CHATTANOOGA CHAMBER FOUNDATION

January 2, 2013

Chattanooga City Council Members
Mayor Ron Littlefield
1000 Lindsay Street
Chattanooga, TN 37402

Subject: **Comprehensive Job Creation Strategy – Chattanooga CAN DO**

Dear Council Members and Mayor Littlefield,

We are pleased to submit this cover letter for the attached proposal which outlines the continuation of our extremely successful partnership with the CITY OF CHATTANOOGA to implement our community's comprehensive job creation strategy – Chattanooga CAN DO.

In accordance with the application guidelines, we provide the following information:

A. *Organization Name & Address:*
Chattanooga Chamber Foundation
811 Broad St., Chattanooga TN 37402

B. *Contact for Funding Request:*
Cheryl Millsaps, VP Finance & Administration
Chattanooga Chamber Foundation
811 Broad St., Chattanooga, TN 37402
(423) 763-4344
cmillsaps@chattanoogachamber.com

C. *Agency Mission:*
The mission of the Chattanooga Chamber Foundation is to implement a comprehensive strategy to promote regional economic growth.

D. *Amount of Funding Request:*
$450,000

In the following pages, you will find a complete description of the Chattanooga Chamber Foundation's job creation efforts and results.

Sincerely,

Ron Harr

Ron Harr
President & CEO

CHATTANOOGA CHAMBER FOUNDATION

EXECUTIVE SUMMARY

A. **Purpose:** The purpose of the requested funds is to continue the successful implementation of our community's comprehensive job creation strategy – Chattanooga CAN DO. The citizens of Chattanooga benefit from this initiative in multiple ways:

- New jobs for the citizens of Chattanooga:
  - From February 2012 (when the Chamber Foundation last submitted a request for funding) to December 2012, Chattanooga CAN DO directly supported 12 companies in announcing new investments to create 2,091 new jobs (if you divide the City's $450,000 investment by the this year's direct job creation total, the Chamber Foundation leveraged every $215 of city funding to create a new job). All of these new jobs are being created at business locations within the city limits, so they represent an increase in employment opportunities for Chattanooga's citizens.
  - The new jobs the Chamber Foundation directly assisted over the last year pay an average of $22.06 per hour/$45,886 per year generating a combined payroll in excess of $81.5 million each year. As these dollars flow into Chattanooga's economy, they will sustain local businesses and support the creation of more jobs and additional payroll resulting in a grand total of 4,130 new jobs with an annual payroll of $169.6 million.

- Tax growth for the City of Chattanooga: These new jobs and the new spending they produce result in organic tax growth, which contributes to the city budget.

- Tax savings for the people of Chattanooga: Because the Chamber Foundation leverages public dollars from the City of Chattanooga to raise private dollars in a ratio of 40% public funding to 60% private funding over the course of a four-year campaign, taxpayers receive a full measure of benefit while paying less than half of the costs to implement the program.

B. **Usage of Funds:** The Chamber Foundation will combine the City of Chattanooga's funding with other sources to implement our community's comprehensive job creation strategy, which includes:

- Supporting start-up companies and small businesses through the programs of the INCubator at the BDC.

- Continuously reaching out to local companies to support expansion and retention through the Existing Industry program.

- Recruiting companies globally to attract new investments from outside our local market.

- Implementing workforce development and education programs to support the development of a highly-skilled, trainable and globally competitive workforce.

C. **Assurance of Detailed Accounting:** The Chamber Foundation will continue to provide a detailed accounting of how and for what purpose municipal funds were spent, prior to the close of the City of Chattanooga's fiscal budget year and at the close of each succeeding fiscal budget year until all municipal funds have been spent.

D. **Commitment to provide audited financials:** The Chamber Foundation will continue to provide the City of Chattanooga with copies of current annual audits for each year that it spends funds appropriated to it by the City of Chattanooga.

E. **Additional Information**: In accordance with City Code 2-326(e), this application includes attachments as follows:

- Chattanooga Chamber Foundation Budget (Att. 1.3)
- State Charter of the Chattanooga Chamber Foundation (Att. 1.4)
- Declaration of the specific non-profit exemption of the Foundation (Att. 1.5)
- A copy of the FY 2011-2012 Annual Report (Att. 1.6.1)
- A copy of the FY 2011-2012 Audit Report (Att. 1.6.2)
- Listing of the FY 2012-2013 Board of Directors (Att. 1.7)
- Contact information for review of corporate minutes (Att. 1.8))
- Payment of application fee in the amount of $50

Ron Harr

Ron Harr
President & CEO

Attachment F: Budget Format

CITY OF CHATTANOOGA

FY2014 Agency Funding Financial Form

Account Category	Actual FY2010	Actual FY2011	Actual FY2012	Budget FY2013	Request FY2014	Incr (Decr) Request vs. FY13 Bud	% Change Request vs FY13 Bud
REVENUES							
Contributions							
Individuals/Private						0	N/A
Corporate/Organizations/Churches	201681	4799684	1043848	2047256	1900000	-147256	-7.2%
Fees/Grants from Governmental Agencies							
Federal						0	N/A
State						0	N/A
Hamilton County	692,240.00	596,701.00	559,458.00	953,867.00	666,667.00	-287200	-30.1%
City of Chattanooga	525,000.00	525,000.00	525,000.00	550,000.00	550,000.00	0	0.0%
Other Cities (Please list)						0	N/A
United Way							
Foundations (including grants)						0	N/A
Gross Proceeds Special Events						0	N/A
Other UWs/Federations						0	N/A
CFC/Designations received thru UWGC						0	N/A
UWGC Program Allocation						0	N/A
UWGC Special Funding						0	N/A
Membership Dues						0	N/A
Program Income	423,023.00	446,296.00	420,325.00	787,230.00	620,000.00	-167230	-21.2%
Governmental Insurance						0	N/A
Private Insurance						0	N/A
Contracted Services						0	N/A
Fee for Services	-6,413.00	-51,427.00	26,214.00	0.00	0.00	0	N/A
Other Program Income						0	N/A
Sales to Public						0	N/A
Investment Income	2,471.00	5,511.00	3,202.00	1,320.00	1,500.00	180	13.6%
Miscellaneous	877.00	154.00	1,053.00	2,100.00	2,000.00	-100	-4.8%
major item)	8,563.00					0	N/A
Transfers in from other internal budgets						0	N/A
Income from Previous Year				392,281.00	350,000.00	-42281	-10.8%
						0	N/A
TOTAL REVENUES	$ 1,847,442.00	$ 6,321,919.00	$ 2,579,100.00	$ 4,734,054.00	$ 4,090,167.00	$ (643,887.00)	-13.6%

Note: Actual results for 2010, 2011, and 2012 are stated on an accrual basis per 990 filing in accordance with generally accepted accounting procedures for non-profits. Chattanooga CAN DO is a four-year capital funding campaign. As a result, the Chamber Foundation receives most of the actual funding in incremental installments over four years, but is required to report the full pledge amount when it is committed as if we have actually received the funding. To ensure expenditures reflect actual cash-flow during the four-year cycle, our annual operating budgets are stated on a cash basis as reflected in the columns for 2013 and 2014 above.

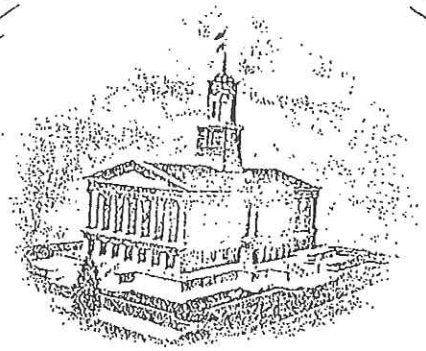
OPERATIONS

Section I.3 Agency Budget (Att F)

Personnel Expenses							
Salaries	1397310	1293781	1311038	1574606	1375000	-199606	-12.7%
Fringe Benefits						0	N/A
Employee Health	71771	63972	82861	125327	90000	-35327	-28.2%
Pension/Retirement	60016	57775	57501	159864	65000	-94864	-59.3%
Payroll Taxes, etc.	91391	84331	86193	116600	90000	-26600	-22.8%
Other (unemployment, life insurance,	14097	12892	13248	30853	30000	-853	-2.8%
Total Personnel Expenses	$ 1,634,585.00	$ 1,512,751.00	$ 1,550,841.00	$ 2,007,250.00	$ 1,650,000.00	(357,250.00)	-17.8%
OPERATING EXPENSES							
Administration							
Services							
Professional Fee & Contract service	126647	233391	218316	1200000	1267000	67000	5.6%
Utilities						0	N/A
Other	165528	209879	248366	265000	200000	-65000	
Rent						0	
Travel/Transportation						0	N/A
Local	7990	6186	5891	12000	15000	3000	
Out of Town	55740	69111	63429	82000	80000	-2000	
Insurance (not employee health)	9729	10544	15627	18000	20000	2000	11.1%
Materials & Supplies	18781	17030	16833	20804	22000	1196	5.7%
Telephone, Fax, ISP	32041	31844	29664	33000	33000	0	0.0%
Postage and Shipping	9131	6805	8061	15000	15000	0	0.0%
Occupancy/Building/Utilities	-19598	15580	44979	65000	65000	0	0.0%
(including contracts)	35990	35217	31643	75000	75000	0	0.0%
Outside Printing, Art Work, etc.	19726	24139	19311	35000	30000	-5000	-14.3%
Conferences, Conventions, etc.	8123	11963	4681	18000	15000	-3000	-16.7%
Special Assistance to Individuals						0	N/A
National Dues/Support Payments						0	N/A
Organization Dues (other than above)	31153	13808	13961	18000	14000	-4000	-22.2%
Awards and Grants	10690	11821	56016	125000	10000	-115000	-92.0%
Fund Raising/Self-Support Activities	56765	330674	0	15000	15000	0	0.0%
Miscellaneous	54296	103918	432763	450000	350000	-100000	-22.2%
expenses)				0		0	N/A
Depreciation	97995	116383	111186	130000	125000	-5000	-3.8%
major item)	230470	90480		150000	100000	-50000	-33.3%
						0	N/A
Operating Expenses Total	$ 951,197.00	$ 1,338,773.00	$ 1,320,727.00	$ 2,726,804.00	$ 2,451,000.00	(275,804.00)	-10.1%
TOTAL OPERATIONS	$ 2,585,782.00	$ 2,851,524.00	$ 2,871,568.00	$ 4,734,054.00	$ 4,101,000.00	(633,054.00)	-13.4%
REVENUE OVER/ (UNDER) OPERATION	$ (738,340.00)	$ 3,470,395.00	$ (292,468.00)	$ -	$ (10,833.00)	(10,833.00)	N/A

The actual results for 2012 and the budget for 2013 include new programs not included in prior years, such as the Minority Business Assistance program, THRIVE 2055 regional growth planning and the Gig City project. The Gig City project involved some carry-over expenses into the 2013 FY, but will not continue at the Chamber Foundation in FY2014. The Minority Assistance and THRIVE 2055 are ongoing projects that are included in FY2014 projections.

State of Tennessee



Department of State

CERTIFICATE

The undersigned, as Secretary of State of the State of Tennessee, hereby certifies that the attached document was received for filing on behalf of CHATTANOOGA CHAMBER FOUNDATION *(Name of Corporation)*, *was duly executed in accordance with the Tennessee General Corporation Act, was found to conform to law and was filed by the undersigned, as Secretary of State, on the date noted on the document.*

THEREFORE, the undersigned, as Secretary of State, and by virtue of the authority vested in him by law, hereby issues this certificate and attaches hereto the document which was duly filed on July 3, *1969*.

