



Welcome to the City of Chattanooga's Non-Profit Agency Funding Application website. Here you will find the material necessary to request funding from the City. For consideration in the FY 2013 budget, your completed application along with ALL REQUIRED DOCUMENTATION must be returned in PDF format to nonprofitrequest@chattanooga.gov no later than February 3, 2012. Information must be submitted and consistently labeled in the order specified.

Pursuant to T.C.A. A76-54-111, a \$50.00 fee is assessed to cover the cost of processing your application. Submit the fee to:

Randy Burns, Management Analyst
City Council Office
1000 Lindsey Street
Chattanooga, Tennessee 37402

No application will be considered until all the required information, in the proper format, and the application fee are received

ACCEPTANCE OF YOUR APPLICATION DOES NOT GUARANTEE FUNDING. ALL REQUESTS ARE SUBJECT TO ADMINISTRATIVE AND COUNCIL REVIEW AND AVAILABILITY OF FUNDS.

Section I: City Code Requirements

In accordance with City Code 2-326(e), your submission must include:

1. A one-page COVER LETTER specifying:
 - a. The name and address of the non-profit organization;
 - b. The name, address and telephone number of a specific contact person knowledgeable within the non-profit organization relative to any request for fund assistance;
 - c. The agency mission
 - d. The amount of money requested.
2. An EXECUTIVE SUMMARY of no more than two pages, signed by the Chief Executive Officer of the non-profit organization, including but not limited to:
 - a. A description of the specific purpose for which the requested funds will be used to benefit the residents of the City;
 - b. The proposed usage for the financial assistance appropriated by the City of Chattanooga;
 - c. The assurance that the agency will 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 by the organization;
 - d. The assurance that the agency will provide the City of Chattanooga with copies of current annual audits or reviews for each year that it spends funds appropriated to it by the City of Chattanooga;
 - e. Any other information that will assist the City in its review of your funding request.
3. A copy of the applicable agency BUDGET effective at the time any request for assistance from the City of Chattanooga is made [See Attachment F for recommended format];
4. A copy of the CHARTER of the non-profit organization filed with Tennessee Secretary of State;
5. A reference to the specific non-profit exemption applicable to such non-profit organization under the Internal Revenue Code;
6. A copy of the ANNUAL REPORT of the non-profit organization applicable for the year in which assistance is requested, which shall include a copy of the annual audit or review;
7. A list of BOARD OF DIRECTORS, including position, contact information, and no. of years served;
8. Contact info for review of corporate minutes, at Council discretion.

Section II: City Council Questionnaire

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

To our knowledge, no other agency in the metro region shares the Choose Chattanooga mission.

Our unique mission, which focuses on *fostering the relocation of talented individuals and families*, leverages the efforts of our partners involved in more traditional forms of economic development and tourism. Choose Chattanooga fills the gap between the recruitment of industry and the “heads in beds” benefits of tourism to create an even greater return on the public investment.

The Board of Choose Chattanooga is very purposeful about NOT duplicating existing services. We are dedicated to developing new economic opportunities, serving the unmet needs of people interested in living here and supporting efforts that make the Chattanooga area a destination of choice for talented individuals.

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

We serve as a single point of entry for information, resources and connectivity for individuals interested in living in the Chattanooga area.

Choose Chattanooga is the connector between individuals considering a move, local businesses trying to recruit talent and community partners eager for new citizens to help grow and support their local neighborhoods.

Our staff implements communication strategies to help cultivate an on-going relationship with relocation prospects. It is important that the Chattanooga region remains competitive and on the short list of desirable relocation choices for a variety of reasons. Our ultimate goal is to follow the prospect from first inquiry until they are engaged in the community.

Prior to Choose Chattanooga, no attempt was made to capture information or develop a relationship with individual relocation prospects. Since 2010, Choose Chattanooga has developed these inquiries into a Prospect Pipeline.

We understand that relocation is a five-year process. It is very important that we continue to support this particular component of our economic development plan in light of the Chattanooga region’s anticipated growth. Other cities are developing “creative economic development” initiatives to address similar needs and to attract talent to their communities.

3. What is your fiscal year? **January - December**

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

Year	Request	Funding
2007	\$60,000	\$25,000
2008	\$50,000	\$25,000
2009	\$50,000	\$20,000
2010	\$20,000	\$16,900

2011	\$50,000	\$16,900
2012	\$30,000	\$16,900

- Describe your debt and expenses in ratio to revenue.

