, 2007

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

"Building Better Neighborhoods... Block By Block"



“Great neighborhoods are the bedrock of great cities. Such neighborhoods are founded upon the strength and mobilization of active neighborhood organizations, effective community stakeholders and strategic and effective code enforcement in partnership with a responsive government.”

Mayor Ron Littlefield

This report
is also available at
www.chattanooga.gov



The seal of the City of Chattanooga, Tennessee, is a large, circular emblem in the background. It features the text "CITY OF CHATTANOOGA CORPORATION" at the top and "TENNESSEE" at the bottom. The central part of the seal depicts a landscape with a river, a bridge, and a building, with the word "SEAL" written across it.

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

**Annual Report
for Fiscal Year Ending
June 30, 2007**

Beverly P. Johnson, Administrator

Anthony O. Sammons, Deputy Administrator

Sandra Gober, Manager, Community Development

www.chattanooga.gov

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Mayor's Letter



"Nothing is more essential to a healthy city than healthy neighborhoods. People must have confidence and feel comfortable in surroundings where they invest their lives and livelihoods directly"

Mayor Ron Littlefield

Dear Friends and Neighbors,

Chattanooga is one of the more progressive and livable mid-size cities in the United States. We are receiving national and sometimes international attention for this fact and we intend to keep building on our base of accomplishments and spreading the good news.

My previous experience in city government and urban planning has confirmed that nothing is more essential to a progressive and healthy city than healthy neighborhoods.

Neighborhoods require nourishment to thrive. As Mayor, I realize that people need to feel confident and comfortable in the surroundings where they invest their lives and livelihoods. Perhaps the most important point of my Seven-Step Strategy for Chattanooga's future is to continue to make our neighborhoods stronger and safer. We must continue to nourish the investment in our neighborhoods by providing resources, quality services, technology, and support.

It takes each and every department of government working in a concerted effort to realize this goal. But without a doubt, the Department of Neighborhood Services and Community Development plays the pivotal role in this investment through codes enforcement, community services and support to grassroots and neighborhood organizations.

In review of the Department of Neighborhood Services and Community Development FY 2006-2007 Annual Report, all indicators suggest that the investments made are reaping great rewards. I congratulate the staff of the Department of Neighborhood Services and Community Development for their achievements in the consistent delivery of services and programs and look forward to their continued momentum.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ron Littlefield".

Ron Littlefield
Mayor



Letter from the Administrator



City of Chattanooga

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

To The Honorable Mayor Ron Littlefield, Members Of The Chattanooga City Council And The Citizens Of Chattanooga

Neighborhoods play an important role in the success of all great cities. Chattanooga is no exception. For more than twenty years, there has been a current of progress revitalizing our neighborhoods. Now more than ever, citizens utilize their time, ideas, and voices setting the vision for many of the changes that we currently enjoy. The Department of Neighborhood Services and Community Development has been a major component of excitement and changes.

It has been a great year for the department. While keeping neighborhoods safe, clean, and attractive remain a top priority, we have delivered on our commitment in many ways. We have maintained devotion to our pledge of active and systematic code enforcement with a well-trained, responsive, and professional team of codes staff. The U.S. Department of Housing and Urban Development (HUD) funds administered through the Community Development division partnered successfully with local non-profit agencies maximize the delivery of services and programs throughout Chattanooga. The human capital of our neighborhoods has been strengthened through programs designed to educate and cultivate new leaders and to provide existing leaders with the resources necessary for advancing the betterment of neighborhoods. Just take a look as you move about our city and you will find successful beautification and neighborhood projects as well as improvements in the housing conditions of some of our most deserving residents.

Yes, we have certainly been busy and we would like to think that we are progressively meeting the challenges and expectations of our neighborhoods with resourcefulness, innovation, creativity, and responsiveness.

This 2006-2007 Department of Neighborhood Services and Community Development's Annual Report both chronicles and highlights the shared accomplishments of the department, government, community partners and our citizens. We are proud of what we have accomplished and look forward to continuing to rise to the call to make neighborhoods a key component of Chattanooga's renaissance.

Neighorly,

A handwritten signature in black ink that reads "Beverly P. Johnson".

Beverly P. Johnson
Administrator



Introduction

Chattanooga's Department of Neighborhood Services and Community Development is one of nine operating departments in the City's executive government, providing a diverse index of services to its citizens. These services range from code enforcement, community service and leadership training to funding eligible agencies and organizations engaged in infrastructure improvement, housing and assistance to the homeless. Our goal is to continually provide these services to the community in a comprehensive and effective way.

This is the department's first annual report produced since Mayor Ron Littlefield was elected to office April 2005. As part of Mayor Littlefield's reorganization of the department, Animal Services was transferred to the Police Department and the Offices of Community Development and Grants Administration previously under General Government and the Office of Performance Review, respectively, were transferred into the department. With the inclusion of these two new components and the appointment of a new department administrator in June 2005, the first 13 months of the current administration were focused on how to effectively and efficiently expand the department's mission into one that meets the Mayor's commitment to "Nourish the Neighborhoods."

In the 2007 Comprehensive Annual Budget Report (CABR) Mayor Littlefield presented a "Seven Step Strategy" wherein he committed to making Chattanooga a model for performance accountability. One of these strategies, "Nourish the Neighborhoods," established 17 accountability benchmarks. Of the 17 benchmarks, seven (7) fall completely or partially within the scope of responsibility for the Department of Neighborhood Services and Community Development, namely:

1. Conduct monthly systematic inspections focusing on residential structures, abandoned vehicles, litter, illegal dumping and overgrowth;
2. Provide Community Development Block Grant (CDBG) funding to eligible projects, consistent with the City's Consolidated Annual Performance and Evaluation Report (CAPER)
3. Implement World Changers Project – rehab at least 30 elderly and low income occupied residences;
4. Fund at least 15 Neighborhood Partners Projects;
5. Develop and implement a neighborhood leadership training academy for the purpose of "growing" leadership – current and new, with a focus on developing youth leadership;
6. Revamp "Common Ground" newsletter and reinstitute mailing to neighborhood associations, community leaders.
7. Manage infill development of vacant lots (shared responsibility with the Regional Planning Agency (RPA);

This report covers fiscal year 2007 (July 1, 2006 – June 30, 2007), with the primary objective of providing Chattanooga citizens with a comprehensive summary of accomplishments consistent with Mayor Littlefield's commitment to "Nourish the Neighborhoods".



...the first 13 months of the current administration were focused on how to effectively and efficiently expand the department's mission into one that meets the Mayor's commitment to "Nourish the Neighborhoods."



Goals 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.

The Department of Neighborhood Services and Community Development's 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 by increasing investment in every neighborhood in the City annually and:

- eliminating blight in the areas of housing, litter, overgrowth and abandoned/inoperable vehicles 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; and,
- providing all neighborhoods with the tools to make their community one that offers the real expectation of sound investments and appealing structures.

Administration

The Administrative Division provides program oversight and management, ensuring that public dollars are spent in an efficient and ethical manner towards the pursuit of the overall mission of the department. The Administrative Division includes the Administrator, Deputy Administrator, Program Coordinator, Neighborhood Development Planner, Graphics and Technology Specialist, Grants Specialist, Administrative Secretary and a Clerical Assistant.

The Administrator is responsible for management oversight of the department and, together with the Deputy Administrator, provide supervision for all staff members. The Manager of Codes, Community Service, and Neighborhood Relations and the Manager of Community Development report directly to the Administrator. Their



Administration Staff (L to R) Front: Anthony Sammons, Deputy Administrator; Beverly P. Johnson, Administrator; Sandra Gober, Community Development Manager; Vanessa Jackson, Program Coordinator; Second Row: Dana Womble, Administrative Secretary; Darius Swoope, Grants Specialist; Jill Murphy, Neighborhood Development Planner; and Dottie Swasey, Graphics and Technology Specialist

positions are also part of the division which they manage (refer to the department's organizational chart on page 5 for staff structure). Administration is responsible for financial expenditures on behalf of the department, development and oversight of department sponsored programs and publications.