Secretary of State

STATE OF TENNESSEE

CHARTER

OF

CHATTANOOGA CHAMBER FOUNDATION

The undersigned natural persons, having capacity to contract and acting as incorporators of a corporation not for profit under the Tennessee General Corporation Act, adopt the following charter for the corporation:

1. The name of the corporation is:

CHATTANOOGA CHAMBER FOUNDATION

2. The duration of the corporation is perpetual.

3. The address of the principal office of the corporation in the State of Tennessee shall be 819 Broad Street, in the City of Chattanooga, Hamilton County, Tennessee.

4. The corporation is not for profit.

5. The purpose or purposes for which the corporation is organized are:

To solicit, collect, receive, accumulate, administer and disburse funds in such a manner as will, in the sole discretion of the Board of Directors, most effectively operate to further charitable, scientific, literary, or educational purposes, to make contributions to any organization described in Section 501(c)(3) of the Internal Revenue Code, with the exception of organizations testing for public safety, to engage in any and all lawful activities incidental to the foregoing purposes, except as restricted herein.

The corporation shall neither have nor exercise any power, nor shall it directly or indirectly engage in any activity, that would (1) prevent it from obtaining exemption from Federal income taxation as a corporation described in Section 501(c)(3) of the Internal Revenue Code, or (2) cause it to lose such exempt status.

The corporation shall not be operated for the primary purpose of carrying on a trade or business for profit.

No substantial part of the activities of the corporation shall consist of carrying on propaganda, or otherwise attempting, to influence legislation; nor shall it in any manner or to any extent participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office; nor shall the corporation engage in any activities that are unlawful under applicable federal, state, or local laws.

The corporation shall (1) not engage in any prohibited transactions as described in Section 503 of the Internal Revenue Code, (2) not accumulate income, invest income, or divert income, in a manner endangering its exempt status by virtue of Section 504 of the Internal Revenue Code, and (3) not engage in any other activity which will result in the denial or loss of exempt status as herein described.

The territory in which the corporation's operations are principally to be conducted is the United States of America; the corporation may conduct operations in foreign countries, subject, however, to the laws of Tennessee, or any restrictions or limitations under Federal law.

The corporation is not being formed for any purpose for which there are other specific statutory provisions in the State of Tennessee concerning its formation and is not being organized for a purpose or purposes which require authorization under the laws or statutory regulations of the State of Tennessee.

As a means of accomplishing the foregoing purposes, the corporation shall have the rights and powers now or hereafter conferred upon corporations not for profit by the laws of the State of Tennessee, including but not by way of limitation, those enumerated in Sections 48-402, and 48-403 Tennessee Code Annotated.

But if this corporation shall undertake to do any of the things herein above set forth in any state other than Tennessee, in the District of Columbia, in any territory, colony or dependency of the United States, or in any foreign country or any colony or dependency thereof, then as to such jurisdictions and to each of them, this corporation shall be deemed to have such powers insofar as such jurisdictions respectively permit such corporations within their several respective jurisdictions to execute such powers.

Notwithstanding the other provisions of this charter, the corporation shall only conduct or carry on activities permitted to be conducted or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code and its Regulations and by any organization contributions to which are deductible under Section 170(c)(2) of such Code and Regulations.

5. This corporation is to have no members.

6. The incorporators, at their organizational meeting, shall adopt e initial bylaws of the corporation, which may contain any provision for the regulation and management of business and affairs of the corporation not inconsistent with law or this charter, and shall elect the Board of Directors in accordance with the provisions of such bylaws. The Directors may be divided into two (2) or more classes for terms of office which may expire at different times.

7. Upon the dissolution of the corporation, the assets of the orporation shall be distributed, in accordance with a plan of distribution

qualify under the provisions of Section 501(c)(3) of the Internal Revenue Code and its Regulations, or to a local or State government or the Federal Government, or an agency thereof.

8. The provisions of this charter are subject to amendment as provided under the laws of the State of Tennessee; provided that no provision contained herein shall be changed, modified or repealed in such a manner as to be inconsistent with the objects and purposes for which this corporation is formed.

9. This corporation shall enjoy and be subject to the benefits, privileges and immunities, restrictions, liabilities and obligations, as provided for corporations not for profit generally by the law of the land and which are held applicable to corporations not for profit organized under the provisions of Title 48 of the Tennessee Code Annotated (Official Edition) or such title as amended or modified, subject to the limitation and condition that, notwithstanding any other provision of this charter, only such powers shall be exercised as are in furtherance of the tax exempt purposes of the corporation and as may be exercised by an organization exempt under Section 501(c)(3) of the Internal Revenue Code and its Regulations and by any organization contributions to which are deductible under Section 170(c)(2) of such Code and Regulations.

10. All references in this charter to the Internal Revenue Code or Regulations thereunder refer to the Code and Regulations as they now exist or as they may hereafter be amended.

EXECUTED this 2nd day of July, 1969.

George Blackwell Smith, Jr.
(George Blackwell Smith, Jr.)

Harry R. White
(Harry R. White)

David F. S. Johnson
(David F. S. Johnson)

John C. Stophel
(John C. Stophel)

Section I.5 : City Code Requirements

Section 1.5 The Chattanooga Chamber Foundation has been designated as a 501(c)(3) tax exempt charitable foundation chartered in the State of Tennessee.

Section 1 Attachment 1.6.1

CHATTANOOGA AREA CHAMBER

ANNUAL 125 REPORT

2011 - 2012

The Mission of the Chattanooga Area Chamber of Commerce is to champion our member businesses and implement a comprehensive strategy to promote regional economic growth.

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CHATTANOOGA AREA CHAMBER

FROM THE TOP

Looking Back

By Tom Edd Wilson

Although I won't officially pass the helm to Ron Harr until October 1, the Chattanooga Chamber 125th Annual Meeting is my last major event as president and CEO. I will continue to work with the Chamber until January as a resource to Ron and the rest of the Chamber team, but it seems appropriate to take this opportunity to consider how far the Chamber and Chattanooga have come since January 2002.

Back then, Chattanooga didn't have much of a reputation in business circles, and many were uncertain of the Chamber's ability to produce economic development results. Today, CNBC's recent story about how Chattanooga is leading the resurgence of American manufacturing is one of many national and international media placements highlighting Chattanooga's success, while the Chamber enjoys an excellent reputation for producing results.

I attribute our excellent progress to the engagement and investment of our public and private partners along with the outstanding work of the Chamber team. Words cannot adequately express my appreciation to the Chattanooga CAN DO Investors (see page 14), our public partners (most especially Mayor Jim Coppinger and Mayor Ron Littlefield), and our volunteer leadership and highly engaged members (Board members, Councils, Ambassadors, and many more).

Whether you count employees or tally our budget, the Chamber is a small company, but your engagement magnifies our efforts a thousand-fold. I am proud of the things we have accomplished together. I hope history will remember the Chamber's role as project manager and offensive coordinator in winning new investments by Volkswagen, Alstom, Amazon.com and more than 100 other existing and recruited companies over the last ten years.

But, I am just as proud of the culture of accomplishment we've instilled in the Chamber's volunteer leadership and staff. Together, we've succeeded by putting the right people in the right places and working together as a team. We've made ourselves accountable for producing results. We've engaged members by communicating and delivering a strong value proposition. We've worked proactively to address challenges and pursue emerging opportunities.

In my mind, my greatest legacy resides in restructuring the Chamber around these core business principles before handing the reins over to Ron Harr, who has the leadership, experience, and vision to move this 125 year old organization boldly into the future.

Tom Edd Wilson: 10+ Years of Accomplishment

Since January of 2002, when Tom Edd Wilson first became president and CEO of the Chamber, he has led the organization in making critical contributions to the transformation of Chattanooga from an economic development non-entity into a national leader. In addition to restructuring the Chamber, Wilson also accumulated a ten-year track record for producing results:

- Directly assisted 114 companies including Volkswagen, Alstom, and Amazon.com in creating 15,691 jobs.
- Public relations efforts earned media with a world-wide audience of 957 million people.
- Partnered to launch the Principal Leadership Academy, the STEM School & HUB, and the Regional Growth Planning Process.
- Raised $32 million to fund economic development (2002 to 2015) and related initiatives.

Photo by Med Dement

Thinking Forward

By Ron Harr

Succeeding Tom Edd Wilson is both daunting and exciting. Over the last ten years, he has led the Chamber in gathering almost all of the low hanging fruit and much of the medium and high hanging produce as well.

In addition, Tom Edd is leaving us a proven orchard to work in the form of successful strategies that will continue to support new job creation.

We also have a golden opportunity to plant new trees.

Chattanooga has definitely turned a corner. We can see a clear path to continued job and population growth, but making the most of our momentum is not automatic.

We are operating in a totally new economic environment. Even as we exceed national growth averages our unemployment rate is higher than it used to be, and faster growth brings both opportunities and challenges.

Tom Edd has helped initiate the Regional Growth Planning Process, but it's up to us to paint the picture in detail and do what it takes to realize our aspirations.

Imagine what would happen if Chattanooga's most successful and influential businesses came together in common cause to promote job creation and greater prosperity for the whole community. Well, you don't have to imagine. That's what the Chattanooga Area Chamber of Commerce is already doing.

We are a member-driven organization with an economic development mission. And today, we are confronted with a series of challenging questions. Can we pioneer new ways to create jobs despite the global economy's new slow-growing norm? Can we engage partners across the region in continuing to compete successfully to attract new investment? Can we spend more of our money with local businesses and find ways to help our companies reach new customers outside our market? Can we leverage education and entrepreneurship to support more people in our area in achieving their full economic potential? Can we bridge between educators and business leaders to create a world-class workforce that will drive job creation?

The answer to all of those questions is a simple and unequivocal, "Yes." Together, we are the Chattanooga Chamber. Together, we've proven we can effectively support the creation of more and better-paying jobs. As president and CEO, I aim to work with you in finding new ways to transform our economic challenges into opportunities for the benefit of our member companies and everyone else in the community.