During the most recent year, the Organization had revenues of approximately \$63,659, and expenses of \$62,924, meaning that expenses were 98.8% of revenues. The organization currently has no long term debt, but has incurred a payable related to wages in the amount of \$12,368, and fees owed to an accounting firm related to tax services in the amount of \$1,690. During July of 2012, the organization entered into an agreement with the Southeast Tennessee Development District which greatly increased the organizations cash position. This will allow the organization to pay off these amounts during the current year.

- List any debt over \$10,000, and when that debt will be satisfied. **See #5**
- What percentage of your budget dedicated to salaries vs. percentage of budget dedicated to client programs or benefits?

As an Organization that focuses on services, the majority of our expenses are related to salaries for the professionals working to carry out our mission statement, approximately 67% during the most recent year.

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

In 2012, Choose Chattanooga negotiated a strategic partnership with the Southeast Tennessee Development District. SETDD, the Chattanooga Chamber and the CVB were ALL instrumental in the creation of this initiative so it was natural that we should interview and select the organization best suited to help grow and develop the capacity of Choose Chattanooga.

Although we work very closely with tourism and economic development, only one organization gave us access to tourism, economic & community development under one roof – SETDD. Data from the 2010 Census provided greater insight into the impact of our efforts on the region making an even stronger case to move our offices to the SE TN Development District. Choose Chattanooga is now housed in the Community Development Department and works directly with SE TN Tourism. We are working now to establish working contracts with other partners as part of our sustainable income strategy.

Some of the benefits of the move to SETDD are: free parking, easy access to administrative services, technology support, full financial department, synergy of a multi-disciplinary staff.

- List travel expenses over the last three years and how the travel benefited your organization. **As the Chattanooga representative of the State Retire TN initiative, we are required to attend at least one Ideal Living Show per year and participate in the Governor's ECD and Tourism conferences. With cuts in funding, we were excused from attending the Governor's Conferences this year. Our travel is associated with economic development, tourism, recruitment and community development.**

Our relationship with SETDD has enabled us to re-build our status with the State of Tennessee ECD and Tourism Departments. Travel is an essential part of our marketing efforts.

2012	\$3,810
2011	\$2,157
2010	\$2,998
2009	\$7,419

10. If membership-based organization: N/A

- a. What is fee structure?
- b. When have you increased membership fees?
- c. What is your plan for growing membership?
- d. What are your membership numbers from the last three years?

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

Our clients pay for the cost of mailed packets which covers the cost of shipping and maps. By giving clients the choice between “free” virtual resources or paying for a packet, we have reduced our costs significantly from \$10,000 a year to less than \$1,000. Virtual resources are also more comprehensive, current and easy to customize to the needs of the individual client.

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

As a support agency created by local government, we would anticipate that some funding for the Choose Chattanooga effort would be factored into the city budget. Those funds may come directly to Choose Chattanooga, as they have in the past, or they may be factored into the budgets of existing agencies that promote tourism, economic and community development.

Our goal is to continue to build a diverse and broad base of stakeholders from both the private and public sector. We are also working to develop a portfolio of earned income strategies that will support the organization’s need for expanded program and outreach capacity. The model for funding for this new effort continues to evolve.

Attachment A: Program Outcome Information

Using the format provided, give the necessary information on separate pages for each program for which you are requesting funding from the City of Chattanooga. Submit a separate page for each program that would be supported by this funding request. Use specific numbers.

Agency Mission:

Promote of the Chattanooga region to foster the relocation of talented individuals and families as a form of economic and community development.

Program Goal: State the goal of this program; the rationale for the goal; and the potential community impact.

Choose Chattanooga's goal is to utilize a variety of methods to promote the relocation of individuals and families to the Chattanooga region.

The rationale for the goal is simple – to take advantage of Chattanooga region's quality of life appeal and to assure that we are prepared to take advantage of significant population growth with a full array of programs and services.

The potential for community impact is far reaching. Many cities around the country are implementing relocation strategies as part of their more creative, non-traditional economic development plans. With 3 million visitors coming through our doors every year, the opportunities to interface with tourists to showcase Chattanooga as one of the most livable mid-sized cities in the country and connect them with the region's rich cultural heritage is immense. With adequate resources, Choose Chattanooga is in the unique position to build on these successes and capture opportunities that would otherwise be overlooked because they do not fit into any other agency's mission.