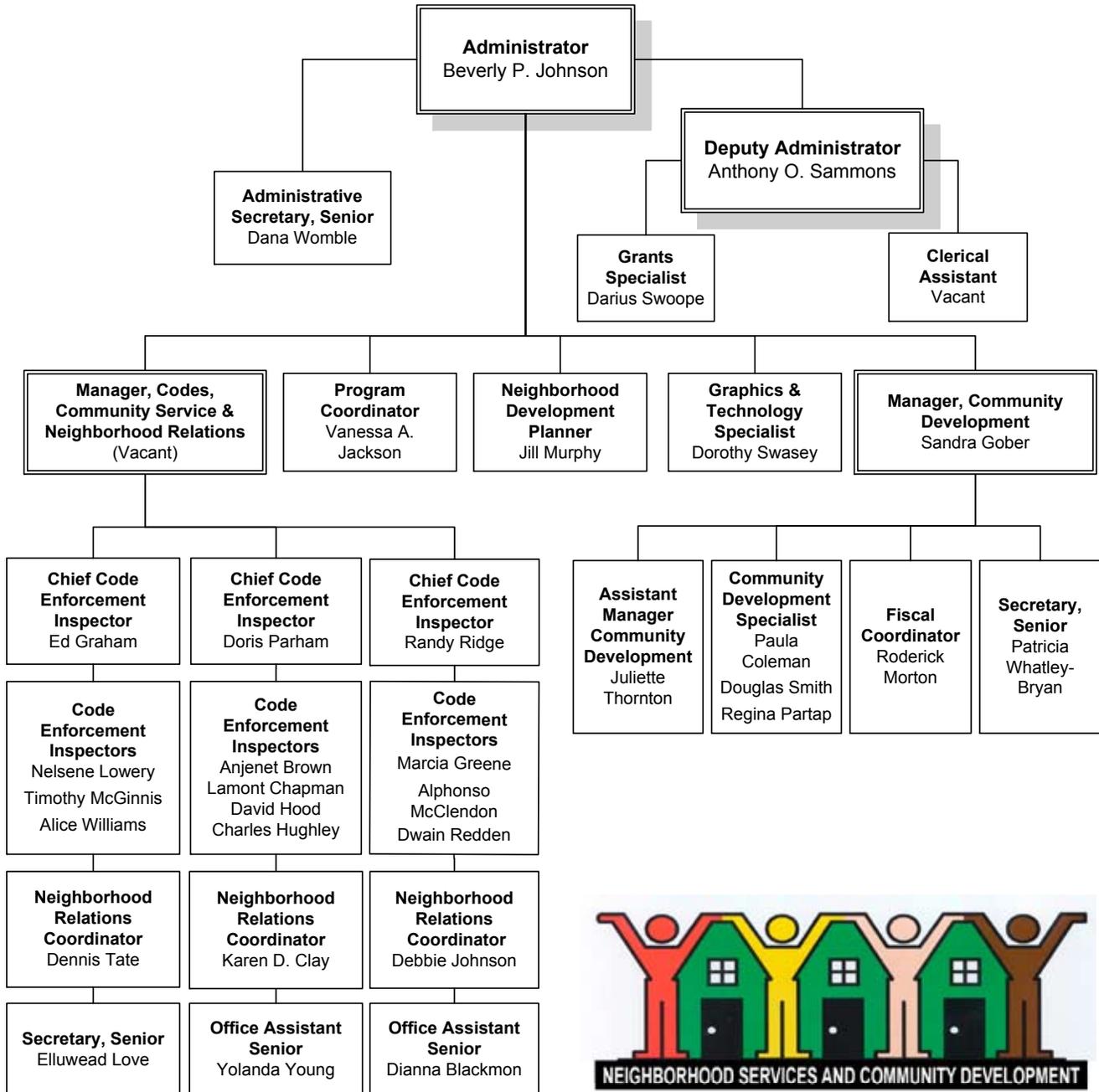
During this reporting period, the department had 35 budgeted positions with a general fund operating budget of \$1,841,372 excluding the Community Development division. Community Development is a 100% federally funded program. Operations and grant program expenditures for fiscal year 2007 for Community Development totaled \$6,307,642.

All services and programs provided by the Department of Neighborhood Services and Community Development unite under a single mission, and are carried out in its day-to-day operations and throughout the community.

Organizational Chart



City of Chattanooga Department of Neighborhood Services and Community Development Organizational Chart



Codes and Community Services

Enforcement of City codes, as it relates to housing, vehicle, litter, and overgrowth ordinances, is the core business of the Department of Neighborhood Services and Community Development. 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."



Code Enforcement and support staff

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; and,
- enforce property maintenance codes for the purpose of maintaining and preserving existing structures in the community.

Code Enforcement Teams

In January 2006, the Codes and Community Services Division was reorganized into three teams based on city council districts, each team being responsible for three council districts. Teams are comprised of a chief code enforcement inspector, 3-4 code enforcement inspectors, a neighborhood relations coordinator, and an office support staff person. This configuration was implemented to add flexibility and focus to the workloads of the code enforcement inspectors, as well as allow for a more comprehensive service approach to the community.

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

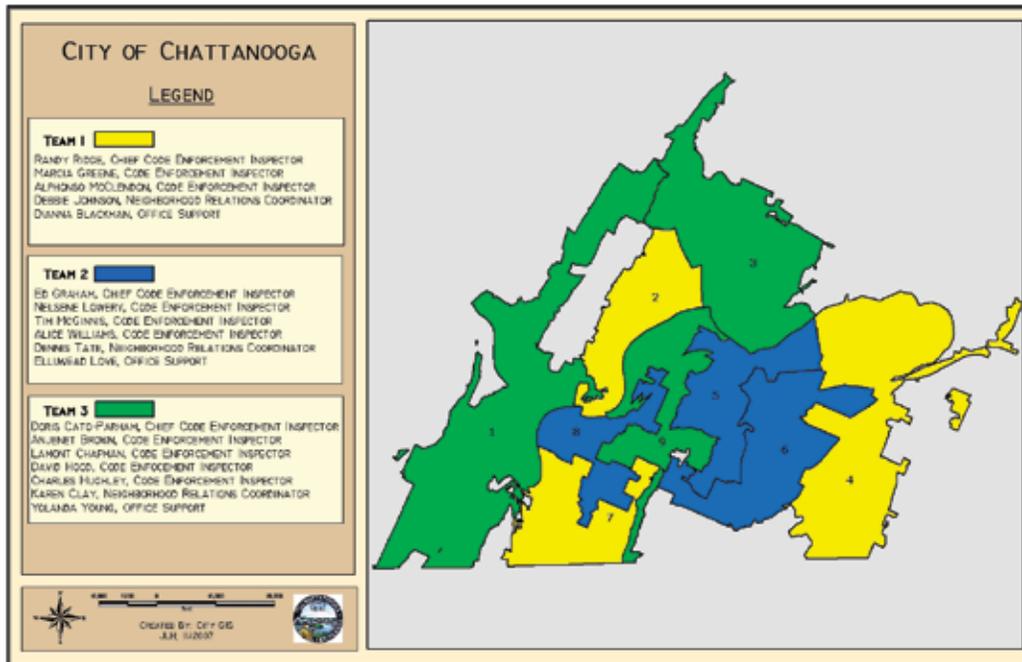


Team 2:
City Council Districts
5, 6, and 8



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





Systematic Inspections

In an effort to address areas of the city with high volumes of codes violations, code enforcement inspectors conduct systematic inspections. Inspectors target an area with set parameters, anywhere from one street to an entire neighborhood, for inspection. The systematic inspection is a house by house, block by block inspection for exterior codes violations. This is an extremely effective way to change the appearance of a neighborhood or street by addressing violations such as litter, overgrowth and abandoned or inoperable vehicles on multiple properties at the same time.

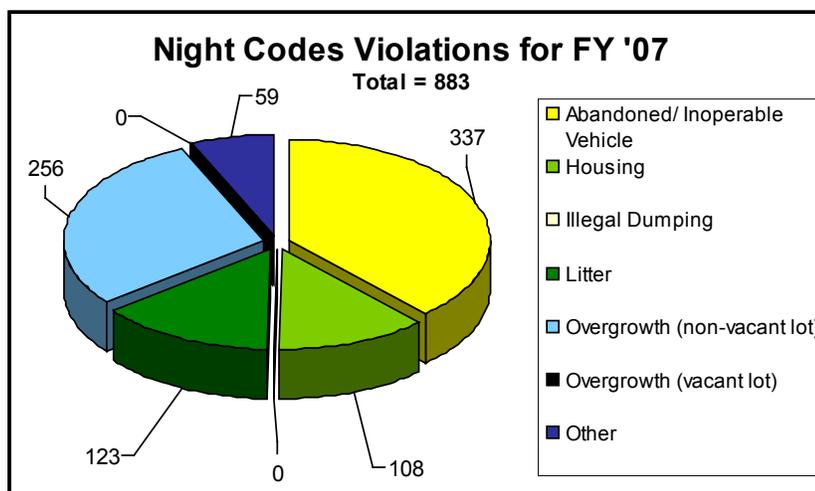
Nourish The Neighborhoods

Benchmark #1

Conduct monthly systematic inspections focusing on residential structures, abandoned vehicles, litter, illegal dumping and overgrowth

Night Codes

Night Codes is a partnership between the department and the Chattanooga Police that provides more comprehensive community policing, builds neighborhood relations with concerned residents, and affords a significant code enforcement presence after hours. The additional cost of overtime pay for codes inspectors associated with Night Codes is covered by the federally funded Byrne Grant. The graph below shows the number and type of violations cited through the Night Codes program, totaling 883 violations.



Byrne Grant funding for Night Codes ended at the conclusion of fiscal year 2007

Chattanooga 3-1-1

In addition to systematic inspections, code enforcement inspectors respond to code violations reported through the City's *One Call to City Hall* 3-1-1 Call Center. Citizens report litter, abandoned or inoperable vehicles, overgrowth and housing code violations by calling 3-1-1. Calls received from 3-1-1 are assigned to a team based on the location of the complaint. The chief code enforcement inspector for that team assigns the case to a code enforcement inspector who processes the complaint through resolution.

Neighborhood Court

Neighborhood Court, also known as Night Court, is an Environmental Court held during evening hours at a location in the neighborhoods to provide those that have conflicts during the day with the opportunity to attend their court hearings at night. Neighborhood Court also gives concerned residents a venue to ask the judge questions and meet the code inspectors that work in their neighborhood. Neighborhood Court is one of the many ways the department seeks to connect with the community and educate residents about code enforcement.

Environmental (Code Enforcement) Court

One of the main goals of code enforcement is timely resolution of service requests, including legal recourse through Environmental Court. Environmental Court is used as a means of bringing a property into compliance with City code when the property owner does not abate the code violation within the timeframe given on the Municipal Inspection Report. Resolutions of service requests include litter removal, towing abandoned or inoperable vehicles, house rehabilitation, and in rare cases house demolition. A case is closed with resolution; however some cases remain open where appeals or extensions are granted by the courts. These cases remain open until the department can safely state that the property is in compliance.

