

Smarter Students & Stronger Families

Through the reorganization and transformation of City Hall, the Berke Administration has placed a new emphasis on ensuring Chattanooga's youth have an opportunity to succeed. The City must play a role in supporting students through both strong partnerships with the schools and the provision of direct services. However, investing in our Chattanooga's youth and families pays the largest dividend when embraced by everyone – government, churches, families, and schools.

Supporting the development of Chattanooga's youth starts long before they walk into a Youth & Family Development Center. Building a strong foundation through prenatal care and early learning is critical to the later success of children in school and beyond. Community efforts should be undertaken to provide pregnant mothers and young fathers with the critical knowledge they need to be successful parents.

The success of children in school largely depends on their families and communities. The City must help kids in a sustained way, starting as early in their lives as possible to create a critical mass of supportive adults who understand what it takes to help children succeed. Through community partnerships that leverage our strengths and assets, there must be a pipeline of services for kids and families – including academic support, recreation opportunities, and parental resources. As neighborhood anchors, the City's Youth and Family Development Centers should play a role in maintaining strong community partnerships that proactively disseminate information to residents.

Total funded: \$24,295,904.00

Total requested: \$32,944,516.00

Total number of offers funded: 21

The following are Funded Offers for the Smarter Students & Stronger Families Result Area:



City of Chattanooga

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OFFER SUMMARY

Offer Name:	Arts Education Initiatives
Lead Agency:	ArtsBuild
Collaborating City Department(s):	Youth and Family Development
Contact Name:	Rodney Van Valkenburg Smarter Students, Stronger Families
Primary Results Area:	Families
Offer Cost (Funding Request):	\$59,500

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Imagine! Initiative

The long-range goal of the *Imagine!* Initiative is to enable all local public elementary students (grades K-5) to experience a series of exhibits, concerts and performances presented by leading Chattanooga arts organizations. These experiences are strategically organized to increase exposure to the arts and to enhance student learning. ArtsBuild pays for the students' tickets, transportation, and provides support materials to maximize the presentation's curriculum connections.

Students are engaged in the study of the "creative process" throughout the *Imagine!* Initiative. The creative process builds students' communication, problem-solving, and teamwork skills needed to succeed in a 21st century workplace. Through professionally-developed educational materials and professional development, classroom teachers guide students through the creative process, which is aligned with the Common Core curriculum and higher-order thinking capacities needed to advance students on standardized tests.

Schools are not mandated to attend the *Imagine!* performances; however, EVERY elementary school within



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Chattanooga city limits VOLUNTARILY participated in the *Imagine!* Initiative in the 2013-2014 school year. This year, three *Imagine!* presentations were offered: second grade students attended Chattanooga Ballet's *The Nutcracker*, third graders attended the Chattanooga Symphony and Opera's Young People's Concert and fourth graders attended the Southern Lit Alliance's professional theatre presentation of *The Adventures of Tom Sawyer*. All presentations were held at the Tivoli Theatre.

ArtsBuild would like to add a first grade *Imagine!* presentation for the 2014-2015 school year. First grade students would attend the Chattanooga Theatre Centre's internationally-acclaimed Youth Theatre production which will focus on bringing age-appropriate literature to life on stage. By offering experiences to first through fourth grades, ArtsBuild would serve approximately 6,600 students living within Chattanooga city limits.

Adding first grade would enable ArtsBuild to achieve its goal of developing a new, through-line curriculum for the *Imagine!* Initiative with the theme of "exploring the creative process." Consecutive years of arts experiences will deepen curriculum understanding through the creative process which is aligned within the approaches of Common Core Curriculum. The creative process includes: reflecting, assessing, creating and revising work; all of these areas are embedded within Common Core. Studies have shown that:

- Students who receive arts-integrated instruction have higher attendance than those who do not.
- Arts education develops students' critical thinking skills—including skills for comparing, hypothesizing, critiquing, and exploring multiple and alternative viewpoints.

Statement of Need

This initiative began in 2009 as a result of a survey of arts experiences in our public elementary schools. We found that 20% of all local public elementary school students had no exposure to the arts during elementary school outside of a 40 minute music class once a week. Fifty-two percent of all elementary students had no more than three arts experiences during their entire elementary school career. We found that the amount of arts experiences varied widely from school to school.

This discrepancy was of great concern to ArtsBuild. Recent research and books such as the *Rise of the Creative Class* by Richard Florida and Daniel Pink's *A Whole New Mind* show that success in the 21st century workplace, depends on developing a creative community. The arts must to be part of every child's education to develop a workforce that can work as a team, communicate well, and process and synthesize information in a coherent manner.

ArtsBuild's *Imagine!* Initiative is taking a strong stand with our belief that exposure to the arts should be by design and should be for every elementary school student in our community.

ArtsBuild's guiding philosophy was confirmed by a study published in September 2013 about the lasting impact of arts field trips on students attending activities at the Walton Performing Arts Center and Crystal Bridge Art Museum in Fayetteville, Arkansas (*EducationNext*, Winter 2014). Researchers Jay P. Greene, Daniel H. Bowen and Brian Kisida surveyed more than 2,000 students and were able to establish a random control group for the study. Their research found that students that attended arts field trips read more, were more curious about the arts, and were more tolerant and empathetic individuals.