Ron Harr: Future Priorities

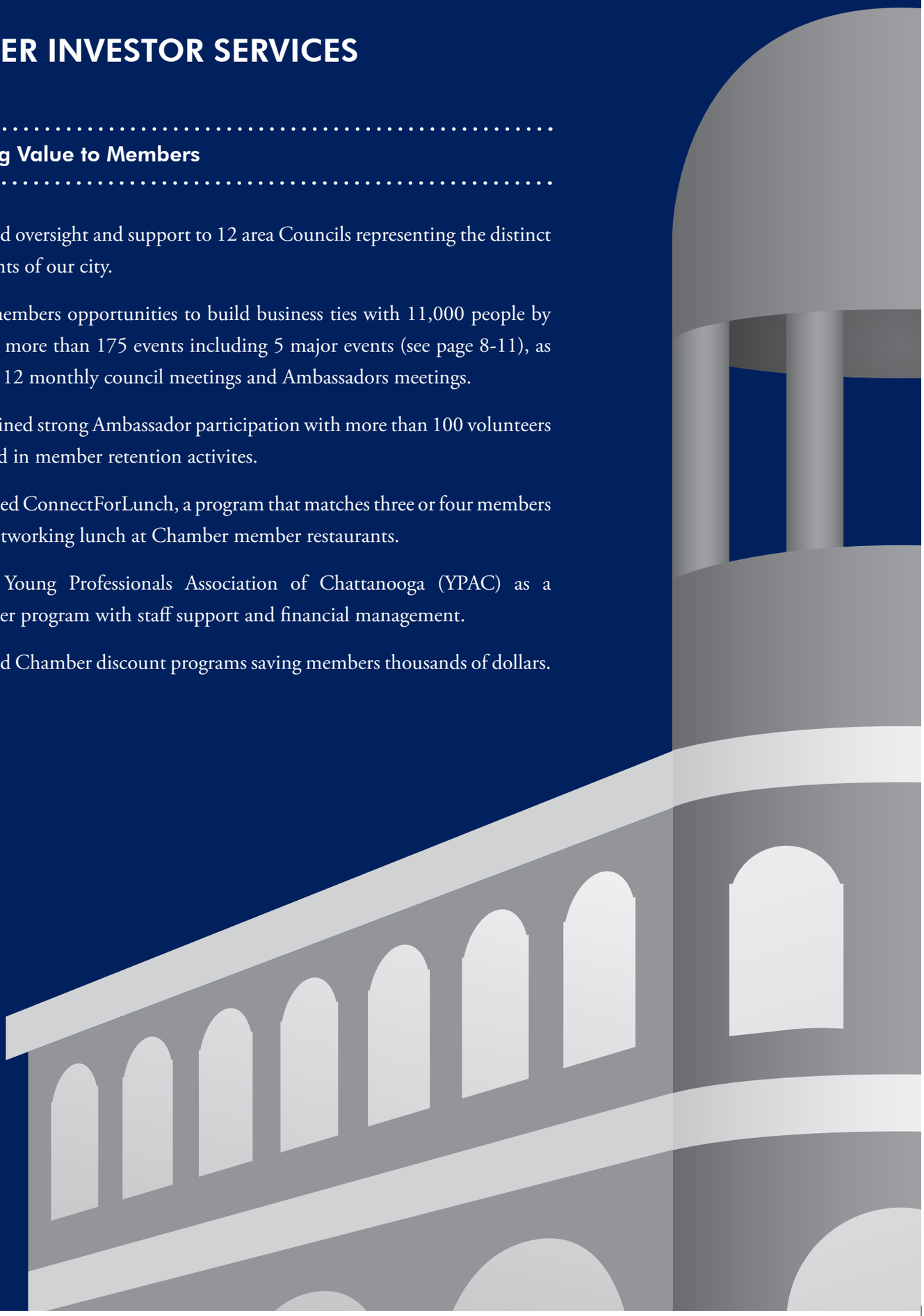
Ron Harr joined the Chamber on July 1 and will become president and CEO on October 1. His immediate priorities include:

- Enhancing the roster of the Chamber's member businesses and promoting greater commerce among them.
- Continuing to build on successful job creation efforts while identifying new land options and launching new targeted efforts based on current opportunities including a stronger focus on office projects.
- Redoubling our efforts to support stronger education and workforce preparation and align them with existing and emerging business needs.
- Engaging stakeholders in implementing the Minority Business Assistance Program.
- Exploring new leadership development programs and announcing new Intercity visits including a mission to Germany.
- Working with partners from across the region to move forward with the Regional Growth Planning Process (See page 26).

MEMBER INVESTOR SERVICES

Delivering Value to Members

- Provided oversight and support to 12 area Councils representing the distinct footprints of our city.
- Gave members opportunities to build business ties with 11,000 people by hosting more than 175 events including 5 major events (see page 8-11), as well as, 12 monthly council meetings and Ambassadors meetings.
- Maintained strong Ambassador participation with more than 100 volunteers involved in member retention activites.
- Launched ConnectForLunch, a program that matches three or four members for a networking lunch at Chamber member restaurants.
- Added Young Professionals Association of Chattanooga (YPAC) as a Chamber program with staff support and financial management.
- Provided Chamber discount programs saving members thousands of dollars.



Supported Area Councils to Strengthen Impact

The area councils continued to enhance and improve their focus by taking advantage of strategic planning assistance offered by the Chamber in partnership with Jerry Sterling and Mike Harrell, strengthening their outcomes. The council boards are a true representation of the Chamber's membership-at-large, with 75% of the 144 board members representing companies with 50 employees or less.

Operation Thank You

With the help of scores of Chamber Ambassadors and Council Volunteers, the Chamber personally delivered appreciation packets to every Chamber member business with a business location in Hamilton County.

Grew the International Business Council

The International Business Council celebrated their first anniversary having engaged representatives from 44 countries, 25 languages spoken, and four generations of business leaders. The Council also developed an International Business Resource Guide, held a Global Mindset seminar series and engaged 75 International Ambassadors.

Spotlighted Members

With more than 100 ribbon cuttings, AM Networking and Business After Hours events hosted at member businesses, the Small Business Awards, and the Spirit of Innovation Awards, the Chamber promoted the success and accomplishments of hundreds of Chamber members' businesses.

Welcome to Sandra Brewer

Sandra Brewer joined the Chamber team as VP of Member Services in May. She has already led a staff summit to develop new strategies for delivering member value and growing the Chamber membership.

EVENTS

Spirit of Innovation 2011

On October 26, the Chamber honored five of Chattanooga's most innovative companies with Global Green Lighting receiving top honors as the 2011 Kruesi Award Recipient. The other innovative finalists were Chattanooga 3D, KnobbyKnife Inc, LifeKraze, and RMJ Tactical. The event also featured a keynote address by Alcatel-Lucent President of the America's Robert Vrij, who announced a $100,000 commitment to the Gig City: Chattanooga™ initiative. Spirit of Innovation 2011 drew more than 80 people to celebrate area companies for developing inventive products, services and ways of doing business. These local standouts exemplify the spirit that fuels competition and growth.

Mayors' Business & Industry Appreciation Breakfast

Global investment expert Renée Haugerud was the featured speaker at the 9th annual Mayors' Business & Industry Appreciation Breakfast, where Hamilton County Mayor Jim Coppinger and representatives from the Office of Chattanooga City Mayor Ron Littlefield expressed gratitude to area business leaders for doing business in Chattanooga.

Annual Meeting 2011

Governor Bill Haslam drew a crowd of more than 1,400 area business leaders to the Chamber's 2010-2011 Annual Meeting, where he delivered his first major address to Chattanooga.

EXPO Chattanooga 2012

Following the Chamber's 2012 Small Business Awards, we hosted EXPO Chattanooga, which is the region's largest exposition of local products and services. The event brought hundreds of local businesses together to network, show off their products and services and meet face-to-face with potential customers.

Small Business Awards 2012

On March 21, the Chamber recognized twelve small business awards finalists with more than 1,000 local business leaders in attendance. The Small Business Award 2012 recipients were A Silverware Affair (1-20 Employees), Allied Eye Associates (21-50 Employees), InfoSystems, Inc. (51-200 Employees), and Chattanooga's Kids on the Block (Nonprofit of the Year).

ECONOMIC DEVELOPMENT

Implementing the Comprehensive Job Creation Strategy

- Provided direct assistance to new and existing companies which announced 1,335 new jobs during the 2011-2012 fiscal year.
- In FY 2011-2012, hosted 31 meetings for 21 prospects and completed 31 formal requests for information.
- Existing Industry department is working with 33 companies including 8 with expansion potential.
- Current Job Creation pipeline:
    - 31 prospect companies for recruitment
    - 2,839 potential jobs
    - $291 million in possible investment.

Volkswagen and Suppliers employ 5,000+

Total job creation from Volkswagen and its suppliers has grown to 5,160 new jobs during a year when the Chattanooga facility became the first auto assembly plant to achieve LEED Platinum Certification, the Chattanooga-Made Passat earned recognition as the 2012 Motor Trend Car of the Year (among other awards), and Volkswagen achieved record-breaking U.S. sales thanks to the enthusiastic reception of the first car it has produced in America in decades.

Welcome to Charles Wood

Charles Wood joined the Chamber team as VP of Economic Development in April. Wood is continuing previous existing industry and recruitment efforts while identifying new targets and land options. Among other efforts, he is exploring a stronger focus on recruiting office projects and working to identify regional partners for economic development efforts.

Chattanooga CAN DO (July 2011 – June 2015), Goals and Outcomes to Date:

Item	Goal by June 2015	Outcomes to date
Increase employment by	15,121 jobs	4,101
Directly assist the creation of	5,000 jobs	1,841
--with average wages of at least	$41,622	$52,305
Increase private capital investment by	$500,000,000	$32,000,000
Support the creation of new payroll in the amount of	$427,000,000	$212,023,331

Chattanooga CAN DO Investors, 2011-2015

Municipal Partners
Hamilton County
City of Chattanooga
Advance Division
BlueCross BlueShield of Tennessee
Chattem, Inc.
Dale Carnegie Training of Tennessee
Electric Motor Sales & Supply Company, Inc.
EPB
First Tennessee Foundation
Luken Holdings, Inc.
Memorial Health Care System
Republic Parking System
U.S. Xpress Enterprises, Inc.
Unum
Volkswagen Group of America Chattanooga Operations LLC
Walden Security Chattanooga Branch
Leadership Division
Astec Industries, Inc.
Baker, Donelson, Bearman, Caldwell & Berkowitz, PC

Brewer Media
Budweiser of Chattanooga
CapitalMark Bank & Trust
CBL & Associates Properties, Inc.
Chambliss, Bahner & Stophel, PC
Chattanooga Times Free Press
Double-Cola Company - USA
Erlanger Health System
Ernst & Young, LLP
Fletcher Bright Company
Hazlett, Lewis & Bieter, PLLC
Henderson Hutcherson & McCullough, PLLC
Husch Blackwell, LLP
Kenco Logistic Services
Lattimore Black Morgan & Cain
McKee Foods Corp.
Miller & Martin, PLLC
Miller Industries, Inc.
Olan Mills, Inc.
Tennessee Valley Authority
Tennessee Valley Federal Credit Union
Tennessee-American Water

The Benwood Foundation, Inc.
The Johnson Group
University of Tennessee at Chattanooga
Weldon F. Osborne Foundation, Inc.
WRCB TV / ST Production Services

Pacesetter Division

Ace Helpful Group, LLC
Alstom Power Turbomachines LLC
AT&T
Bank of America - Main
Barge, Waggoner, Sumner & Cannon
BB&T - Broad Street
Bowers Automotive Group
Burner Systems International, Inc.
Carter Distributing Company
Charter Real Estate Corp.
Chattanooga Coca-Cola Bottling Company United
Cohutta Banking Company, a division of Synovus Bank
Cornerstone Community Bank
COS Business Products and Interiors
Derryberry Public Relations, LLC
First Volunteer Bank
Hixson Utility District
Howard Holdings, Inc.
Joseph Decosimo and Company, PLLC
Ken DeFoor Developments
Krystal Company
Lawson Electric Company, Inc.
Neuhoff Taylor Architects, PC
NovaCopy, Inc.
PlayCore
Pointe Property Group
Raines Brothers, Inc.
Regions Bank - Main
Rentenbach Constructors, Inc.
S&ME, Inc.
Siskin Hospital for Physical Rehabilitation
Sofix Corporation
Southern Adventist University
Southern Champion Tray, LP
SunTrust
Tennessee Aquarium
Tennessee Rand, Inc.
The Hutton Company, Inc.
Vision Hospitality Group
WDEF TV News 12
WDSI-TV - FOX61

Partnership Division

Associated General Contractors of East Tennessee
Citizens Savings & Loan Corporation
Convergent Nonprofit Solutions
CWC
Derthick, Henley & Wilkerson Architects
episode49, LLC
Franklin Associates Architects, Inc.
Lawson Whitaker Photography
Signal Voice & Data
Siskin Steel & Supply Company, Inc.
SwissAM, Inc.
Top Flight, Inc.
Tranco Logistics, LLC