Condemnations and Demolitions

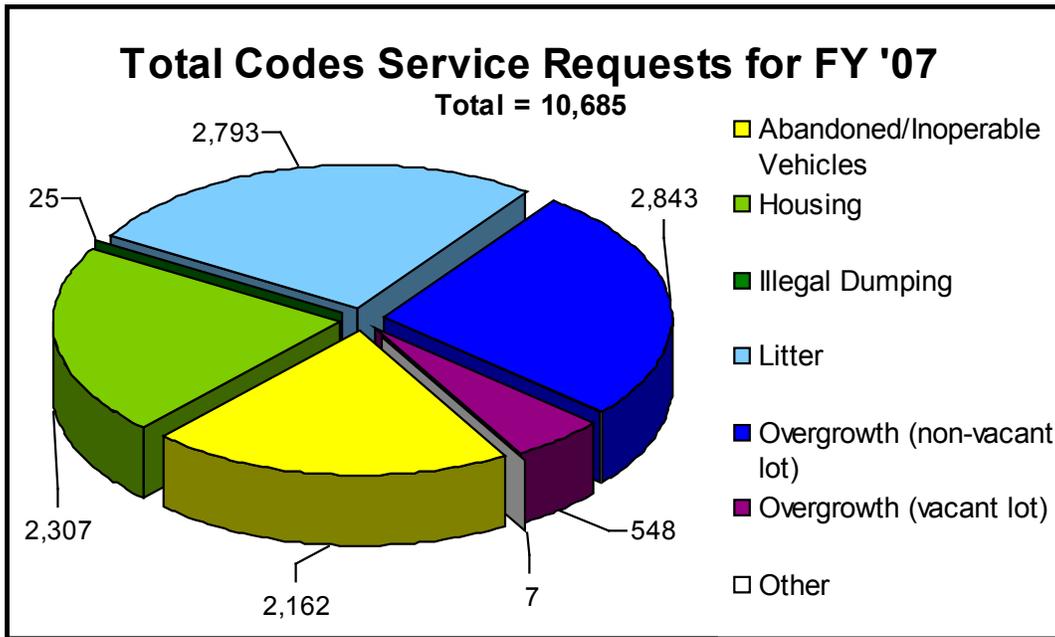
The department is dedicated to maintaining Chattanooga's neighborhoods through engaging in active codes enforcement which includes abatement of deteriorated and blighted structures. Both the Chattanooga City Code and the Tennessee Code Annotated require the department to condemn any property that is deemed unsafe and unhealthy to live in. Condemnation of a property means that whoever lives there must leave and not return until the property is in compliance consistent with city housing codes. The ideal outcome is for the owner to address the housing safety issues thereby salvaging the property. Condemnation does not always result in the demolition of a structure.

A property owner may choose to demolish the property instead of rehabbing it. If the owner fails to rehab or demolish the property at his expense, the matter is taken before a public officer at a scheduled public demolition hearing. A property is recommended for demolition when the cost to rehabilitate the structure is determined to be greater than 50% of the total property value.

During FY 2007, forty-four (44) properties were demolished, with the cost of demolition funded through either Community Development Block Grant (CDBG) or City General Funds totaling \$227,054. CDBG funds totaling \$127,596 were expended for demolitions within program eligible census tracts. For the same period, \$99,458 of general fund dollars were expended for all other properties.

Total Service Requests

Service requests encompass all property complaints handled by the department including those resulting from systematic inspections (inspector initiated), calls to 311, Night Codes, and direct calls received by the office. The total number of service requests handled by the department in fiscal year 2007 was 10,685; the chart that follows illustrates the numbers breakdown by type of service request received during that time. These service requests may or may not result in a citation of code violation, depending on whether a violation is present. If a code violation is issued, and the property is not brought into compliance by the set deadline, the property owner is cited to Environmental Court.



The department's goal is to not only resolve service requests to maintain clean and healthy neighborhoods, but to do so in a timely manner. The chart below illustrates the timely resolution of service requests, in comparison with the previous fiscal year.

Total Cases Closed Type of service request	FY '07	% on time in FY '07	FY '06	% on time in FY '06	% change
Abandoned/Inoperable Vehicle	2,067	98.15%	2,162	97.7%	0.5%
Housing	2,206	98.18%	1,296	96.3%	1.9%
Illegal Dumping	77	92.77%	119	94.4%	-1.6%
Litter	2,630	98.28%	2,568	98.4%	-0.1%
Overgrowth (non-vacant lot)	2,810	98.70%	2,630	97.5%	1.2%
Overgrowth (vacant lot)	529	96.36%	657	96.5%	-0.1%
Total	10,319	98.0%	9,432	97.4%	0.6%

The difference between the total service requests received by the department in fiscal year 2007 (10,685) and the cases closed in fiscal year 2007 (10,319) is due to carry over of cases from one fiscal year to the next.

ICC Certification

The department prides itself on having a well-trained and effective staff. The International Codes Council (ICC), the main regulatory body for building, housing and inspection codes, provides certification for inspectors working under their purview in the different fields of code enforcement. All Chief Code Enforcement Inspectors and many Code Enforcement Inspectors have received and maintained certification in Property Maintenance and Housing Inspection from the ICC. Certification is obtained after several months of preparation and receiving a passing grade on the certification test. Certification is maintained through Continuing Education Units (CEU), 1 CEU is equivalent to 10 hours of training. The certified inspector must complete 1.5 CEUs (15 hours of training) within the 3 year certification period to keep the certification current. All inspectors hired under Mayor Littlefield's administration are required to obtain and maintain ICC certification. To date, this goal has been achieved.

The Department of Neighborhood Services and Community Development is constantly striving to improve code enforcement and community services, including achieving case resolutions, obtaining property code compliance, and pursuing a higher level of professional knowledge through relevant training.

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 Coordinators (NRCs) who work directly with existing and newly forming neighborhood organizations to address issues in their communities.



Neighborhood Relations Coordinators (L to R): Debbie Johnson, Dennis Tate and Karen Clay

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.

Notable Accomplishments

District 1

(includes Lookout Valley, Hill City, Mountain Creek, Northshore, and Quail Hollow)

- **Hill City Neighborhood Association** partnered with various agencies to address housing and crime issues in their community.

District 2

(includes North Chattanooga, Lupton City, and Hixson)

- **The Narrows Homeowners Association** transitioned from a developer-managed to an independent homeowners association.
- **Lupton City Neighborhood Association** established a neighborhood association and set as its three priorities crime, code enforcement, and animal control.
- **Forest Highlands and Kensington Forest Associations** focused on traffic calming solutions for their respective neighborhoods.
- **Manchester Park Neighborhood Association** identified sidewalks as a priority for the neighborhood.
- **North Chattanooga Neighborhood Association** began the process of reactivating its neighborhood association.

District 3

(includes Murray Hills, Dupont, Valleybrook, and Hixson)

- **Murray Hills Neighborhood Association** worked with the department to address housing and vehicle code violations in the neighborhood.
- **Valleybrook Neighborhood Association** worked with the department and Public Works Stormwater to address a drainage problem.
- **Valleybrook Town Homes Association** began building a relationship with police officers assigned to patrol their neighborhood to more effectively address crime issues.
- **Bal Harbor Homeowners Association** worked with the department to tackle housing and vehicle code violations in the neighborhood.

District 4

(includes East Brainerd)

- **Hamilton Acres Neighborhood Association** formed in June 2007 and continues to work on bylaws, strategic planning and membership recruitment.
- **Legacy Park Homeowners Association** transitioned from a developer-managed to an independent homeowners association.
- **Radmoor Neighborhood Association** organized an association, elected officers, and set the goal of adopting bylaws.
- **Molly's Meadows Homeowners Association** responded to paving, zoning and developer issues by contacting various City departments for assistance.

District 5

(includes Bonny Oaks, Lake Hills, King's Point, Dalewood, Woodmoore, Washington Hills, North Brainerd, Missionary Ridge, and 21st Century)

- **21st Century Neighborhood Association** worked with the department to remediate housing and litter code violations throughout their neighborhood, including recurring violations at a vacant apartment building.
- **Acuff Street** residents organized a new neighborhood association and made application to the Neighborhood Traffic Management Program as a first step to achieving traffic calming goals.
- **Eastdale Neighborhood Association** worked with the department and Chattanooga Police Department to address housing and litter code violations and criminal justice concerns respectively.
- **Hillcrest Heights** organized a new neighborhood association and addressed rental property concerns in the neighborhood by reaching a compromise with the property owner.
- **King's Point Neighborhood Association** actively engaged area developers and regulatory authorities to present their interests with the goal of influencing public decision making.
- **Lake Hills Neighborhood Association** updated bylaws, successfully submitted Neighborhood Traffic Management Program applications, and negotiated several traffic calming devices for their community.
- **Missionary Ridge Neighborhood Association** engaged residents in a dialogue concerning historic zoning for their neighborhood.
- **Washington Hills Neighborhood Association** participated in informational election forums and hosted a "meet and greet" with then-newly appointed Police Chief Freeman Cooper.

District 6

(includes Brainerd, Belvoir, Glendon Place, Shepherd, and Meadowbrook Heights)

- **Olde Towne Neighborhood Association** formally organized as a neighborhood association and worked through a visioning process to develop a mission statement, goals, objectives, and activities. Their first organized event as an association was National Night Out that included live music entertainment.
- **Windsor Court Neighborhood Association** neighbors organized in response to crime concerns and developed an e-mail and telephone list used extensively to communicate crime events, concerns, and tips -- included their adjacent neighbors in Olde Towne as part of the distribution.
- **Belvoir Neighborhood Association** reorganized leadership structure to include co-president officers, revamped means of communicating with members of neighborhood to incorporate an electronic network, and also reached out to other neighborhood groups to share tips.
- **Meadowbrook Heights Neighborhood Association** created a more formal organization than their previously once-a-year social get-togethers and developed a project to improve the safety of drivers at the neighborhood entrance from Standifer Gap by removing overgrown junipers & hollies, partnering with Urban Forestry to have several trees removed.