Local Kennedy Center Workshops

For the past 12 years ArtsBuild has partnered with HCDE and the John F. Kennedy Center's *Partners in Education* program to host a workshop series, specifically designed for K-12 teachers, which focuses on how



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to integrate the arts with literacy instruction. The series consists of two, two-day workshops, a one-day follow-up workshop, a teacher in-service day, and a workshop for principals. ArtsBuild would like to add workshops for other types of educators such as community center employees, after-school educators, and local teaching artists.

We anticipate 50 community educators and teaching artists would participate in the new workshops. The workshops will take place in October and November 2014. Matching funds are also provided through a grant from the Tennessee Arts Commission. The current teacher workshops consist of arts integration instruction strategies, demonstration classes with students, coaching participants in the implementation of activities, and lesson plan facilitation. Participants include grade-level teams from our local public schools.

Workshop participants gain a better understanding of the impact high-quality art experiences have on students. Workshop leaders explicitly identify theatre, visual arts, and language arts curriculum standards while focusing on instruction techniques needed for arts integration to occur. The leaders also connect activities to core curriculum.

Statement of Need

With the emphasis on Common Core Curriculum Standards in Tennessee schools, learning in, about and through the arts has been recognized as a significant way to help students achieve high results. Common Core stresses the need for students to look more deeply into curriculum subjects. Students must develop higher-order thinking skills, cooperative behavior and the ability to analyze visual texts to succeed; arts education develops these skills. The Common Core initiative emphasizes effective instructional strategies; however, many teachers are not prepared to teach the way Common Core requires. ArtsBuild Teacher Workshops will continue to assist teachers in implementing teaching strategies aligned with the goals of Common Core Curriculum Standards.

ArtsBuild's objective is for at least 85% of the participating teachers to be comfortable leading classroom activities learned during the workshops. We provide all of the supplies and materials teachers need to begin implementation in their classrooms. While this outcome projects a high percentage success rate, it is consistent with past participant evaluation surveys.

By implementing the activities in the workshops, students are better able to succeed in a cooperative learning environment and are able to increase literacy comprehension through deeper comparative analysis, inference, and awareness of detail. As required by Common Core Curriculum Standards, students are able to communicate knowledge and understandings of curriculum through different means such as drama and visual art. Teachers are able to differentiate their teaching strategies and assess student learning through multiple art forms.

Any funding requested from HCDE or Hamilton County General Government?

ArtsBuild does not request funding from Hamilton County Department of Education. However, HCDE provides in-kind support for use of Barger Academy for the local Kennedy Center Workshops as well as administrative and staff time at Barger Academy and the HCDE Central Office. The approximate value of the in-kind support is \$7,250 per year. Our programs would not be possible without HCDE's in-kind support.

While Hamilton County general Government does not currently support any nonprofit programs, individual



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Commissioners have provided support from their discretionary funds. In 2013, Commissioner Larry Henry committed \$10,000 and Commissioner Marty Haynes, \$2,500 to support our education programs. Commissioner Tim Boyd committed \$20,000 in 2012 and 2013 for our Community Cultural Connections grants program.

What percentage of students served are City residents?

Of the projected 12,800 HCDE students in grades 1-4 who attend *Imagine!* presentations, approximately 52% (or 6,600) attend schools within the Chattanooga city limits.

Of the 114 teachers who attended the local Kennedy Center workshops in 2013, 54% (or 61) of the participants teach in schools within the Chattanooga city limits.

Do workshops improve TVASS scores for participants?

While we do not measure a causal relationship between the workshops and TVASS scores, the workshop strategies presented are embedded with recognized best instructional practice. ArtsBuild believes that supporting and building effective teacher instructional practice will have a positive result on test scores.

These best practices are shared, modelled with students, and participants are given time to practice and identify placement within their classrooms. We measure teacher's comfort in leading the activities in their classroom. In 2013, 88% of participants reported that they were very confident or confident implementing the workshop activities in their classrooms.

The workshop leaders align their sessions with six learning principles: learning is actively built, experiential, reflective, evolving, collaborative, and embraces problem solving. The instruction strategies shared are consistent with recognized educational approaches such as Piaget's Constructivist Theories, Bloom's Taxonomy and Gardner's Multiple Intelligences. The instructional strategies learned are researched-based, reach diverse learners, and address 21st century workplace needs.

Are program surveys used to measure?

Teacher surveys are used to measure the impact of both the local Kennedy Center workshops and the *Imagine!* Initiative.

This year's teacher workshop evaluations demonstrated that 97% of participants rated the workshops as excellent. The value of the workshops is represented in the teachers' comments:

- "I have been teaching since 2004 and these workshops are the BEST, MOST APPLICABLE sessions I have EVER been to."
- "Needs to be system wide –everyone involved!"
- "This is a must for educators interested in managing classroom behaviors productively and effectively and for building dynamic and free-thinking learners."
- "I have attended many workshops on inquiry-based learning, and this is the most accessible. Everyone who teaches common core and is responsible for teaching visual literacy should attend this workshop!" "I can really see this changing how I teach!"

Imagine! teacher surveys demonstrated that 96% were very satisfied with the events. Fifty percent of the 2nd grade student attendees had never been to the Tivoli. Ninety-one percent of the teachers led at least two pre-or post-activities that supported the grade-level curriculum.