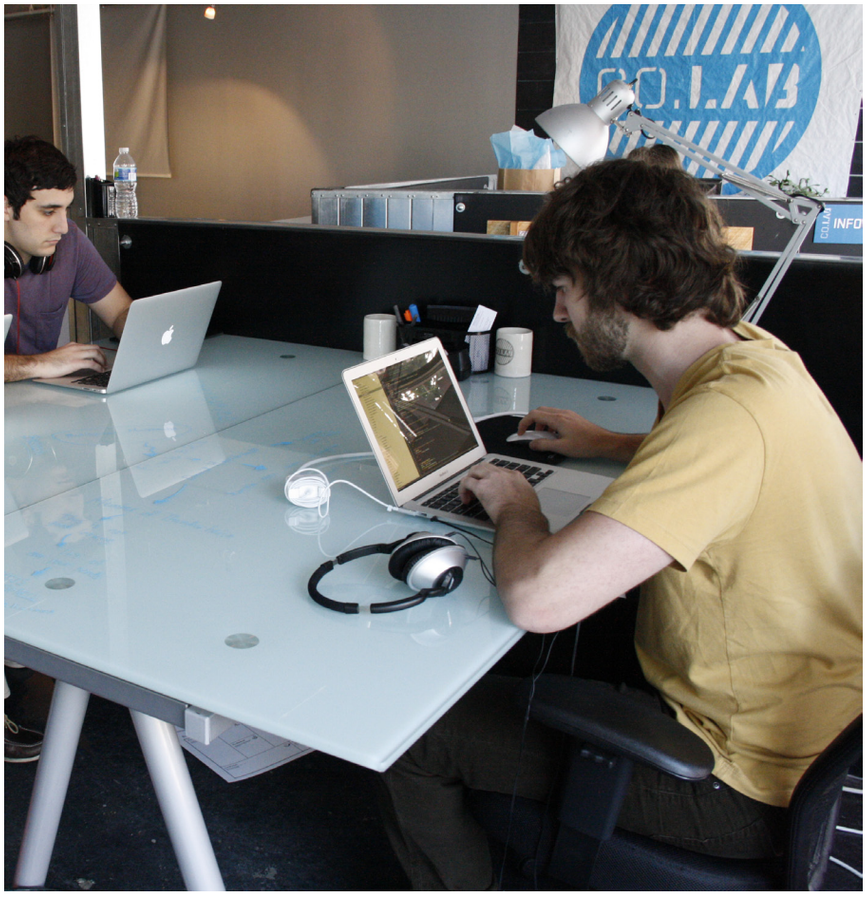
Marketing and Communications

Promoting Chamber Members:

- Launched all-new Chamber web site including a member portal with social networking features.
- Completed re-design of *TREND* magazine featuring more Chamber members and more business "How to" information.
- Promoted Chamber members by writing and distributing over 200 press releases and communicating hundreds more through BottomLines, the Chamber's twice-a-month email which circulates to nearly 5,000 business contacts every time we send it.

Marketing to attract new companies to Chattanooga:

- Earned media that reached 64 million people during 2012, including prominent placement in *Wall Street Journal, CNBC, Bloomberg BusinessWeek,* and *Wired* among many others.
- Led Chamber's engagement in promoting Gig City: Chattanooga™ including the announcement during Spirit of Innovation 2012, coordinating the establishment of four Gig Labs, supporting the launch and implementation of the GigTank (with Lamp Post Group and CoLab taking lead on delivering the program), and overseeing the Mozilla Ideation session (June) and Hackathon (scheduled for September).
- Organized and led 5 outbound and in-bound press trips.
- Helped win the 2013 Society of Environmental Journalists Conference through a partnership with University of Tennessee at Chattanooga, *The Times Free Press*, and the Chattanooga Convention and Visitor's Bureau. As a result about 600 journalists and thought leaders will come to Chattanooga in Oct. 2013 to learn more about Chattanooga's public and private environmental stewardship. Special thanks to Benwood Foundation, BlueCross BlueShield of Tennessee, EPB, and Volkswagen Chattanooga Operations for their commitment to sustainable practices and sponsorship.



Launched Gig City: ChattanoogaTM

During Spirit of Innovation 2012, J.Ed. Marston, VP of Marketing and Communications, announced the Gig City: Chattanooga campaign on behalf of local partners including Lyndhurst Foundation, the Lamp Post Group and the CoLab. During that same event, Robert Vrij of Alcatel-Lucent announced a $100,000 investment in the effort.

REACHED 64 MILLION PEOPLE WORLD-WIDE

(Selected Chamber PR results, 2011-2012)

Wall Street Journal
CNBC
The Atlantic
Wired
New York Times
Area Development
GigaOM
Mashable
PC World
fDi Magazine
The Peoples Daily (China)
Ta Kung Pao Daily (China)
WirtschaftsWoche (Germany)
Nikkei News (Japan)
Swiss Public Radio
BusinessWeek
FOX & Friends First

CHATTANOOGA AREA CHAMBER

Completed New Chamber Logo

Working with Communications Committee Chair Joe Johnson of the Johnson Group, the Chamber engaged board members, volunteer leaders, and other stakeholders in updating the organizational brand statement. Jeremy Henderson, the Chamber's graphic designer developed more than 40 options en route to the adoption of this bold new logo reflecting the organization's proactive membership and effective job creation strategy.

INCubator

The INCubator at the Hamilton County Business Development Center:

- Graduated 26 companies into market rate space throughout the community.
- Currently incubating 59 start-up companies providing employment to up to 200 people.
- Approximately 40% of INCubator companies are minority/women-owned or co-owned.
- Established a Gig Lab at the INCubator in support of high-tech application development and start-up activity.

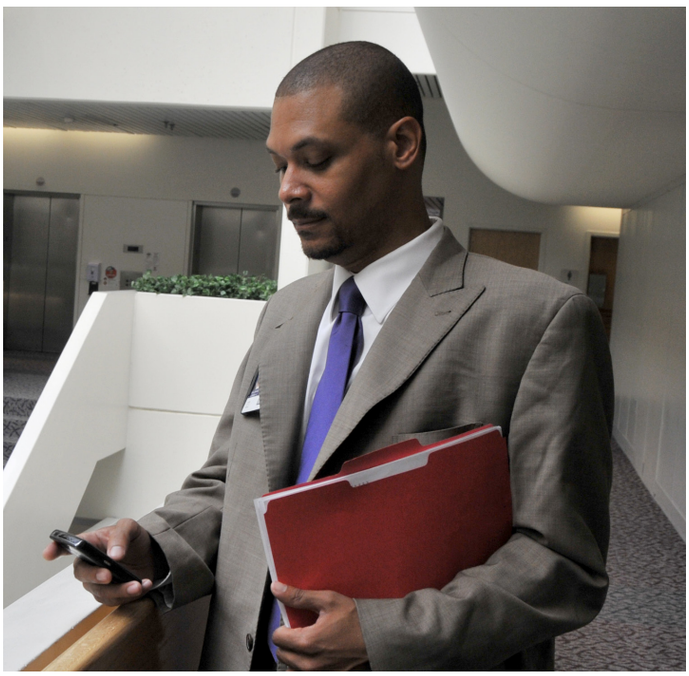
Opened Renovated BDC

In the fall of 2011, Hamilton County, which owns the Business Development Center, put the finishing touches on a complete renovation of the 125,000 square foot former manufacturing facility, which the Chamber runs as the INCubator program to support start-up and small companies. Hamilton County prioritized environmental stewardship throughout the project and achieved the LEED Silver (Leadership in Energy Efficiency Design) for renovation certification. Among many updates and improvements, the $5 million renovation features a state of the art training center, which is available to the community. Since it's opening, the center has hosted 50-60 training and group meetings per month for a variety of organizations.

Minority Business Assistance

Minority Business Assistance:

- During the 2011-2012 fiscal year, the Chamber secured funding to launch a new program to support the start-up and growth of minority-owned businesses.
- In July 2012, the Chamber brought Maria Noel on-board as Director of Minority Business Assistance with the purpose of acting as a full-time staff member dedicated to launching and implementing the program.
- During Fiscal Year 2012-2013, Noel will lead the Chamber team in establishing an Advisory Board and collecting feedback from the minority business community on what is needed to enhance business growth and entrepreneurial activity. She will also work to identify existing resources and create new ones in response to expressed business needs, while developing a targeted marketing campaign to more effectively engage existing minority-owned companies and foster the launch of new ones.



Mission & Goal

The Mission of the Minority Business Assistance Program is to support established and emerging minority-owned businesses in the Greater Chattanooga Area. Our goal for this effort, as it is for all local businesses, is to help provide an environment where everyone can reach their full economic potential.

Welcome to Maria Noel

In July 2012, Maria Noel joined the Chamber as Director of Minority Business Assistance. She has already organized meetings with nearly a dozen community stakeholders and led an internal strategic planning session to help frame the launch of the new Minority Business Assistance program.

Public Policy

Advocating for Public Policies that support member businesses as well as the overall economic growth of Chattanooga:

- Completed the Chamber's first comprehensive public policy document.
- Assisted in the passage of state legislation that will prevent fraud and abuse of the unemployment insurance system.
- Played an active role in the city's Gang Task Force Initiative.
- Held first General Assembly preview event at BlueCross BlueShield of Tennessee with more than 100 Chamber members in attendance.

Supported Deal to Keep Amazon.com Jobs

On October 6, Governor Bill Haslam announced an agreement with Amazon.com that the on-line retailer will begin collecting sales tax in 2014. This resolved an issue that had caused Amazon.com to close facilities in other states. House Majority Leader Gerald McCormick played a lead role in bringing this issue to resolution with the full support of the Chamber.

Held General Assembly Preview Event

Rob Bradham, VP of Public Strategies, led the Chamber in bringing nearly 100 area businesses together with Hamilton County's delegation to the Tennessee General Assembly to discuss issues of importance to the local business community at a Legislative Breakfast at BlueCross BlueShield of Tennessee.

Workforce Development & Education

Supporting the continued enhancement of workforce development and education:

- Played a lead role in the effort to establish a STEM high school and Hub in Hamilton County.
- Principal Leadership Academy: Worked with Hamilton County Schools, PEF, and UTC to graduate the second cohort of 10 aspiring principals.
- Delivered the Chamber's School-to-Work programs to 13,000 middle and high school students through the engagement of 1,100 volunteers. Also, piloted the "First Day of College" program for 6th graders at 5 middle schools.
- Worked with YPAC to develop a young professional attraction and retention strategy.
- Participated with the Tennessee Department of Labor and Workforce Development to provide dislocated worker services to individuals in our community – 47 meetings at 7 companies.
- Partnered with the Tennessee Career Center to present our community's annual job fair with 62 companies participating and making over 400 job offers to the 1600 individuals in attendance.

Chamber School-to-Work Programs Reach 13,000 Students

First Day of College	6th Grade	"First Day of College" gives 6th graders the opportunity to tour a local college campus to excite them about making the choices and the grades they will need for future opportunities.
Career Crunch	8th Grade	"Career Crunch" is a two-day career fair for 8th graders. Local professionals from more than 80 companies tell students about the educational requirements for in-demand jobs to encourage them to make good choices while still in school.
Reality Check	9th Grade	"Reality Check" teaches 9th graders budgeting and emphasizes the connection between education and income by allowing the student to role play the head of a household trying to provide for their family on a set budget.
Get A Job	10th Grade	"Get A Job" instructs 10th graders on the finer points of interviewing skills, completing job applications, dressing for success and other topics of importance for the 21st Century workforce.
Who Wants to Be a Millionaire?	11th Grade	"Who Wants to Be a Millionaire?" is a money management program for 11th graders that focuses on savings and credit card management through the use of an interactive PowerPoint presentation.
The College & Career Fair	12th Grade	"The College & Career Fair" gives 12th graders the opportunity to learn about work and educational opportunities through meetings with local employers and college representatives.