District 7

(includes Historic St. Elmo, Alton Park, Piney Woods, Cedar Hill, East Lake, Howard, Ridgedale, Clifton Hills, and Boulevard Park)

- **Alton Park Neighborhood Association** partnered with the Chattanooga Police Department to assist with suppression activities and address housing, litter, overgrowth and vehicle code violations.
- **Cedar Hill Improvement League** submitted Neighborhood Traffic Management Program application to Traffic Engineering for traffic calming mechanisms.
- **Clifton Hills Improvement Committee** submitted Neighborhood Traffic Management Program application to Traffic Engineering for traffic calming mechanisms, and also took steps to form a neighborhood watch.
- **East Lake Neighborhood Association** reelected officers after a transitional period and is reaching out to recruit new membership within the association boundaries.
- **Richmond Park Neighborhood Association** reactivated their association after a two year lapse.
- **The Villages at Alton Park Neighborhood Association** came together and created a formal association.

District 8

(includes Downtown, Avondale, Eastside, Clifton Hills, ML King, Oak Grove, Southside, Fortwood and UTC)

- **Riverside Community Association** hired a contractor to repair damaged gateway marker at Wisdom Street and Riverside Drive.
- **Avondale Neighborhood Association** partnered with many neighborhood groups and professional organizations to submit a successful Weed and Seed application as a step towards neighborhood revitalization.
- **Lincoln Park Neighborhood Association** neighborhood leaders welcomed and worked with several new Habitat for Humanity residents who received homes built in their community. Lincoln Park remains an active partner in the Eastside Task Force.
- **Oak Grove Neighborhood Association** leaders were actively involved in improving their neighborhoods by helping authorities identify codes and criminal violations leading to condemnations, demolitions, and arrests.

District 9

(includes Avondale, Bushtown, Churchville, East Chattanooga, Foxwood Heights, Glass Farms, Glenwood, Highland Park, Missionary Ridge, Menlo Park, and Orchard Knob)

- **Avondale Neighborhood Association** worked with many city departments to address flooding, speeding traffic, and code violation issues.
- **Eastside Task Force** worked with the department and agencies to address problems in six targeted neighborhoods (Avondale, Bushtown, Churchville, East Chattanooga, Glenwood and Orchard Knob). The Eastside Task Force is comprised of four main committees, each focusing on different area of work, including Law Enforcement, Youth, Housing, Code Enforcement and Landlord Responsibilities, and Health Education.
- **Churchville Neighborhood Association** worked closely with various city departments to eliminate municipal code violations in their neighborhood.

The following table illustrates neighborhood participation as assisted by NRCs.

Type of Participation	District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 8	District 9	Total
Neighborhood associations registered with the City	6	7	6	14	19	20	13	16	14	115
Neighborhood associations meet at least annually	6	6	6	12	19	20	11	11	13	104
New Neighborhood associations organized	0	3	0	3	2	1	0	0	0	9
Neighborhood associations reactivated	0	0	0	0	0	0	2	0	0	2
New neighborhood leaders recruited	0	2	0	0	3	2	0	1	0	8
National Night Out Events	0	2	0	1	2	3	3	4	9	24

Community Development

The Community Development Division has the overall responsibility for the administration and use of the Community Development Block Grant (CDBG), the HOME Investment Partnership (HOME), American Dream Down Payment Initiative (ADDI), 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 the 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.

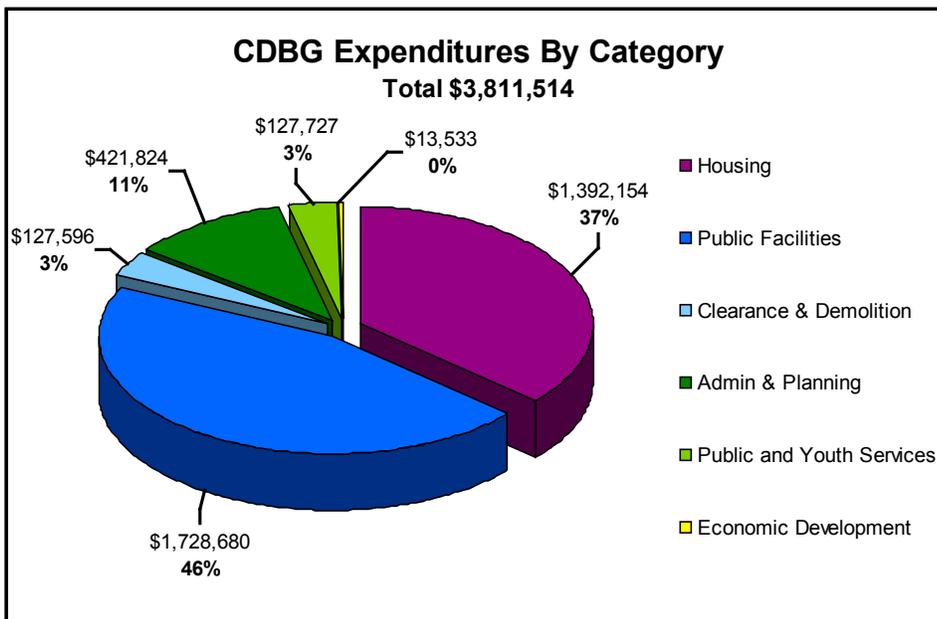


Community Development Staff: Seated: Sandra Gober, Manager; (L to R) Doug Smith, Regina Partap, Community Development Specialists; Juliette Thornton, Assistant Manager; Rod Morton, Fiscal Coordinator; Pat Bryan, Secretary; Paula Coleman, Community Development Specialist

Expenditures For Programs

Community Development Block Grant (CDBG)

The Community Development Block Grant Program is a flexible program that provides communities with resources to address a wide range of unique community development needs. The program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses. Of the \$3,811,514 expended through the CDBG program, 83% or 3,120,834 was spent in the categories of housing and public facilities.



Nourish The Neighborhoods

Benchmark #2

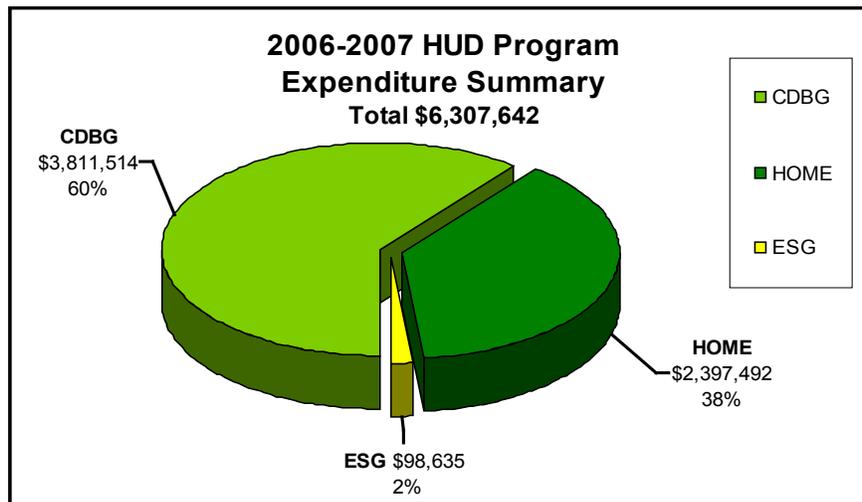
Provide Community Development Block Grant (CDBG) funding to eligible projects, consistent with the City's Consolidated Annual Performance and Evaluation Report (CAPER)

Home Investment Partnership (HOME)

Home Investment Partnership (HOME) provides opportunities to partner with local non-profit groups to fund 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 people and communities to design and implement strategies tailored to their own needs, to strengthen partnership among government and the private sector to provide technical assistance activities for non-profit housing groups and to mobilize communities through its matching fund requirement. As indicated in the chart below, HOME expenditures for FY'07 totaled over 2.39 million or 38% of total expenditures.

Emergency Shelter Grant (ESG)

The ESG Program is designed to help improve the quality of existing emergency shelters for the homeless and assist in meeting the operational cost of emergency shelters. Although ESG expenditures total \$98,635 or only 2% of total HUD Program expenditures, these funds were leveraged locally to generate a match of \$379,290, nearly four times the amount of ESG funds expended. Listed below are the expenditures for the 2006-2007 CDBG, HOME and ESG Programs.



Rental Rehab Program

The Rental Property Financing Program has improved communities through the renovation of various rental properties throughout the city. The program has produced 37 units since 2001. Although no units were produced in FY 2006-2007, five (5) units are currently being renovated, with an expected completion date in November 2007. Once complete, the owner must rent the units in compliance with HUD issued income limits and fair market rent limits for a five (5) year period.

Shelter Plus Care Program

The Shelter Plus Care Program provides 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 emergency shelters or places not intended for human habitation. The program not only provides rental assistance payments, but increases the likelihood for housing stability, skill-set improvement, and income while also promoting self sufficiency. Fortwood Center and Aim Center serve as partnering agencies in the facilitation of the Shelter Plus Care Program.

For the period July 1, 2006 through June 30, 2007, twenty-five (25) residents/families were recipients of Shelter Plus Care Program funding. A total of \$150,526.77 was expended for the provision of rental assistance payments.

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

Department Initiatives

World Changers Home Repair Project

July 2006 marked the 4th year World Changers visited Chattanooga, making a lasting impression throughout the neighborhoods of our City. This initiative is led by the department, Front Porch Alliance and World Changers, a ministry of the North American Mission Board of the Southern Baptist Convention from Alpharetta, Georgia. The mission of World Changers is to provide Christian youth and adults with opportunities to meet the physical needs of others through practical learning servanthood and personal commitment to missions.

Youth and adult volunteers from various cities throughout the nation converged on Chattanooga the week of July 10-14, 2006 providing free home repair to qualifying senior, disabled, and low-income homeowners. This project is a collaborative partnership between the Department of Neighborhood Services and Community Development, Office of Faith-Based and Community Partnerships, and the Front Porch Alliance and financed, in part with Community Development Block Grant (CDBG) funds. In addition to being the sub-recipient of CDBG funds, the Front Alliance provided additional funding toward the project. Brainerd Baptist Church provided lodging and various local churches and neighborhood associations provided lunch and snacks to the volunteers throughout the week.