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Teacher comments for the *Imagine!* Initiative included:

- “I am very honored that ArtsBuild provides such a powerful performance for Hamilton County second graders to attend. Otherwise, they probably would never get to witness a first-class ballet in such a beautiful theater.”
- “This is an amazing chance for teachers to integrate fine arts into the literacy curriculum. I wish we had more opportunities like this, and I sincerely appreciate ArtsBuild for creating the Imagine Initiative. I hope the program continues; it is one of the highlights of the year for second graders.”
- "This is one of the most worthwhile programs ArtsBuild provides for Hamilton County school children." "I know the "Language Arts" time we spent learning the history of ballet and some of the elements of ballet benefitted my children as much as the work we did with the story. It was time well spent."
- *“I'd like to take this as an opportunity to say thank you VERY MUCH for financing this field trip for us. As a 90% free lunch school, we don't have many opportunities for field trips during the year. So, this was a wonderful, fascinating trip for my kids here at Rivermont.”*

Identify Which Desired Outcomes This Offer Impacts:

1. Increase reading proficiency for children and adults
2. More kids graduating high school, college, and career ready
3. Fewer kids dropping out of school

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Arts Education Initiatives	\$0 (salaries covered by endowment)	\$112,000	\$59,500	1

Capital Budget Impact? **Yes** **No** **\$Amount**

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
Tennessee Arts Commission	\$10,000
Unum	\$25,000
ArtsBuild Operating	\$17,500

PERFORMANCE DATA

Measurement 1:

Elementary school students will have systematic exposure to quality arts and culture experiences provided by area arts organizations and will utilize our City’s cultural resources.

- Continue the current 100% level of participation from all HCDE elementary schools within the



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Chattanooga city limits in the *Imagine!* Initiative.

Measurement 2:

The *Imagine!* Initiative will enhance student learning by connecting to the Common Core curriculum.

- 90% of the teachers will lead at least three pre-and/or post-curriculum activities connected to the *Imagine!* Initiative.
- 90% of the teachers agree that the *Imagine!* Initiative or Kennedy Center Workshops were valuable and enhanced the curriculum or their instructional strategies.

Measurement 3:

Teachers will understand and implement arts integration instructional strategies through participation in local Kennedy Center workshops.

- 85% of teachers participating in the Kennedy Center workshops state that they are comfortable to lead the activities learned during the workshops in their classroom.
- 80% of the participants, surveyed three months after the workshop, indicated that they have implemented activities in their classrooms.

Return on Investment:

How do citizens benefit?

ArtsBuild's education programs help to develop a creative, innovative workforce. Arts education in schools and in the community engage young people and make our community attractive to those interested in moving to Chattanooga as a dynamic place to live, learn, work and play.

Does this activity leverage other financial resources?

ArtsBuild has been a past recipient of state and national grants for our arts education efforts. There is a new, significant grant opportunity for arts education through the National Endowment for the Arts. Our partnership with the City, particularly as Chattanooga's officially designated local arts agency, will greatly assist us as we approach the NEA and other national sources for funding.

How does this activity decrease costs over time for the City?

Young people who are engaged in the arts are more likely to stay in school and are less likely to commit crimes. The more youth are engaged in positive activities, overall expenses for the City will decrease.

How can this program become sustainable without City funding?

The arts education programs are not designed to generate any earned income through ticket sales or fees. ArtsBuild is a fundraising organization in addition to providing programs benefitting our community. We believe that the City's support will assist us with fully implementing our education programs, and this will greatly enhance our efforts to increase additional financial support for these programs.