Leadership

Cultivating and engaging emerging leaders:

- Refreshed the Leadership Chattanooga curriculum to include a stronger focus on leadership skills for the 2012 class.
- Reworked the method by which team projects are conducted to ensure that projects are benefitting a non-profit organization in the community and will have the potential to live on after the class concludes.
- Supported 3 Intercity visits from Huntington, WV; Tupelo, MS; Huntsville/Madison County
- Leadership Chattanooga 2013 attracted extremely strong interest with over 60 applicants.

Leadership Chattanooga 2012

At the culmination of 10 months of skill building, leadership education and community project implementation, 39 of Chattanooga's most promising leaders successfully graduated from the Chamber's Leadership Chattanooga program in May. This year, participants were segmented into five groups which developed civic projects ranging from protecting wildlife on Stringer's Ridge to improving thrift store processes at the Northside Neighborhood House.

Chattanooga Insight

Provided a community orientation to 38 businesspeople who are either new to management or new to the area through Chattanooga Insight.

Regional Growth Planning Process

Developing a 40-year plan to make the most of our economic momentum while preserving what we love about our home communities:

Since 2011, the Chamber has served as one among more than 20 business, government, and philanthropic organizations that are working together to launch a regional 40-year planning process. We have joined these other organizations in dedicating significant staff time to the effort, and the Chamber Foundation, under the oversight of Cheryl Millsaps, VP of Finance and Administration, is providing core administrative functions. Together, the public-private partnership has accomplished the following:

- Defined the 16-county tri-state region based on shared transportation corridors, workforce, watersheds, natural resources, and cultural assets.
- Engaged elected officials and other stakeholders from across the region.
- Raised $2.54 million of a total $3 million budget including $1 million from local philanthropic institutions, $1 million from local governments (City of Chattanooga and Hamilton County) and the remainder from local businesses.
- Developed an initial video, web site, and collaterals for engaging early stakeholders and fundraising.
- Completed a rigorous national search to identify a team of firms to facilitate the process beginning with an RFI, following up with an RFQ, and culminating in presentations by three finalists during a public meeting with 300 people in attendance. Through this effort the Founders Group identified a team of firms led by McBride Dale Clarion to facilitate the Regional Growth Planning Process.
- Completed market research and brand development for the initiative. The name and brand will be unveiled during a public launch event in Fall 2012.
- Created an inclusive, representative, and diverse organizational structure reflecting regional geography, demographics, subject-matter expertise, and public-private-non-profit sectors. At the hub of this organizational structure is the Coordinating Committee, which will oversee the finances and activities of the effort while leaving it to the public to develop the content with assistance from working committees with a variety of expertise.
- Developed a scope of work and finalized the contract with the team of firms lead by McBride Dale Clarion to facilitate the process.
- Hired a local project manager, who will report to the Coordinating Committee and serve as liaison among local stakeholders and the McBride Dale Clarion Team.

The Region

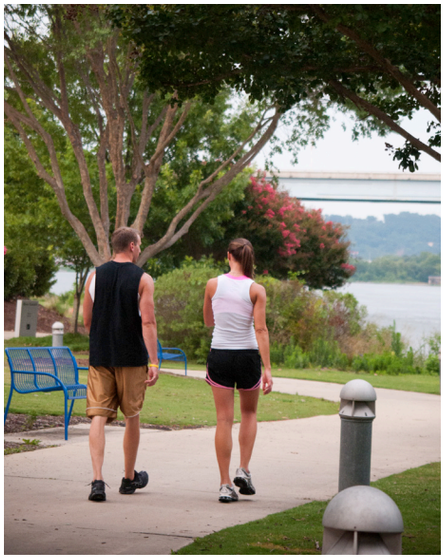
For the purposes of the long-term planning process, the tri-state region consists of 16 counties including nine Southeast Tennessee counties (Bledsoe, Bradley, Hamilton, Marion, McMinn, Meigs, Polk, Rhea and Sequatchie), five Northwest Georgia counties (Catoosa, Dade, Murray, Walker, and Whitfield) and two Northeast Alabama counties (Jackson and Dekalb). These counties share common watersheds, transportation corridors, workforce, natural resources, and cultural/heritage assets. The area contains the Tennessee, Hiwassee and Sequatchie River watersheds, four MPOs, and three interdependent MSAs: Dalton, Cleveland and Chattanooga.

The Project Formerly Known as...

During the fundraising and pre-launch portion of the project, we have used the Regional Growth Planning Process as a generic designation. The public launch this fall will include a professionally developed name and brand designed to better capture the spirit of the effort and engage public participation across the region.

Funding

The fundraising goal for the effort is to raise $3 million entirely from local sources (no federal dollars) with equal parts invested by local foundations, governments and businesses. The $1 million philanthropic goal has been reached through commitments by the Benwood Foundation, the Community Foundation of Greater Chattanooga, the Lyndhurst Foundation, and the Maclellan Foundation. The $1 million local government goal has also been reached with Hamilton County and the City of Chattanooga both committing $500,000 to the project over three years. The Chamber is leading the effort to raise funds from local businesses, which have to date committed $540,000 of the $1 million goal to the Regional Growth Planning Process.



The Founders Group

To get the process started, an initial stakeholder group came together consisting of strong representation from local government, business, and non-profits including City of Chattanooga, Hamilton County, City of Cleveland, Bradley County, Whitfield County, Top of Alabama Regional Council of Governments, Chattanooga-Hamilton County Regional Planning Agency, EPB, Northwest Georgia Regional Commission, Southeast Tennessee Development District, Urban League of Greater Chattanooga, Benwood Foundation, Community Foundation of Greater Chattanooga, Lyndhurst Foundation, Maclellan Foundation, CBL and Associates, Chattanooga Area Chamber of Commerce, BlueCross BlueShield of Tennessee, McKee Foods, Greater Dalton Chamber of Commerce, Shaw Industries, Cleveland-Bradley Chamber of Commerce, and Unum.

CHATTANOOGA AREA
CHAMBER

811 Broad Street
Chattanooga TN, 37402 - 2626
www.chattanoogachamber.com

CHATTANOOGA CHAMBER FOUNDATION

FINANCIAL REPORT

JUNE 30, 2012

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Hazlett, Lewis & Bieter, PLLC
CERTIFIED PUBLIC ACCOUNTANTS
AND BUSINESS ADVISORS

Independent Auditors' Report

To the Board of Directors
Chattanooga Chamber Foundation
Chattanooga, Tennessee

We have audited the accompanying statements of financial position of the Chattanooga Chamber Foundation as of June 30, 2012 and 2011, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Chattanooga Chamber Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Chattanooga Chamber Foundation as of June 30, 2012 and 2011, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Hazlett, Lewis & Bieter, PLLC

Chattanooga, Tennessee
November 8, 2012

Market Court, Suite 300 • 537 Market Street • Chattanooga, Tennessee 37402-1239 • Telephone (423) 756-6133
Fax: (423) 756-2727 • E-mail: hlb@hlbcpa.com • Web: http://www.hlbcpa.com

CHATTANOOGA CHAMBER FOUNDATION

STATEMENTS OF FINANCIAL POSITION
June 30, 2012 and 2011

	2012	2011
ASSETS		
Cash	$ 2,654,839	$ 1,683,795
Investment securities	94,933	98,921
Accounts receivable	177,582	107,268
Contributions receivable	3,929,578	5,446,681
Due from Greater Chattanooga Area Chamber of Commerce	23,823	29,934
Prepaid expenses	26,102	34,033
	6,906,857	7,400,632
Property and equipment:		
Land and land improvements	144,300	144,300
Building and building improvements	3,241,267	3,252,190
Furniture and fixtures	404,494	319,321
Equipment	671,399	548,220
Automobiles	63,851	63,851
Work in progress	-	80,305
	4,525,311	4,408,187
Less accumulated depreciation	(1,184,050)	(1,009,272)
	3,341,261	3,398,915
Total assets	$10,248,118	$10,799,547
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued expenses	$ 147,515	$ 231,173
Note payable	444,884	586,974
Deferred revenue	3,400	7,800
Deposits received for the benefit of other organizations	28,526	53,351
Total liabilities	624,325	879,298
NET ASSETS		
Unrestricted	5,479,266	4,377,895
Temporarily restricted	4,144,527	5,542,354
Total net assets	9,623,793	9,920,249
Total liabilities and net assets	$10,248,118	$10,799,547

The Notes to Financial Statements are an integral part of these statements.

CHATTANOOGA CHAMBER FOUNDATION

STATEMENT OF ACTIVITIES
Year Ended June 30, 2012

	Unrestricted					
	Operations	Board-Designated	Facilities Management	Total	Temporarily Restricted	Total
REVENUE AND OTHER SUPPORT						
Public support:						
Contributions	$ -	$ -	$ -	$ -	$ 1,043,848	$ 1,043,848
Governmental financial assistance	-	-	-	-	1,084,458	1,084,458
	-	-	-	-	2,128,306	2,128,306
Program income	194,500	25,569	-	220,069	-	220,069
Rental income	-	190,189	388,609	578,798	-	578,798
Interest income	190	3,011	-	3,201	-	3,201
Other income	-	10,109	4,412	14,521	-	14,521
Unrealized losses from securities	-	-	-	-	(3,988)	(3,988)
Net assets released from restrictions:						
Satisfaction of program restriction	-	3,522,145	-	3,522,145	(3,522,145)	-
	194,690	3,751,023	393,021	4,338,734	(3,526,133)	812,601
Total revenue and other support	194,690	3,751,023	393,021	4,338,734	(1,397,827)	2,940,907
EXPENSES						
Program services:						
Leadership development	95,608	-	-	95,608	-	95,608
Community improvement/beautification	4,888	750	-	5,638	-	5,638
Facilities management	-	-	34,513	34,513	-	34,513
Economic development	-	2,287,974	-	2,287,974	-	2,287,974
	100,496	2,288,724	34,513	2,423,733	-	2,423,733
Supporting services:						
Management and program personnel costs	211,970	-	-	211,970	-	211,970
Management and general	55,586	-	99,696	155,282	-	155,282
Depreciation	-	15,526	175,374	190,900	-	190,900
Building and rental expenses	7,524	19,200	228,754	255,478	-	255,478
	275,080	34,726	503,824	813,630	-	813,630
Total expenses	375,576	2,323,450	538,337	3,237,363	-	3,237,363
CHANGE IN NET ASSETS	(180,886)	1,427,573	(145,316)	1,101,371	(1,397,827)	(296,456)
NET ASSETS AT BEGINNING OF YEAR	173,355	3,595,307	609,233	4,377,895	5,542,354	9,920,249
NET ASSETS AT END OF YEAR	$ (7,531)	$ 5,022,880	$ 463,917	$ 5,479,266	$ 4,144,527	$ 9,623,793

The Notes to Financial Statements are an integral part of this statement.

