



# Children's Home • Chambliss Shelter

Caring for Children 24•7•365

January 2, 2013

City of Chattanooga  
1000 Lindsey Street  
Chattanooga, TN 37402

Dear Mayor Littlefield & City Council members:

The Children's Home/Chambliss Shelter is submitting a budget request package for the 2013-2014 fiscal year. We are requesting \$352,712, which is a 1.5% increase over the funds we received from the City of Chattanooga for the 2012-2013 fiscal year.

Our mission is to preserve family unity and help prevent the dependency, neglect, abuse and delinquency of children by responding to the community's child care needs. We carry out this mission through two main programs. The first is the Chambliss Shelter, a residential program for children who have been removed from their homes. The second is the Children's Home Extended Early Childhood Education & Child Care Program which serves primarily low-income, single parent families. This program also operates five off-site centers that serve low-income at-risk children from economically disadvantaged neighborhoods throughout the City of Chattanooga. The programs we operate serve approximately 600 children on any given day and almost 1,000 low-income, at-risk children each year.

This year has been a very difficult year financially. All of our programs have felt the effect of reduced federal funding. All the early childhood education programs suffered a 10 to 25 percent reduction in funding from the Child Care Development Block Grant funds. In order to cover the shortfalls, we were forced to take money out of our investment funds to support ourself and our off-site agencies.

We greatly appreciate the support we receive from the City of Chattanooga and thank you for investing in the lives of these disadvantaged children.

If you would like copies of any minutes from our monthly meeting of our Board of Directors, please contact Katie Harbison at [kcharbison@ch-cs.org](mailto:kcharbison@ch-cs.org) or call 468-1122. Please feel free to call me if you have questions or concerns

Sincerely,

Philip A. Acord  
President/CEO  
Children's Home/Chambliss Shelter  
315 Gillespie Road  
Chattanooga, TN 37411  
423-468-1121  
[paacord@ch-cs.org](mailto:paacord@ch-cs.org)



# Children's Home • Chambliss Shelter

Caring for Children 24•7•365

## Executive Summary

### **A. Description of the specific purpose for which the requested funds will be used to benefit the residents of the City.**

- The Children's Home/Chambliss Shelter and its off-site programs serve over a thousand children each year. Over 92% of these children are at or below poverty level, and 92% of those children live in the City of Chattanooga. The City funds will be used to help us provide affordable, quality early childhood education services to low income, at-risk children and to provide care for children who have been removed from their homes due to abuse, abandonment, or neglect. This not only benefits the City residents who use our services directly, but also benefits the City as a whole by educating and enriching the lives of children of all ages. This leads to a future of more educated, well-balanced, and productive citizens.

### **B. The proposed usage for the financial assistance appropriated by the City of Chattanooga.**

- The cost for providing quality early education services ranges from \$100-\$200 per week depending on the age of the child. Most of our parents are at or below the poverty level and cannot afford to pay the cost to access quality care for their children. All of our programs charge on a sliding fee/scholarship schedule with an average fee of \$55 per week. As you see, there is a significant difference between what parents can afford and the cost of this much needed service, therefore a large subsidy is needed. We will use the City of Chattanooga's financial assistance to offset that difference. Similarly, in the Chambliss Shelter, reimbursement for caring for the children in our group home and foster homes only covers about 80% of the cost for those services. We must find other sources of revenue in order to be able to care for these children. While the number of children is small, we realize that these are the most at-risk, most helpless, and most needy children in our City. Support from the City helps us continue this service.

### **C. The assurance that the agency will provide a detailed accounting of how and for what purpose the municipal funds were spent, prior to the close of the City of Chattanooga's fiscal budget year and at the close of each succeeding fiscal budget year until all municipal funds have been spent by the organization.**

- The Children's Home/Chambliss Shelter will provide the City of Chattanooga any and all information needed to show that all financial assistance appropriated to our organization was spent in accordance with the proposed usage.

### **D. The assurance that the agency will provide the City of Chattanooga with copies of current annual audits or reviews for each year that it spends funds appropriated to it by the City of Chattanooga,**

- The Children's Home/Chambliss Shelter will provide the City of Chattanooga with a copy of its annual audit for any year requested.

### **E. Any other information that will assist the City in its review of your funding request.**

- The Children's Home/Chambliss Shelter is very appreciative of the support we have been given by the City over the last two years. Without these funds, we would not have been able to care for the number of children that we have served or at the high level of service that we have maintained. Providing a safe, educational atmosphere for at-risk



# Children's Home • Chambliss Shelter

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children is of the utmost importance for a healthy community, so we commend you for recognizing the benefit our programs provide to individual families and the community at large.

Economists have done research on the outcomes of at-risk children who have been given the chance to attend high quality early education programs. They conclude that for every dollar invested, the community gets a \$17 return. Research shows that children are less likely to be teen mothers, to be involved in the Juvenile Court system, or to become a high school drop out if they have had access to quality early education programs. They also are more likely to pursue post secondary education and secure higher paying jobs.

We thank you, and urge you to continue to invest in the future of these children and the quality of life for all Chattanooga citizens.

Philip A. Acord

President/CEO

Children's Home/Chambliss Shelter

State of Tennessee



AMENDMENT TO  
Charter of Incorporation  
of  
VINE STREET ORPHANS HOME

RECEIVED FEE, \$ 10.00

RECEIVED TAX, \$ \_\_\_\_\_

TOTAL, \$ 10.00

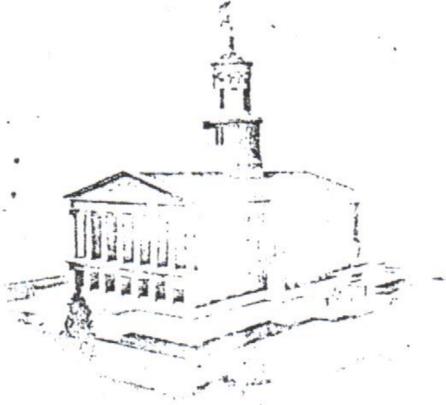
*J. M. ...*  
Secretary of State.

STATE OF TENNESSEE, HAMILTON COUNTY

The above instrument and certificate \_\_\_\_\_ were filed in the Register Office on July 25, 1968, 8:56 A.M. entered in Note Book No. 60, Page 321 and recorded in book 1779 Page 106. Witness my hand at office in Chattanooga, Tenn.

/s/ Dorothy P. Brammer, Register

State of Tennessee



Department of State

I, **Joe C. Carr**, Secretary of State of the State of Tennessee, do hereby certify that the annexed Instrument with Certificate of Acknowledgment was filed in my office and recorded on the 19th day of July 1968

IN CORPORATION RECORD AMENDMENT BOOK P-52, PAGE 2685

In Testimony Whereof, I have hereunto subscribed my Official Signature and by order of the Governor affixed the Great Seal of the State of Tennessee in the Department in the City of Nashville, this 19th day of



July

19th

day of

1968

Secretary of State

AMENDMENT TO CHARTER OF INCORPORATION

At a meeting of the Board of Directors of Vine Street Orphans Home, they being the members of said corporation, duly held at the office of said corporation in Chattanooga, Tennessee, on the 21 day of May, 1968, the following resolution was adopted:

"RESOLVED, that an application be made to the Secretary of State of the State of Tennessee, for an amendment to the charter of incorporation of Vine Street Orphans Home.

"The amendment proposed is to change that portion of the first paragraph of the charter of said corporation, regarding its purpose, which now reads as follows:

'... a benevolent and charitable organization, the purpose of which is the care of destitute and orphan girls, and to establish an Orphans Home in the City of Chattanooga, Hamilton County, Tennessee;'

"so that it shall read as follows:

'...a benevolent and charitable organization, the purpose of which is the care of dependent and neglected children, and to establish a home in the City of Chattanooga, Hamilton County, Tennessee, and to provide services as required to care for needy children and child placement when necessary, and to do all things incidental thereto.'

"BE IT FURTHER RESOLVED, that the President and the Secretary be and the same are hereby authorized and directed to issue a certificate for such purposes, as provided by law."

We, Mrs. Dudley Porter, Jr. and Mrs. Walter Johnson, the President and Secretary, respectively, of Vine Street Orphans Home, a corporation chartered and organized under the laws of the State of Tennessee, in pursuance to directions from the Directors of the corporation, hereby certify that at a meeting of the members of said corporation, legally called and held at the office of said corporation in the town of Chattanooga, Tennessee, a resolution in writing was adopted by an affirmative vote of the members, said affirmative vote representing a majority of the members of said corporation, declaring the desire of the members to amend the charter of their said corporation for the purposes set forth in said resolution

above set out, and that said resolution was duly entered on the minutes of said corporation.