CITY OF CHATTANOOGA

FY 2015 Agency Funding Financial Form

ATTACHMENT F				Does not include Endowment Earnings, Gifts-in-Kind		Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
	Actual FY 2011	Actual FY 2012	Actual FY 2013	CASH Budget FY 2014	Project CASH FY 2015		
REVENUES:							
Contributions							
Individuals/Private	\$ 601,178	\$ 657,251	\$ 544,131	\$ 632,000	\$ 632,000	\$ -	0.0%
Corporate/Organizations	\$ 293,955	\$ 225,866	\$ 294,887	\$ 228,000	\$ 228,000	\$ -	0.0%
Fees/Grants from Governmental Agencies							
Federal - N.E.A.	\$ 40,000	\$ 250,000					
State- Tennessee Arts Commission	\$ 187,435	\$ 88,910	\$ 90,935	\$ 93,035	\$ 98,065	\$ 5,030	5.4%
Hamilton County Government	\$ 150,000	\$ 0	\$ 80				
County Districts		\$ 2,500	\$ 552,500	\$ 30,000	\$ 30,000	\$ -	
City of Chattanooga	\$ 201,200	\$ 176,472	\$ 226,472	\$ 275,000	\$ 359,500	\$ 84,500	30.7%
Public Art Chattanooga			\$ 4,000				
Foundations (including grants)	\$ 235,850	\$ 480,750	\$ 231,750	\$ 307,250	\$ 298,500	\$ (8,750)	-2.8%
Holmberg Institute Tuition	\$ 6,200			\$ 9,000	\$ 9,000	\$ -	0.0%
Hamilton County Fair Income	\$ 104,657	\$ 137,600	\$ 125,264	\$ 135,000	\$ 135,000	\$ -	0.0%
Endowment to Operating & Cultural Partners	\$ 834,540	\$ 782,840	\$ 632,409	\$ 665,895	\$ 641,870	\$ (24,025)	-3.6%
Other Revenues	\$ 110,850	\$ 31,178	\$ 43,155	\$ 57,000	\$ 50,000	\$ (7,000)	-12.3%
TOTAL REVENUES	\$ 2,765,865	\$ 2,833,367	\$ 2,245,503	\$ 2,432,180	\$ 2,481,935	\$ 49,755	2.0%
OPERATIONS EXPENSE:							
Personnel Expenses							
Salaries	\$ 325,165	\$ 329,496	\$ 321,324	\$ 339,792	\$ 339,792	\$ -	0.0%
Pavroll Taxes, etc.	\$ 25,755	\$ 25,824	\$ 25,283	\$ 26,804	\$ 26,804	\$ -	0.0%
Pension/Retirement	\$ 19,423	\$ 20,466	\$ 16,146	\$ 18,288	\$ 18,288	\$ -	0.0%
Employee Health, Life and Dental benefits	\$ 24,141	\$ 26,969	\$ 35,578	\$ 41,609	\$ 44,940	\$ 3,331	8.0%
Total Personnel Expenses	\$ 370,343	\$ 375,785	\$ 398,332	\$ 426,493	\$ 429,824	\$ 3,331	0.8%
Fund-Raising-Development Expenses							
Total Fund-Raising-Development Expenses	\$ 52,135	\$ 54,990	\$ 96,490	\$ 75,000	\$ 75,000	\$ -	0.0%
Administration							
Board/Committee Events	2,546.04	1,657.37	1,990	\$ 2,000	\$ 2,000	\$ -	0.0%
Conferences/Training	1,689.80	311.25	3,165	\$ 3,200	\$ 3,200	\$ -	0.0%
Dues, Subscr. Fees, Pubs.	3,725.00	2,870.25	4,229	\$ 4,000	\$ 4,000	\$ -	0.0%
Audit /Professional Fees	14,095.26	13,167.18	13,906	\$ 19,400	\$ 19,400	\$ -	0.0%
Insurance	5,529.20	5,436.60	5,267	\$ 5,640	\$ 10,000	\$ 4,360	77.3%
Maintenance & Repairs	8,076.46	6,672.69	6,223	\$ 6,600	\$ 8,200	\$ 1,600	24.2%
Maintenance-Computer	4,942	2,146.05	3,131	\$ 2,500	\$ 2,800	\$ 300	12.0%
Copier/Printer Expense	added 2013 --	added 2013 --	2,340	\$ 2,600	\$ 2,600	\$ -	0.0%
Building Security	761.13	803.01	850	\$ 900	\$ 3,500	\$ 2,600	288.9%
Utilities-Electric and Gas	5,170.27	4,890.81	4,173	\$ 4,500	\$ 7,000	\$ 2,500	55.6%
Office/Data Supplies/Printing	7,144.38	5,111.71	9,418	\$ 7,500	\$ 8,500	\$ 1,000	13.3%
Postage	927.46	641.83	269	\$ 1,800	\$ 2,000	\$ 200	11.1%
Rent- Office	35,997.43	36,950.70	35,133	\$ 36,300	\$ (36,300)	\$ -	-100.0%
Other Rent/Leases	added 2013 --	added 2013 --	3,965	\$ 4,696	\$ 4,750	\$ 54	1.1%
Telephone/ISD/Communications	5,863.33	3,735.50	3,465	\$ 3,950	\$ 5,600	\$ 1,650	41.8%
Local Travel/Entertainment	2,467.54	1,378.61	2,080	\$ 2,300	\$ 2,300	\$ -	0.0%
Board Discretionary Fund		9,405.00					
Supplies-Kitchen and Bathroom	468.17	824.40	981	\$ 1,000	\$ 1,000	\$ -	0.0%
Wbrshp / Miscellaneous	4,412.61	740.35	1,090	\$ 1,090	\$ 2,550	\$ (50)	-2.0%
New Location:							
Net Occupancy - Dover Building E, 11th Street					\$ 38,693		
Total Administrative Expenses	\$ 103,216	\$ 96,468.31	\$ 101,685	\$ 111,436	\$ 128,043	\$ 16,607	14.9%
PROGRAMS AND PROJECTS:							
Cultural Partner Allocations	\$ 1,457,768	\$ 1,020,438	\$ 970,896	\$ 875,000	\$ 846,000		
Cultural Partner Share of Endowment Draw for Operating	\$ 239,541	\$ 224,450	\$ 221,383	\$ 235,998	\$ 249,587		
Art Education	\$ 175,495	\$ 84,402	\$ 79,302	\$ 78,000	\$ 139,500		
Project Grants- Includes HC Fair	\$ 134,224	\$ 227,262	\$ 185,851	\$ 160,503	\$ 215,000	\$ 54,497	34.0%
Other Designated Grants:							
SPARK			\$ 108,768				
Main Terrain		\$ 232,350	\$ 244,710				
Dover Building Facade			\$ 80,000				
ARTSPACE			\$ 63,750				
MARKETING CHATTANOOGA/ARTS COMMUNITY			\$ 62,500				
TECHNICAL ASSISTANCE TO PARTNERS			\$ 35,000				
COMMUNITY CULTURAL CONNECTIONS			\$ 67,500				
POPS ON THE RIVER			\$ 70,000				
SPECTAL INITIATIVES				\$ 275,000			
CULTURAL PLAN	\$ 67,527						
CAPACITY BUILDING- WOLFBROWN	\$ 50,217						
Other	\$ 128,074	\$ 26,970	\$ 76,920	\$ 31,000	\$ 124,000		
Total Program, Project & Designated Grants	\$ 2,252,846	\$ 1,815,872	\$ 1,887,831	\$ 1,759,251	\$ 1,849,087		
Other Expenses: Depreciation, GIK, etc	\$ 46,563	\$ 26,086	\$ 56,212	\$ 60,000			
TOTAL EXPENSE: TOTAL OPERATION	\$ 2,825,103	\$ 2,369,202	\$ 2,540,549	\$ 2,432,180	\$ 2,481,954		
REVENUE OVER/ (UNDER) OPERATIONS	\$ (59,238)	\$ 464,165	\$ (295,046)	\$ -	\$ (19)	\$ -	N/A