CHATTANOOGA CHAMBER FOUNDATION

STATEMENT OF ACTIVITIES
Year Ended June 30, 2011

	Unrestricted					
	Operations	Board-Designated	Facilities Management	Total	Temporarily Restricted	Total
REVENUE AND OTHER SUPPORT						
Public support:						
Contributions	$ 1,600	$ -	$ -	$ 1,600	$ 5,171,572	$5,173,172
Governmental financial assistance	-	-	-	-	1,121,701	1,121,701
	1,600	-	-	1,600	6,293,273	6,294,873
Program income	216,611	16,196	-	232,807	-	232,807
Rental income	-	201,327	376,523	577,850	-	577,850
Interest income	522	4,988	-	5,510	-	5,510
Other income	-	12,318	-	12,318	-	12,318
Unrealized gains from securities	-	-	-	-	36,129	36,129
Net assets released from restrictions:						
Satisfaction of program restriction	-	2,829,834	-	2,829,834	(2,829,834)	-
	217,133	3,064,663	376,523	3,658,319	(2,793,705)	864,614
Total revenue and other support	218,733	3,064,663	376,523	3,659,919	3,499,568	7,159,487
EXPENSES						
Program services:						
Leadership development	100,515	-	-	100,515	-	100,515
Community improvement/beautification	5,293	12,259	-	17,552	-	17,552
Facilities management	-	-	28,835	28,835	-	28,835
Fundraising	-	357,249	-	357,249	-	357,249
Economic development	-	1,920,232	-	1,920,232	-	1,920,232
	105,808	2,289,740	28,835	2,424,383	-	2,424,383
Supporting services:						
Management and program personnel costs	175,302	-	-	175,302	-	175,302
Management and general	50,107	-	97,289	147,396	-	147,396
Depreciation	-	15,197	180,900	196,097	-	196,097
Building and rental expenses	6,987	30,074	299,236	336,297	-	336,297
	232,396	45,271	577,425	855,092	-	855,092
Total expenses	338,204	2,335,011	606,260	3,279,475	-	3,279,475
CHANGE IN NET ASSETS	(119,471)	729,652	(229,737)	380,444	3,499,568	3,880,012
NET ASSETS AT BEGINNING OF YEAR	292,826	2,865,655	838,970	3,997,451	2,042,786	6,040,237
NET ASSETS AT END OF YEAR	$ 173,355	$ 3,595,307	$ 609,233	$ 4,377,895	$ 5,542,354	$9,920,249

The Notes to Financial Statements are an integral part of this statement.

CHATTANOOGA CHAMBER FOUNDATION

STATEMENTS OF CASH FLOWS
Years Ended June 30, 2012 and 2011

	2012	2011
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ (296,456)	$ 3,880,012
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	190,900	196,097
Unrealized (gain) loss on securities	3,988	(36,129)
Decrease in deposits received for others	(24,825)	(68,808)
Change in operating assets and liabilities:		
Receivables	1,452,900	(3,525,320)
Prepaid expenses	7,931	(23,033)
Accounts payable and accrued expenses	(83,658)	15,385
Deferred revenue	(4,400)	(6,600)
Net cash provided by operating activities	1,246,380	431,604
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of securities	-	37,259
Purchases of property and equipment	(133,246)	(71,259)
Net cash used in investing activities	(133,246)	(34,000)
CASH FLOWS FROM FINANCING ACTIVITIES		
Decrease in note payable	(142,090)	(165,821)
Net increase in cash	971,044	231,783
Cash at beginning of year	1,683,795	1,452,012
Cash at end of year	$ 2,654,839	$ 1,683,795

The Notes to Financial Statements are an integral part of these statements.

Note 1. Summary of Significant Accounting Policies

The accounting and reporting policies of the Chattanooga Chamber Foundation (the Foundation) conform with United States generally accepted accounting principles (GAAP). The Financial Accounting Standards Board (FASB) has adopted the FASB Accounting Standards Codification (ASC) as the single source for authoritative nongovernmental GAAP.

The policies that materially affect the financial position and results of operations of the Foundation are as follows:

Organization and nature of activities:

The Foundation was formed to engage in charitable, scientific, and educational projects. The Foundation also has substantial activities that are economic in nature and receives revenues primarily from contributions, program fees, rents, and service income.

Use of estimates:

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and cash equivalents:

For purposes of the statements of cash flows, the Foundation considers all highly liquid investments available for current use with an initial maturity of three months or less to be cash equivalents.

Accounts receivable:

Accounts receivable are stated at the amount management expects to collect from outstanding balances. Management provides for probable uncollectible amounts through an adjustment to accounts receivable based on its assessment of expected net collections, business and economic conditions, and other collection indicators.

Contributions:

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence or nature of any donor restrictions.

Support that is restricted by the donor is reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

Note 1. Summary of Significant Accounting Policies (continued)

Investment securities:

Investments in marketable securities with readily determinable fair values are reported at their fair values in the statement of financial position. Unrealized gains and losses are included in the change in net assets. Fair values are based on quoted market prices. Investment income or loss (including gains and losses on investments, interest, and dividends) is included in the statement of activities as increases or decreases in unrestricted net assets unless the income or loss is restricted by donor or law.

Deferred revenue:

Revenue received for future courses and seminars is deferred and recognized in the periods to which it relates.

Income tax status:

The Foundation is a not-for-profit organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code and is not a private foundation as defined in Section 509(a). However, income from certain activities not directly related to the Foundation's tax-exempt purpose is subject to taxation as unrelated business income.

The Foundation accounts for income taxes in accordance with income tax accounting guidance in ASC Topic 740. The Foundation follows the statutory requirement for its income tax accounting and generally avoids risks associated with potentially problematic tax positions that may be challenged upon examination. Management believes any liability resulting from taxing authorities imposing additional income taxes from activities deemed to be unrelated to the Foundation's non-taxable status would not have a material effect on the Foundation's financial statements. The Foundation is no longer subject to tax examinations by tax authorities for years before 2009.

Concentrations of credit risk:

Financial instruments that potentially subject the Foundation to concentrations of credit risk consist principally of cash equivalents and receivables. The Foundation places its cash equivalents with financial institutions and limits the amount of credit exposure to any one financial institution. From time to time, the Foundation's cash balances at First Tennessee Bank exceed federal depository insurance coverage and management considers this to be a normal business risk. The Foundation has not experienced any losses on its cash equivalents. Receivables are primarily due from the Foundation's donors. The Foundation does not require collateral on receivables.

Property and equipment:

The Foundation follows the practice of capitalizing major expenditures for property and equipment. Depreciation is provided principally on the straight-line method over the estimated useful lives of the depreciable assets.

Note 1. Summary of Significant Accounting Policies (continued)

Donated services:

No amounts have been reflected in the financial statements for donated services. The Foundation pays for most services requiring specific expertise. However, many individuals volunteer their time and perform a variety of tasks that assist the Foundation with specific programs, membership campaign solicitations, and various committee assignments. The Foundation received more than 22,200 volunteer hours during the year ended June 30, 2012, and more than 21,800 volunteer hours during the year ended June 30, 2011.

Subsequent events:

Management performed an evaluation of subsequent events through November 8, 2012, the date these financial statements were available to be issued.

Note 2. Contributions Receivable

Contributions receivable are due as follows:

	2012	2011
Due within one year	$1,923,252	$2,385,170
Due in one to five years	2,006,326	3,061,511
	$3,929,578	$5,446,681

Contributions receivable that are due in more than one year are recorded at the present value of estimated future cash flows using a discount rate that is applicable at the time the contribution is recognized. The discount rates are in the range of 0.71% to 1.17%. The unamortized discount was $21,700 at June 30, 2012, and $43,547 at June 30, 2011.

Note 3. Note Payable

Note payable consists of the following at June 30, 2012 and 2011:

	2012	2011
Note payable to First Tennessee Bank, with 5.90% fixed interest rate, monthly installments of $6,090, due May 1, 2019	$444,884	$586,974

Note 3. Note Payable (continued)

Aggregate maturities or payments required on principal under long-term debt obligations for each of the succeeding five years are as follows:

Year Ending June 30,	
2013	$ 48,205
2014	51,127
2015	54,226
2016	57,514
2017	61,000
Thereafter	172,812
	$444,884

Note 4. Related Parties

Certain costs related to the Foundation's activities are incurred by the Greater Chattanooga Area Chamber of Commerce (Chamber). At other times the Foundation incurs costs related to the Chamber. These costs include salaries and administrative costs related to each entity's programs and activities. These costs are reimbursed periodically by the appropriate entity. Amounts due from the Chamber were $23,823 and $29,934 as of June 30, 2012 and 2011, respectively.

Note 5. Net Assets

Unrestricted and temporarily restricted net assets at June 30, 2012 and 2011, consist of the following:

	2012	2011
Unrestricted net assets:		
Operations	$ 1,447	$ 173,355
Board – designated for business and economic development	5,022,880	3,595,307
Facilities management	463,917	609,233
Unrestricted net assets	5,488,244	4,377,895
Temporarily restricted net assets:		
Business and economic development	4,144,527	5,542,354
Total net assets	$9,632,771	$9,920,249

Note 6. Office Facilities and Lease Agreements

During 2003 the Foundation entered into a ten-year lease agreement for new office space. Base annual rental was $270,730, of which $109,210 is charged to the Chamber of Commerce under a sublease agreement.

On December 31, 2008, the Foundation purchased the building in which it was a tenant at a total cost of approximately $3,200,000. The Foundation's borrowings described in Note 3 were used to complete the purchase. The Foundation received rental revenue from other tenants in the building for the years ended June 30, 2012 and 2011, of $388,609 and $376,523, respectively.

The Foundation also leases postage and mailing equipment, and copiers. Minimum future rental payments under the noncancelable portion for all lease agreements are as follows:

2013	$18,649
2014	13,464
2015	12,810
2016	9,540
2017	4,917

Rental expense under operating leases was $115,200 for the year ended June 30, 2012, and $123,366 for the year ended June 30, 2011.

Note 7. Deposits Received for the Benefit of Other Organizations

During 2006 the Foundation agreed to act as the agent of the Center for Entrepreneurial Growth initiative for Hamilton County, Tennessee. Hamilton County transferred funds designated for the program to the Foundation. Deposits held for this program at June 30, 2012 and 2011, were $21,206 and $39,596, respectively. The Foundation has also received certain other deposits for the benefit of other organizations totaling $7,320 and $13,755 at June 30, 2012 and 2011, respectively.

Note 8. Fair Value Measurements

ASC Topic 820, *Fair Value Measurements and Disclosures*, provides a framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy under ASC Topic 820 are described below:

Note 8. Fair Value Measurements (continued)

Level 1 - Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Foundation has the ability to access.

Level 2 - Inputs to the valuation methodology include:

- Quoted prices for similar assets or liabilities in active markets;
- Quoted prices for identical or similar assets or liabilities in inactive markets;
- Inputs other than quoted prices that are observable for the asset or liability;
- Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3 - Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at June 30, 2012 and 2011.

Common stock: Valued at the closing price reported on the active market in which the individual securities are traded.

The preceding methods may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Foundation believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

Note 8. Fair Value Measurements (continued)

The following tables set forth by level, within the fair value hierarchy, the Foundation's assets at fair value as of June 30, 2012 and 2011:

	Balance as of June 30, 2012	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Other Unobservable Inputs (Level 3)
Common stock	$94,933	$94,933	$ -	$ -
Total	$94,933	$94,933	$ -	$ -

	Balance as of June 30, 2011	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Other Unobservable Inputs (Level 3)
Common stock	$98,921	$98,921	$ -	$ -
Total	$98,921	$98,921	$ -	$ -

As of June 30, 2012 and 2011, the Foundation has no assets or liabilities whose fair values are measured using Level 3 inputs.

Note 9. Contingencies

The Foundation is subject to various claims arising in the ordinary course of business. In management's opinion, the amount of ultimate liability, if any, will not materially affect the financial position or the results of operations of the Foundation.