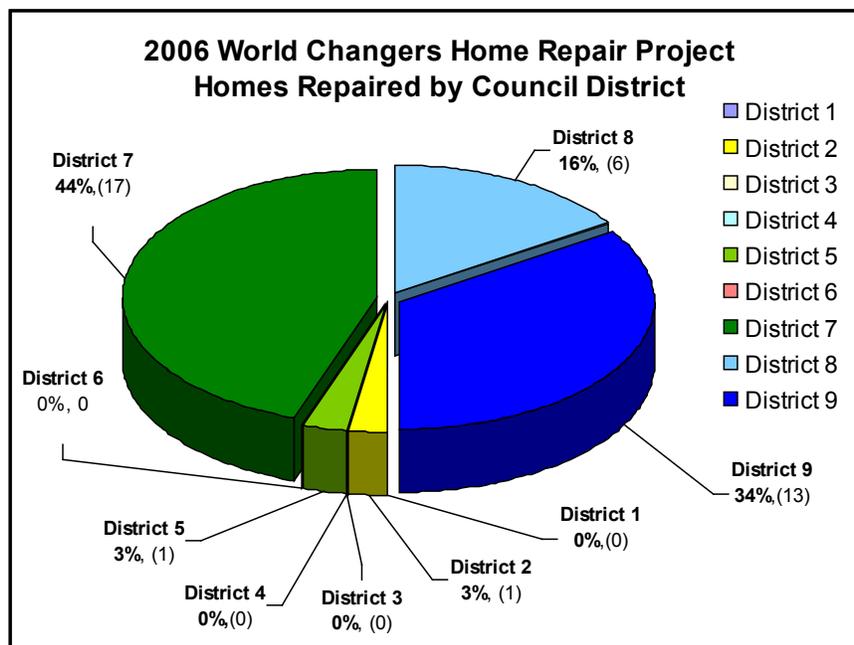
Thirty (30) homes were repaired during the week long project. Work performed included new and repaired roofs, exterior painting, new porches, and wheelchair ramp construction. Most of the homes were completed within the week of the project but eight (8) additional homes were completed between late 2006 and early 2007 by local volunteers or contractors, for a total of 38 homes repaired during fiscal year 2007.

Nourish The Neighborhoods

Benchmark #3

Implement World Changers Project
- Rehabilitate at least 30 elderly and low income occupied residences

2006 World Changers Statistics	
Department of Neighborhood Services And Community Development /CDBG Funds	\$48,000.00
Additional Department Funds for Supplies	\$1,181.00
Front Porch Alliance	\$18,124.28
Total Cost of Project	\$67,305.28
Total number of homes repaired	38
Average cost of repairs per home	\$1,771.20



Nourish The Neighborhoods

Benchmark #4

Fund at least 15 Neighborhood Partners Projects

Neighborhood Partners Program

The Neighborhood Partners Program (NPP) provides funding to support small scale neighborhood projects. This partnership between the City of Chattanooga, neighborhood associations and select community organizations, empowers communities to take ownership of the health of their neighborhoods.

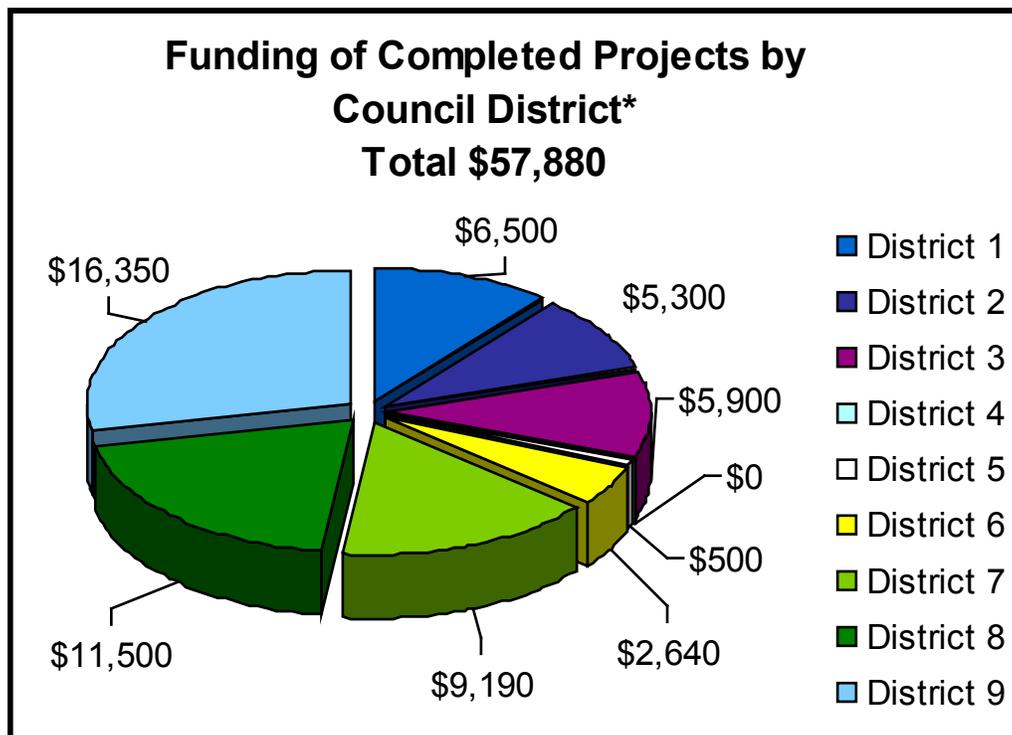
This program operates on a calendar year (January – December). Projects funded fell into three categories:

- **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 Projects Completed By District*

Project Type	District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 8	District 9	Total
Neighborhood Beautification		1	1		1	1		2	2	8
Neighborhood Development	2					1	3		3	9
Neighborhood Safety						1			1	2
Total	2	1	1	0	1	3	3	2	6	19

*Numbers exclude projects initially funded, and later rescinded



*Numbers exclude projects initially funded, and later rescinded

Neighborhood Partners Program

Completed Projects (19)

January – December 2006

	District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 8	District 9
Neighborhood Beautification									
Northside Learning Center		•							
Murray Hills Neighborhood Association			•						
North Brainerd Sunshine Neighborhood Association					•				
Meadow Heights Neighborhood Association						•			
MLKing Neighborhood Association								•	
South Broad Redevelopment Group								•	
Foxwood Heights Neighborhood Association									•
La Paz de Dios									•
Neighborhood Development									
Northshore Merchants Collective	•								
Spring Valley Community Club	•								
Hilltop Neighborhood Association						•			
Cedar Hill Improvement League							•		
East Lake Senior Citizens							•		
Ridgedale Community Association							•		
Chattanooga Racqueteers Tennis Association, Inc.									•
Churchville Neighborhood Association									•
Missionary Ridge Neighborhood Association									•
Neighborhood Safety									
MEMAKON, Inc.						•			
Chattanooga Eastside Task Force									•
Totals	2	1	1	0	1	3	3	2	6

A few projects initially funded never came to fruition for a variety of reasons. In these instances, funding was rescinded by the recipient. Rescinded amounts are not represented in the final calculations for the program year.

NPP Projects Rescinded by Recipient (4) January – December 2006

	District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 8	District 9
Arbor Landing Homeowners Association			•						
Molly's Meadow Homeowner's Association				•					
Bushtown Neighborhood Association									•
Westside Weed and Seed								•	
Totals	0	0	1	1	0	0	0	1	1

Nourish The Neighborhoods

Benchmark #5

Develop and implement a neighborhood leadership training academy for the purpose of "growing" leadership - current and new, with a focus on developing youth leadership

Neighborhood Leadership Institute

The Department of Neighborhood Services and Community Development has always recognized the importance of strengthening and training grassroots leadership. In FY 2006-2007 the department enhanced the former "Neighborhood Leadership Academy" by creating the "Neighborhood Leadership Institute" (NLI) in partnership with Chattanooga State Technical Community College.

The planning and development of the curriculum for the NLI began during the final quarter of 2006. Funding for the program was approved by the Chattanooga City Council in February 2007 and the application process lasted throughout March 2007. Applications were reviewed and applicants selected by an independent selection committee comprised of representatives of Chattanooga State Technical Community College, staff and community leaders. Twenty six (26) neighborhood leaders met the requirements for completion of the program and were formally recognized at a recognition ceremony held October 19, 2007 at the 9th Annual Neighborhoods and Codes Conference. Graduates of this program are better prepared to lead

their organizations and effectively achieve change for their communities. The eight (8) sessions, twenty (20) hour course held April through October 2007 covered the following topics:

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

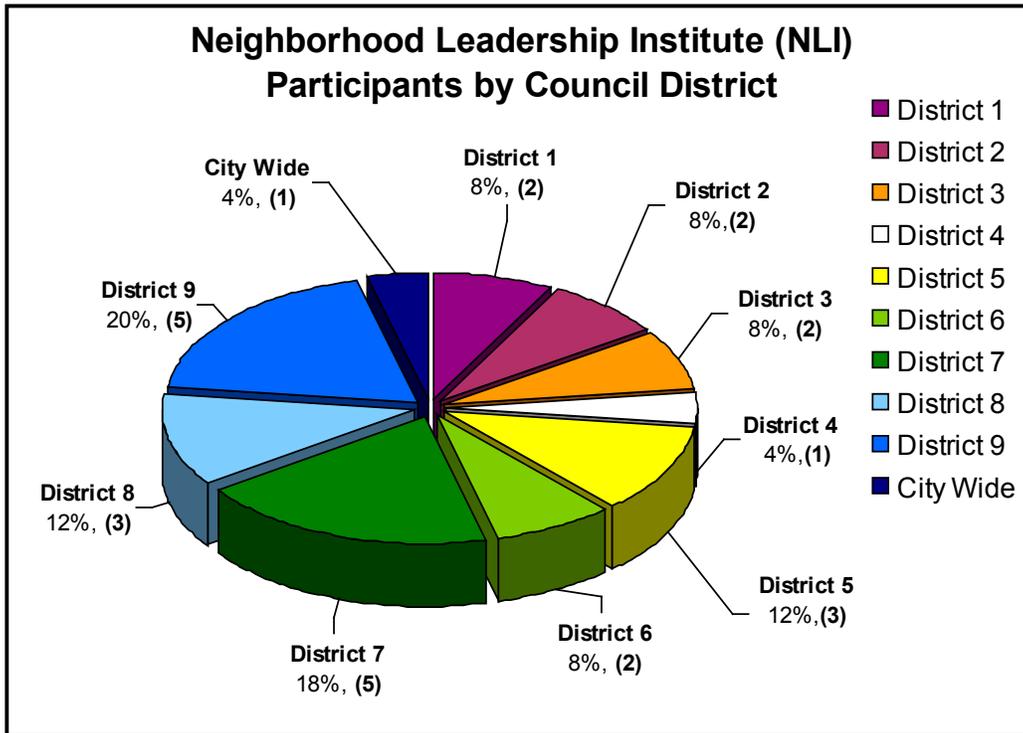


Graduates of the first Neighborhood Leadership Institute with (front, L to R) Dr. James Catanzaro, President, Chattanooga State Technical and Community College; Jill Murphy, NLI Coordinator; Beverly P. Johnson, Administrator; and Mayor Ron Littlefield

Neighborhood Leadership Institute Graduates

by Council District (26)

Name	Neighborhood Association/ Community	District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 8	District 9	City- Wide
Brooke Bradley-King	North Chattanooga Neighborhood Association		•								
Judith Cooper	Lupton City Neighborhood Association		•								
Candy Corneliussen	South Brainerd Neighborhood Association						•				
Judith Crowe	Valleybrook Park Townhome Association			•							
Florencia Flippin	Brainerd Acuff Street Community					•					
Aaliyah Hakeem	Hillcrest Heights					•					
Tara Hewlett	Churchville Neighborhood Association									•	
Grace Kim	Southside Historic District								•		
Pam Ladd	Murray Hills Neighborhood Association			•							
Isabella Lane	Foxwood Heights Neighborhood Association									•	
Linda Manning	Lookout Valley Neighborhood Association	•									
Linda Matthews	Molly's Meadows Homeowners Association				•						
Andrae' McGary	Oak Grove Community								•		
Julia Morgan-Scott	Olde Towne Brainerd Neighborhood Association						•				
Marvene Noel	Orchard Knob Community Watch									•	
Scott Noll	Community Association of Historic St. Elmo							•			
Mary Powell	Menlo Park Neighborhood Association									•	
Tiffany Rankins	Lincoln Park Neighborhood Association								•		
Jason Delmar Reed	Ridgedale Community Association							•			
Mae Sanders	Boulevard Park Community							•			
Sonia Sasse	La Paz de Dios										•
Daisy B. Scott	Lake Hills Neighborhood Association					•					
Briston Smith	Hill City Neighborhood Association	•									
Amanda Marie Stofan	Clifton Hills Neighborhood Association							•			
Ann Weeks	South Broad Redevelopment Group							•			
Lucille Wright	Eastside Task Force									•	
	Totals	2	2	2	1	3	2	5	3	5	1



8th Annual Neighborhoods and Codes Conference

Recognizing the importance of providing training and resources to support neighborhoods and citizens as well as those who work in them, since 1998 the department has hosted an annual Neighborhoods and Codes Conference.

The dual-track conference is unique in that it provides training and continuing education to codes professionals as well as workshops on topics relevant to neighborhood leaders and citizens which promote community building, organizational development and strategic tactics resulting in the empowerment of neighborhoods. Workshop presenters and speakers include those locally and nationally renowned. The cost is free to those attending the neighborhood conference and a nominal cost for codes professionals. The exceptional value of the conference as well as the course content and special events makes this event a regional draw to professionals and community leaders throughout the Southeast.

The theme of the 8th Annual Neighborhoods and Codes Conference held September 27-29, 2006 was "Laying the Foundation for Better Neighborhoods...One Brick at a Time". The conference theme highlighted the positive bricks that provide education, opportunities and experiences essential to the creation of neighborhoods of choice. The conference agenda included 23 neighborhood workshops and seven workshops specifically intended for codes professionals. Codes professionals were able to earn up to 11 Continuing Education Units (CEU's) for completion of these sessions.

Over 350 individuals, including guests who were not registered for the event, attended the two-day conference which included special event speakers Dr. Jim Scales, Superintendent of Hamilton County Department of Education, Jim Holloway, a distinguished Toastmaster, Terry M. Bellamy, Mayor of the City of Asheville, North Carolina and Bernard Kincaid, J.D., Ph.D., former Mayor of Birmingham, Alabama.

2006 Conference Statistics	
Neighborhood Registrants	201
Out of Town Codes Registrants	72
Local Codes Registrants	57
Total Registrants	330

Chattanooga Neighborhood Association Council (CNAC)

The Chattanooga Neighborhood Association Council (CNAC) is an autonomously managed organization, governed by a board of directors, and is comprised of community leaders representing neighborhoods throughout the City of Chattanooga. The mission of CNAC is to be a unified community voice promoting a better quality of life for all Chattanooga neighborhoods. Formally organized under the auspices and support of Neighborhood Services Department in 2001, CNAC has evolved from a loosely organized roundtable of concerned citizens in search of a venue by which to share the common concerns and problems plaguing neighborhoods into a citywide, solution driven, "association of associations." CNAC's goals are:



- to work together collectively to improve the neighborhoods in the Chattanooga community;
- to establish a network for total information sharing;
- to work along with the law enforcement and other city departments to eliminate crime, drugs, and resident's 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.

During this reporting period, CNAC focused its attention to recruiting additional members, providing technical support to member neighborhoods and strengthening its alliances with the departments of city government. CNAC participates with the Chattanooga Police Department's Community Police Interaction Committee (CPIC) to provide a forum for the cross exchange of crime trends and prevention strategies, evaluation of criminal activity, and police response within participating sectors. CNAC receives technical support through an assigned staff liaison of the Department of Neighborhood Services and Community Development.

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

The City of Chattanooga in partnership with the Internal Revenue Service (IRS), Urban League of Greater Chattanooga, University of Tennessee at Chattanooga and many other local organizations provided free federal income tax assistance to residents of Greater Chattanooga. The City has provided this service free of charge to eligible citizens since January 2004. Federal income tax returns are electronically filed by volunteers trained and certified through training courses offered by the IRS. La Paz de Dios, a new partner, provided free tax services for the local Spanish-speaking community.

2007 Volunteer Income Tax Assistance Sites

- Brainerd Recreation Center
- Calvin Donaldson Elementary School
- Chattanooga Human Services
- Chattanooga State Technical Community College
- Church Koinonia Credit Union
- Lone Oak Community Center
- M.L. King Weed and Seed
- Northgate Mall
- Northside Neighborhood House
- Chattanooga Room in the Inn
- Soddy Daisy Senior Center
- Chattanooga Cares
- Memorial Hospital Main Campus
- Senior Neighbors
- Urban League of Greater Chattanooga

During the campaign, 65 volunteers provided services at 15 sites to 2,136 low-to moderate- wage earning citizens. The campaign yielded \$2,464,602 in federal income tax refunds and \$851,345 in Earned Income Tax Credits to 540 residents.

Public Relations

Department Website

A reality of the global civilization in which we live is the use of the internet and web-based communications. Under the direction and support of Information Services Division, the department promotes its mission and programs through a website that can be accessed from the city's web address at www.chattanooga.gov and selecting Neighborhood Services and Community Development from the pull down menu. The site includes descriptions of each of the three divisions of the department along with news releases and information regarding upcoming department events, programs, and campaigns. An added feature of the site is the "Calendar of Events" that includes the dates, times, and locations of neighborhood and community association meetings. Also included on the site is an electronic version of the department's newsletter, "Common Ground." Visitors to the site can access the "311 One Call to City Hall" web link to have many of their complaints and inquiries addressed.

Nourish The Neighborhoods

Benchmark #6

Revamp "Common Ground" newsletter and reinstitute mailing to neighborhood associations, community leaders

"Common Ground" Newsletter

The Department's newsletter was given the name "Common Ground," to reflect all that is held common among neighborhoods throughout our city and nation and celebrates those ties that bind us no matter where we live. Each issue provides timely and practical information relevant to Chattanooga neighborhoods.

The newsletter features letters from Mayor Ron Littlefield and Beverly P. Johnson, Administrator of Neighborhood Services and Community Development. Various departments of city government are featured monthly providing

information on a wide range of programs and issues of benefit to neighborhoods and citizens alike. Neighborhood association and community events are frequently featured in the "Neighborhood News" along with a monthly calendar of events which includes the dates and times of neighborhood meetings, environmental court, and other relevant city and department events.

Packed with great photos and articles, "Common Ground" reflects the social cohesion between the residents of Chattanooga neighborhoods, government and other community stakeholders.



Weekly Radio Program "Neighborhood Talk"

Since 2004, the department has used radio as a medium to more widely promote its mission and resources to the Chattanooga community. "Neighborhood Talk" is the department's weekly radio show which airs on WNOO Glory 1260 AM every Tuesday from 9:00-9:30 a.m. The goals of the broadcast are to educate and inform listeners to the relevant needs, interest and issues affecting Chattanooga's neighborhoods.

Over the course of the year, a number of guests representing government, non-profit, grassroots organizations and the public and private sectors have been featured on the show, which also welcomes call in questions and comments. Guests included Mayor Ron Littlefield, administrators and representatives from various departments of city government, members of the Chattanooga City Council, Hamilton County officials, representatives from non-profit agencies, coalitions, community and business stakeholders and neighborhood associations.