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

Enhance the website with more content focused information, additional interactive features and expanded links to the community

Convert database to a better system that will enable us to better track, utilize and report on the information we are collecting

Develop and launch "Our Town Ambassadors" training program

Priority Area Addressed: If program has Outcomes which address one of the Priority Areas, indicate both the Priority Area and the Expected Result.

Choose Chattanooga is uniquely positioned to serve the following immediate and anticipated needs for the Chattanooga region:

- **To gauge growth**
- **To build relationships with relocation prospects**
- **To connect and support tourism**
- **To connect and support workforce recruitment**

- To offer new opportunities for neighborhoods and communities to market themselves
- To introduce newcomers to local businesses and civic engagement opportunities

Means of Measurement: Indicate how each objective is measured to determine effectiveness.

- To gauge growth – **Census figures/Och Center Reports**
- To building relationships with relocation prospects – **Measured by our growing communications network which includes e-newsletter subscriptions, social media outlets and feedback from users**
- To connect and support tourism – **Our new partnership with the Southeast TN Tourism Association allows us to work directly with the Cultural Heritage tourist who is a prime candidate for relocation. We will be active in promoting The Civil War 150th and Trail of Tear events in 2013. Mobile apps and a general rack card are also being developed to increase distribution of information on the nine Cultural Heritage trails.**
- To connect and support workforce recruitment – **The Chamber of Commerce and Southeast Tennessee Development District refer leads from individuals to Choose Chattanooga**
- To offer new opportunities for neighborhoods and communities to market themselves – **The new website format will include an information template to make it easy for neighborhoods/communities to attract the attention of relocation prospects and promote their assets**
- To introduce newcomers to local businesses and civic engagement opportunities – **We will be able to measure growth by the increased number of partners and investors in our network and the number of referrals from prospects**

Outcome Results: In quantitative terms, state the results for each Outcome Objective.

Enhance the website with more content focused information, additional interactive features and expanded links to the community: Presently, the Choose Chattanooga website generates 1 million hits a year and approximately 5,000 unique visitors a month.

We project that a website with enhanced features and expanded content would generate up to 10-20% more traffic. Increased traffic and better resources make the website more useful as a one-stop resource.

Convert database to a better system that will enable us to better track, utilize and report on the information we are collecting: We have outgrown our very simple system of data collection. We now need a system that will allow us to track prospects through a series of interactions, query the database for marketing information and grow our ability to customize

marketing based on the interest of the client.

We project a 10-20% increase in our social media and subscription rates with better database management and communication tools.

Develop and launch “Our Town Ambassadors” training program

Choose Chattanooga needs a robust and diverse pool of trained volunteers to share their unique perspective on life in the Chattanooga.

With an organized program, Chattanooga would be eligible to participate in the Global Greeter Network and to take advantage of other opportunities that would attract positive attention to the entire region.

Comparative Information: Using local, regional, national data and/or similar type programs, indicate how the program compares relative to effectiveness.

Five examples of programs that we have researched and use as “Best Practices” models are:

Live Baltimore – focuses on city living and real estate

<http://www.livebaltimore.com/>

Live Cleveland – focuses on neighborhoods with each area represented by a CDC (visit with the Executive Director scheduled for January 2013)

<http://www.livecleveland.org/>

Big Apple Greeters – Enhances New York City’s worldwide image and enriches the New York experience by connecting visitors with knowledgeable and enthusiastic volunteers (Visited in 2011)

<http://www.bigapplegreeter.org/>

Global Greeter Network – Is an informal association of greeters around the world. This program grew out of Big Apple Greeters (Visited start up program in Berlin, Germany 2012)

<http://www.globalgreeternetwork.info/>

Move to Kingsport – is a peer program of Choose Chattanooga. Their tracking systems and livability work is being recognized across the country

<http://www.movetokingsport.com/>

Each of these programs have a different structure and formula for funding. We aspire to replicate their wide community support and some of these program elements for the Chattanooga region:

- Comprehensive introduction to living options
- Wide representation of neighborhoods all across the area
- Enhanced visitor experience by connecting them with knowledgeable and enthusiastic members of the community.