Notes: Total Fiscal Year Endowment Earnings \$2,236,232.00 (\$69,169) \$1,539,149



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FY15 Offers

OFFER SUMMARY

Offer Name:	Baby College	Department	
Offer Number:	7	Offer Rank:	2
Lead			
Department:	Youth & Family Development	Collaboration:	Y <input type="checkbox"/> N <input checked="" type="checkbox"/>
Administrator:	Lurone Jennings, Sr.		
Offer Cost:	\$580,725	Primary Results Area:	Smarter Students, Stronger Families

RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

The Department of Youth & Family Development has five important areas of focus that impact the daily lives of families and students the most: education, career development, leadership training, social services, and recreation. While the City's Youth & Family Development Centers have been charged with providing opportunities for learning as well as recreation, and have incorporated literacy programs using the Lexia internet based curriculum software into their facilities, a great need still exists for learning opportunities for young families to build a strong foundation for the future.

Research has shown that children from low-income families had a cumulative vocabulary by age 3 that was less than half the vocabulary of a same-age child from families of middle and higher income. Research has also shown that children's brains grow more in the first three years of life than at any other time. Thus, it is imperative that language and vocabulary are addressed as early as possible in a child's development and this should begin with inception.

Youth & Family Development will implement the Baby College program for young parents in acceptable YFD Community Centers and other facilities where community centers are not available.



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The Baby College curriculum will aid parents and parents-to-be or caregivers in ensuring that parents expecting or raising a child between the ages of 0 and 3 will have the information and support necessary to bring up happy and healthy children who enter school ready to learn. Parents will increase the frequency with which they read to their children, connect with community resources such as health services and Head Start, and improve their understanding of their role as parents. The goal of the Baby College program will be not only to share information and resources with the participants but to change the participants' view of themselves as both parents and teachers, encouraging them to accept the idea that their child's education and intellectual development begin at inception and that they, as parents, have a crucial role to play in that development. The curriculum will be designed to foster discussion between participants and will focus on sharing information in the context of fostering positive parent-child relationships. Curriculum will included: Brain Development; Health Care; Safety; Discipline; Education; Career Development

Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:

1. More pregnant women accessing prenatal care
2. More parental involvement
3. Increase reading proficiency for children and adults

BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Youth & Family Development	380,725.00	200,000.00	\$580,725.00	100%	3
				0%	
Total	\$ 380,725.00	\$ 200,000.00	\$580,725.00	100%	3

**Amounts MUST agree with collaborating Department totals for this offer*

Capital Budget Impact? **Yes** x **No** **\$Amount**

**Please prepare and attach Capital Budget Request Form*

Financial Offsets: (Please list any Revenue e.g. golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount

PERFORMANCE DATA

Measurement 1: Increase Graduation Rate

FY2012	FY2013	FY2014	FY2015 Target
n/a	n/a	n/a	100%



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Measurement 2: Weekly Attendance

FY2012	FY2013	FY2014	FY2015 Target
n/a	n/a	n/a	100%

Measurement 3: Reading Improvement for parents through Lexia

FY2012	FY2013	FY2014	FY2015 Target
n/a	n/a	n/a	100%

Return on Investment:

How do citizens benefit?

Citizens will benefit from this program through the resulting number of children who enter school ready to learn. The strengthened families that will result from participation in the Baby College program will translate to healthier, happier children, smarter students, higher achievement, reduced crime, and ultimately a reduced burden on taxpayers due to a reduced reliance on government support and a reduction in incarceration.

Does this activity leverage other financial resources? no

How does this decrease costs over time? Costs are reduced through parents being educated and informed of the developmental process of their child which increases the academic performance of their children which will increase high school graduation numbers; reduce the number of dropouts which in turn reduces delinquency and crime. We are developing well educated citizens that become a viable part of our community and workforce.



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OFFER SUMMARY

Offer Name:	Preserving African American Culture/Bessie Smith Cultural Center
Lead Agency:	
Collaborating City Department(s):	Department of Youth & Family Development/Office of Multi-Cultural Affairs
Contact Name:	Rose M. Martin, President, Bessie Smith Cultural Center
Primary Results Area:	Smarter Students
Offer Cost (Funding Request):	\$85,000

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

The Bessie Smith Cultural Center (BSCC) aims to positively impact the priority of SMARTER STUDENTS & STRONGER FAMILIES while expanding cultural awareness by providing critical learning and enrichment opportunities including exhibitions, programs and events that explore the diverse contributions, history and culture of African Americans to students, families, residents and visitors in Chattanooga. The BSCC will push boundaries outside of the center to support this effort through launching "The Bessie Academy" (BA), a new innovative program designed to meet community priorities for youth and families. The BA will consist of four cultural and cross-curricular activities through partnerships with the Chattanooga Parks & Recreation Centers, OMA, The University of Tennessee at Chattanooga and other partners. The programs are designed to engage and deepen participant's connection with the arts, history and culture as an education resource and mechanism to generate enthusiasm for learning.