Now, therefore, we hereby certify to the fact of the adoption of said resolution by the members of said corporation for the purposes set out, to the end that this certificate may be duly recorded in the office of the Secretary of State.

WITNESS our hands this 21 day of May 1968.

Mrs. Dudley Porter, Jr.  
President

Mrs. Walter Johnson  
Secretary

STATE OF TENNESSEE

COUNTY OF HAMILTON

Personally appeared before me, a Notary Public of the county aforesaid, Mrs. Dudley Porter, Jr. and Mrs. Walter Johnson with whom I am personally acquainted and who made oath before me in due form of law that Mrs. Dudley Porter, Jr. is the president and Mrs. Walter Johnson is the secretary of Vine Street Orphans Home and that the statements made in the foregoing certificate are true.

WITNESS my hand and official seal at office in Chattanooga, Tennessee, this 21<sup>st</sup> day of May, 1968.

Shelley A. Stack  
Notary Public

My commission expires 1-9-72

We, the undersigned, comprising a majority of the Board of Directors of Vine Street Orphans Home apply to the State of Tennessee for an amendment to the charter of that corporation for the purposes therein shown.

Witness our signatures, this the 21 day of May, 1968.

Mrs. Dan Oehmig  
Mrs. William L. Montague  
Mrs. Seaborn Wright  
Mrs. King C. Fritts  
Mark K. Wilson, Jr.  
Mercer Reynolds, Jr.  
Nick F. Senter  
Mrs. John B. Stout  
Mrs. Walter Johnson  
Mrs. Sam Campbell  
Mrs. Jere Tipton

Mrs. Calvin Fowler  
Mrs. Hiram Laws III  
Nelsie S. Long  
Mrs. Frank Robbins, Jr.  
Mrs. James H. McCall  
Mrs. W. D. Gilman III  
Mrs. Harry A. Stone  
Mrs. Lawrence H. Lassiter  
Mrs. John T. Lupton  
Mrs. James M. Strang  
Mrs. Dudley Porter, Jr.  
Mrs. Deaderick Moon

STATE OF TENNESSEE  
COUNTY OF HAMILTON

Personally appeared before me, Shelley H. Stack, Notary Public, the within named Mrs. Dan Oehmig, Mrs. William L. Montague, Mrs. Seaborn Wright, Mrs. King C. Fritts, Mark K. Wilson, Jr., Mercer Reynolds, Jr. Nick F. Senter, Mrs. John B. Stout, Mrs. Walter Johnson, Sam Campbell, Mrs. Jere Tipton, Mrs. Calvin Fowler, Mrs. Hiram Laws, III, Nelsie S. Long, Mrs. Frank Robbins, Jr., Mrs. James H. McCall, Mrs. W. D. Gilman, III, Mrs. Harry A. Stone, Mrs. Lawrence H. Lassiter, Mrs. John T. Lupton, Mrs. James M. Strang, Mrs. Dudley Porter, Jr. and Mrs. Deaderick Moon Directors of Vine Street Orphans Home with whom I am personally acquainted, and who acknowledge that as such Directors they executed the within application for an amendment to the charter of incorporation for the purposes therein contained and expressed.

WITNESS my hand and official seal of office, this the 21<sup>st</sup> day of May, 1968.

Shelley H. Stack  
Notary Public

My commission expires 1-9-72

**Internal Revenue Service**

**Date:** June 16, 2005

CHILDRENS HOME  
315 GILLESPIE RD  
CHATTANOOGA TN 37411-3105

**Department of the Treasury**  
**P. O. Box 2508**  
**Cincinnati, OH 45201**

**Person to Contact:**

Ms. Smith #31-07262  
Contact Representative

**Toll Free Telephone Number:**

8:30 a.m. to 5:30 p.m. ET  
877-829-5500

**Fax Number:**

513-263-3756

**Federal Identification Number:**

62-0505514

Dear Sir or Madam:

This is in response to your request of June 16, 2005, regarding your organization's tax-exempt status.

In May 1948 we issued a determination letter that recognized your organization as exempt from federal income tax. Our records indicate that your organization is currently exempt under section 501(c)(3) of the Internal Revenue Code.

Our records indicate that your organization is also classified as a public charity under sections 509(a)(1) and 170(b)(1)(A)(vi) of the Internal Revenue Code.

Our records indicate that contributions to your organization are deductible under section 170 of the Code, and that you are qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Internal Revenue Code.

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

Sincerely,



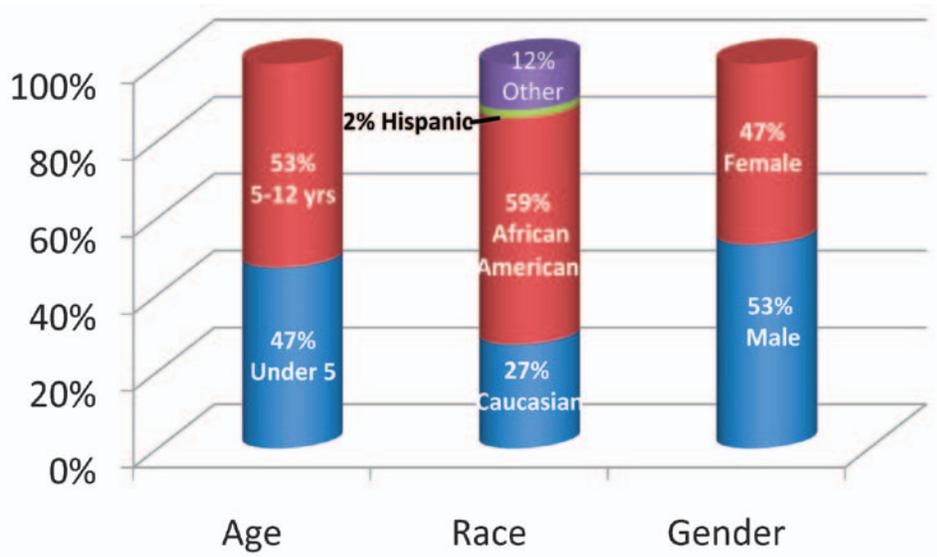
Janna K. Skufca, Director, TE/GE  
Customer Account Services

# Annual Report 2011

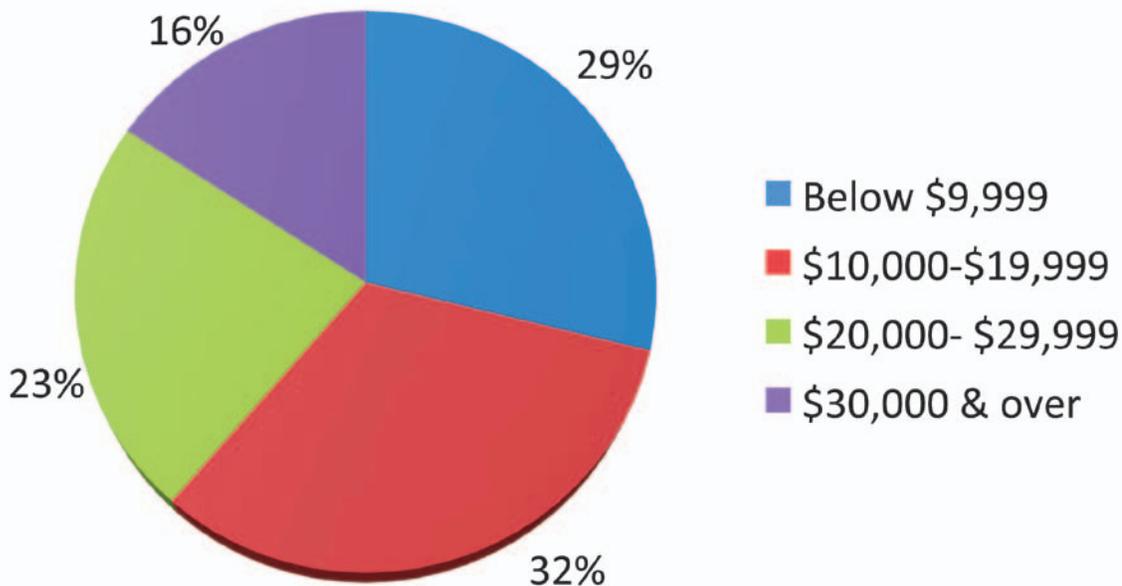


## Extended Early Childhood Education Program

- Total children served = 606
- Total number of families served = 423
- Residency = 98% from Chattanooga



