

# **City Council Questionnaire**

## Section II: City Council Questionnaire

1. What other Chattanooga organizations have a mission similar to yours? The mission of the SETDD/CARCOG is truly unique. Created by Executive Order in 1965 to meet the needs of the state's municipalities and counties, we are charged to deliver a wide array of planning services, take advantage of new opportunities, embrace challenges and develop systems to meet the needs of a wide spectrum of the area's residents.
2. What does your organizations do, supply, or perform that no other organization in Chattanooga addresses? In working to fulfill our mission, we are able to provide the most effective and efficient means of organizing as a region to deliver general and comprehensive planning and development activities. This comprehensive approach enables all our governments to make maximum use of a variety of local, state and federal programs designed to support economic development and the delivery of multiple services to the region's residents.
3. What is your fiscal year? July-June
4. List the previous years you have submitted requests to the City of Chattanooga, the amount of the requests, and the amounts granted? CARCOG/SETDD has requested funds for more than Ten (10) years. The last four year's request were as follows:

<u>Year</u>	<u>Amount Requested</u>	<u>Amount Granted</u>
(Included 5,000 for Regional Tourism Initiative)		
FY2013	38,543.80	38,543.80
FY2012	36,038.00	36,038.00
FY2011	36,038.00	36,038.00
FY2010	36,038.00	36,038.00

5. Describe your debt and expenses in ratio to revenue. Debt service payments are made monthly and charged to various programs as occupancy cost. Subsequent revenues are accrued and recorded to various programs. SETDD's debt service expenses are less than four percent of the total expenses and debt in ratio to revenues are very insignificant.
6. List any debt over \$10,000, and when that debt will be satisfied.

<u>Principle</u>	<u>Interest</u>	<u>Date Satisfied</u>
\$110,145	\$45,372	2013
\$115,341	\$40,177	2014
\$120,842	\$34,675	2015
\$125,247	\$28,975	2016
\$120,594	\$23,354	2017
<u>\$582,118</u>	<u>\$56,544</u>	<u>2018 – 2042</u>
\$1,174,287	\$229,097	Total

7. What percentage of your budget dedicated to salaries vs. percentage of budget dedicated to client programs or benefits? 35% is dedicated to salaries and 52% is dedicated to client programs/benefits.
8. What cost savings initiatives did your organization undertake during the preceding year? SETDD has continued to strategically consolidate selected job functions, eliminating several positions. We have also used contract labor as appropriate for specific projects. We have expanded an intensive

Sustainability Initiative, resulting in a significant reduction of waste products. During this program year we consolidated two key positions, IT Director and Director of Operations, into one position. In addition to the salary cost savings, this new position has been charged with identifying opportunities for reducing operational costs and has already make a significant impact in reducing costs and improving operations.

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

FY2010	\$246,014
FY2011	\$267,955
FY2012	\$338,413

Travel expenditures are used to pay mileage for staff members to deliver program and services throughout the region, attend required trainings, and obtain necessary certifications.

10. If membership-based organization:

- a. What is fee structure? Dues are based on a 20 cents per capita rate (2010 estimates) for each governmental jurisdiction.
- b. When have you increased membership fees? Our dues were increased in 2011 based on projected estimates of the 2010 census results.
- c. What is your plan for growing membership? Our membership is determined by census numbers.
- d. What are your membership numbers from the last three years? Our assessment for the City of Chattanooga changed last year due to the 2010 Census numbers.

11. Do your clients pay anything for your services, products, programs? If so, explain. In addition to dues based on census estimates, governments pay an assessment for the regional tourism initiative.

12. What is your strategic plan to become independent of City funding? Since our dues are based on population numbers, we do not have a plan to become independent of City funding. We continue to aggressively pursue multiple sources of funding on for member governments from existing and potential local, state and federal sources.

# **Attachment A:**

**Program**

**Outcome**

**Information**

Attachment A: Program Outcome Information  
**CARCOG/SETDD ADMINISTRATIVE DIVISION**

**AGENCY MISSION:**

The mission of the Chattanooga Area Regional Council of Governments/Southeast Tennessee Development District is to provide general and comprehensive planning and development activities that will provide coordinated, efficient and orderly economic development in the ten counties of Southeast Tennessee and the three counties of Northwest Georgia contained in the Chattanooga Metropolitan Statistical Area. It is the further intent that local governments be guided and assisted in making maximum use of federal, state and local programs designed to stimulate economic development and the utilization of resources.

**PROGRAM GOAL:**

The program goal of the Administrative Division is to provide guidance in the development of the various agencies' strategies and planning and development programs resulting in the effective and efficient management of the agency at a minimal cost and maximum benefit to the area's local governments.

**OUTCOME OBJECTIVES:**

- 1.) Maintain working relationships with federal and state funding resources.
- 2.) Maintain communication and involvement with chief elected officials.
- 3.) Provide information and referral of technical assistance requests.
- 4.) Operation of a financial management system with proper documentation for federal, state and local funding agencies.
- 5.) Administration of local and regional development projects where needed or requested.

**MEANS OF MEASUREMENT:**

The agency has a small full time administrative staff of five (5) people who deal with fiscal management. Administrative functions are delegated across the entire staff and everyone is involved in program delivery, assessment and grantsmanship. The measures of effectiveness of the administration of the area are minimal administrative charges for the program and maximizing local dollars returned to the communities. Across the board our administrative overhead averages between 6% – 8%.

**OUTCOME RESULTS:**

External sources of funds have been found to defray the costs of inflation as well as growth. Participation in the Tennessee portion of the region has been almost universal with only a couple of small cities not paying dues assessment. Participation in Georgia counties has been based more on need for involvement and levels of activity on a year-to-year basis.

A simple 20 cents per capita per government jurisdiction is approved based on the most recent yearly census data. The dues each government pays are a very sound cost effective investment that facilitates the pass-through of dollars to local agencies, the continuing growth of loan portfolio to area businesses, and the many technical assistance services provided by the District on a continuing basis.



Attachment A: Program Outcome Information  
**CARCOG/SETDD COMMUNITY DEVELOPMENT DIVISION**

**Agency Mission and Description:**

The mission of the Chattanooga Area Regional Council of Governments/Southeast Tennessee Development District is to provide general and comprehensive planning and development activities that will provide coordinated, efficient and orderly economic development of the ten counties of Southeast Tennessee and the three counties of Georgia contained in the Chattanooga Metropolitan Statistical Area. It is the further intent that local governments be guided and assisted in making maximum use of federal, state and local programs designed to stimulate economic development and the utilization of resources.

**Program Goal:**

The program goal of the Planning and Community Development Division is to provide the area wide comprehensive physical development planning necessary for the continuation of the physical development and physical development services of the region.

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

Building Stable Lives - Family stability in Basic Needs (water, sewer, etc.), Housing, Employment/Education and Support Services

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

- Preparation of a Comprehensive Economic Development Strategy in accordance with the Economic Development Administration guidelines.
- Coordination of state mandated activities and responsibilities of the ten county Southeast Tennessee Municipal Solid Waste Planning Board.
- Conduct a ten county infrastructure needs survey under the auspices of the Tennessee Advisory Commission on Intergovernmental Relations (TACIR) as mandated by the state legislature.
- Preparation of environmental analyses in conjunction with federal and state grant and/or loan requirements.
- Assistance to governments, agencies, groups and individuals in promoting and implementing historic preservation activities including meeting federal review and action requirements.

- Preparation of local plans which are prerequisites to federal or state funding opportunities.
- Technical assistance and grantsmanship in the pursuit of financial resources for local and regional physical planning implementation.
- Provide technical assistance to County Coordinating Committees, local governments, and Joint Economic and Community Development Boards to maintain compliance with growth policy legislation (Public Chapter 1101) so that local governments can remain eligible for various federal and state grant programs.
- Assistance with the preparation of Federal Emergency Management Agency grant applications for local governments and fire departments.
- Implementation of a comprehensive housing program within non-entitlement areas of the county using grant funds from the Tennessee Housing Development Agency and the Community Development Block grant program. Emergency Repairs for the Elderly, HOME rehabilitation, Neighborhood Stabilization I and CDBG rehabilitation were utilized where eligible and/or applicable.
- Assist governments to increase economic development through regional tourism with Southeast Tennessee Tourism Association (SETTA).
- Provide grant administration services to local governments as needed for HOME, FIDP, CDBG, EDA, ARC, TEMA and ARC funded projects.
- Assist with applications to funding partners for the Thrive 2055 Initiative to provide a comprehensive planning process for local governments in the region to deal with growth issues associated with industrial locations such as Volkswagen, Wacker Chemie, Amazon, and other industrial expansions.
- Assist local governments in periodic planning retreats to identify needs, program opportunities, and implementation strategies.