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The programs and activities will be provided onsite and externally utilizing the following:

- Educators, professional artists, BSCC staff and targeted volunteers
- Internal and external cultural services in conjunction with organizations, schools and visitors
- Utilize Youth and Family Development Centers as neighborhood hubs for provision of services
- High quality rotating exhibitions, academies, research resource, lectures, films, workshops, performances, etc.

Founded in 1983, the Bessie Smith Cultural Center, recognized as a regional cultural institution, recently celebrated its 30th Anniversary in February 2014. The mission is to become the premier center for promoting cultural, educational and artistic excellence, fostering research of African American heritage; and providing a venue that allows the community to celebrate through education, arts, and entertainment. The organization is well recognized as demographically representative of African Americans and other people of color in Chattanooga, TN. According to 2012 U. S. census data, the Black or African American population in Chattanooga, TN was 35% compared to 16.7% in the State of Tennessee; The Hispanic or Latino population in Chattanooga was 5.5% and 4.6% in the state.

The BSCC has considered the above data and incorporated social, environmental and economic considerations in programmatic offerings with an aim of improving efficiency and delivery of programs while utilizing creativity to enrich, educate and entertain. The BSCC will continue to serve a diverse rainbow coalition of students and constituents through its programs. As the only organization in Chattanooga with the primary mission of preserving African American culture, the BSCC is uniquely positioned to address the critical need in our community. According to U.S. census data, provided by Parks and Recreation, 80% of participants are African American, 13% are Caucasian, and 2% other.

The Bessie Smith Cultural Center is ready to provide the following important services:

- Provide culturally relevant education lessons and activities for African American students
- Present and utilize African American culture as a culturally significant and respected resource to improve student's self-esteem and lesson the negative self image
- Offer cultural specific programs that engage participation of parents and youth

According to the School of Education at John Hopkins University, culturally relevant education lessons and activities for African American students are essential to improving school performance and graduation rates. Research indicates students and communities whose culture is respected are empowered to learn because the negative self-image that accompanies the rejection of their experience is eliminated. Lee, Lomotey, and Shujaa (1993) also point out that education for African Americans in an environment which denigrates their culture is self-defeating. The organization is also placing an emphasis on an underserved demographic of African American and low performing youth due to the identified barriers and need within our city.

Various socio-economic factors contribute to the educational disparity in Chattanooga.



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According to 2012 U.S. Census data, 23.5% of Chattanooga residents were below the poverty rate; 16.5% of households with children 18 years or less had no husband present; 5.9% of the population 25 years and over have less than a 9th grade education and 11% of the population attend school, 9th through 12th grade but have no diploma. Additionally, there was a large demographic of grandparents responsible for raising their grandchildren.

The majority of the under-performing students attend Title 1 Schools that are majority African American or people of color. The BSCC will provide cultural activities and programs that utilize the student's culture and what they already know to improve participation and learning. The BSCC further aims to utilize and build on community and cultural practices; reinforce community ties and promote services to families that will improve the quality of life in our community.

The BSCC seeks funds for the following innovative and educational programs:

The Bessie Academy (with Chattanooga Parks & Recreation Centers) The Bessie Academy will consist of four cultural and cross-curricular activities and programs designed to engage and deepen participants' connection with the arts, history and culture while cultivating excitement and enthusiasm for learning.

The Bessie Academy will feature the following innovative workshops:

- **It's the Remix (ITR)** – ITR are hands-on visual art workshops that encourage the participants to rethink recycling. ITR will provide interactive and engaging activities that go beyond "reduce, reuse, and recycle" by examining repurposed art. Participants will create artwork from recycled or repurposed (remixed) materials. The workshop will also focus on a range of traditional mediums and techniques, team-work, critical thinking, fine motor skills development, and self-evaluation. The (2014-2015) theme for ITR will be "Life is a Cabaret". Students will work with visual artist Rondell Crier to "remix" cabaret tables using found objects and other mediums. Working in teams, each team will pick an African American musician from the Harlem Renaissance era (including Bessie Smith) as subject of their work. The teams will research (exposing them to African American history & accomplishments) the selected artist and create a piece of artwork based on their findings. Students will showcase their creations through an exhibition at the Bessie Smith Cultural Center. ITR will be held twice weekly for twelve weeks at two recreation centers.

ITR will be held twice a week and take place at two recreation centers for twelve weeks.

Desired outcome - Increase students' knowledge of research, presentation and art techniques by at least 20%. Increase participants team work skills and sense of community responsibility. ITR will incorporate research-based curriculum and strategies that have proven successful in improving academic and behavior outcomes.

- **The Bessie Beats Academy-** The Bessie Beats Academy (BBA) will expose students to the creative art and culture of DJing. BBA will give participants a comprehensive knowledge of music history, culture and theory across genres while also providing hands-on instruction in DJ production, spinning and composition. Students will be exposed to professional DJs not only as instructors but also as guest speakers at the classes. Students will then apply this newly acquired knowledge along with critical



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thinking, media literacy and technical DJ skills to produce an original DJ set composition at the conclusion of the academy. The BBA will be held twice a week and take place at two recreation centers for twelve weeks. We will be using the same equipment at both locations.