### Annual Income Level of Families Served



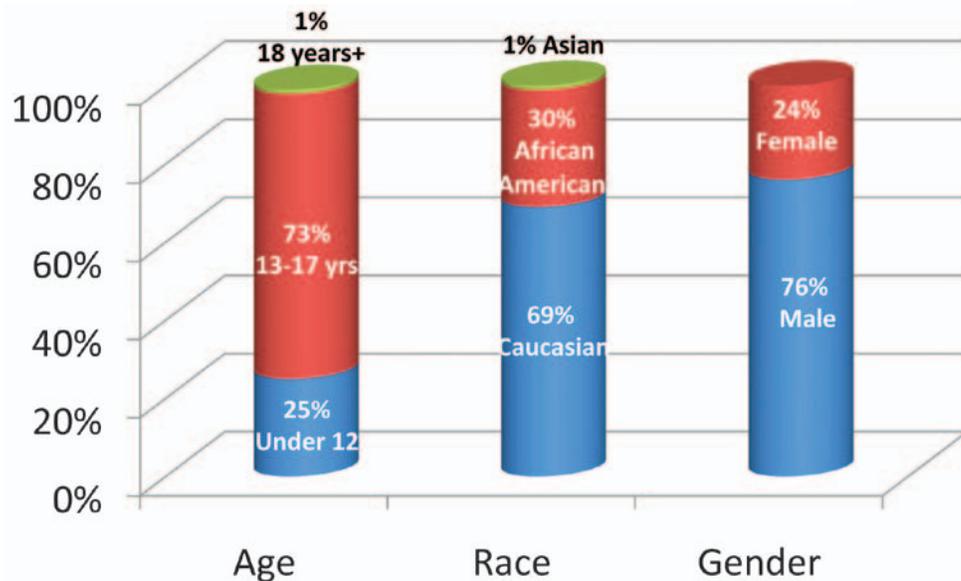
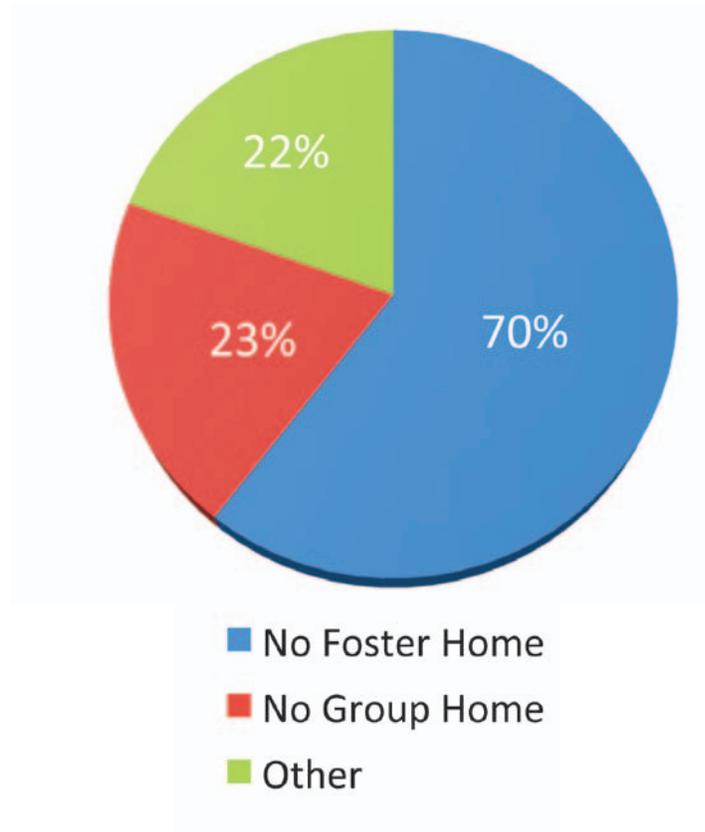
## Residential Services Program

- Total children served = 76
- Children reunited with family = 19
- Adoptions completed = 2
- Children aged out of the system = 5
- Children in care at end of year = 34
- Children who went to another program = 16

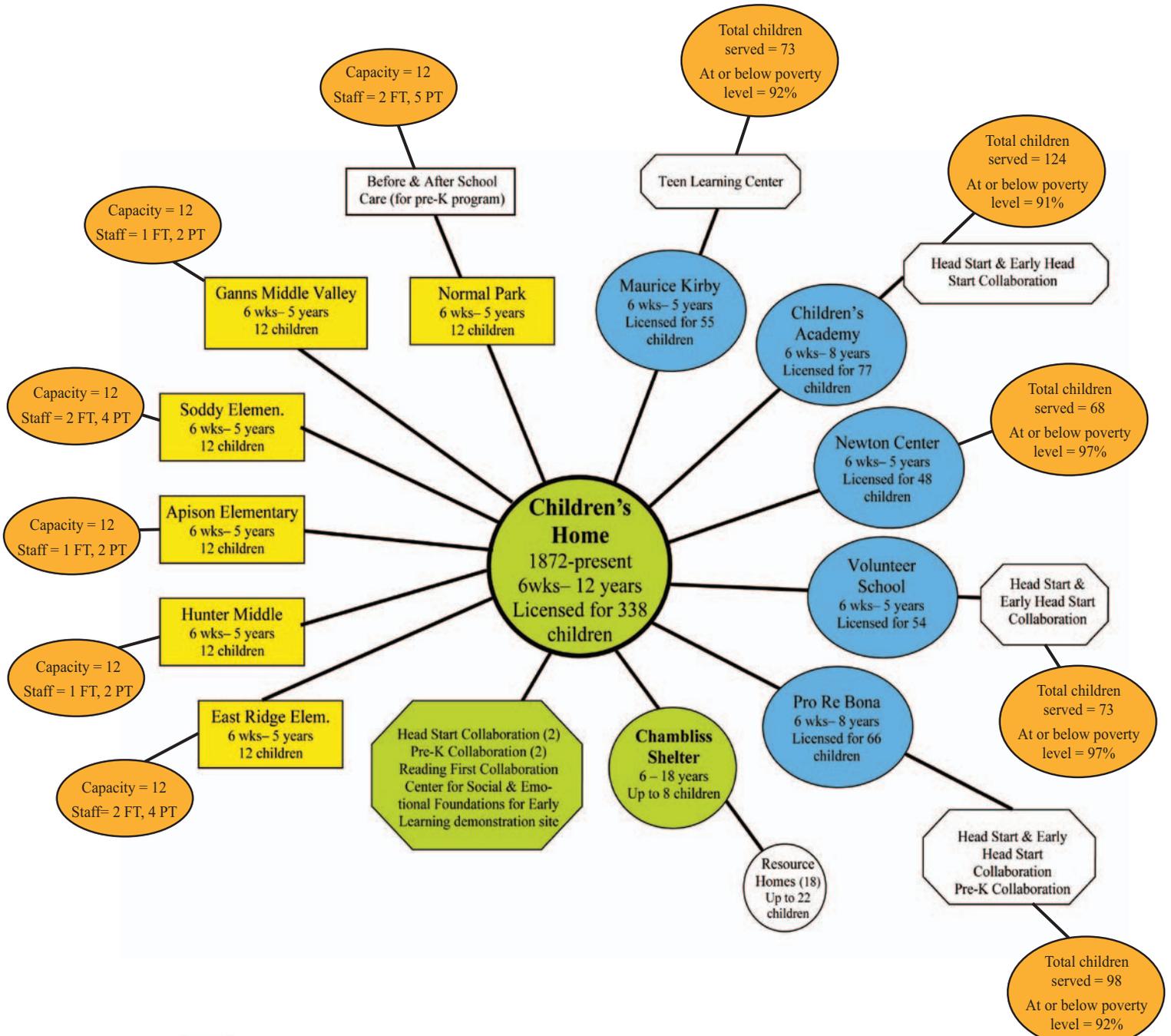
Total Referrals from DCS = 200

Accepted = 25 (13%)