**Collection method: (indicate how each indicator is measured)**

Meeting federal and state mandated planning requirements and the approval by the mandating agency are the external measures of success. Internal measures are local acceptance and approval of the plans to the extent that local time and resources are committed to implementation efforts.

**Results: (in quantitative terms)**

1. Approval of the Economic Development Administration of the Comprehensive Economic Development Strategy for Southeast Tennessee and certification for 10% bonus funding to participating jurisdictions in the Southeast Tennessee Development District.
2. Update of the Regional Solid Waste Management Plan for Southeast Tennessee and approval by the Tennessee Department of Environment and Conservation thereby certifying the area eligible to apply for state solid waste funding and/or receive rebates from the state Solid Waste Management Fund.
3.
  - a. Completion of a ten county infrastructure needs survey that will serve as the basis for a regional capital improvements program to guide agency technical and grant application assistance in subsequent years.
  - b. Submission of a statewide infrastructure needs inventory by TACIR to the legislature outlining infrastructure needs of the state in anticipation for additional state resources being made available to local governments to address the needs.
4. Initial environmental analyses necessary for filing for release of funds in government grants administration or business loan applications or the need for more detailed environmental assessment services.
5.
  - a. Assistance to groups and individuals in historic surveys, Register Nominations and information relative to historic preservation opportunities.
  - b. Approximately 66 Section 106 Reviews on behalf of the City of Chattanooga Community Development Department expediting the review process prior to funding implementation.
6. Local plans on an as-needed basis including fire protection and recreation as well as plans prerequisite to funding in Tennessee and general comprehensive plans required in the State of Georgia.
7. Federal and state grant applications filed on behalf of local governments, utility districts and other non-profit organizations.
8. Assistance to County Coordinating Committees and local governments in the development and maintenance of growth plans. Assist Joint Economic and Community Development Boards with quarterly meetings required under Public Chapter 1101.

9. Assistance to local fire departments with the preparation of grant requests for fire trucks, fire halls and equipment, and assistance to local governments in flood/disaster related mitigation.
10. Housing rehabilitation and housing repair services to homes under the Emergency Repairs for the Elderly program.
11. Create and distribute 7 regional heritage tourism guides through SETTA. Update and maintain SETTA website – [www.southeasttennessee.com](http://www.southeasttennessee.com)
12. Provided grant administration services to local governments with FIDP, EDA, ARC, F&A, IDB and CDBG funded projects.
13. Staffing to provide technical assistance to local planning commissions, zoning commissions and boards of zoning Appeals.

**Data Source:**

Grants report and annual work program of the PCD Division of the Southeast Tennessee Development District.

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

The Southeast Tennessee Development District (SETDD) is one of nine economic development districts across the state. Annual Reports of Tennessee Development Districts Association submitted to the legislature each year indicate that the SETDD is the most productive in terms of the variety and level of grant funds brought into the region as well as unique formation of public partnerships and public/private partnerships.



Attachment A: Program Outcome Information

CARCOG/SETDD ECONOMIC DEVELOPMENT DIVISION

Agency Mission and Description:

The mission of the Chattanooga Area Regional Council of Governments/Southeast Tennessee Development District is to provide general and comprehensive planning and development activities that will provide coordinated, efficient and orderly economic development in the ten counties of Southeast Tennessee and the three counties of Northwest Georgia contained in the Chattanooga Metropolitan Statistical Area. It is the further intent that local governments be guided and assisted in making maximum use of federal, state and local programs designed to stimulate economic development and utilization of resources.

Program Goal:

The program goal of the Economic Development Division is to provide the areawide planning and coordination necessary to leverage the maximum resources available to assist in the economic development of the region and to ensure that those resources are delivered in an efficient and cost effective manner that encourages the private sector to participate to the maximum extent possible.

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

Coordination of the Southeast Industrial Development Association (SEIDA) of the TVA Electric Suppliers as a region wide economic development association.

Operation of the Economic Development Administration Revolving Loan Fund as one economic development financing arm of the region.

Technical assistance and grant writing for the development and procurement of additional resources to fill gaps and opportunities in the economic development system of Southeast Tennessee and Northwest Georgia.

Coordination of an Entrepreneur Development Initiative to assist regional communities establish and implement resources and acquire funding for entrepreneurs and small businesses growth.

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

All of the outcome objectives are aimed at the **creation of jobs** through the elimination of barriers to development with the development of additional public infrastructure and services in support of economic development. Targeted technical and financial assistance in the private marketplace will insure that public programs are available and effective in working with the private sector clients and increasing their ability to create job opportunities for the region's citizens.

Collection method: (indicate how each indicator is measured)

Means of measurement of each of the above objectives include:

- Number and variety of businesses assisted.
- Number of jobs created.
- Private investment that is leveraged and the associated increases in the local tax bases.
- Number of individuals assisted.
- Number and geographic distribution of the cooperating partners participating in the regional effort.
- SEIDA measurements also include increases in electrical loads of assisted industries and site visits of industrial prospects.

Results: (in quantitative terms)

- 1.) Intended results of the Southeast Industrial Development Association operations are full participation by each power supplier in the region with the following areas of concentration:
  - a.) Investment of power supplier funds in economic development activities in their respective local jurisdictions.
  - b.) Full participation by all local economic development professionals and entities in regional training opportunities, cooperation and coordination efforts.
  - c.) Diversification of activities to insure that each local jurisdiction's opportunities are promoted whether it is tourism, commercial development or traditional manufacturing industrial development.
  - d.) Marketing activity including: the creation of regional marketing materials, advertising campaign, and maintaining a regional information and referral point of contact with a complete on-line inventory of sites and facilities.

- e.) Number of businesses assisted; expansions or locations initiated; prospects developed; private investment leveraged and jobs created.
- 2.) Intended results of the Southeast Tennessee Development District Economic Development Lending Programs are increased participation of financial institutions, community organizations and businesses with local governments and lenders in the economic development process resulting in the following:
- a.) Maximum utilization of federal and state lending and economic development assistance programs being made available to area businesses as well as prospects to the region.
- Submitted successful application to USDA Rural Development under their Intermediary Relending Program (IRP) and received \$750,000 in funding to relend to qualified small businesses throughout the eligible areas in the region.
  - Marketing the IRP loan funds throughout the region.
  - Awarded a Rural Business Enterprise Grant from USDA Rural Development for \$30,000 of funding to initiate entrepreneur development strategies within the region.
- b.) Assistance to the financial community allowing additional methods to creatively promote economic development while continuing to meet regulatory requirements of their oversight agencies such as the Office of the Comptroller of the Currency, the Federal Reserve, the Department of Financial Institutions, etc.;
- c.) Increases in the loan portfolio, the number of jobs created by new and expanding businesses, the private dollars leveraged and the new tax dollars created.
- 3.) Intended results of the technical assistance and grant writing function are to provide a resource for all products available to leverage additional economic development dollars to local governments and economic development organizations throughout the region.
- Submitted successful application for \$1,900,000 to U.S. Economic Development Administration to assist with a \$6,200,000 sewer line upgrade to serve the Amazon distribution facility at Enterprise South Industrial Park. Construction and grant administration are underway.
  - Coordinate participation of our regional partners in the Greater Chattanooga Regional Growth Initiative. This process will engage citizens in 16 Counties in Southeast Tennessee, Northwest Georgia, and Northeast Alabama to participate in planning for regional growth while maintaining all that we value about our home communities. SETDD will help local governments collaborate across jurisdictional lines improve

fiscal stewardship by aligning public spending with constituent priorities, values, and ideas expressed during the planning process.

- Submitted successful application for \$1,500,000 to U.S. Economic Development Administration to assist in the \$4,600,000 renovation of the Chattanooga/Hamilton County Business Development Center (BDC). Renovations and grant administration are complete.

**Data Source:**

The Southeast Industrial Development Association's Growth Report serves as the ongoing data and reporting program from where job numbers, capital investment, companies assisted, and geographic areas served are derived. The loan data is compiled and calculated by Loan Management System (LMS) software. The information is derived and reported by a certified Economic Development Financial Professional (EDFP).

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

As one of eight Regional Industrial Development Associations in the Tennessee Valley Authority area, the Southeast Industrial Development Association is the youngest, the smallest in terms of budget and the most fragmented in terms of number of states involved. Despite these drawbacks, the organization has eleven of its local power distributor's participation, which is the highest level of participation of any of the associations in the Valley.



Attachment A: Program Outcome Information

**CARCOG/SETDD WORKFORCE DEVELOPMENT DIVISION**

AGENCY MISSION AND DESCRIPTION:

The mission of the Chattanooga Area Regional Council of Governments/Southeast Tennessee Development District, in partnership with local and regional partners is to provide general and comprehensive planning and development activities that will provide coordinated, efficient and orderly economic development of the ten counties of Southeast Tennessee and the three counties of Northwest Georgia contained in the Chattanooga Metropolitan Statistical Area. It is the further intent that local governments be guided and assisted in making maximum use of federal, state and local programs designed to stimulate economic development and the utilization of resources.