The BBA addresses the following common core standards (Music history standard 6.0) (Music general standard 2.0 and 4.0)

Desired outcome - Increase participants' reading skills by at least 10% compared to the start of the program. BBA will incorporate research-based curriculum and strategies that have proven successful in improving academic and behavior outcomes.

- **Dropping Science** – African American men and women have invented a host of unique devices, processes, and manufacturing methods that have enhanced this nation's standard of living and productivity. From the golf tee to the traffic signal, African Americans have contributed greatly to advancements in the United States and the World. These accomplishments will be showcased through an *African American Inventors exhibition at the Bessie Smith Cultural Center. The BSCC will educate and develop the next generation of creative inventors through Camp Invention at Eureka Academy and the Eureka Young Inventors Competition.* (Eureka was a company in Chattanooga TN that produced a version of the straightening comb patented by an African American Chattanooga businessman.) Young inventors will also be inspired through the Black Inventor Lunch and Learn.
- Dropping Science includes two science based creativity initiatives.

The Eureka Young Inventors Competition will be held at the BSCC and is open to area middle and high school students. Students participating in the competition can enter an idea for a new product or improvement for an existing product or procedure. Students will be judged by area science and technology teachers along with the featured speaker for the Black Inventor Lunch and Learn celebration, which will be an African American inventor.

Camp Invention (CI) CI is a nationally recognized program created by the National Inventors Hall of Fame focused on creativity, innovation, real-world problem solving and the spirit of invention. Geared towards children entering grades one through six, CI uses essential STEAM (Science, Technology, Engineering, Art, and Math) concepts through creative hands on activities. CI strives to enhance each child's ability to learn through teamwork and subject immersion while providing exciting challenges and cultivating a new appreciation for discovery. CI will utilize local licensed elementary and middle school teachers to teach the classes. CI is a one week program that will be offered at "the Bessie" free to students who receive free or reduced lunch and for a modest fee for students who do not. Some of the Common Core Standards that are addressed in CI ([CCSS.ELA-Literacy.RST.6-8.3, 6-8.9](#))

Black Inventor Lunch and Learn (BILL) will be an annual luncheon held at the Bessie Smith Cultural Center celebrating Black ingenuity. This program, presented with the OMCA (Office of Multi-Cultural Affairs) will feature a black inventor as keynote speaker. We hope to feature Lonnie Johnson, (most known for inventing the Super



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Soaker) who also holds over 80 patents with over 20 more pending. Desired outcomes for dropping science – Increase participants' awareness of STEAM career opportunities by 25%. Increase participants' confidence and interest in pursuing a STEAM degree by 5%.

FY15 Exhibitions

- **Black Inventions & Inventors** – BII is a multimedia presentation which pays tribute to the world's unsung heroes, the Black inventor and scientist. The exhibit showcases black inventors and their respective inventions in the fields of science, aerospace, communication, health care, agriculture, transportation and engineering.
- **IndiVisible: African Native lives in the Americas** - From the National Museum of the American Indian and the National Museum of African American History and Culture comes an important and enlightening exhibition about the intersection of American Indian and African American people and cultures. *IndiVisible: African-Native American Lives in the Americas* explores historical and contemporary stories of peoples and communities whose shared histories are woven into the fabric of American identity but whose presence has long been invisible to many in the United States.
- **(1)ne Drop** - People of African descent reflect a multiplicity of skin tones and phenotypic characteristics. Often times, however, when met by people who self-identify as 'Black,' but do not fit into a prototypical model of 'Blackness,' many of us not only question their identity, but challenge their Blackness, and thus our potential relationship to them. A multi-platform project, inclusive of a full-color portrait essay book and traveling exhibition & lecture, **(1)ne Drop** literally explores the "other" faces of Blackness – those who may not immediately be recognized, accepted, or embraced as 'Black' in this visually racialized society.
- **A Cast of Blues** - A celebration of Mississippi's rich musical heritage, A Cast of Blues features 15 resin-cast masks of blues legends created by artist Sharon McConnell-Dickerson. "A life cast is like a 3D photograph to someone who is blind," says McConnell-Dickerson, who is visually impaired herself. "It captures the flesh, muscle, bone, hair, and subtle expressions of emotion. I wanted to discover the faces behind the music I love, so I went to Mississippi to map out the visages of the real Delta blues men and women." In addition, the exhibition includes 15 color photographs of blues artists and the colorful juke joints in which they played. The images are selected from acclaimed photographer Ken Murphy's ground-breaking book, *Mississippi: State of Blues*. Murphy, a longtime resident of Bay St. Louis, MS, captures the essence of the blues through highly detailed, panoramic color pictures. The compilation of casts and photos create a compelling portrait of the men and women who defined—and continue to shape—the tradition of Mississippi blues.

Goals:

1: to actively support & foster arts awareness & arts education through strategically created & implemented programs.

2: to increase the quality of life for our participants & community by being a proactive member of the creative community in the Greater Chattanooga area.



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3: to encourage & celebrate life-long learning and creativity through our programs including exhibits, workshops, performances & lectures.