### Reasons for Non Acceptance

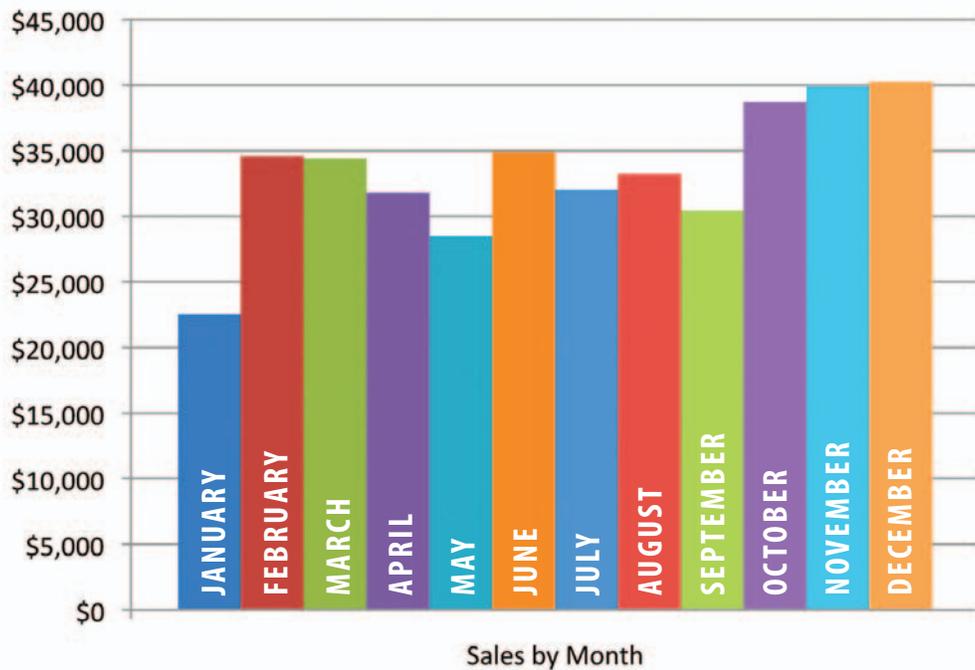
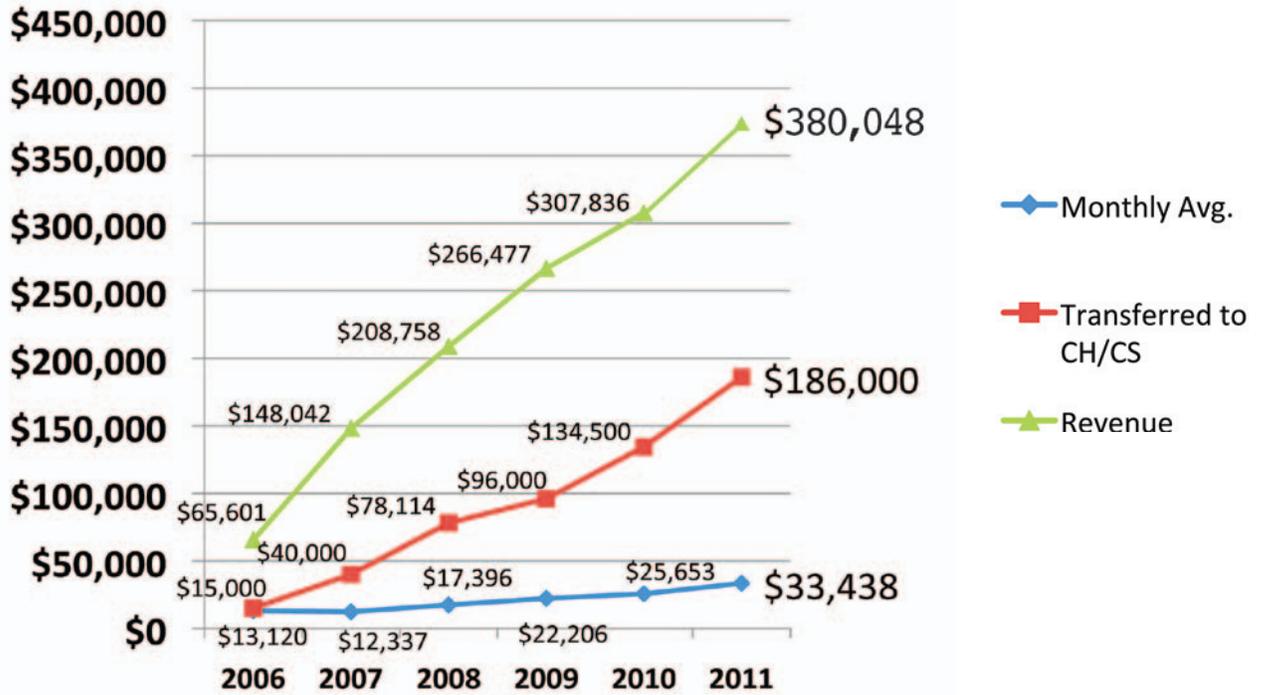


# Off-Site Programs



School-based   
 Off-site center   
 Additional Collaboration   
 On Brainerd Campus

# The Thrift Store



## Volunteer Department Report

Group	Total Volunteers	Total Hours
Business	540	3,673
Churches	468	2,178
Civic Groups	407	802
College & Universities	165	649
Holiday Specific Activities	1,746	4,635
Individuals	45	1,274
Secondary Schools	681	2,176
Thrift Store	154	3,651
Board of Directors/ Development Events	687	5,435
<b>Grand Total</b>	<b>4,893</b>	<b>24,473</b>



## Development Department Report

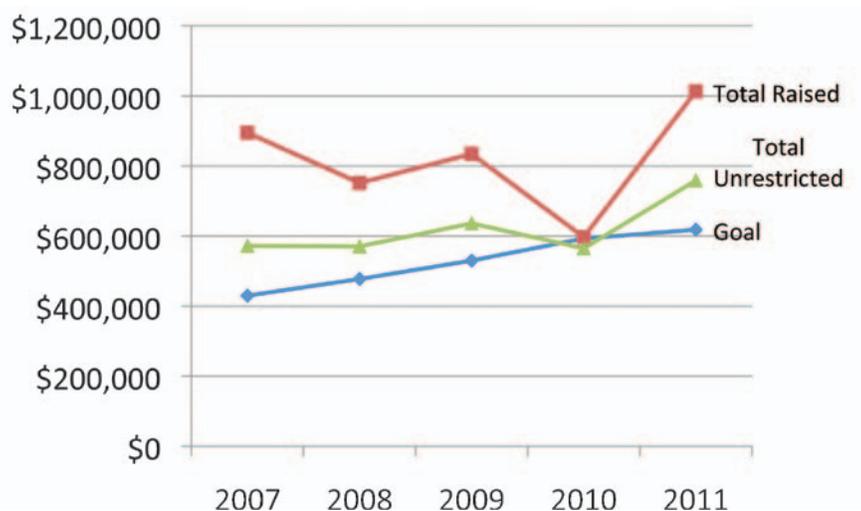
- Fundraising goal for 2011 ..... \$618,330
- Total amount raised by Development Office .....\$1,013,066
- Total amount that was unrestricted ..... \$790,918
- Total unrestricted amount less event expenses..... \$758,802
- Actual amount transferred to CH/CS Operating Budget .... \$710,954



### Breakdown of Gifts by Type of Donor

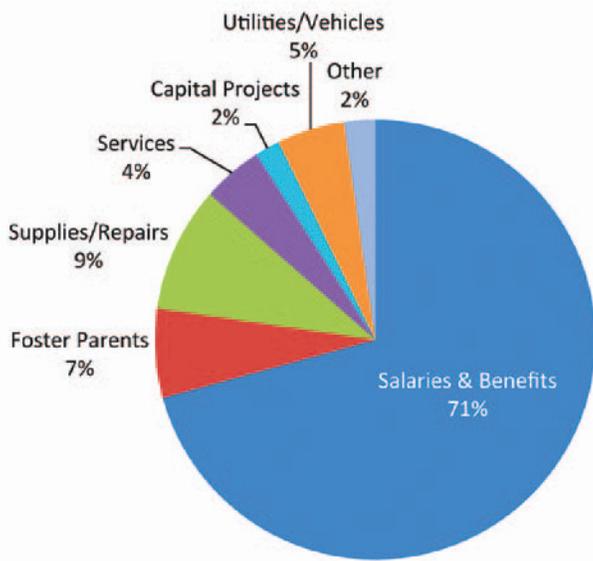
	Amount	Number	Average gift size
Individuals	\$342,556	566	\$605
Businesses	\$465,715	92	\$5,062
Foundations	\$174,482	15	\$11,632
Organizations	\$28,730	29	\$990
Churches	\$1,581	3	\$527