PROGRAM GOAL:

The program goal of the Workforce Development Division under the Workforce Investment Act (WIA) and in collaboration with other State and Federal Programs is to streamline nine counties into a comprehensive workforce delivery area. The Workforce Development program aims to improve the structure via development of fully integrated and implemented system designed to serve business and industry as well as meeting the needs of individuals entering or reentering the labor market and serve people aiming to advance their careers with core, intensive, training and re-training services as needed. Furthermore the program aspires to work collaboratively with regional partners to streamline goals and objectives with the greater region.

IMPACT AREA:

**Invest in Children and Youth –**

The Workforce Development Division serves two cohorts of Youth as defined by federal program regulations: those 14—18 years of age or In-School Youth, and those 18—21 years of age or Out-of-School Youth. The purpose of the WIA Youth services is to assist eligible Youth in making a successful transition to employment and further education. Applicants that do not meet enrollment requirements are referred for further assessment as necessary and referred to appropriate programs to meet their basic skills and training needs. An Individual Service Strategy is developed for each enrolled Youth, and clients are provided appropriate services under ten program elements including: tutoring, study skills, and instruction leading to secondary school completion; alternative secondary school services; summer employment opportunities linked to academic and occupational learning; paid and unpaid work experiences including internships and job shadowing; occupational skill training; leadership development; supportive services including assistance such as transportation, medical services, assistance with work-related tools, uniforms, etc.; mentoring programs; guidance and counseling; and 12-month follow up services following exit from the program.

**Building Stable Lives –**

The Workforce Development Division, either directly or through partnership with other providers, assists eligible Adults and Dislocated Workers through a one-stop delivery system of seamless workforce services including, but not limited to, access to labor exchange services for job search and placement assistance with local, regional, and national employers; job referral; provision of labor market information; provision of information pertaining to the availability of supportive services including transportation and child care; provision of information regarding claims for unemployment insurance; provision of information regarding financial aid assistance for eligible training and education programs; employment and skills assessments to identify skills gaps and interpretation of those assessments; assessing personal barriers to employment; development of an Individual Employment Plan to identify employment goals; group or individual employment counseling and career planning; case management for participants seeking or receiving training services; short-term prevocational services; on-the-job training; and follow-up services that may be provided after entry to employment.

**Supporting the Most Vulnerable –**

The Workforce Development Division does not target services to elderly Adults and Dislocated Workers, but serves individuals regardless of age. Linkages are provided to the Senior Community Service Employment Program through ongoing partnership. Job clubs and other career center services are provided to mature job seekers on a regular basis. The Division of Vocational Rehabilitation is a partner in the one-stop career center system, and appropriate referrals are made to individuals with disabilities. Assistive technology is available to clients at the comprehensive one-stop career centers.

**INTENDED OUTCOMES:****Collection Method and Data Source –**

The enhanced Consolidated Management Activity Tracking System (eCMATS) plays a central role in collecting, managing, measuring and reporting program data. This data system is used to support the reporting processes for the Workforce Investment Act Standardized Record Data (WIASRD) and the upcoming Workforce Investment Streamlined Performance Reporting (WISPR) requirement. A major element of these transactions is the interaction between Tennessee's ESCOT system and eCMATS. This interaction transfers source earnings data to eCMATS' tables. The method is based on quarterly updates to employee earnings, as entered by employers and staff, to ensure the accurate delivery of earnings data. Earnings data are then extracted by DolceVita (Department of Labor Consolidated Environment for Validation, Integration, Testing, and Analysis) and used to automatically report earnings. Administrators and end-users, along with all these programs, are using eCMATS to enter and to capture jobseeker and employer data. The purpose for this capture is to track and report program costs, priorities, solutions, and most of all, timely and accurate performance outcomes.

**Results and Comparative Data –**

The Workforce Development Division's accountability system focuses on key strategic goals, continuously evaluates performance outcomes, and provides strategic and

operational information for policy makers and managers in the decision-making process. The program's performance targets are determined by using seven data sources: national averages, regional averages, past performance, residential employment forecasts, unemployment rates, extraordinary factors (such as plant closures and disasters), and data such as quarterly wages, jobs-creation rate, jobs-separations rate, and jobs-turnover rate.

<b>Performance Metric</b>	<b>2010 Performance Goal</b>	<b>2010 Achieved Performance</b>	<b>2011 Performance Goal</b>	<b>2011 Achieved Performance</b>
<b>Adult</b>				
Entered Employment	77%	93%	76%	89%
Employment Retention	85%	95%	84%	96%
Average Earnings (6 months)	\$13,492	\$16,271	\$13,800	\$22,116
<b>Dislocated Worker</b>				
Entered Employment	86%	91%	85%	92%
Employment Retention	91%	94%	87%	97%
Average Earnings (6 months)	\$14,155	\$14,526	\$13,500	\$15,783
<b>Youth</b>				
Placement in Employment or Education	71%	84%	61%	81%
Attainment of Credential	59%	61%	63%	65%
Literacy / Numeracy	33%	42%	38%	41%



Attachment A: Program Outcome Information

**CARCOG/SETDD AGING AND DISABILITY DIVISIONS**

**Agency Mission and Description:**

The mission of the Chattanooga Area Regional Council of Governments/Southeast Tennessee Development District is to provide general and comprehensive planning and development activities that will provide coordinated, efficient and orderly economic development of the ten counties of Southeast Tennessee and the three counties of Northwest Georgia contained in the Chattanooga Metropolitan Statistical Area. Its further intent is that local governments are guided and assisted in making maximum use of federal, state and local programs designed to stimulate economic development and the utilization of resources.

**Program Goal:**

The program goal of Southeast Tennessee Area Agency on Aging and Disability is to advocate for and to strive to achieve a regional system of services that allows older persons and persons with disabilities the opportunity for an independent and productive lifespan. This is accomplished through three primary areas of emphasis: Planning, Service and Advocacy.

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

**Supporting the Most Vulnerable** - Caring for elderly and disabled adults and children that cannot care for themselves

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

**Outcome I**

**Access Services:**

**As a Single Point of Entry into Tennessee's Long-Term Services and Supports, increase the number of individuals served through a central source of reliable and objective information about a broad range of programs and services, empowering those served to make informed decisions about existing health and long-term care options.**

- The outcome goal for FY 2012 was to serve a minimum of 7,000 persons through the Information and Referral Program providing reliable and objective information about a broad range of programs and services, empowering those served to make informed decisions about existing health and long-term care options. Importantly, the I & R Program serves as the gateway into all services provided through the SETAAAD.

**Results:** (in quantitative terms)

A total of 10,731 persons were served with approximately 5,775 of those persons being residents of Hamilton County

## Outcome II

### Health Promotions:

**Empower seniors and adults with disabilities to stay active and healthy by encouraging an active lifestyle and by offering chronic disease management education, health screenings, transitions services and counseling regarding Medicare and other insurance benefits.**

- **The State Health Insurance Assistance Program (SHIP)**. The SHIP recruits, trains and provides ongoing support to volunteer Medicare counselors. Host sites are coordinated throughout the region and are staffed by local volunteers. Training is provided on a quarterly basis and ongoing support from staff is always available. In the fall additional volunteers are utilized to address the demand for Medicare Part D (prescription drug benefit) counseling. Many of the community partners who work in area agencies or businesses assist as volunteers during high demand periods.
- **A Matter of Balance**. Two staff members have been certified to be "A Matter of Balance" Master Trainers.
- **Arthritis Exercise Classes**. The AAAD contracted with a Certified Arthritis Foundation instructor to provide arthritis exercise programs in one senior center in Chattanooga as well as two high rise low-income apartment complexes that have a high percentage of minority residents.
- **Chronic Disease Self-Management Program**. As a result of an Administration on Aging grant the AAAD developed the Chronic Disease Self Management Program (CDSMP) throughout the Southeast region. The CDSMP promotes awareness and self management skills through an interactive setting. Workshops include six 2.5-hour weekly sessions.
- **Center for Social Innovation**. The AAAD is participating in this innovative project with the University of Tennessee at Chattanooga. The vision of this project is to improve the life experience of the aging population and persons with disabilities. The mission is to develop an open innovation design community based on practicing professionals, faculty and students at the University of Tennessee at Chattanooga, who will: identify opportunities and needs from the point-of-view of the target populations; develop design concepts that will improve the life experience of these persons; develop prototypes of products, processes, or systems; define the business case; and develop partnerships to implement the concepts.
- **Active Living and Transportation Network (ALTN)**. The AAAD has partnered with the Active Living and Transportation Network that is engaging in a research project using Chattanooga's new bike share program. ALTN is placing a special emphasis through promotional efforts to reach the senior population.
- **Memory Screening Clinics**. The AAAD continues a partnership with a neuropsychologist who specializes in memory challenges to provide Memory Screening Clinics in Chattanooga and in three counties outside Hamilton. Currently Medicare and other insurances pay for this testing. Participants who exhibit memory deficits are referred on for additional testing or medical care. The first screening establishes a baseline. Persons who have been screened are notified each year of screening dates so they have the opportunity to be checked against their baseline.