Attachment 1.7 Board of Directors

CHATTANOOGA CHAMBER FOUNDATION

2012-2013
Board of Directors

Paul Brock, Term Expires 6/30/15 (.5 yrs)
Brown Associates, Inc.
819 Broad Street
Chattanooga, TN 37402-2613

Diana Bullock, Chairman (3.5 yrs)
EPB
PO Box 182255
Chattanooga, TN 37422-7255

Howard Levine, Chairman - Elect (4.5 yrs)
Miller & Martin, PLLC
832 Georgia Avenue, Suite 1000
Chattanooga, TN 37402

Michael Mathis, Treasurer (2.5 yrs)
Regions Bank - Main
C-0450
601 Market Center
Chattanooga, TN 37402

Susan Rich, Term Expires 6/30/14 (1.5 yrs)
Baker, Donelson, Bearman, Caldwell & Berkowitz, PC
633 Chestnut Street
Chattanooga, TN 37450

Jim Sattler, Term Expires 6/30/13 (4.5 yrs)
EMJ Corp.
2034 Hamilton Place Blvd., Suite 400
Chattanooga, TN 37421

Dave Whitfield, Secretary (.5 yrs)
University of Tennessee at Chattanooga
7014 East Martin Luther King Blvd.
SimCenter Dept. 2452
Chattanooga, TN 37403

Mr. Ron Harr, President & CEO (.5 yrs Staff)
Chattanooga Area Chamber of Commerce
811 Broad Street
Chattanooga, TN 37402

NOTE: The **First Vice Chair** is an open seat.

Created on 1-04-2013

Section I.8 : City Code Requirements

Section 1.8 Contact information for review of corporate minutes:

Lori Slatton
Executive Assistant to the President & CEO
Chattanooga Chamber Foundation
811 Broad Street, Suite 100
Chattanooga, TN 37402
Email: LSlatton@chattanoogachamber.com
Direct Line: (423) 763-4351

Section II: City Council Questionnaire

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

   Organizations that have a mission related to job creation include the Convention and Visitor's Bureau (tourism), the Company Lab (very early stage tech companies), the Enterprise Center (tech transfer and brown field development), the Urban League (very early stage minority entrepreneurs), and the South East Development Association (regionally focused programs in a number of economic development areas).

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

   The Chamber Foundation is the only organization that delivers a comprehensive job creation strategy for the people of Chattanooga including the only:

   - Business incubation program that supports start-up companies through a three-year maturation process resulting in a better than 90% graduation rate for the companies that start there.
   - Existing Industry program that directly supports the retention and expansion of Chattanooga-based companies.
   - Global Recruitment effort that markets the community world-wide to attract outside investments including Volkswagen, more than twenty Volkswagen suppliers and Amazon.com.
   - Workforce Development and Education initiative, which creates a broad interface between the business community and educators in support of enhancing the local workforce.

3. What is your fiscal year? Fiscal Year is July 1 to June 30.

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

Year Ending	Requested	Granted
6/30/2013	$450,000	$450,000
6/30/2012	$450,000	$450,000
6/30/2011	$450,000	$450,000
6/30/2010	$450,000	$450,000
6/30/2009	$450,000	$450,000
6/30/2008	$450,000	$450,000
6/30/2007	$400,000	$400,000
6/30/2006	$400,000	$400,000
6/30/2005	$400,000	$400,000
6/30/2004	$400,000	$400,000
6/30/2003	$400,000	$400,000
6/30/2002	$400,000	$400,000

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

   Per Audited Financials Y/E 6/30/2010 Debt Ratio 33.1% Expense Ratio 131%
   Per Audited Financials Y/E 6/30/2011 Debt Ratio 8.2% Expense Ratio 45.8%
   Per Audited Financials Y/E 6/30/2012 Debt Ratio 15% Expense Ratio 110%

   Note: FY 2010 was the closing year of a four year capital campaign with four year pledges recorded as revenue in the first year in accordance with non-profit generally accepted accounting

principles. Likewise, FY 2011 revenue includes pledged revenue totals for multi-year commitments, the bulk of which will not be received until subsequent years. FY 2012 was the second year of a four year funding cycle, resulting in lower reported revenues due to the requirement to report pledges in total the first year and the pre-payment of pledges committed to new programming in FY2012.

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

   Note Payable of $444,884 due May 1, 2019.

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

   Per FY 2012 990 reporting, total personnel cost is 54% of the total expense for FY 2012. However, of that total personnel cost, more than 85% is **directly** involved in program delivery, with less than 15% that is non-programmatic management and general support services.

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

   Voluntary reduction in discretionary expenditures such as travel, meals and entertainment, consultant expense, conferences, and advertising.

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

   FY 2012 $69,320 (Includes $66,371 in foreign and domestic travel to support recruitment of new businesses and expansion/retention of existing business, including but not limited to the Southeast U.S. Japan delegation with the Governor and staff to meet with existing and prospective industries; Germany trip to meet with VW in Wolfsburg, Alstom in Paris and a presentation in pursuit of supplier recruitment in Hanover; The Center for Automotive Research in Detroit for a presentation to recruit automotive suppliers. The remaining $2,929 is management and general support travel and mileage, primarily local.)

   FY 2011 $132,704 (Includes fundraising expense of $57,407 resulting in commitment of more than $5 million in private dollars in support of economic development over four years of CANDO campaign; $72,775 for recruitment, expansion, entrepreneurial, workforce and other program development and delivery; with the remaining amount $2,522 in management and general support travel and mileage, primarily local.)

   FY 2010 $63,730 (Includes $59,590 in travel to support recruitment, expansion, entrepreneurial, workforce and other program development and delivery, with the remaining $4,100 in management and general support travel and mileage, primarily local.)

10. If membership-based organization:

    The Chamber Foundation is not a membership organization.

    a. What is fee structure? Not applicable

b. When have you increased membership fees? Not applicable

c. What is your plan for growing membership? Not applicable

d. What are your membership numbers from the last three years? Not applicable

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

Clients of the Chamber Foundation's Workforce Development, Existing Industry, and Global Business Development initiatives do not pay any fees for services.

INCubator tenants pay below market lease-rates which increase during the three year program. This provides support for the INCubator while ensuring that the businesses are maturing into self-sufficient companies that can thrive once they graduate into the local economy.

The Center for Entrepreneurial Growth offers lunch-time seminars on a variety of business-oriented topics to support start-up and small business owners. Participants pay for their lunch.

Participants in Leadership Chattanooga pay $2,000 for the 9 month leadership program. Participants of Chattanooga Insight pay $250 for a one and a half day community orientation. Both of these programs are offered through the Chamber Foundation, but they are self-supporting based on the aforementioned program fees and do not receive any City of Chattanooga funds.

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

The Chamber Foundation serves as the City of Chattanooga's economic development arm by implementing the community's comprehensive job creation initiative as a public-private partnership with approximately 60% of the overall funding coming from private sector investors. As a result, the City of Chattanooga is able to address its citizenry's need for job creation while only investing a fraction of the cost of delivering a full measure of value to its residents.

Attachment A: Program Outcome Information

Agency Mission and Description:

The mission of the Chattanooga Chamber Foundation is to implement a comprehensive strategy to promote regional economic growth.

Program Goal:

Through the Chattanooga CAN DO job creation effort, the Chamber Foundation has set a goal of directly assisting companies in creating 5,000 new jobs with average wages of at least $20.81 per hour by June of 2015. The economic activity from the Chamber's direct efforts will ripple through the local economy creating more than 10,000 additional jobs for a grand total of 15,121 new jobs with a combined annual payroll of nearly $427 million.

Through strategies to support job creation by incubating new companies, supporting growth among local businesses, and attracting new companies while promoting enhancements to workforce preparation, the Chamber Foundation is helping Chattanoogans "Build Stable Lives" through more and better employment and educational opportunities.

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

Building Stable Lives – Family stability in Basic Needs, Housing, Employment/Education and Support Services.

Intended Outcomes: Provide 2 to 3 Outcome Objectives which are specific to the Program Goal.

- **Business Incubation to launch new companies:** the Chamber Foundation's Business INCubator has an annual outcome objective of graduating approximately 15 companies per year into the local economy.

- ***Existing Industry support:*** The Chamber Foundation works with existing companies to ensure retention and support expansion with the outcome objective of maintaining a roster of at least 18 existing industry projects.

- ***Global Business Recruitment:*** The Chamber Foundation implements an international marketing, public relations, and recruitment campaign with the outcome objective of maintaining a pipeline of at least 15 companies considering a job creating investment in Chattanooga.

- ***Workforce Development:*** The Chamber Foundation's Workforce Development and Education strategy includes the delivery of School-to-Work programs to more than 10,000 8th-12th graders to support them in career-oriented decision-making to enhance their opportunities after graduation.

Collection Method: (indicate how each indicator is measured)

The Chattanooga Chamber Foundation tracks and maintains a count of 1) INCubator companies from the time they enter the program through post-graduation assistance which is typically a 3 to 4-year span; 2) existing industry companies that the Chamber is assisting with expansion, retention, or in removing barriers to growth; 3) prospect companies that the Chamber is working to recruit; 4) students in the 8th to 12th grade, who participate in the Chamber's School-to-Work programs.

Results: (in quantitative terms)

- During FY 2011-2012, the INCubator graduated 26 companies into market rate space throughout the community. Currently, the Chamber Foundation is INCubating 71 companies that employ about 300 people.
- The Existing Industry Department is currently working with 37 local companies including 7 with expansion potential.
- The Global Business Recruitment initiative currently has a pipeline of 39 projects representing 4,096 potential new jobs and over $425 million potential new investment.
- During FY 2011-2012, the Chamber's Workforce Development effort delivered School-to-Work programs to 13,000 8th to 12th grade students to help them in making smart career and educational choices while in high school.

From February 2012 (when the Chamber Foundation last submitted a request for funding) to December 2012 (most current available at time of funding request), Chattanooga CAN DO directly supported 12 companies in announcing new investments to create 2,091 new jobs with average annual wages of $45,886 which is equivalent to $22.06 per hour. Here is a breakdown of those job creation projects:

Company Name	Product/Service	Project Type	Investment	New Jobs
HomeServe USA	Customer care center	Expansion	n/a	120
American Tire Distributors	Tire distributor	New	$20,000,000	40
Volkswagen Chattanooga	Mfr. automobiles	Expansion	$7,000,000	800
Ceva	Logistics	Expansion	n/a[1]	210
Team 3 Logistics	Auto parts - inventorying & sequencing	Expansion	n/a[1]	150
Jamel Containers	Mfr. customized shippers & corrugated displays	New	n/a[1]	25
Lectrus Corporation	Mfr. solar equipment	Expansion	n/a[1]	30
Gestamp Corporation	Tier-1 automotive supplier	Expansion	n/a[1]	40
Chattanooga Seating Systems	Mfr. automobile seats	Expansion	n/a[1]	60
Arch Plastics Packaging	Mfr. plastic pharmaceutical bottles	Expansion	n/a[1]	50
Honigsberg & Duvel	Information services technology	Expansion	$600,000	116
Access America Transport	Truckload, less-than-truck load, supply chain mgmt.	Expansion	$0	450
		Total Projects-12	**$27,600,000**	**2,091**

1 Not Available

The Chamber Foundation's success in directly assisting companies to invest $27.6 million to create 2,091 new, family-wage jobs, will ramify through the local economy to create an additional 2,039 new jobs for a total increase in local employment of 4,130 new jobs with a total payroll of $169.7 million as shown below.