### Five year trend of Fundraising Efforts



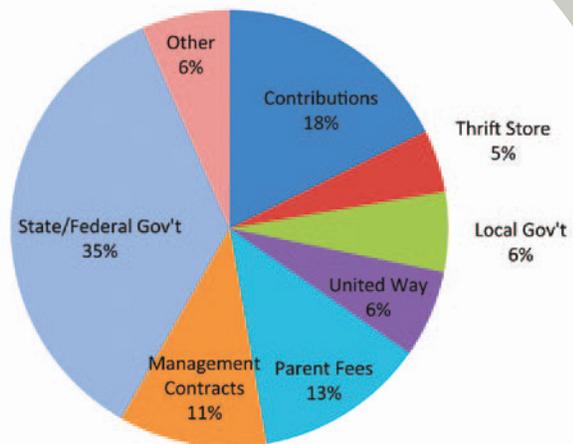
# The Big Picture

	Staff FT/PT	Capacity	Total # Served in 2011	Actual 2011 Budget
Children's Home EECE	47/28	338	503	\$4,026,355
Chambliss Shelter	14/4	30	76	
Maurice Kirby	9/2	49	73	\$284,662
Children's Academy	10/5	72	124	\$535,185
Volunteer Comm.	9/6	50	73	\$395,510
Newton Child Care	6/3	55	68	\$281,154
Pro Re Bona	11/2	66	98	\$385,383
Normal Park	2/5	12	12	
East Ridge Elementary	2/4	12	12	
Soddy Elementary	2/4	12	12	
Ganns Middle Valley	1/2	12	12	
Apison Elementary	1/2	12	12	
Hunter Middle	1/2	12	12	
Thrift Store	1/7			\$380,049
<b>TOTAL</b>	<b>116/76</b>	<b>732</b>	<b>1,087</b>	<b>\$6,288,298</b>



**2011 Expenses**  
Total= \$4,025,355

**2011 Revenue**  
Total= \$4,026,355



Children's Home/Chambliss Shelter Board of Directors 2013

<b>Title</b>	<b>First</b>	<b>MI</b>	<b>Last</b>	<b>Work</b>	<b>Email</b>	<b>Position</b>
Mr.	Paul	F.	Jacobs, Jr.	266-4455	<a href="mailto:paul@pauljacobsllc.com">paul@pauljacobsllc.com</a>	Chairman
Mr.	Tom		Greenholtz	757-0256	<a href="mailto:tgreenholtz@cbslawfirm.com">tgreenholtz@cbslawfirm.com</a>	1st Vice Chairman
Mrs.	Catharine	Bahner	Daniels	266-0585	<a href="mailto:dfdjr@mindspring.com">dfdjr@mindspring.com</a>	2nd Vice Chairman
Mrs.	Kelly		Lopez	629-1411	<a href="mailto:klopez@epbfi.com">klopez@epbfi.com</a>	Treasurer
Mr.	Dave		McMahon	294-4440	<a href="mailto:dmcmahon@unum.com">dmcmahon@unum.com</a>	Assistant Treasurer
Dr.	Tonia	R.	Cox	698-2229	<a href="mailto:tonia.r.cox@gmail.com">tonia.r.cox@gmail.com</a>	Recording Secretary
Mrs.	Candace	Fleming	Chazen		<a href="mailto:candacechazen@comcast.net">candacechazen@comcast.net</a>	Corresponding Secretary
Mr.	Bob		Farnsworth	425-3199	<a href="mailto:bfarnsworth@playcore.com">bfarnsworth@playcore.com</a>	Past Chairman
Mr.	Frank		Alford		<a href="mailto:fealford@bellsouth.net">fealford@bellsouth.net</a>	
Mr.	Kino		Becton	755-7623	<a href="mailto:kino.becton@amwater.com">kino.becton@amwater.com</a>	
Mr.	Barry		Bogo	648-2104	<a href="mailto:bbogo@barrybogojewelry.com">bbogo@barrybogojewelry.com</a>	
Mr.	Hugh		Brown	757-3755	<a href="mailto:hughebrown@gmail.com">hughebrown@gmail.com</a>	
Mrs.	Christie	Kizer	Burbank	785-8307	<a href="mailto:cburbank@millermartin.com">cburbank@millermartin.com</a>	
Mrs.	Ann		Campbell		<a href="mailto:billandann@gmail.com">billandann@gmail.com</a>	
Mr.	John	R.	Coffelt	267-9444	<a href="mailto:jcoffelt@hghconstruction.com">jcoffelt@hghconstruction.com</a>	
Mrs.	Katherine	Nielsen	Currin		<a href="mailto:katherine@createhere.org">katherine@createhere.org</a>	
Mr.	Jack	H.	Exum		<a href="mailto:jexum11@gmail.com">jexum11@gmail.com</a>	
Mr.	Ray		Feher		<a href="mailto:rehef36@comcast.net">rehef36@comcast.net</a>	
Mr.	Paul	W.	Fitzgerald	521-7619	<a href="mailto:paul.fitzgerald@nmfnc.com">paul.fitzgerald@nmfnc.com</a>	
Mrs.	Sarah		Fowler		<a href="mailto:sfowler04@epbfi.com">sfowler04@epbfi.com</a>	
Mrs.	Natalie	W.	Huffaker		<a href="mailto:huffakern@gmail.com">huffakern@gmail.com</a>	
Mrs.	Jane		Kline		<a href="mailto:janevkline@hotmail.com">janevkline@hotmail.com</a>	
Mr.	Howard		Levine	785-8233	<a href="mailto:hlevine@millermartin.com">hlevine@millermartin.com</a>	
Mrs.	Jill		Levine	209-5903	<a href="mailto:levine_jill@hcde.org">levine_jill@hcde.org</a>	
Mrs.	Laura		Lundy	785-2005	<a href="mailto:lrl@tnaqua.org">lrl@tnaqua.org</a>	Bar Auxiliary Representative
Mr.	Greg		McGuire	425-3032	<a href="mailto:greg.mcguire@morgankeegan.com">greg.mcguire@morgankeegan.com</a>	
Mrs.	Joy		Megahee		<a href="mailto:joymegahee@att.net">joymegahee@att.net</a>	
Ms.	Diana	L.	Miller	634-1631	<a href="mailto:dmiller@siskinrehab.org">dmiller@siskinrehab.org</a>	
Mr.	James		Miller			
Mrs.	Ruth		Obear		<a href="mailto:ruthobear@comcast.net">ruthobear@comcast.net</a>	
Mrs.	Maxine		Robertson		<a href="mailto:lookoutmtga@gmail.com">lookoutmtga@gmail.com</a>	
Mr.	Yahya		Sadre-Orafai	751-7889	<a href="mailto:ysadre-orafai@tva.gov">ysadre-orafai@tva.gov</a>	
Mr.	Mike		Salisbury		<a href="mailto:mikedsalisbury@mac.com">mikedsalisbury@mac.com</a>	
Mr.	Ross	I.	Schram III	209-4285	<a href="mailto:rschram@bakerdonelson.com">rschram@bakerdonelson.com</a>	
Mrs.	Gwin		Tugman		<a href="mailto:jtug@comcast.net">jtug@comcast.net</a>	
Mrs.	Patsi		Walker		<a href="mailto:patsiwalk@aol.com">patsiwalk@aol.com</a>	
Ms.	LeighAnn		Yates		<a href="mailto:boopwerb@aol.com">boopwerb@aol.com</a>	
Mr.	Chris		Young	892-3720x308	<a href="mailto:chris.young@smpindustries.com">chris.young@smpindustries.com</a>	

## Section II: City Council Questionnaire

1. What other Chattanooga organizations have a mission similar to yours?

CH/CS operates two different programs relating to children. The first is an Early Childhood Education Program. Other organizations with similar missions are the five off-site Early Childhood Education programs managed by our organization. They are: 1. Maurice Kirby (Southside) 2. Newton Child Development Center (Westside) 3. Children's Academy for Education & Learning (18<sup>th</sup> & Greenwood) 4. Pro Re Bona (Dodds Ave.) 5. Volunteer Community School (N. Market, behind AME Church). No other organization is able to provide quality early childhood education, at the hours we provide, for the low cost that we make available to our families.

The other program is the Chambliss Shelter, which is residential program for children who have been removed from their homes due to abuse, abandonment, neglect, and delinquency. The only other organization in the Southeast providing both group home and foster home care to children is the Partnership for Families, Children, & Adults.

2. What does your organizations do, supply, or perform that no other organization in Chattanooga addresses?

We provide care 24 hours per day, 7 days per week, 365 days per year. Between our two programs, we serve children from 6 weeks old to 21 years of age. In our Early Childhood Education (ECE) Program, we charge using a sliding fee scale and use a scholarship program to make our high quality (Three Star) program accessible to low income families. In the Chambliss Shelter, we operate a residential program that includes a group home and 15 foster homes. Additionally, we manage five ECE Centers and six group ECE classrooms in public schools. Not only is the ECE program unique, but our off-site program is also unique and recognized nationally for its quality and efficiency. The Shelter is also only one of two residential programs in the area.

3. What is your fiscal year?

January 1 to December 31

4. List the previous years you have submitted requests to the City of Chattanooga, the amount of the requests, and the amounts granted?