- **Health Screenings and Medication Management Assistance.** In Partnership with other agencies individuals are offered various health screenings as well as aid with medication management.
- **Care Transitions.** The AAAD was asked to become a part of the Erlanger Care Transitions Team and to be part of Erlanger's Care Transitions Pilot Program to serve persons with Congestive Heart Failure. The purpose of Care Transitions is to improve quality of care and life for patients and to reduce hospital readmissions. Prior to the start of the pilot program five SETAAAD employees were trained in Dr. Eric Coleman's model of Care Transitions Intervention. The pilot began on February 23, 2012 and ended September 30, 2012. The goal of the pilot was to reduce readmissions for CHF to 15% or less. The pilot program proved effective in reducing the 30 day readmission rate for Congestive Heart Failure patients from the Hospital baseline rate of 19.3% to 11.9% for those who took part in the program.
- **The Chattanooga Regional Health Innovation Coalition (CRHIC).** In January 2012 the SETAAAD led in founding the Chattanooga Regional Health Innovation Coalition. Its first project was to seek funding to develop a community-wide Care Transitions Program. The three acute care hospital systems in Chattanooga became part of the coalition along with twenty-four other health related organizations, hospitals and businesses.

This broad-based coalition continues to reach beyond the normal barriers brought about by a competitive business environment and brings together the varied disciplines and agencies of our community needed to improve the health of residents of the region. The AAAD now serves as convener and facilitator for the Coalition.

The CHRIC has looked beyond the effort to improve care transitions and is branching out to provide innovative programs to help our low-income population to have access to the prescription drugs and medical care that they need to remain healthy. Additionally, the Coalition is seeking ways to enhance the information flow between hospitals and post-acute care facilities.

**Results:** (in quantitative terms)

A total of 5,617 persons were served with approximately 3,033 being residents of Hamilton County

**Outcome III**

**Home and Community Based Services:**

**The Goal is to Assist older adults and younger adults with disabilities in maintaining independence and the ability to remain in their own homes for as long as possible through home and community based services.**

- The CHOICES Program – Provides both Home and Community Based Services and Nursing Home Care. A major thrust of CHOICES is to provide in-home services for seniors and adults with disabilities (age 21 and older) who qualify for nursing home care

through Medicaid but can still live safely at home. The purpose of the program is to prevent premature institutionalization. A requirement of the CHOICES Program is that the cost of Home and Community Based Services must be less than the cost of care in a facility. Therefore, consumers receive care in the way they choose and more people receive long-term care services without additional cost to taxpayers. The CHOICES program also includes nursing home services for those persons who qualify for such care under Medicaid but cannot safely live at home.

- Options for Community Living – Provides in-home services to help frail older adults and adults with disabilities (18 years old and older) maintain a level of independence and avoid premature institutionalization.
- National Family Caregiver Support Program – Provides respite and supplemental services for caregivers of seniors to enable them to continue in the caregiving role. The program offers workshops and conferences to aid caregivers in decision making and handling the day-to-day challenges of caregiving.
- Operation of the Relative Caregiver Program, through funding from the Department of Children’s Services and the National Family Caregiver Support Program. The program provides support for grandparents and other relative caregivers of children. Services include: Support Groups for Caregivers, Support/Activity Groups for children and teenagers in these families; Short-Term Case Management, Respite, Whole Family Enrichment Activities and Emergency Financial Assistance for families with an income no greater than 200% of poverty level. Support is provided to strengthen and help stabilize relative caregiver families and to prevent children from entering or re-entering state custody.
- Home Delivered Meals – Provided for persons 60 years of age or older who are homebound and unable to shop for or prepare meals.
- Congregate Meals – Meals provided at senior centers and nutrition sites throughout the 10 counties of Southeast Tennessee.

**NOTE:** It is of note that through the Home and Community Based Services a total of **2,440 persons received 267,113 meals.** Of that number **792 persons were residents of Hamilton County and received 96,754 meals.**

- Senior Centers – Provide socialization, education, recreation and meals.
- Homemaker Services – Designed to provide help with routine household management tasks for persons 60 years old or older who are unable to perform these tasks.

**Results:** (in quantitative terms)

10,310 persons were served through these programs with 3,758 being residents of Hamilton County

#### **Outcome IV**

##### **Elder Rights:**

**The FY 2012 goal was to Strengthen AAAD Elder Rights services and partner with other agencies and organizations that work to prevent elder abuse, neglect and exploitation.**

- Collaborate with the Partnership for Families, Children and Adults by providing leadership for the SARAH Project (Safety and Resources and Help) to extend efforts to prevent elder abuse through training law enforcement officers, social service professionals and the general public.
- Provide Title III Legal Services for seniors and partnership with private law firms to reach a minimum of 50 persons through Elder Law workshops that include a broad array of topics.
- Serve elderly persons through the Public Guardianship for the Elderly Program who, due to lack of capacity to make informed decisions, are unable to manage health and/or financial decisions and have no family, friend, bank, or corporation willing, able or suitable to act on their behalf.

**Results:** (in quantitative terms)

A total of 703 persons were served with approximately 380 of those being residents of Hamilton County.

**Collection Method for Each Outcome**

- 1) Use of statewide database – Social Assistance Management Software (SAMS) – to measure:
  - a) The number of persons served through information and referral to both publicly funded and private pay community services, counseling regarding long-term supports and services; and
  - b) Telephone screening and in-home assessments to determine eligibility for services provided through the SETAAD
- 2) Use of the SAMS database to monitor the number of enrollees in all Home and Community Based Services as well as the number of persons who are on a waiting list due to lack of funding. A record of services provided is kept in SAMS as well as results of all in-home assessments.
- 3) The Department of Children’s Services (DCS) Database and the SAMS database are used to monitor the number of Relative Caregivers and children served through the Relative Caregiver Program. All services provided are recorded. The goal of keeping children and teenagers in these families out of state custody is a major goal and is reported to DCS throughout the year.
- 4) Use of the SHIPTalk database to monitor the number of Medicare beneficiaries who received counsel.
- 5) Reports on the care of Public Guardianship clients are provided to the courts. Financial Accountings are audited annually by the courts. Additionally the program is monitored by the Tennessee Commission on Aging and Disability.

## **OUTCOME RESULTS**

**Results in quantitative terms are listed at the end of each of the four Outcome sections.**

- 1) Certification of the Area Plan for Aging and Disability for Southeast Tennessee by the Tennessee Commission on Aging and Disability is a necessary outcome to proceed with services. Funds are paid for services by either grant or fee-for-service contracts to various elderly and disability service providers. All contracts with service providers are monitored to assure maximum effectiveness of service delivery to the elderly and disabled.
- 2) Meeting goals and objectives of the Relative Caregiver Program, Department of Children's Services, to assure maximum support for relative caregiver families.
- 3) Maximum quality of life for each Public Guardian for the Elderly Program client based on the client's situation with periodic reports to, and approval by the courts.
- 4) New and expanded services to meet unmet human needs.

### **Comparative Data**

- 1) The Southeast Tennessee Area on Aging and Disability is one of nine agencies designated by the Tennessee Commission on Aging and Disability for the planning and allocation of state and federal funding for elderly and disability services. Funding allocation among the programs is determined by the Tennessee Commission on Aging and Disability, the Bureau of TennCare and the Department of Children's Services. Programs funded include: Title III Congregate and Home Delivered Meals, Title III Home Maker Program, Senior Centers, Options for Community Living, the National Family Caregiver Support Program, the CHOICES Program, numerous Health Promotions services and Medication Management.
- 2) There are nine Public Guardians for the Elderly associated with the Area Agencies on Aging and Disability across the state.
- 3) The staff of the Aging and Disability Division recognized that governmental funding increases have not been sufficient to meet growing needs. The staff has worked with private non-profits, community agencies and businesses to increase private sector participation in the generation of additional services.