The work and the programs of the department are consistently featured as part of the format and department staff members are regularly featured as guests, giving listeners and callers alike an opportunity to have their questions and concerns addressed regarding codes and neighborhood relations issues.

The department sees the promotion of the services and resources we provide to the community over many mediums as a key component to its overall success. Marketing what we do for Chattanooga to the residents will only increase the cooperation between neighbors to create a cleaner, safer place to live.

Financials

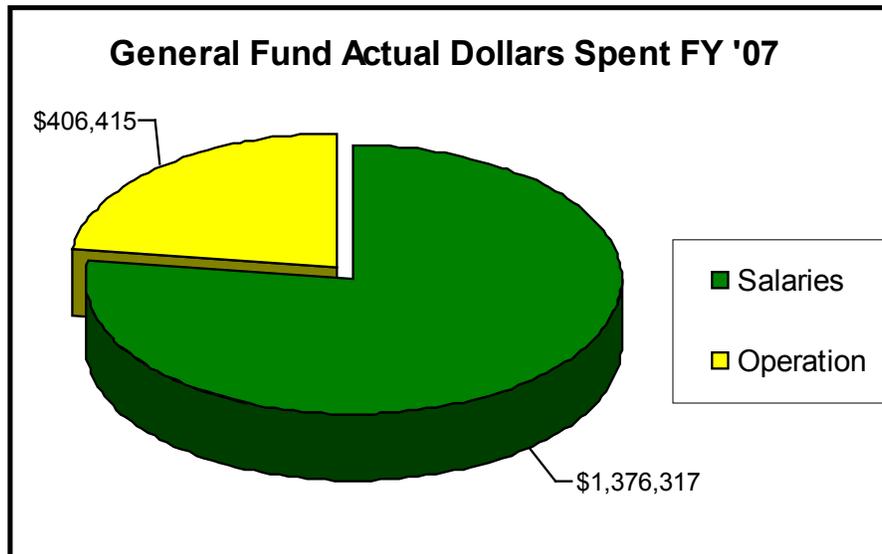
General Fund Budget

Each city government department is charged with providing services in the most ethical and fiduciary way possible. The Department of Neighborhood Services and Community Development is constantly seeking to improve the manner in which it provides the diverse index of services under its purview, including becoming more cost effective.

The department's general fund budget for fiscal year 2007 was \$1,841,372; actual dollars spent during that time period was \$1,782,732, representing a 96.8% budget expenditure.

	FY07 Budget	FY07 Spent	% Budget spent FYTD
Salaries	1,399,268.00	1,376,317.00	98.4%
Operation	442,104.00	406,415.00	91.9%
Total	1,841,372.00	1,782,732.00	96.8%

Of the general fund actual dollars spent in fiscal year 2007, salaries accounted for 77.2% while operation expenses represented 22.8%.



The expenditures for the Community Development division of the department, which is 100% federally funded, are shown on pages 24-25.

Community Development Budget Expenditure Summary for the 2006-2007 CDBG Program

	Project Description	Expenditures
Housing Activities		
Chattanooga Neighborhood Enterprise	Funding for home purchases and homeowner and rental rehabilitation programs	\$1,257, 116.27
Department of Neighborhood Services and Community Development	Rental Housing Finance Program	\$58, 816.81
Department of Public Works	Replacement of lateral sewer lines to homes of low/moderate income homeowners	\$24, 800.00
Front Porch Alliance	Funds for small, but critical home repairs for elderly homeowners	\$30,239.13
Tri-State Resources Advocacy	Addition of handicap ramps to homes owned by elderly, handicapped homeowners	\$21,181.71
Infrastructure		
Chattanooga Room In the Inn	The construction of a storage building at shelter	\$4,182.57
Department of Public Works	Construction of sidewalks in eligible census tracts	\$241,201.72
Department of Neighborhood Services and Community Development	Debt servicing of a loan for infrastructure construction projects for the HOPE VI site in Alton Park	\$911,628.93
Habitat for Humanity	Site preparation for construction of new homes at the Shepherd Park Subdivision for very low income residents and families	\$160,100.00
Inner-City Ministries	Rehabilitation of neighborhood facility for handicap accessibility	\$60,000.00
James A. Henry YMCA	Improvements to playground at facility serving low/moderate income children	\$25,000.00
Chattanooga Neighborhood Enterprise	Infrastructure improvements for housing in Jefferson Heights and M.L. King	\$326,566.43
Demolition		
Department of Neighborhood Services and Community Development	Demolition of twenty-five (25) dilapidated, sub-standard structures in low income census tracts	\$127,596.44
Public Service		
Chattanooga Homeless Coalition	Matching funds for the management and operation of HMIS system and Community Voice Mail	\$34,000.00
Chattanooga Community Housing Resource Board	Housing counseling services: referrals, landlords and tenants' rights, foreclosure preventions and workshops to low income residents	\$55,174.97
Chattanooga Nature Center	Provide access to environmental education programs to 473 low to moderate income students	\$1,572.00
Department of Human Services	Emergency assistance to 76 families for utility deposits	\$8,050.00
Girl Scouts	Funds to assist in covering expenses of programs serving 284 low/moderate income girls	\$3, 453.15
St. Elmo/Alton Park Partners	Transportation expenses for the organization's pre-kindergarten program	\$8,274.74
YMCA Community Action Project	Addition of a counselor position to increase student accessibility to the programs offered	\$17, 202.01
Economic Development		
Department of Neighborhood Services and Community Development	Improvement to commercial buildings through a commercial façade program	\$13, 533.44
Administration		
TOTAL CDBG EXPENDITURES		\$3,811,514.06

Expenditure Summary for the 2006-2007 Home Investment Partnership Program

	Expenditures
28 th Legislative District	\$291,440.00
Chattanooga Neighborhood Enterprise Homeowner Rehab	\$1,473,316.00
Chattanooga Community Development Organization	\$268,456.00
Chattanooga Neighborhood Enterprise Homebuyer Assistance	\$353,160.00
Good Neighbors	\$1,500.00
Administration	\$5,270.00
ADDI Down Payment Assistance	\$4,350.00
TOTAL HOME EXPENDITURE	\$2,397,492.00

Expenditure Summary for 2006-2007 Emergency Shelter Grant Program

	Expenditures
Family and Children Services	\$65,692.00
Community Kitchen	\$10,000.00
Room In the Inn	\$13,798.00
Interfaith Homeless Network	\$5,000.00
Administration	\$4,145.00
TOTAL EXPENDITURES	\$98,635.00

HUD Expenditure Summary for 2006-2007 by Category

Category	Expenditures	Percentage Expended
Housing	\$3,784,377	60.0%
Public Facilities	\$1,728,680	27.4%
Clearance and Demolition	\$127,596	2.0%
Administration and Planning	\$431,239	6.8%
Public Services	\$222,217	3.5%
Economic Development	\$13,533	0.2%
TOTAL EXPENDITURES	\$6,307,642.00	100%

Conclusion

As first mentioned in the introduction of this annual report, Mayor Littlefield established 17 accountability benchmarks as part of his “Nourish the Neighborhoods” strategy. Of these 17 benchmarks, 7 fall completely or partially within the scope of this department’s responsibilities, and 6 of these 7 benchmarks were achieved during the course of the fiscal year 2006-07. We consider this rate of success a great accomplishment for our department and our neighborhoods. With each challenge met, we step closer to our overall goal of healthy neighborhoods.

In the conclusion of this annual report, we address the progress of the remaining 11 benchmarks not yet discussed, including those that are a shared benchmarks between our and other City departments, as well as Benchmark #7 that was carried over into fiscal year 2007-08.

Nourish the Neighborhoods

Benchmark #7

Manage infill development of vacant lots

[Neighborhood Services and Community Development Department; Regional Planning Agency (RPA)]

The management of infill development of vacant lots is being addressed in fiscal year 2007-08 and involves a Property Condition Survey study. Once the study is complete, the department can move forward with identifying strategic initiatives that will offer opportunities for the redevelopment of vacant properties.

The remaining ten (10) benchmarks listed under the “Nourish the Neighborhoods” strategy fall either partially or entirely under the purview of other city departments. Each benchmark, though they are discussed in detail in the annual reports of the respective departments, merit mention here due to their importance of improving the health of our neighborhoods.

Nourish the Neighborhoods

Benchmark #8

Correct drainage issues

[Public Works Department]

Public Works continues to investigate drainage problems around the city. Problems that fall within the City’s rights-of-way are prioritized according to severity and risk to life, health or safety. Work crews are assigned as materials and equipment become available to address the highest priority jobs first. Roadway and pedestrian hazards are given highest priority due to the impact to public safety. Environmental problems and water quality concerns are scheduled next in accordance with National Pollutant Discharge Elimination System permit requirements. General drainage problems are given third priority. Nuisance problems pose no threat to public life, health or safety and are not scheduled for corrective action unless all other pending drainage work has been completed. The Department of Neighborhood Services and Community Development contributed \$24,800 of CDBG funds for the replacement of lateral sewer lines.

Nourish the Neighborhoods

Benchmark #9

Create new sidewalks and fix old ones, especially near schools

[Public Works Department]

Public works continues to accumulate requests for new sidewalks and repairs to existing sidewalks. In the past two years more than \$1,000,000 has been spent on sidewalks around the City, with \$632,599.87 of that coming from Neighborhood Services and Community Development’s dispersal of CDBG funds. Current requests logged in Public Works exceed \$10,000,000 making response times for new sidewalks longer than desirable for many neighborhoods. Repairing existing sidewalks and making sidewalks handicap accessible remains a top priority. Settlements that can result in tripping hazards are considered to reduce liability. Sidewalks that have aesthetic cracking but do not create a trip hazard typically are not repaired or replaced unless excessive or part of a larger project.