We submitted our first request in FY 2011/2012 for \$421,000. We were approved for \$275,000. Last year (FY 2012/2013), we requested and received \$347,500.

5. Describe your debt and expenses in ratio to revenue.

All of our expenses are covered by our revenue, so our ratio is 1:1.

6. List any debt over \$10,000, and when that debt will be satisfied.

We have a debt of \$26,000 that we hope to have paid off in 2014.

7. What percentage of your budget dedicated to salaries vs. percentage of budget dedicated to client programs or benefits?

We are a service organization so the salaries of our teachers, cooks, maintenance staff, volunteer services director and direct care managers are all program connected. According to our most recent audit, program expenses were 79%, management costs were 16%, and fundraising expenses were 5%.

8. What cost savings initiatives did your organization undertake during the preceding year?

We are continually trying to keep costs down in all areas of our operations. Not only do we shop around for the best prices on supplies, but we have also been able to combine the purchasing of some items by our off-sites with our main campus to order in bulk and save money. We also combine health insurance, auditing fees, and many other expenses so that all of the organizations can reach an economy of scale and save money.

9. List travel expenses over the last three years and how the travel benefited your organization.

Our travel expenses for the past three years are as follows: 2010= \$59,498; 2011= \$44,297; 2012= \$46,534. All our travel expenses are spent to transport clients, conduct home studies, recruit foster homes, attend required trainings, travel to off-site centers, purchasing supplies, and attending meetings related to our different programs. We have now reduced our mileage reimbursement rate to 40 cents per mile as a cost saving measure.

10. If membership-based organization:

We are not a membership based organization

11. Do your clients pay anything for your services, products, programs? If so, explain.

Our clients in the Early Childhood Education Program pay on a sliding/scholarship scale. They pay approximately 20% of the cost of the service. The parents are usually making minimum wage, and about 80% of our children are at or below the poverty level. In the off-site centers, about 90 to 95 percent of the children are at or below the poverty level. Thus, we know that these parents could not work without subsidizing their fees. The children who are brought into our Shelter are obviously not charged for their care.

11. What is your strategic plan to become independent of City funding?

The Children's Home/Chambliss Shelter has been serving the Chattanooga Community for 140 years. We care for the City's most at-risk children. Due to the nature of our services there will never be a possibility of our clients coming close to paying the cost of the service we provide for them. While we do ask parents in our Early Childhood Education Program to pay a fee, they will never be able to pay the full cost. Yet, our service is essential for them to be able to work or attend school. The children coming into our Shelter are not able to pay for our services, and many of them do not have parents at all. We will always need help from local government to provide services to these low income citizens of the City of Chattanooga.

## Attachment A: Program Outcome Information

Program: Early Childhood Education (Children's Home + Off-Sites)

### Agency Mission and Description:

The mission of the Children's Home/Chambliss Shelter is to preserve family unity and help prevent the dependency, neglect, abuse and delinquency of children by responding to the community's child care needs. We do this through two main programs. The first is the Early Childhood Education (ECE) Program which operates 24 hours/day to allow low-income parents to work or attend school at any hour of the day. Parents are only charged according to their income, in order to make quality child care affordable to families of all economic backgrounds. In addition to our 24 hour facility in Brainerd, CH/CS also operates five off-site programs throughout the City. While they are not open 24 hours, they provide early childhood education and child care on a sliding fee to at-risk children, just like our main campus. The following questions will be answered for this ECE program.

### Program Goal:

1. Strengthen Families- Our goal is to enable parents to work or attend school so that they can support their families. Child care is essential for any parent who needs to maintain employment, yet it is very costly. We allow parents to pay a reasonable fee, according to their income, to allow accessibility to all.
2. Assure Readiness for School- Our goal is to assure that all of our children are developing the necessary skills to be successful when they enter Kindergarten. Research has shown that children from families at or below the poverty line are at risk of failure in school, thus it is a major focus of our program. This is why we maintain a Three Star rating, the highest rating given to centers like ours.
3. Improve Community Health- Our goal is to make sure that all of our children are receiving necessary screenings and medical attention. The early identification and proper treatment of physical, developmental and emotional/psychological problems with children prevents many costly problems later on in life. We work with Tennessee Early Intervention System and Southern University nursing students to do screenings of all our pre-school children.

Impact Area: Please indicate the impact area(s) the outcomes address.

### **Invest in Children and Youth**

Providing quality, early childhood education programs for hundreds children is the most effective way to invest in children and families. Promoting over one hundred children to public kindergarten, and assuring their readiness for school is also extremely important for the long term future. Providing summer camp, and before and after school care to older children not only provides education and enrichment opportunities, but prevents many of them from being latch key children.

### **Building Stable Lives**

In providing childcare at hours parents need and at a cost they can afford, we are providing them the opportunity to work or attend school. This allows the families to support themselves or improve their education status, an ultimate gain for the entire family.

## **Supporting the Most Vulnerable**

Children's Home programs utilizes TEIS and other resources to identify children with disabilities/special needs or health problems at an early age and refers those children for services or to other programs, such as Signal Center, who are better equipped to meet their needs

Intended Outcomes: Provide 2 to 3 outcomes which are specific to the program goal

1. To allow parents to attend school or be employed

Collection method: Parents are required to submit pay stubs and school schedules to show that they are enrolled in classes or have a job.

Results: We hope to provide services to 500 families, allowing them to be in school or maintain employment.

Data source: Our program software, ProCare, tracks the number of children and families using our services.

2. To provide an atmosphere for children to have a safe place to play and learn

Collection method: The Child Care Licensing Department performs an evaluation of our program every year to ensure that it is safe and educational for the children. We also use several instruments that are national recognized to assess our children and their readiness for school. In addition, we use teacher observations and parent observations to determine if children are developing appropriately.

Results: We intend to provide high-quality education and care to over 900 children every year.

Data source: Our program software, ProCare, allows us to determine the number of children served.

3. To identify children with special needs/disabilities and refer them to the proper resource

Collection method: Physical examinations, vision & hearing screenings, physical therapy evaluations, and dental screenings are done on children to determine if special services are needed.

Results: We expect to identify 70 children as having one or more developmental delays/disabilities and refer them to the appropriate resource or put the correct intervention in place. We also estimate that 30 children will need special services for vision, hearing, dental or speech.

Data source: Numbers are determined by the examinations, screenings, and evaluations that are performed by outside groups on our children.

Comparative Data: (local, regional, national data and/or similar type programs)

The Children's Home/Chambliss Shelter program outcomes compare favorably with data from the United Way of Greater Chattanooga Impact Study. We also utilized comparative data from the Head

Start Program and from the Hamilton County Department of Education Pre K program with favorable comparison. Local and outside related research indicates that an at-risk child attending a higher quality Early Childhood Education program had a positive correlation with better language and math skills. Research overwhelmingly reveals that quality early childhood education can give children, especially those at-risk, the skills needed to be successful later in life.

## Attachment A: Program Outcome Information

Program: Residential Services (Chambliss Shelter)

### Agency Mission and Description:

The mission of the Children's Home/Chambliss Shelter is to preserve family unity and help prevent the dependency, neglect, abuse and delinquency of children by responding to the community's child care needs. We do this through two main programs. The second program is the Chambliss Shelter, a residential program that cares for children who have been removed from their homes due to abuse, abandonment, neglect, or delinquency. The children are cared for either in our group home or our foster homes while we try to find a permanent placement for the children. The following questions will be answered for this residential program.

### Program Goal:

The Chambliss Shelter's Residential Services Program has goals to improve outcomes in the areas of safety, permanence and well-being for children and youth who are in our care. This is accomplished through any one of our residential components: group home, foster care, or in-home services. The culture embedded on all components is trauma-informed care. Through our intervention, we help youth develop a more adaptive response to the challenging situations they face. When successful, the youth is able to see more choices in their future and thus be more goals-oriented. Critical to this effort is working with the youth's family when they are available or cultivating "forever families" for the youth when they are not.

Impact Area: Please indicate the impact area(s) the outcomes address.

#### **Invest in Children and Youth**

While older than the children in our ECE program, these are still youth, and they need help. We invest in their lives by providing a safe place for them to live and counseling and therapeutic services to help them move past the emotional and physical trauma they have experienced. We also find permanent placements for them, providing the ultimate need for love and support.

#### **Building Stable Lives**

We are providing services and support to children who will soon be entering society as adults. We are equipping them with the knowledge, emotional intelligence, and self-awareness to be able to hold down jobs, attend school and become productive members of society.