**Attachment B:**

**Comparative**

**Financial**

**Information**

Attachment B: Comparative Financial Information

Dollars provided to your organization in FY 2012 by the following entities	Percentage of your Annual operational funding provided by Local Govt.	% of Hamilton County Population*
Chattanooga	15.00%	49.83%
Unincorporated H.C.	28.15%	30.22%
H.C. Govt's General Fund	0.00%	0.00%
Collegedale	0.64%	2.46%
East Ridge	1.63%	6.24%
Lakesite	0.14%	0.54%
Lookout Mountain	0.14%	0.54%
Red bank	0.91%	3.46%
Ridgeside	0.03%	0.12%
Signal Mountain	0.59%	2.25%
Soddy-Daisy	0.99%	3.78%
Walden	0.15%	0.56%
Other (Outside H.C)	51.62%	
	100%	100%
	Above percentages should total 100%	

Percent of Services rendered to residents of:		
Chattanooga	27%	50.81%
Unincorporated H.C.	14%	29.48%
H.C. Govt's General Fund	0%	0.00%
Collegedale	1%	2.43%
East Ridge	3%	5.92%
Lakesite	1%	0.57%
Lookout Mountain	1%	0.56%
Red bank	4%	3.49%
Ridgeside	1%	0.01%
Signal Mountain	1%	2.15%
Soddy-Daisy	3%	3.81%
Walden	1%	0.63%
Other (outside H.C)	43%	
	100%	100%
	Above percentages should total 100%	

\*Population numbers are from 2010 Census

# **Attachment C:**

**Program**

**Beneficiary**

**Statistics**

## Attachement C: Program Beneficiary Statistics

Program:                     Solid Waste Management                    

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	Fiscal 2012 Last Year	Fiscal 2013 This Year Estimated	Fiscal 2014 Next Year Projected
1. Unduplicated count of Program Beneficiaries <span style="float: right;">TOTAL</span>	737,793	743,191	748,691
a. Total continuing from Previous Fiscal Year	_____	737,793	743,191
b. Total New for the Year	_____	5,398	5,500
c. Total Terminated During the Year	_____	_____	_____
2. Age Group <span style="float: right;">TOTAL</span>	737,793	743,191	748,691
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 <span style="float: right;">TOTAL</span>	737,793	743,191	748,691
a. Male	_____	_____	_____
b. Female	_____	_____	_____
c. Not Known	_____	_____	_____
4. Ethnic Background <span style="float: right;">TOTAL</span>	737,793	743,191	748,691
a. White	_____	_____	_____
b. Black	_____	_____	_____
c. Hispanic	_____	_____	_____
d. Oriental	_____	_____	_____
e. Other-Ethnic Minority	_____	_____	_____
f. Not Known	_____	_____	_____
5. % Income Level <span style="float: right;">TOTAL</span>	737,793	743,191	748,691
a. Below 4,999	_____	_____	_____
b. 5,000-7,499	_____	_____	_____
c. 7,500-9,999	_____	_____	_____
d. 10,000-14,999	_____	_____	_____
e. 15,000-19,999	_____	_____	_____
f. 20,000-29,999	_____	_____	_____
g. 30,000 and over	_____	_____	_____
h. Not Known	_____	_____	_____
6. Location of Residence <span style="float: right;">TOTAL</span>	737,793	743,191	748,691
a. Chattanooga	154,500	155,000	156,500
b. Outside of Chattanooga	583,293	588,191	592,191
c. Not Known	-	-	-

### Attachement C: Program Beneficiary Statistics

Program:                      Planning and Community Development                     

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	Fiscal 2012 Last Year	Fiscal 2013 This Year Estimated	Fiscal 2014 Next Year Projected
1. Unduplicated count of Program Beneficiaries <span style="float: right;">TOTAL</span>	737,793	743,191	748,691
a. Total continuing from Previous Fiscal Year	_____	737,793	743,191
b. Total New for the Year	_____	5,398	5,500
c. Total Terminated During the Year	_____	_____	_____
2. Age Group <span style="float: right;">TOTAL</span>	737,793	743,191	748,691
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 <span style="float: right;">TOTAL</span>	737,793	743,191	748,691
a. Male	_____	_____	_____
b. Female	_____	_____	_____
c. Not Known	_____	_____	_____
4. Ethnic Background <span style="float: right;">TOTAL</span>	737,793	743,191	748,691
a. White	_____	_____	_____
b. Black	_____	_____	_____
c. Hispanic	_____	_____	_____
d. Oriental	_____	_____	_____
e. Other-Ethnic Minority	_____	_____	_____
f. Not Known	_____	_____	_____
5. % Income Level <span style="float: right;">TOTAL</span>	737,793	743,191	748,691
a. Below 4,999	_____	_____	_____
b. 5,000-7,499	_____	_____	_____
c. 7,500-9,999	_____	_____	_____
d. 10,000-14,999	_____	_____	_____
e. 15,000-19,999	_____	_____	_____
f. 20,000-29,999	_____	_____	_____
g. 30,000 and over	_____	_____	_____
h. Not Known	_____	_____	_____
6. Location of Residence <span style="float: right;">TOTAL</span>	737,793	743,191	748,691
a. Chattanooga	154,500	155,000	156,500
b. Outside of Chattanooga	583,293	588,191	592,191
c. Not Known	-	-	-

## Program Beneficiary Statistics

*(This should reflect total program count. Copy as needed for each program.)*

**Planning Division/Historic Preservation: 106 Reviews**

(Name of Program)

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	Fiscal 2012 Last Year	Fiscal 2013 This Year Estimated	Fiscal 2014 Next Year Projected
1. Unduplicated count of Program Beneficiaries <span style="float: right;">TOTAL</span>	611	608	607
a. Total continuing from Previous Fiscal Year		587	
b. Total New for the Year		21	
c. Total Terminated During the Year			
2. Age Group <span style="float: right;">TOTAL</span>	611	608	607
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 <span style="float: right;">TOTAL</span>	611	608	607
a. Male			
b. Female			
c. Not Known			
4. Ethnic Background <span style="float: right;">TOTAL</span>	611	608	607
a. White			
b. Black			
c. Hispanic			
d. Oriental			
e. Other-Ethnic Minority			
f. Not Known			
5. % Income Level <span style="float: right;">TOTAL</span>	611	608	607
a. Below 4,999			
b. 5,000-7,499			
c. 7,500-9,999			
d. 10,000-14,999			
e. 15,000-19,999			
f. 20,000-29,999			
g. 30,000 and over			
h. Not Known			
6. Location of Residence <span style="float: right;">TOTAL</span>	611	608	607
a. Chattanooga	296	290	292
b. Outside of Chattanooga	315	318	315
c. Not Known			



**Program Beneficiary Statistics***(This should reflect total program count. Copy as needed for each program.)*

Economic Development Division - Southeast Industrial Development Association

(Name of Program)

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	CY 2011 This Year Actual	CY 2012 This Year Actual	CY 2013 (1/1 - 1/31) Next Year Projected
1 Number of Locations/Expansions	21	37	13
2 Number of Jobs Created	1,465	5,348	766
3 Capital Investment (millions)	\$259	1,186.5	\$126

**Program Beneficiary Statistics**

*(This should reflect total program count. Copy as needed for each program.)*

**Economic Development Divison - Lending Program**

(Name of Program)

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	Fiscal Year 2011 Last Year Actual				Fiscal Year 2012 This Year Actual				Fiscal Year 2013 Next Year Projected			
	# of Loans	Total		# of Jobs Created	# of Loans	Total		# of Jobs Created	# of Loans	Total		# of Jobs Created
		Loan Volume In Millions	Investment In Millions			Loan Volume In Millions	Investment In Millions			Loan Volume In Millions	Investment In Millions	
1. Unduplicated count of Program Beneficiaries TOTAL	37	\$3.21	\$8.93	520	37	\$4.11	\$10.33	578	42	\$4.23	\$8.84	530
a. Total continuing from Previous Fiscal Year	28	\$2.20	\$6.60	500	24	\$2.59	\$5.29	475	32	\$3.20	\$6.40	505
b. Total New for the Year	5	\$0.38	\$0.45	20	6	\$0.71	\$2.36	103	6	\$0.65	\$1.30	25
c. Total Paid off or Liquidated During the Year	4	\$0.63	\$1.88		7	\$0.81	\$2.68		4	\$0.38	\$1.14	
2. Age Group *(1) TOTAL	37				37				42			
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	37				37				42			
3. Sex*(1) TOTAL	37				37				42			
a. Male												
b. Female												
c. Not Known	37				37				42			
4. Ethnic Backgrou *(1) TOTAL	37				37				42			
a. White												
b. Black												
c. Hispanic												
d. Oriental												
e. Other-Ethnic Minority												
f. Not Known	37				37				42			
5. % Income Level *(1) TOTAL	37				37				42			
a. Below 9,999												
b. 10,000-19,999												
c. 20,000-29,999												
d. 30,000 and over												
f. Not Known	37				37				42			
6. Location of Residence *(1) TOTAL	37				37				42			
a. Chattanooga												
b. Outside of Chattanooga												
c. Not Known	37				37				42			