Nourish the Neighborhoods

Benchmark #10

Traffic calming/traffic cameras/crosswalk lights

[Public Works Department]

Structural improvements to our neighborhoods, such as stormwater drainage, sidewalk additions and improvements, and traffic calming initiatives, are ongoing projects throughout the City under Public Works. Traffic Engineering, under Public Works, completed 13 traffic calming projects in fiscal year 2007.

Providing programming for youth through Parks and Recreation, the Office of Faith Based and Community Partnerships, and Education, Arts & Culture, is a key piece of keeping our children focused on positive goals and helping them resist the temptation of gang related and illegal activity. Each of these departments has made great strides in these efforts, including bolstering programs offered at recreation centers, the Summer Youth Program that provided valuable life skills through internships, and the *Straight Up* anti-drug campaign, are all examples of this progress.

Nourish the Neighborhoods
Benchmark #11
 Expand programs in recreation centers
[Parks and Recreation Department]

Nourish the Neighborhoods
Benchmark #12
 Initiate Anti-Gang programs, Stop the Madness and Boxing
[Office of Faith Based and Community Partnerships; Education, Arts & Culture Department]

Nourish the Neighborhoods
Benchmark #13
 Office of Faith Based and Community Partnerships with the Hispanic Outreach/Health Clinic, Eastside Task Force, Youth Provider Network, and Homeless Initiative
[Office of Faith Based and Community Partnerships]

Nourish the Neighborhoods
Benchmark #14
 Revise and fine tune the C-7 Zoning Regulations to provide a more workable and legally supportable method to promote desired mixed use and compatible residential development
[Regional Planning Agency]

In an effort to better integrate new lots within an existing neighborhood, certain amendments were made to the Chattanooga Zoning Regulations and the Chattanooga Subdivision Regulations. A definition for "Infill Lot" was added to the Zoning Regulations as well as specific language for determining a compatible setback within the R-1 zone. In the Subdivision Regulations, a new section was added called "Infill Lot Compatibility". This section describes where the regulation applies, exceptions to the rule, and how to calculate new lot frontage that is compatible with existing lots on the same street.

Nourish the Neighborhoods
Benchmark #15
 Office of Multicultural Affairs which will be responsible for reviewing, implementing, and monitoring of public policy that affects the disadvantaged cultural communities in Chattanooga
[Office of Multicultural Affairs]

The Office of Multicultural Affairs (OMA), established by Mayor Littlefield and the Chattanooga City Council, is responsible for reviewing, implementing and monitoring public policy which disproportionately impacts disadvantaged communities in Chattanooga. The OMA Advisory Board, an independent and impartial arm of the Office of the Mayor, ensures that Chattanooga citizens have direct access to a resource that will be responsive to their needs as it relates to housing and similar services.

Nourish the Neighborhoods
Benchmark #16
 Neighborhood meetings in all nine districts
[Mayor's Office]

To encourage citizen involvement in government and in their own neighborhoods, Mayor Littlefield's administration implemented district meetings to garner citizen input to problems facing their neighborhoods.

Nourish the Neighborhoods
Benchmark #17
 Mayor's Council on Disability thru Go!Fest
[Mayor's Office]

Making Chattanooga a welcoming and diverse city, Mayor Littlefield pursued these goals through the creation of the Office of Multicultural Affairs and continuing the annual celebration of Go!Fest.

As we move into fiscal year 2008, the Department of Neighborhood Services and Community Development will continue to strive for the goals set to "Nourish the Neighborhoods." Our desire is to provide quality services to Chattanooga citizens in the most cost effective and ethical manner as the department continues to strive for excellence in resource management and service provision.

Neighborhood Associations

21st Century Neighborhood Association
Alta Vista Neighborhood Association
Alton Park Development Corporation
Alton Park Improvement Corporation
Arbor Landing Homeowners Association
Ashland Parc Neighborhood Association
Ashwood Homeowners Association
Audubon Neighborhood Association
Avondale Neighborhood Association
Bal Harbor Neighborhood Association
Bellflower Neighborhood Association
Belleau Woods Homeowners Association
Belvoir Neighborhood Association
Brainerd Hills Neighborhood Association
Brainerd Manor Neighborhood Association
Brown's Ferry Landing Homeowners Association
Bushtown Neighborhood Association
Cameron Lane Neighborhood Association
Cedar Hill Improvement League
Chattanooga Eastside Task Force
Churchville Neighborhood Watch
Clifton Hills Improvement Committee
Columbine Trail Homeowners Association
Community Association of Historic St. Elmo
Concord Highlands Neighborhood Association
Cromwell Hills Residents Association
East Chattanooga Neighborhood Association
East Lake Community Council
East Lake Neighborhood Association
East Lake Senior Citizens, Incorporated
Eastdale Neighborhood Watch
Forest Highlands Neighborhood Association
Fort Cheatem Neighborhood Association
Fortwood Neighborhood Association
Foxwood Heights Community Association
Friends of Mountain Creek
Georgetown Trace Neighborhood Association
Glass Farm Neighborhood Association
Glenwood Neighborhood Association
Glenwood Neighborhood Watch
Hamilton Acres Neighborhood Association
Hamilton Mill Neighborhood Association
Harriet Tubman Neighborhood Association
Hickory Creek Townhome Association
Hickory Manor Circle Neighborhood Association
Highland Park Neighborhood Association
Hill City Neighborhood Association
Historic Organization of Ferger Place
Indian Hills Community Association
Kensington Forest Neighborhood Association
King Ridge Homeowners Association
King's Point Neighborhood Association
Lake Chickamauga Community Association

Lake Hills Neighborhood Association
Legacy Park Homeowners Association
Lincoln Park Neighborhood Association
Lookout Valley Neighborhood Association
Lupton City Neighborhood Association
M.L. King Neighborhood Association
Manchester Park Neighborhood Association
Meadowbrook Heights Neighborhood Association
Menlo Park Neighborhood Association
Midfield Acres Community Club
Missionary Ridge Neighborhood Association
Molly's Meadow Homeowners Association
Mountain View Court Neighborhood Association
Murray Hills Neighborhood Association
North Brainerd Sunshine Neighborhood Association
Narrows Homeowners Association
North Brainerd Neighborhood Association
North Chattanooga Neighborhood Association
Northbriar Neighborhood Association
NorthShore Merchants Collective
Northside Community Association
Oak Grove Neighborhood Association
Old Stage Run Homeowners Association
Olde Towne Brainerd Neighborhood Association
Orchard Knob Neighborhood Watch
Pinewood Drive Neighborhood Association
Radmoor Neighborhood Association
Richmond Park Neighborhood Association
Ridgedale Neighborhood Association
River Chase Neighborhood Association
Riverside Area Community Club
Rosewood Association
Shawnee Hills Neighborhood Association
Shepherd Community Association
South Brainerd Neighborhood Association
South Broad Redevelopment Group, Inc.
South Chattanooga Association of Neighbors
South Chattanooga Gateway Association
Southside Garden Community Association
Southside Historic District
Spring Valley Community Club
St. Elmo/Alton Park Partners, Inc.
Sylvan Drive Neighborhood Watch
Twin Brook Community Association
Two Bridges Neighborhood Watch
Valleybrook Townhome Association
Valleybrook Homeowners Association
Valleybrook Neighborhood Association
Villages at Alton Park
Washington Hills Neighborhood Association
Willow Trace Homeowners Association
Windward Pointe Improvement Association, Inc.
Woodland Heights Neighborhood Association

(as registered with the Department)

Citizens Advisory Committee

COMMUNITY DEVELOPMENT

CITIZENS ADVISORY COMMITTEE (2006)

City Council Appointees

Council District 1	Janice Pulver
Council District 2	Virginia Webb
Council District 3	Bonnie Cummins
Council District 4	Anita Ebersole
Council District 5	Elijah Cameron
Council District 6	Dr. Jan Printz
Council District 7	Patricia Fennell
Council District 8	Sheila Jennings
Council District 9	Donna Williams

Neighborhood Representatives

Alton Park.....	Larry High
Bushtown	Mary Davis
Cedar Hill.....	Lee Tripp
Highland Park.....	Shari Jump
North Chattanooga	Rich Bailey
Orchard Knob.....	LaMonte Vaughn
Public Housing Resident.....	Ella Bryant
South Chattanooga	Larry Means
St. Elmo	Nona Harp

Agency Representative

Chattanooga Housing Authority	Mark Rudisill
Chattanooga Human Services	Bernadine Turner
Chattanooga Neighborhood Enterprise	Tabitha Finch
Education, Arts & Culture	Beverly Scott
Episcopal Metropolitan Ministry	Becky Whelcher
Office of the Mayor	Richard Beeland
Neighborhood Services.....	Beverly P. Johnson
Parks & Recreation	Larry Zehnder
Public Works	Bill Payne
Regional Planning Agency	Barry Bennett
RiverCity Company.....	Jim Bowen
United Way of Chattanooga	Eva Dillard

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Jill Murphy, Neighborhood Development Planner

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Fiscal Management of Federal Budget

Roderick Morton, Fiscal Coordinator

Community Development

Sandra Gober, Manager

Code Enforcement

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Doris Parham, Chief Code Enforcement Inspector
Randy Ridge, Chief Code Enforcement Inspector

Anjenet Brown, Code Enforcement Inspector
Lamont Chapman, Code Enforcement Inspector
Marcia Greene, Code Enforcement Inspector
David Hood, Code Enforcement Inspector
Charles Hughley, Code Enforcement Inspector

Nelsene Lowery, Code Enforcement Inspector
Alphonso McClendon, Code Enforcement Inspector
Timothy McGinnis, Code Enforcement Inspector
Dwain Redden, Code Enforcement Inspector
Alice Williams, Code Enforcement Inspector

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Debbie Johnson, Neighborhood Relations Coordinator
Dennis Tate, Neighborhood Relations Coordinator

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Dorothy Swasey, Graphics and Technology Specialist

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Patricia Whatley-Bryan, Secretary Senior
Dana Womble, Administrative Secretary Senior
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