Outcome Measure	**Outcome Result**
Increased private capital investment by	$27,600,000
Directly assisted the creation of	2,091 new jobs
--with average wages of	$45,886/$22.06 per hour
--and a payroll of	$81,492,880
Increased employment by (with multiplier)	4,130
Supported the creation of new payroll in the amount of (with multiplier)	$169,676,344

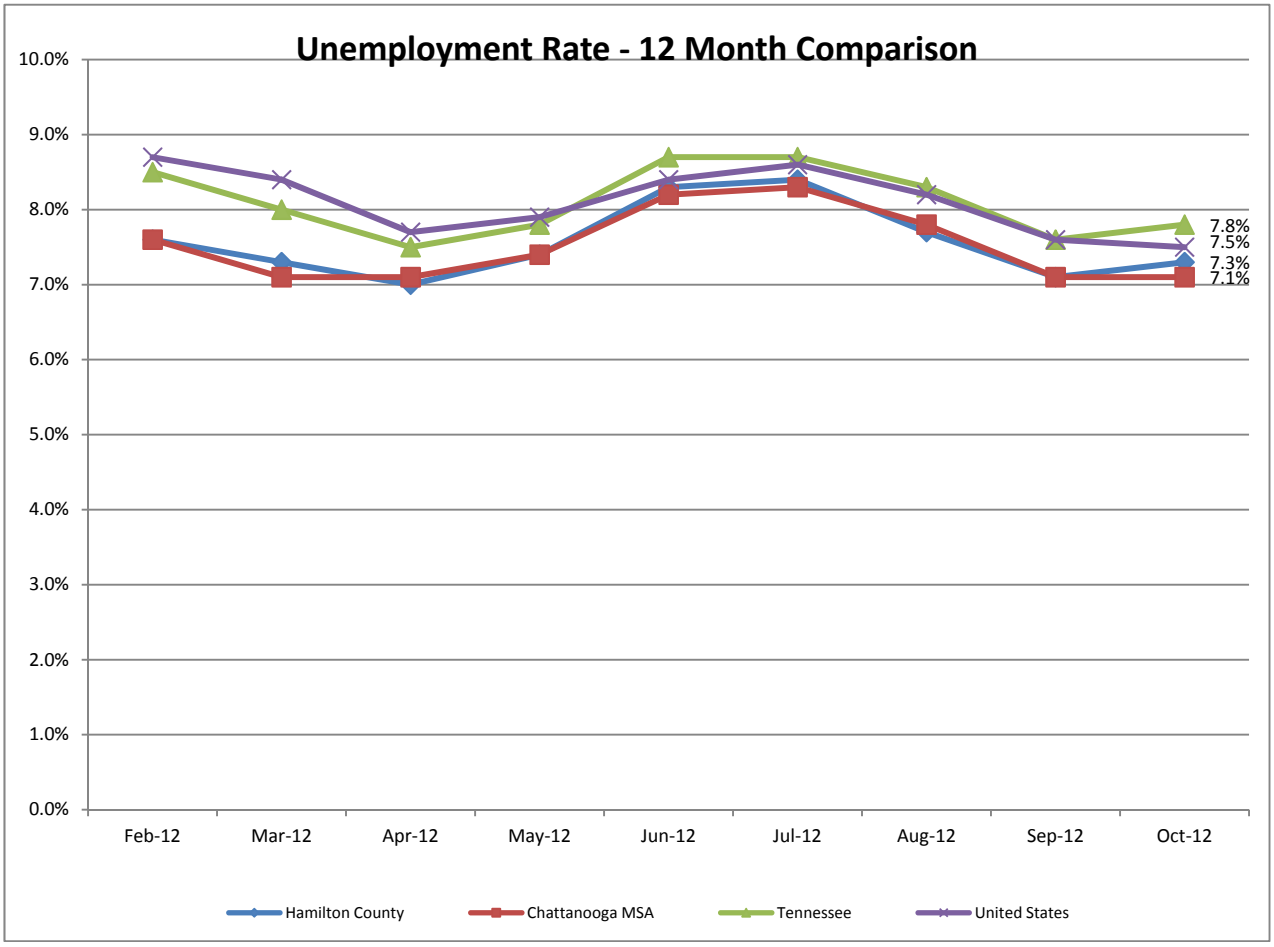
Data Source:

In addition to directly documenting the Chamber's work with local companies and citizens, the Chamber Foundation utilizes data from the following sources:

- The U.S. Department of Labor, Bureau of Statistics provides and independent source of information for local unemployment rates, total jobs counts for the local economy, and average local wages.
- The Chamber Foundation monitors local media for announced private capital investment.
- The Chamber maintains an internal database tracking projects receiving direct support from the Chamber Foundation in locating, expanding, and retaining jobs.

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

The success of Chattanooga's comprehensive job creation efforts is clearly reflected in the unemployment comparison below which shows Chattanooga area unemployment rates consistently below both the national and state averages.



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.

Dollars provided to your organization in FY 2011 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga	20%	49.83%
Unincorporated Hamilton County	20%	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)	60% Private Donors	
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data. See Note Below	
Chattanooga	49.83%	49.83%
Unincorporated Hamilton County	30.22%	30.22%
Hamilton County Government's (General funds)		
Collegedale	2.46%	2.46%
East Ridge	6.24%	6.24%
Lakesite	0.54%	0.54%
Lookout Mountain	0.54%	0.54%
Red Bank	3.46%	3.46%
Ridgeside	0.12%	0.12%
Signal Mountain	2.25%	2.25%
Soddy-Daisy	3.78%	3.78%
Walden	0.56%	0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	

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

Note: Services are provided regardless of residency or location of property marketed so we do not track this data. In theory, economic impact from jobs production will be evidenced throughout the communities served, so countywide population statistics have been used as a best guess estimate of impact.

Attachment C: Program Beneficiary Statistics

Chattanooga Chamber Foundation - N/A

Note: Services are provided regardless of residency or location of property marketed so we are unable to track this data.

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	Last Year	This year (estimated)	Next Year (projected)
1. Unduplicated Count of Program Beneficiaries TOTAL			
a) Total Continuing From Previous Fiscal Year			
b) Total New for the Year			
c) Total Terminated During the Year			
2. Age Group TOTAL			
a) Infants – Under 5			
b) Between 5 and 12			
c) Between 13 and 17			
d) Between 18 and 29			
e) Between 30 and 64			
f) 65 and over			
g) Not Known			
3. Sex TOTAL			
a) Male			
b) Female			
c) Not Known			
4. Ethnic Background TOTAL			
a) White			
b) Black			
c) Hispanic			
d) Oriental			
e) Other – Ethnic Minority			
f) Not Known			
5. % Income Level TOTAL			
a) Below 9,999			
b) 10,000 –19,999			
c) 20,000 – 29,999			
d) 30,000 and Over			
e) Not Known			
6. Location of Residence TOTAL			
a) Chattanooga			
b) Outside of Chattanooga			
c) Not Known			

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	Part-time % of Salary	Years Employed	Retirement Benefits? Yes/no	Current			Proposed		
						Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
President/CEO	Harr, R	Yes (1)	60%	0.5	No	26	(2) 120,000	120,000		123000	123000
VP, Econ. Development	Wood, C		100%	0.7	Yes	36	135,000	135,000		138375	138375
VP, Finance & Admin	Millsaps, C	Yes (1)	75%	9.7	Yes		75,000	75,000		76875	76875
VP, Marketing & Comm	Marston, J	Yes (1)	50%	10.4	Yes		55,250	55,250		56631	56631
VP, Public Policy	Bradham, R	Yes (1)	65%	2.6	Yes		59,800	59,800		61295	61295
Director, Existing Bus	Hiatt, J		100%	14.3	Yes		77,625	77,625		79566	79566
Dir, Minority Bus. Asst.	Noel, H.M.	Yes (1)	90%	0.5	No	26	63,000	63,000		64575	64575
Project Mgr, THRIVE	Massengill, B		100%	0.4	No	21	62,500	62,500		64063	64063
Director, Small Bus.	Foster, K		100%	7.6	Yes		56,900	56,900		58323	58323
Director, Leadership	Parks, D		100%	36.0	Yes		57,474	57,474		58911	58911
Director, Workforce	Moran, M		100%	44.6	Yes		57,139	57,139		58567	58567
Director, Research	Hamilton, M		100%	14.3	Yes		58,780	58,780		60250	60250
Writer/Comm Coord	Capps, T	Yes (1)	50%	2.1	Yes		16,904	16,904		17327	17327
Network Administrator	Harris, D		100%	5.2	Yes		38,550	38,550		39514	39514
Executive Asst to CEO	Slatton, L	Yes (1)	60%	18.3	Yes		32,580	32,580		33395	33395
Accountant II	Hayslett, Y	Yes (1)	60%	7.2	Yes		25,380	25,380		26015	26015
Accountant	Yakimowich, S	Yes (1)	40%	9.8	Yes		16,000	16,000		16400	16400
Business Dev Coord	Hiatt, L		100%	13.4	Yes		40,560	40,560		41574	41574
Economic Dev Specialist	Rouse, L		100%	1.1	Yes		39,330	39,330		40313	40313
Mbr & Inv Rel Coord	Rivers, M	Yes (1)	25%	1.0	No		9,563	9,563		9802	9802
Office Manager, BDCEG	Lupia, W		100%	8.3	Yes		36,520	36,520		37433	37433
Maint Mgr, BDCEG	Clark, R		100%	1.6	Yes		35,992	35,992		36892	36892
BDC Resource Coord	Erickson, T		100%	1.9	Yes		34,398	34,398		35258	35258
Bus Diversity Coord	Pineda-Loher, G	Yes (1)	67%	2.0	Yes		25,460	25,460		26097	26097
Graphic Design Assoc	Henderson, J	Yes (1)	50%	5.1	Yes		21,015	21,015		21540	21540
Web Content Admin	Lisica, Eric	Yes (1)	20%	1.7	Yes		6,762	6,762		6931	6931
Admin Asst – ED	Beecher, D		100%	5.3	Yes		34,563	34,563		35427	35427
Admin Asst – ED	Humble, C		100%	9.5	Yes		37,496	37,496		38433	38433
Admin Asst	Harrison, B	Yes (1)	40%	22.3	Yes		13,800	13,800		14145	14145
Admin Asst	Riley, M	Yes (1)	40%	5.0	Yes		8,620	8,620		8836	8836
Custodial	No, Kwang		100%	4.4	Yes		28,777	28,777		29496	29496
Courier	Strong, D	Yes	100%	2.5	Yes		10,400	10,400		10660	10660

List positions of all staff, in order of responsibility

(1) All employees listed are employed by the Chattanooga Chamber of Commerce. Employees are leased to the Foundation based on the percentage of time devoted to Economic Development activities or administrative and support functions required to fulfill the Foundation's mission. Those employees shown as part-time reflect only the hours spent in Foundation activities. Individuals whose time is dedicated solely to the Chamber of Commerce and whose salary is supported entirely by member dues and non-dues event revenues are not included on this listing.

(2) The salary shown for Ronald Harr is the cost to the Foundation's Economic Development programs for leasing his services related to economic development under the Chamber's salary allocation agreement with the Foundation. For the purpose of clarification, the total salary of Mr. Harr is $200,000 annually, with $80,000 of that amount funded from Chamber dues and other non-dues revenue sources such as events.

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

Program/Project Title	Name of Funding Source	Rec'd Four Years Ago 2009	Rec'd Three Years Ago 2010	Rec'd Two Years Ago 2011	Rec'd Last Year 2012	Rec'd Current Year 2013	Requested For Next Year
Economic Dev	City of Chattanooga	450,000	450,000	450,000	450,000	450,000	450,000
Economic Dev	Hamilton County	450,000	450,000	450,000	450,000	450,000	450,000
Economic Dev	Private CANDO Investors	1,268,000	1,173,000	1,521,000	1,536,000	1,489,000	1,700,000
Special Programs (1)	Grants - various			115,000	645,000	335,000	335,000
Special Programs (1)	Hamilton County					167,000	167,000
Subtotal, Major Funding Sources		2,168,000	2,073,000	2,536,000	3,081,000	2,891,000	3,102,000
Total, All Revenue Sources		3,234,000	3,087,000	3,438,000	4,312,000	3,825,000	4,460,000

(1) Special programs include GigCity and THRIVE2055. GigCIty funding ended in FY2012; THRIVE2055 funding and expenses will continue through FY2016 when the initiative will be completed.