\* (1) Not specifically tracked



## Attachement C: Program Beneficiary Statistics

Program: Career and Workforce Development

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	Fiscal 2012 Last Year	Fiscal 2013 This Year Estimated	Fiscal 2014 Next Year Projected
1. Unduplicated count of Program Beneficiaries <span style="float: right;">TOTAL</span>	2,029	2,130	2,237
a. Total continuing from Previous Fiscal Year	1,099	1,154	1,212
b. Total New for the Year	930	977	1,025
c. Total Terminated During the Year	1,206	1,266	1,330
2. Age Group <span style="float: right;">TOTAL</span>	2,029	2,130	2,237
a. Infants-Under 5	-	-	-
b. Between 5 and 12	-	-	-
c. Between 13 and 17	162	170	179
d. Between 18 and 29	794	834	875
e. Between 30 and 64	1,061	1,114	1,170
f. 65 and over	12	13	13
g. Not Known	-	-	-
3. Sex <span style="float: right;">TOTAL</span>	2,029	2,130	2,237
a. Male	1,168	1,226	1,288
b. Female	861	904	949
c. Not Known	-	-	-
4. Ethnic Background <span style="float: right;">TOTAL</span>	2,029	2,130	2,237
a. White	1,535	1,612	1,692
b. Black	416	437	459
c. Hispanic	56	59	62
d. Oriental	11	12	12
e. Other-Ethnic Minority	11	12	12
f. Not Known	-	-	-
5. % Income Level <span style="float: right;">TOTAL</span>	2,029	2,130	2,237
a. Below 4,999	40	42	44
b. 5,000-7,499	38	40	42
c. 7,500-9,999	42	44	46
d. 10,000-14,999	62	65	68
e. 15,000-19,999	59	62	65
f. 20,000-29,999	412	433	454
g. 30,000 and over	67	70	74
h. Not Known	1,309	1,374	1,443
6. Location of Residence <span style="float: right;">TOTAL</span>	2,029	2,130	2,237
a. Chattanooga	465	488	513
b. Outside of Chattanooga	1,564	1,642	1,724
c. Not Known	-	-	-



### Attachment C: Program Beneficiary Statistics

Program:                     Aging and Disability                    

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	Fiscal 2012  Last Year	Fiscal 2013 This Year Estimated	Fiscal 2014 Next Year Projected
1. Unduplicated count of Program Beneficiaries <span style="float: right;">TOTAL</span>	15231	15536	15846
a. Total continuing from Previous Fiscal Year	13838	14114	14397
b. Total New for the Year	1393	1421	1450
c. Total Terminated During the Year	221	225	230
2. Age Group <span style="float: right;">TOTAL</span>	15231	15536	15846
a. Infants-Under 5	55	56	57
b. Between 5 and 12	113	115	117
c. Between 13 and 17	67	68	70
d. Between 18 and 29	70	71	73
e. Between 30 and 64	914	932	951
f. 65 and over	8682	8856	9033
g. Not Known	5331	5437	5546
3. Sex <span style="float: right;">TOTAL</span>	15231	15536	15846
a. Male	7311	7457	7606
b. Female	7920	8079	8240
c. Not Known			
4. Ethnic Background <span style="float: right;">TOTAL</span>	15231	15536	15846
a. White	11576	11807	12043
b. Black	3046	3107	3169
c. Hispanic	305	311	317
d. Oriental	152	155	158
e. Other-Ethnic Minority	152	155	158
f. Not Known			
5. % Income Level <span style="float: right;">TOTAL</span>	15231	15536	15846
a. Below 4,999	457	466	475
b. 5,000-7,499	914	932	951
c. 7,500-9,999	1066	1087	1109
d. 10,000-14,999	3808	3884	3962
e. 15,000-19,999	2285	2330	2377
f. 20,000-29,999	1066	1087	1109
g. 30,000 and over	609	621	634
h. Not Known	5026	5127	5229
6. Location of Residence <span style="float: right;">TOTAL</span>	15231	15536	15846
a. Chattanooga	7006	7146	7289
b. Outside of Chattanooga	8225	8389	8557
c. Not Known			

## Attachement C: Program Beneficiary Statistics

Program: Public Guardianship for the Elderly Program

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	Fiscal 2012 Last Year	Fiscal 2013 This Year Estimated	Fiscal 2014 Next Year Projected
1. Unduplicated count of Program Beneficiaries <span style="float: right;">TOTAL</span>	95	97	99
a. Total continuing from Previous Fiscal Year	57	60	62
b. Total New for the Year	23	22	22
c. Total Terminated During the Year	15	15	15
2. Age Group <span style="float: right;">TOTAL</span>	95	97	99
a. Infants-Under 5	-	-	-
b. Between 5 and 12	-	-	-
c. Between 13 and 17	-	-	-
d. Between 18 and 29	-	-	-
e. Between 30 and 64	3	4	5
f. 65 and over	92	93	94
g. Not Known	-	-	-
3. Sex <span style="float: right;">TOTAL</span>	95	97	99
a. Male	17	19	21
b. Female	78	79	78
c. Not Known	-	-	-
4. Ethnic Background <span style="float: right;">TOTAL</span>	95	97	99
a. White	78	78	77
b. Black	17	18	20
c. Hispanic	-	-	1
d. Oriental	-	1	1
e. Other-Ethnic Minority	-	-	-
f. Not Known	-	-	-
5. % Income Level <span style="float: right;">TOTAL</span>	95	97	99
a. Below 4,999	-	-	-
b. 5,000-7,499	-	-	-
c. 7,500-9,999	18	16	14
d. 10,000-14,999	51	53	55
e. 15,000-19,999	14	15	16
f. 20,000-29,999	8	9	10
g. 30,000 and over	4	4	4
h. Not Known	-	-	-
6. Location of Residence <span style="float: right;">TOTAL</span>	95	97	99
a. Chattanooga	68	68	69
b. Outside of Chattanooga	27	29	30
c. Not Known	-	-	-

## Attachement C: Program Beneficiary Statistics

Program: Ryan White

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	Fiscal 2012 Last Year	Fiscal 2013 This Year Estimated	Fiscal 2014 Next Year Projected
1. Unduplicated count of Program Beneficiaries <span style="float: right;">TOTAL</span>	55,137	20,020	21,187
a. Total continuing from Previous Fiscal Year	669	590	603
b. Total New for the Year	54,458	19,430	20,584
c. Total Terminated During the Year	10	8	6
2. Age Group <span style="float: right;">TOTAL</span>	55,137	20,020	21,187
a. Infants-Under 5	1	1	1
b. Between 5 and 12	7	15	14
c. Between 13 and 17	6,915	1,350	1,503
d. Between 18 and 29	61	4,750	2,266
e. Between 30 and 64	6,763	10,735	1,313
f. 65 and over	16	20	17
g. Not Known	41,374	3,149	16,073
3. Sex <span style="float: right;">TOTAL</span>	55,137	20,020	21,187
a. Male	6,385	9,768	9,955
b. Female	7,477	8,323	7,986
c. Not Known	41,275	1,929	3,246
4. Ethnic Background <span style="float: right;">TOTAL</span>	55,137	20,020	21,187
a. White	5,898	8,555	6,947
b. Black	8,946	9,195	9,752
c. Hispanic	110	1,515	1,799
d. Oriental	15	20	22
e. Other-Ethnic Minority	28	22	31
f. Not Known	40,140	713	2,636
5. % Income Level <span style="float: right;">TOTAL</span>	55,137	20,020	21,187
a. Below 4,999	11	21	22
b. 5,000-7,499	23	33	19
c. 7,500-9,999	64	77	66
d. 10,000-14,999	508	590	672
e. 15,000-19,999	63	88	51
f. 20,000-29,999	15	17	11
g. 30,000 and over	22	23	17
h. Not Known	54,431	19,171	20,329
6. Location of Residence <span style="float: right;">TOTAL</span>	55,137	20,020	21,187
a. Chattanooga	26,994	13,340	12,111
b. Outside of Chattanooga	14,495	1,680	2,245
c. Not Known	13,648	5,000	6,831