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	24.60%	49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)	No funding 2011, office space	
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)	75.40%	Private Funding
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga		0.00%
Unincorporated Hamilton County		0.00%
Hamilton County Government's (General funds)		
Collegedale		0.00%
East Ridge		0.00%
Lakesite		0.00%
Lookout Mountain		0.00%
Red Bank		0.00%
Ridgeside		0.00%
Signal Mountain		0.00%
Soddy-Daisy		0.00%
Walden		0.00%
Other (Outside Hamilton County)		
	Above percentages should total 100%	

*Population numbers are from 2010 U.S. Census

Since we are not a Social Service agency, we do not track services rendered to the individual municipalities. The Ochs Center 2010 State of the Region Report states that 42% of the Baby Boomers that located in the Chattanooga Metro area from 2006-2010 moved to Hamilton County. Half of that number, moved into the City of Chattanooga.

Attachment C: Program Beneficiary Statistics

Choose Chattanooga N/A

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			

Attachment F: Budget Format

CITY OF CHATTANOOGA

Fiscal Year 2014 Agency Funding Financial Form

Account Category	Actual FY2010	Actual FY2011	Actual FY2012	Budget FY2013/2014	Incr (Decr) Request vs. FY13 Bud	% Change Request vs FY13 Bud
REVENUES						
Contributions						
Individuals/Private					-	N/A
Corporate/Organizations/Churches			16,268		(16,268)	N/A
Fees/Grants from Governmental Agencies						
Federal						N/A
State						N/A
Hamilton County				30,000	30,000	100.0%
City of Chattanooga			8,450	30,000	21,550	71.8%
Other Cities (Please list)-CARCOG			18,143	18,143	(0)	0.0%
United Way						
Foundations (including grants)			20,063	25,375	5,312	20.9%
Gross Proceeds Special Events			3,664	5,073	1,409	27.8%
Other UWs/Federations					-	N/A
Other Program Income				19,484	19,484	100.0%
Sales to Public					-	N/A
Investment Income					-	N/A
Miscellaneous	74,800	77,464	2,121	23,425	21,304	90.9%
Other Revenues (Please list separately any major item)					-	N/A
Transfers in from other internal budgets					-	N/A
Income from Previous Year					-	N/A
TOTAL REVENUES	74,800	77,464	68,709	151,500	\$ 82,791.01	54.6%
OPERATIONS						
Personnel Expenses						
Salaries	48,415	39,389	40,851	45,000	4,149	9.2%
Fringe Benefits		5,573			-	N/A
Employee Health			3,070	5,501	2,431	44.2%
Pension/Retirement		3,001			-	N/A
Payroll Taxes, etc.			2,781	3,443	662	19.2%
Other (unemployment, life insurance, etc)					-	
Total Personnel Expenses	48,415	47,963	46,702	53,944	7,242	13.4%
OPERATING EXPENSES						
Administration						
Services						
Professional Fee & Contract service	26,066	10,788	7,035	19,250	12,215	63.5%
Utilities					-	N/A
Other					-	
Rent	1,909	1,410			-	
Travel/Transportation	23,314	21,368	3,810	23,250	19,440	83.6%
Local			-		-	
Out of Town					-	
Insurance (not employee health)				500	500	100.0%
Materials & Supplies	1,039	2,789	1,514	2,200	686	31.2%
Telephone, Fax, ISP			1,580	1,752	172	9.8%
Postage and Shipping			351	2,185	1,834	83.9%
Occupancy/Building/Utilities			2,846	5,692	2,846	50.0%
Equipment Rental and Maintenance (including contracts)					-	N/A
Outside Printing, Art Work, etc.			350	2,984	2,634	88.3%
Conferences, Conventions, etc.	-	-			-	N/A
Special Assistance to Individuals					-	N/A
National Dues/Support Payments			3,679	3,680	1	0.0%
Organization Dues (other than above)				750	750	100.0%
Awards and Grants				2,000	2,000	100.0%
Fund Raising/Self-Support Activities				4,250	4,250	100.0%
Miscellaneous			1,636	2,868	1,232	43.0%
Outside Marketing & Outreach				26,196	26,196	100.0%
Depreciation					-	N/A
Other Expenses (Please list separately any major item)					-	N/A
Operating Expenses Total	52,328	36,355	22,801	97,557	74,756	76.6%
TOTAL OPERATIONS	100,743	84,318	69,503	151,500	81,997	54.1%
REVENUE OVER/ (UNDER) OPERATIONS	(25,943)	(6,854)	(794)	-	794	N/A