#### **Supporting the Most Vulnerable**

Providing care for children in State custody is really providing for the most at-risk children in our community. They have been through trauma, been mistreated, and have not received the love and support from their families that they needed to succeed. Some of them have been involved in risky behavior, the juvenile court system, and gangs. These are some of the most vulnerable young people in our society.

Intended Outcomes: Provide 2 to 3 outcomes which are specific to the program goal

1. To increase the number of children and youth reaching permanence after completing services with the Children's Home-Chambliss Shelter Residential Services Program. (Goal of Permanence)

Collection method: We track the number of children/youth reaching permanence through re-unification with parents, kinship placement, or adoption. Conversely, we track the number of premature disruptions from the Residential Services Program.

Results: We hope to increase the number of youth reaching permanence to 60% and to decrease the number of premature discharges to 30%.

Data source: Our program internally tracks each child individually, in addition to a monthly report from the State showing each admission, discharge, and reasons for such. The State uses a program called TFACTS to collect all of their data.

2. To reduce the number of children re-entering State custody following their termination of services with the Chambliss Shelter. (Goal of Permanence)

Collection method: We track the number of children/youth who are recommitted to DCS custody within 12 months of discharge. Minimizing this number would indicate more enduring relationships between the youth and their primary caregiver.

Results: We hope to have no children re-enter State custody.

Data source: The State informs us of any readmission of children who were in our care over the past 12 months.

3. To provide care and support such that the youth will not engage in high-risk behaviors that will impose a risk to themselves, their family, or the community. (Goal of Safety)

Collection method: We must submit a Serious Incident Report (SIR) every time a child has a major issue. The behavior-related SIRs include reports of assault, arrests, abuse, possession of contraband, and runaways.

Results: We hope to reduce the number of behavior-related SIRs by 20%.

Data source: SIRs are kept both internally and by the State. This data will be used to measure how well the young people are doing.

Comparative Data: (local, regional, national data and/or similar type programs)

The Children's Home/Chambliss Shelter is a nationally accredited program through CARF. Additionally, we have attained a three year certification through the Sanctuary Program, a nationally known trauma-focused evidence based practice model. As a Performance Based Contractor through the Tennessee Department of Children's Services, the program is held to the same standards of performance as are the other 37 provider agencies. In our three years of accountability, we have exceeded the targets set for permanent exits from custody and a reduction in days needed to accomplish this outcome.

**Attachment B: Comparative Financial Information**

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

<b>Dollars provided to your organization in FY 2013 by the following entities:</b>	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga	100%	49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	
<b>Percent of Services rendered to residents of:</b>	Estimate, if you do not now track this data.	
Chattanooga	92%	49.83%
Unincorporated Hamilton County	2%	30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge	3%	6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank	1%	3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)	2%	
	Above percentages should total 100%	

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

## Attachment C: Program Beneficiary Statistics

Program: Early Childhood Education (Children's Home + Off-Site Programs)

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	Last Year	This year (estimated)	Next Year (projected)
<b>1. Unduplicated Count of Program Beneficiaries TOTAL</b>	<b>991</b>	<b>627*</b>	<b>627*</b>
a) Total Continuing From Previous Fiscal Year	447	350	350
b) Total New for the Year	544	276	276
c) Total Terminated During the Year	298	130	130
<b>2. Age Group TOTAL</b>	<b>991</b>	<b>627</b>	<b>627</b>
a) Infants – Under 5	684	434	434
b) Between 5 and 12	307	193	193
c) Between 13 and 17	0	0	0
d) Between 18 and 29	0	0	0
e) Between 30 and 64	0	0	0
f) 65 and over	0	0	0
g) Not Known	0	0	0
<b>3. Sex TOTAL</b>	<b>991</b>	<b>627</b>	<b>627</b>
a) Male	517	332	332
b) Female	474	295	295
c) Not Known	0	0	0
<b>4. Ethnic Background TOTAL</b>	<b>991</b>	<b>627</b>	<b>627</b>
a) White	162	143	143
b) Black	683	342	342
c) Hispanic	73	74	74
d) Oriental	0	9	9
e) Other – Ethnic Minority	73	59	59
f) Not Known	0	0	0
<b>5. % Income Level TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
a) Below 9,999	45%	49%	49%
b) 10,000 –19,999	32%	30%	30%
c) 20,000 – 29,999	15%	15%	15%
d) 30,000 and Over	8%	6%	6%
e) Not Known	0	0	0
<b>6. Location of Residence TOTAL</b>	<b>991</b>	<b>627</b>	<b>627</b>
a) Chattanooga	911	551	551
b) Outside of Chattanooga	80	76	76

\*These numbers are based on 95% occupancy and no turnover of children. This is the best-case-scenario for the children, but obviously reduces the number of total children served.

## Attachment C: Program Beneficiary Statistics

Program : Residential Services (Chambliss Shelter)

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	Last Year	This year (estimated)	Next Year (projected)
<b>1. Unduplicated Count of Program Beneficiaries TOTAL</b>	<b>67</b>	<b>75</b>	<b>77</b>
a) Total Continuing From Previous Fiscal Year	31	31	25
b) Total New for the Year	36	44	52
c) Total Terminated During the Year	38	45	45
<b>2. Age Group TOTAL</b>	<b>67</b>	<b>75</b>	<b>77</b>
a) Infants – Under 5	9	5	5
b) Between 5 and 12	19	15	15
c) Between 13 and 17	39	55	57
d) Between 18 and 29	0	0	0
e) Between 30 and 64	0	0	0
f) 65 and over	0	0	0
g) Not Known	0	0	0
<b>3. Sex TOTAL</b>	<b>67</b>	<b>75</b>	<b>77</b>
a) Male	46	50	59
b) Female	21	25	18
c) Not Known	0	0	0
<b>4. Ethnic Background TOTAL</b>	<b>67</b>	<b>75</b>	<b>77</b>
a) White	54	40	52
b) Black	12	35	24
c) Hispanic	1	0	1
d) Oriental	0	0	0
e) Other – Ethnic Minority	0	0	0
f) Not Known	0	0	0
<b>5. % Income Level TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
a) Below 9,999	100%	100%	100%
b) 10,000 –19,999	0	0	0
c) 20,000 – 29,999	0	0	0
d) 30,000 and Over	0	0	0
e) Not Known	0	0	0
<b>6. Location of Residence TOTAL</b>	<b>67</b>	<b>75</b>	<b>77</b>
a) Chattanooga	22	40	41
b) Outside of Chattanooga	45	35	36
c) Not Known	0	0	0

1. Attachment D: Schedule of Positions, Salaries & Wages

*ALL FINANCIAL INFORMATION TO THE NEAREST DOLLAR. FOR ADDITIONAL EMPLOYEES, COPY THIS FORM AS NEEDED.*

Title of Position	Last Name, Initial	Part Time? yes/no	Years Employed	Retirement Benefits? Yes/no	Current			Proposed		
					Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
President	Acord, P.		41	Yes	52	106,762	104,000	52	106,762	106,762
Exec. Direct	Pelton, E.		29	Yes	52	66,851	65,550	52	33,770	33,770
Assoc. Direct	Bryant, T.		1	Yes	52	46,508	46,500	52	46,508	46,508
Director of Volunteers	Acord, P.		34	Yes	52	41,600	40,000	52	41,600	41,600
Director of Finance	Ford, S.		2	Yes	52	53,000	51,000	52	53,000	53,000
Assoc. Director	Blasberry, E.		5	Yes	52	51,500	46,500	52	51,500	51,500
Foster Home Trng	Davis, J		1	Yes	52	36,000	31,000	52	36,000	36,000
Group Home	Itula, J.		6	Yes	52	32,000	31,000	52	32,000	32,000
Direct Care Staff	Group(10)			Yes	52	165,261	150,000	52	165,261	165,261
Foster Home Case Mangr.	Holmes, E.		3	Yes	52	35,000	31,650	52	35,000	35,000
Foster Home Case Mangr.	Hansen, A.		1	Yes	52	32,500	25,000	52	32,500	32,500
Foster Home Case Mangr.	Helton, T.		5	Yes	52	32,500	28,765	52	32,500	32,500
Contract Site Exec. Director	Bass, I.		12	Yes	52	47,507	44,600	52	47,507	47,507
Contract Site Asst. Director	Swanson, M.		17	Yes	52	39,998	40,000	52	39,998	39,998
Maintenance Supervisor	Siler, J		1	Yes	52	37,500	14,000	52	37,500	37,500
Maintenance Assistant	Morrison, R.		5	No	52	10,982	11,000	52	10,982	10,982
Kitchen Supervisor	Hambrick, K.		13	Yes	52	30,636	29,750	52	30,636	30,636
Financial Serv. Assist	Hamill, K.		9	Yes	52	38,625	38,064	52	38,625	38,625
Office Manager	Bullocks, T		1	Yes	52	25,168	24,960	52	25,168	25,168