# **Attachment D:**

**Schedule of**

**Positions,**

**Salaries &**

**Wages**

**Attachment D: Schedule of Positions, Salaries & Wages**

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

Title of Position	Last Name, Initial	Part time? Yes/No	Years Employed	Retirement Benefits? Yes/No	Current			Proposed		
					Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
Executive Director	Jones, M	No	13.74	Yes	52	\$90,000				
Deputy Director/Director LWIA5	Casavant, P	No	21.60	Yes	52	\$95,616				
Director Career and Workforce Development	Layne, R	No	12.28	Yes	52	\$78,861				
Director of Finance	Abraham, J	No	6.49	Yes	52	\$78,355				
Director of Area Agency on Aging & Disability/Single Point of Entry	Witt, S	No	11.37	Yes	52	\$74,411				
Community Development Director	Hammonds, C	No	10.88	Yes	52	\$67,573				
Assistant Director Career and Workforce Development	Smith, A	No	12.45	Yes	52	\$62,589				
IT Manager/Director of Operations	Felton, J	No	7.93	Yes	52	\$60,235				
Assistant Director of Finance/Financial Manager AAAD/SPOE	Shaw-Rice, A	No	15.28	Yes	52	\$58,417				
WIA Financial Manager	Kellerman, D	No	1.66	Yes	52	\$57,973				
Planning	Dunn, S	No	5.13	Yes	52	\$55,368				
Operations Manager	Kirby, M	No	12.45	Yes	52	\$55,368				
Special Projects Coordinator	McClure, T	No	1.57	Yes	52	\$55,368				
Assistant Director/Historical Preservation Planner	Archambault, P	No	7.19	Yes	52	\$54,944				
CHOICES Program Manager	Woods, T	No	6.98	Yes	52	\$54,944				
Regional Planner	Andrews, C	No	3.25	Yes	52	\$54,109				
Technical Assistant	Bays, C	No	12.03	Yes	52	\$51,382				
Program Manager - RCP, Health Promotions, Senior Centers, I&A	Pippin, C	No	4.65	Yes	52	\$50,455				
Program Manager	Smith, S	No	9.29	Yes	52	\$48,422				
Conservator for The Public Guardian Program	Levan, J	No	8.94	Yes	52	\$47,775				
QA Manager	Holt, M	No	12.42	Yes	52	\$46,914				
Assistant Director Area Agency on Aging & Disability/Single Point of Entry	Preston, T	No	1.85	Yes	52	\$46,691				
Case Managers	Johnson, D	No	5.88	Yes	52	\$45,653				
Consortium Coordinator	Martin, J	No	8.36	Yes	52	\$44,422				
Regional Planner	Reese, C	No	1.37	Yes	52	\$44,422				
IT Assistant	Burton, II, L	No	5.23	Yes	52	\$44,022				
Payroll & Benefits Coordinator	Ryder, J	No	6.21	Yes	52	\$44,022				
Program Assistant	Stinnett, V	No	7.11	Yes	52	\$42,835				
Case Managers	Shaw, S	No	5.75	Yes	52	\$42,449				
Career Service Coordinators	Gross, S	No	10.27	Yes	52	\$41,304				
Career Service Coordinators	Rudolph, G	No	4.57	Yes	52	\$41,304				
Regional Planner	Clark, J	No	1.34	Yes	52	\$41,304				
GIS Technician	Davis, G	No	1.37	Yes	52	\$40,932				
Regional Planner	Saieed, S	No	5.98	Yes	52	\$40,932				
Athens Lead Career Service Coordinator	Keylon, B	No	5.33	Yes	52	\$40,932				
Program Administrator/Administrative Assistant	Whitmire-Reno, J	No	5.98	Yes	52	\$40,599				
Administrative Assistant/Title VI EO Officer	Hester, D	No	12.36	Yes	52	\$39,828				
Relative Caregiver Coordinator	Wood, E	No	4.61	Yes	52	\$39,412				
Accounting Specialist	Fairchild, C	No	2.77	Yes	52	\$39,412				
Executive Assistant	Robinson, I	No	9.19	Yes	52	\$39,412				
QA & Enrollment Coordinator/I&R Specialist	Ridge, D	No	5.63	Yes	52	\$38,589				
Family Advocates	Rose, J	No	5.53	Yes	52	\$38,589				
Career Service Coordinators	Baldwin, R	No	11.61	Yes	52	\$38,182				
Case Managers/I&R Specialists	Grier, L	No	1.82	Yes	52	\$38,182				
Chattanooga Lead Career Service Coordinator	Slikker, G	No	4.15	Yes	52	\$37,783				
I&R Specialist	Beck, L	No	5.59	Yes	52	\$37,384				

**Attachment D: Schedule of Positions, Salaries & Wages**

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

Title of Position	Last Name, Initial	Part time? Yes/No	Years Employed	Retirement Benefits? Yes/No	Current			Proposed		
					Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
Project Coordinator/Loan Servicing Officer	Kelly, A	No	7.32	Yes	52	\$36,603				
Family Caregiver Support Program Coordinator	McWhorter, C	No	7.11	Yes	52	\$36,603				
SHIP Coordinator	Geter, K	No	10.22	Yes	52	\$36,221				
Quality Assurance Coordinator	Berryhill, A	No	6.57	Yes	52	\$35,838				
Case Managers/I&R Specialists	Fierl, C	No	0.09	No	8	\$35,838				
Youth Program Coordinator	Chapman, J	No	1.89	Yes	52	\$35,835				
Regional Planner	Frixen, M	No	0.43	No	12	\$35,551				
Career Service Coordinators	Adams, C	No	11.94	Yes	52	\$35,464				
Enrollment Coordinator/I&R Specialist	Wyatt, D	No	4.32	Yes	52	\$35,464				
QA Specialists	Hinkles, A	No	5.44	Yes	52	\$35,090				
Regional Planner	Johnson, R	No	2.24	Yes	52	\$35,090				
Program Assistant	Tyson, J	No	3.52	Yes	52	\$35,090				
Career Service Coordinators	Jennings, V	No	12.41	Yes	52	\$34,723				
Information & Referral Specialist	Jarrell, M	No	1.36	Yes	52	\$34,723				
In Home Service Coordinator	Maxwell, A	No	3.56	Yes	52	\$33,998				
OPTIONS Coordinator	Wolfe, M	No	5.56	Yes	52	\$33,998				
Career Service Coordinators	Williamson, S	No	3.36	Yes	52	\$33,998				
Family Advocates	Wingate-Crawford, L	No	1.24	Yes	52	\$33,639				
In Home Service Coordinator	Smith, C	No	1.28	Yes	52	\$33,639				
In Home Service Coordinator	Nolan-Cabe, B	No	1.27	Yes	52	\$33,288				
Career Service Coordinators	Hyde, L	No	1.36	Yes	52	\$32,936				
Career Service Coordinators	Printup, S	No	1.27	Yes	52	\$32,936				
Family Advocates	Jorgensen, T	No	4.52	Yes	52	\$32,592				
Resource Room Coordinator	Riad, K	No	1.44	Yes	52	\$32,592				
Family Advocates	Scoggins-Flaherty, J	No	0.35	No	22	\$32,592				
Nutrition Program Coordinator	Butler, C	No	0.07	No	7	\$32,248				
Career Service Coordinators	Smith, E	No	2.06	Yes	52	\$31,911				
Career Service Coordinators	Derrick, A	No	0.93	Yes	52	\$31,911				
Career Service Coordinators	Mathai, L	No	0.72	Yes	41	\$31,911				
Career Service Coordinators	Montgomery, C	No	0.85	Yes	48	\$31,911				
In Home Service Coordinator	Prasnik, P	No	2.01	Yes	52	\$31,911				
Career Service Coordinators	Shavers, D	No	0.93	Yes	52	\$31,911				
Community Support Liaison	Hall, A	No	3.00	Yes	52	\$30,592				
Career Service Coordinators	Paris, S	No	12.45	Yes	52	\$30,269				
CHOICES Clerk	Jones, A	No	5.69	Yes	52	\$29,637				
Consultant	Cate, J	Yes	5.09	No	46	\$27,450				
Consultant	Stitt, M	Yes	3.61	No	28	\$10,580				
Local Planning Assistance	Sexton, G	Yes	0.94	No	6	\$9,138				

List positions of all staff, in order of responsibility

**Attachment D: Schedule of Positions, Salaries & Wages**

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

Title of Position	Last Name, Initial	Part time? Yes/No	Years Employed	Retirement Benefits? Yes/No	Current			Proposed		
					Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
ED Program Director/SEIDA Director	Johnson, K	No	6.32	Yes	52	\$80,405				
SEIDA Sites & Facilities Coordinator	Watkins, S	No	3.15	Yes	52	\$40,559				
Executive Director	Jones, M	No	13.74	Yes	52	\$10,000				