Title of Position	Last Name, Initial	Part Time? yes/no	Years Employed	Retirement Benefits? Yes/no	Current			Proposed		
					Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
Family Financial Coor	Finley, C.		12	Yes	52	31,200	31,200	52	31,200	31,200
Contract Site Director	King, F		11	Yes	52	28,500	26,000	52	28,500	28,500
Admin & Event Assist	Sexton, E			Yes	52	26,000	9,000	52	26,000	26,000
Child Care Teachers (Days)	Group			Yes	52	856,806	850,800	52	856,806	856,806
Child Care Teachers (Evenings)	Group			Yes	52	66,466	62,650	52	66,466	66,466
Teacher Assistants	Group			No	52	367,202	364,626	52	367,202	367,202
Kitchen Staff	Group(4)			Yes	52	52,674	51,225	52	52,674	52,674
VP of Dev & Admin	Harbison, K.		7	Yes	52	56,650	56,160	52	56,650	56,650
Assistant of Director of Development	Stein, S.		1	No	52	25,000	0	52	25,500	25,500
PATH **	Group(3)		1	Yes	52	144,995	0	52	144,995	144,995
**New Positions					<b>Totals</b>	<b>2,585,391</b>	<b>2,305,000</b>		<b>2,552,810</b>	<b>2,552,810</b>

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

Program/Project Title	Name of Funding Source	Rec'd Four Years Ago	Rec'd Three Years Ago	Rec'd Two Years Ago	Rec'd Last Year	Rec'd Current Year	Requested For Next Year
Children's Home / Chambliss Shelter		2008	2009	2010	2011	2012	2013
	Fundraising	407,500	529,476	563,180	710,955	590,204	586,898
	Thrift Store	78,115	96,000	134,500	186,000	193,000	193,000
	USDA Food Program	227,709	232,548	243,065	245,699	296,199	300,000
	Endowment	306,180	255,207	180,000	180,000	180,000	180,000
	Parent Fees (Program Income)	443,836	464,529	435,899	508,831	521,043	530,000
	State Subsidy	931,818	1,057,745	1,280,912	1,171,702	1,229,450	1,357,000
	United Way	254,403	253,111	235,432	258,942	276,804	263,000
	Hamilton County	431,928	392,143	393,063	100,807	0	0
	City of Chattanooga	0	0	0	137,500	311,250	352,712

**Attachment F: Budget Format**

**CITY OF CHATTANOOGA**

**FY2014 Agency Funding Financial Form**

<b>Account Category</b>	<b>Our Actual FY2010 Jan- Dec</b>	<b>Our Actual FY2011 Jan-Dec</b>	<b>Our Actual FY2012 Jan-Dec</b>	<b>Our Budget FY2013 Jan-Dec and Request City FY 2014*</b>	<b>Incr (Decr) Request vs. FY13 Bud</b>	<b>% Change Request vs FY13 Bud</b>	
<b>REVENUES</b>							
Contributions							
Individuals/Private	281590.05	355477.47	295102	293449	-1653	-0.6%	
Corporate/Organizations/Churches	281590.04	355477.46	295102	293449	-1653	-0.6%	
Fees/Grants from Governmental Agencies							
Federal	324869.56	326025.49	370007.11	373,800.00	3792.89	1.0%	
State	1,381,050.78	1,202,015.44	1,229,450.28	1,357,000.00	127549.72	9.4%	
Hamilton County	392,706.34	100,806.66			0		
City of Chattanooga	0.00	137,500.00	311,250.00	350,106.00	38856	11.1%	**see footnote
Other Cities (Please list)					0		
United Way					0		
Foundations (including grants)					0		
Gross Proceeds Special Events					0		
Other UWs/Federations					0		
CFC/Designations received thru UWGC					0		
UWGC Program Allocation	161,597.00	161,595.00	178,023.00	178,000.00	-23	0.0%	
UWGC Special Funding	73,835.16	97,347.25	93,781.04	85,000.00	-8781.04	-10.3%	
Membership Dues					0		
Program Income	435,899.17	508,830.95	521,043.13	530,000.00	8956.87	1.7%	
Governmental Insurance					0		
Private Insurance					0		
Contracted Services	124,000.00	128,999.76	128,999.76	129,000.00	0.24	0.0%	
Fee for Services					0		
Other Program Income	217,525.86	231,302.83	289,733.69	311,700.00	21966.31	7.0%	
Sales to Public					0		
Investment Income	180,000.08	180,000.00	337,000.00	180,000.00	-157000	-87.2%	
Miscellaneous	3,090.38	2,937.75	33,821.08	3,000.00	-30821.08	-1027.4%	
Other Revenues (Please list separately any major item)	134,500.00	186,000.00	193,000.00	193,000.00	0	0.0%	
Transfers in from other internal budgets	276,280.99	52,039.80	133,505.03	0.00	-133505.03	N/A	
Income from Previous Year					0		
<b>TOTAL REVENUES</b>	<b>\$ 4,268,535.41</b>	<b>\$ 4,026,355.86</b>	<b>\$ 4,409,818.12</b>	<b>\$ 4,277,504.00</b>	<b>\$ (132,314.12)</b>	<b>-3.1%</b>	
<b>OPERATIONS</b>							
<b>Personnel Expenses</b>							
Salaries	2411258.78	2340643.59	2513570.06	2552810	39239.94	1.5%	

Fringe Benefits								
Employee Health	127691.49	146251.39	141447.69	147394	5946.31	4.0%		
Pension/Retirement	125230.51	124472.99	112650.93	120000	7349.07	6.1%		
Payroll Taxes, etc.	183766.02	175892.08	184462.57	195300	10837.43	5.5%		
Other (unemployment, life insurance, etc)	46285.11	60982.13	58690.91	65000	6309.09			
<b>Total Personnel Expenses</b>	\$ 2,894,231.91	\$ 2,848,242.18	\$ 3,010,822.16	\$ 3,080,504.00	69,681.84	2.3%		
<b>OPERATING EXPENSES</b>								
<b>Administration</b>								
Services								
Professional Fee & Contract service	326702.94	316600.95	392398.74	378500	-13898.74	-3.7%		
Utilities								
Other								
Rent								
Travel/Transportation								
Local	41648.98	31007.82	27920.41	28200	279.59	1.0%		
Out of Town	17849.56	13289.06	18613.61	18800	186.39	1.0%		
Insurance (not employee health)	36955.83	41909	37962	40000	2038	5.1%		
Materials & Supplies	327380.28	326055.11	329861.31	330500	638.69	0.2%		
Telephone, Fax, ISP	25309.78	30191.88	26994.13	27000	5.87	0.0%		
Postage and Shipping	7448.6	6945.22	7462.55	7500	37.45	0.5%		
Occupancy/Building/Utilities	261015.08	262799.02	327602.85	281000	-46602.85	-16.6%		
Equipment Rental and Maintenance (including contracts)	44859.18	25947.46	25079.66	23500	-1579.66	-6.7%		
Outside Printing, Art Work, etc.	1857.18	2371.66	12309.86	10000	-2309.86	-23.1%		
Conferences, Conventions, etc.	41475.82	22442.14	27295.89	26000	-1295.89	-5.0%		
Special Assistance to Individuals			0					
National Dues/Support Payments			0					
Organization Dues (other than above)			0					
Awards and Grants			0					
Fund Raising/Self-Support Activities	24421.28	19791.72	19057.29	20000	942.71	4.7%		
Miscellaneous	4778	4646	5805.33	6000	194.67	3.2%		
Equipment Purchases (incl. capital expenses)	212600.99	74116.64	140632.26	0	-140632.26			
Depreciation								
Other Expenses (Please list separately any major item)								
<b>Operating Expenses Total</b>	\$ 1,374,303.50	\$ 1,178,113.68	\$ 1,398,995.89	\$ 1,197,000.00	(201,995.89)	-16.9%		
<b>TOTAL OPERATIONS</b>	\$ 4,268,535.41	\$ 4,026,355.86	\$ 4,409,818.05	\$ 4,277,504.00	(132,314.05)	-3.1%		
<b>REVENUE OVER/ (UNDER) OPERATIONS</b>	\$ -	\$ -	\$ 0.07	\$ -	(0.07)	N/A		
*Because our budget is for Jan-Dec 2013, this is the budget that includes the current request to the City for \$352,712 for their FY2014								
**Because our FY is Jan-Dec, the City line items include actual amounts received, not our requested amount. These actuals represent half of one City FY and half of the following City FY.								