List positions of all staff, in order of responsibility

**Attachment E:**

**Major Sources  
Of Funding For  
The Past Five  
Years**

Attachment Schedule E:  
 Major Sources of Funding for the past Five Years

	PROGRAM/PROJECT TITLE	NAME OF FUNDING SOURCE	2009	2010	2011	2012	2013	2014
			REC'D FOUR YEARS AGO	REC'D THREE YEARS AGO	REC'D TWO YEARS AGO	REC'D LAST YEAR	CURRENT YEAR	REQUESTED FOR NEXT YR
1	All Program Matching Funds	Local Government Dues	245,207	245,207	245,207	256,833	256,833	256,833
2	General Administration	Appalachia Regional Commission	118,822	127,113	122,186	122,186	122,186	122,186
3	General Administration	State of Tennessee General Appropriation	150,000	150,000	150,000	150,000	150,000	150,000
4	Area Office on Aging	Tennessee Commission on Aging & Disabilities	4,341,738	5,216,549	5,687,020	5,303,319	5,696,924	5,800,000
5	General Administration	Economic Development Administration	53,000	53,000	63,000	63,000	63,000	63,000
6	Data Collection, Housing asst, NSP program	Tennessee Housing Development Agency	350,000	242,000	904,170	889,542	699,560	800,000
7	Historical Planning	Tennessee Historical Commission	49,500	54,450	52,000	52,000	52,000	52,000
8	TDEC-Solid Waste Planning/pass thru grants	Dept of Environment and Conservation	66,000	110,000	95,744	124,744	45,744	45,000
9	Infrastructure Survey	Tn Commission on Intergovernmental Relations	59,630	59,630	59,630	59,630	59,630	59,630
10	Ryan White Consortium & Minority Initiative	Department of Health	979,630	779,800	470,937	499,460	542,300	545,000
11	State Wide Ryan White Prevention Program	Department of Health	145,000	145,000	177,282	155,000	155,000	155,000
12	Workforce Development Project	Department of Labor-Workforce	6,578,238	6,481,776	7,326,406	5,955,313	4,530,577	4,600,000
13	Relative Caregiver Program	Department of Children services	445,000	445,000	361,664	365,006	381,250	385,000
14	Arts Commission	TN Arts Commission	27,205	27,205	27,205	13,270	-	-
15	Tourism Grants	Department of Tourism	31,850	31,850	31,850	31,850	31,850	31,850
16	TDOT	Tennessee Department of Transportation	64,994	64,994	64,994	64,994	64,994	64,994
17	Small & Minority Owned Business	State of TN Treasury Department	354,978	358,538	342,626	299,680	-	-
18	EDA,ARC,County City- Tri state Alliance	Regional Skills Audit	51,667	258,333	-	-	-	-
19	Community Based Job Training Grant	U.S. DOL	30,000	316,221	862,700	462,650	320,756	-
20	Hamilton County Earmark Grant	U.S. DOL	-	294,552	518,983	-	-	-
21	Wacker Project	State of Tennessee Appropriation for Wacker	-	-	13,535,577	63,874,580	22,887,796	-
22	CDBG's and other programs	CDBG Admin fees from local govt.	199,396	233,749	287,690	250,000	315,000	350,000
23	SEIDA and other programs	Various Sources	225,000	225,000	225,000	225,000	225,000	225,000
24	Intermediary Relending Program	USDA	-	-	-	240,000	510,000	-
25	Other Loan funds,Housing Admin, Matching funds, Co-pays, in-kind etc.	Various Sources	1,580,668	1,588,078	907,610	1,722,172	520,600	2,094,507
26	Total Funds		\$ 16,147,523	\$ 17,508,045	\$ 32,519,481	\$ 81,180,229	\$ 37,631,000	\$ 15,800,000

**Attachment F:**

**Budget Format**

**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
<b>REVENUES</b>							
Contributions							
Individuals/Private						-	N/A
Corporate/Organizations/Churches						-	N/A
Fees/Grants from Governmental Agencies							
Federal	12,740,180	14,846,094	12,079,912	10,281,967	11,412,362	1,130,395	9.4%
State	2,374,767	16,443,533	66,980,385	25,993,601	3,105,805	(22,887,796)	-34.2%
County	67,581	67,581	72,293	72,293	72,293	-	0.0%
City of Chattanooga	36,038	36,038	38,535	38,535	38,535	-	0.0%
Other Cities (Please list) -Attached	141,588	141,588	146,005	146,005	146,005	-	0.0%
United Way	-	-	-	-	-	-	-
Foundations (including grants)	-	-	-	-	-	-	N/A
Gross Proceeds Special Events	-	-	-	-	-	-	N/A
Other UWG/Federations	-	-	-	-	-	-	N/A
CFC/Designations Received thru UWGC	-	-	-	-	-	-	N/A
UWGC Program Allocation	-	-	-	-	-	-	N/A
UWGC Special Funding	-	-	-	-	-	-	N/A
Membership Dues	-	-	-	-	-	-	N/A
Program Income	-	-	-	-	-	-	N/A
Governmental Insurance	-	-	-	-	-	-	N/A
Private Insurance	-	-	-	-	-	-	N/A
Contracted Services	-	-	-	-	-	-	N/A
Fee for Services	747,891	984,647	1,786,400	1,025,000	1,025,000	-	0.0%
Other Program Income	-	-	-	-	-	-	N/A
Sales to Public	-	-	-	-	-	-	N/A
Investment Income	-	-	-	-	-	-	N/A
Miscellaneous	1,400,000	-	76,699	73,599	-	(73,599)	-96.0%
Other Revenues (Please list separately any major item)	-	-	-	-	-	-	N/A
Transfers in from other internal budgets	-	-	-	-	-	-	N/A
Income from Previous Year	-	-	-	-	-	-	N/A
<b>TOTAL REVENUES</b>	<b>17,508,045</b>	<b>32,519,481</b>	<b>81,180,229</b>	<b>37,631,000</b>	<b>15,800,000</b>	<b>(21,831,000)</b>	<b>-26.9%</b>
<b>OPERATIONS</b>							
<b>Personnel Expenses</b>							
Salaries	3,716,961	4,221,148	4,285,740	3,827,130	3,957,500	130,370	3.0%
Fringe Benefits	694,980	800,463	826,567	880,240	906,314	26,074	3.2%
Employee Health	-	-	-	-	-	-	N/A
Pension/Retirement	593,155	677,563	708,268	650,612	672,775	22,163	3.1%
Payroll Taxes, etc.	-	-	-	-	-	-	N/A
Other (unemployment, life insurance, etc)	-	-	-	-	-	-	N/A
<b>Total Personnel Expenses</b>	<b>5,005,096</b>	<b>5,699,174</b>	<b>5,820,575</b>	<b>5,357,982</b>	<b>5,536,589</b>	<b>178,607</b>	<b>3.1%</b>
<b>OPERATING EXPENSES</b>							
<b>Administration</b>							
<b>Services</b>							
Professional Fee & Contract service	1,290,532	1,102,562	1,329,216	1,279,032	1,050,000	(229,032)	-17.2%
Utilities	7,487	9,054	10,621	10,900	9,055	(1,845)	-17.4%
Other	23,157	29,390	37,675	39,000	29,400	(9,600)	-25.5%
Rent	59,875	65,995	61,551	60,550	65,995	5,445	8.8%
Travel/Transportation	-	-	-	-	-	-	N/A
Local	21,643	41,052	30,010	30,000	32,000	2,000	6.7%
Out of Town	-	-	-	-	-	-	N/A
Insurance (not employee health)	49,123	47,466	53,333	53,000	53,500	500	0.9%
Materials & Supplies	137,549	111,929	120,156	145,897	135,000	(10,897)	-9.1%
Telephone, Fax, ISP	100,875	86,859	89,153	104,400	98,000	(6,400)	-7.2%
Postage and Shipping	29,270	25,001	29,664	23,350	25,000	1,650	5.6%
Occupancy/Building/Utilities	529,287	544,019	569,019	689,550	650,000	(39,550)	-7.0%
Equipment Rental and Maintenance (including contracts)	455,599	289,736	416,010	277,201	400,000	122,799	29.5%
Outside Printing, Art Work, etc.	90,649	104,302	105,014	98,684	99,500	816	0.8%
Conferences, Conventions, etc.	224,371	226,903	308,403	286,383	270,000	(16,383)	-5.3%
Special Assistance to Individuals	-	-	-	-	-	-	N/A
National Dues/Support Payments	30,255	31,071	40,793	46,100	45,000	(1,100)	-2.7%
Organization Dues (other than above)	-	-	-	-	-	-	N/A
Awards and Grants	-	-	-	-	-	-	N/A
Fund Raising/Self-Support Activities	-	-	-	-	-	-	N/A
Miscellaneous(In-Kind expenses)	426,195	467,215	787,965	30,000	32,000	2,000	0.3%
Equipment Purchases (incl. capital expenses)	1,757,622	-	76,699	73,599	-	(73,599)	-96.0%
Depreciation (Bad debt/Loan loss reserve)	135,512	67,798	43,333	100,000	85,000	(15,000)	-34.6%
Pass thru expenses-Direct program services	7,054,423	22,978,961	70,460,851	28,925,372	7,183,961	(21,741,411)	-30.9%
<b>Operating Expenses Total</b>	<b>12,423,424</b>	<b>26,229,313</b>	<b>74,569,466</b>	<b>32,273,018</b>	<b>10,263,411</b>	<b>(22,009,607)</b>	<b>-29.5%</b>
<b>TOTAL OPERATIONS</b>	<b>17,428,520</b>	<b>31,928,487</b>	<b>80,390,041</b>	<b>37,631,000</b>	<b>15,800,000</b>	<b>(21,831,000)</b>	<b>-27.2%</b>
<b>REVENUE OVER/ (UNDER) OPERATIONS</b>	<b>79,525</b>	<b>590,994</b>	<b>790,188</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>