Identify Which Desired Outcomes This Offer Impacts:

In support of the City's priority through SMARTER STUDENTS & STRONGER FAMILIES, The BSCC in partnership with The Department of Youth and Family Development (DYFD) and the OMA aims to positively impact the following:

- Fewer kids dropping out of school (5% decrease in program participants)
- Increase reading proficiency for children and adults (10% increase of participants)
- More kids graduating from high school, college and career ready (Must coordinate and obtain data from DYFD data not available to project outcome)

BUDGET REQUEST

Summary:

CITY OF CHATTANOOGA OFFER BUDGET SUMMARY

Account Category	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget
REVENUES		
Contributions	15,500.00	
Fees/Grants from Governmental Agencies		
Federal		
State	5,000.00	
City of Chattanooga	85,000.00	
Other Cities (Please list)		
Foundations (including grants)	46,460.00	(Allied Arts, Night to Remember, Foundation 5 Foundation)
Gross Proceeds Special Events	177,000.00	(Presenting Events)
Membership Dues	20,000.00	
Fee for Services	3,000.00	(Tuition / Fees)
Other Program Income / 30th. BSCC Anniversary for FY14	60,000.00	Fundraiser scheduled FY15



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Sales to Public	18,000.00	(parking lot , Gift shop, Exhibit Inc)
Miscellaneous	1,000.00	
Rentals	114,500.00	
Admissions	11,000.00	
Interest Income	300.00	
Income from Previous Year		
TOTAL REVENUES	\$ 556,760.00	
OPERATIONS		
Personnel Expenses		
Salaries	168822	
Fringe Benefits		
Payroll Taxes, etc.	14000	
Other (unemployment, life insurance, Worker comp)	7000	
Total Personnel Expenses	\$ 189,822.00	
OPERATING EXPENSES		
Administration		
Professional Fee & Contract service	40000	
Utilities		
Travel/Transportation	7500	
Materials & Supplies	4000	
Telephone, Fax, ISP	3000	
Postage and Shipping	2000	
Occupancy/Building/Utilities	18000	
Equipment Rental and Maintenance (including contracts)	18000	
Outside Printing, Art Work, etc.	1500	
Organization Dues (other than above)	500	
Awards and Grants	2000	
Fund Raising/Self-Support Activities	178295	
Miscellaneous	17065	Advertising, credit card fees, board & meeting expenses, li
Strategic Planning/ Programs	75078	Education & Program Expenses and Strategic planning
Operating Expenses Total	\$ 366,938.00	
TOTAL OPERATIONS	\$ 556,760.00	



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Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Preserving African American Culture/Bessie Smith Cultural Center	\$194,972	\$30,786.00	\$85,000.00	1573

Capital Budget Impact? Yes X No \$Amount

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount - Estimates only as awards are done afterwards.
ArtsBuild	\$30,000
Tennessee Arts Commission	14,000
South Arts	3,000
Lyndhurst Foundation	10,000
Benwood Foundation	50,000
Suntrust Foundation	10,000
Mid American Arts Alliance	5,000
Night to Remember	5,000
Targeted Hamilton County Commissioners	10,000
UTC	TBD
Corporate Sponsors, Donors, Donations	TBD
Program Revenue/Fees	\$3000.00
Admission Exhibits	\$7722.00

PERFORMANCE DATA

Measurement 1:

- The BSCC programs will Provide culturally relevant education lessons and activities for African American students

Historical Comparison Data?

The Bessie Smith Cultural Center is a non-profit organization and has been in existence for 30 years housed in the current location since 1996. The organization promotes diversity through its board and staff. The BSCC has four full-time staff members, two part-time staff members and utilizes external contracted services for other agency needs to reduce cost. The BSCC has been the primary resource for ensuring African American heritage is celebrated and preserved in the City and was established for that purpose. BSCC has offered onsite and external programs over the years. This newly created academy offers innovative activities for youth and serves a specific demographic in partnership with the recreation centers which have students at those locations. This is a user-friendly way to meet community needs. The BSCC will also have designated activities onsite at the Cultural Center. Desired Outcome- Increase student's knowledge of research, presentation and art techniques by 15%. Increase participants team work skills and sense of responsibility while incorporating research-based curriculum and strategies that have proven successful in improving academic behavior outcomes. Youth participants in recreation centers (40)



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Measurement 2:

In FY13, BSCC engaged 2,292 youth in topic and cultural specific activities with lesson plans that are measurable, ages 5 through 12. There was a 12% improvement in overall reading skills; however these activities were directly linked to the Museum Schools program.

The Bessie Smith Cultural Center will utilize culturally specific programs to increase participant's reading skills by at least 10% compared to the start of the program. BBA will incorporate culturally specific research-based curriculum and strategies to obtain desired outcomes. The students are from in a different environment. Youth participants (300 within recreation centers)

Measurement 3:

The Bessie Smith Cultural Center will provide high quality multi-cultural interventions through exhibitions, programs, and performances at the BSCC. The BSCC will serve families, individuals, college students, high school, elementary and Pre-K students. Over the past two years the majority participation has increased for BSCC programs. This likely resulted from increased efforts to promote cultural diversity and utilizing arts and culture to bridge relationships. The BSCC will actively market and have outreach activities to create supportive adults who understand what it takes to help children succeed and engage parents who may not otherwise participate or visit the center due to financial barriers. BSCC will expand its marketing and offering of free programs to reach this demographic. The BSCC aims to increase underserved family participation by 15% and other family participation by 5%.

Historical Comparison Data?

Last year (FY13) the BSCC served 43,295 citizens

Return on Investment:

How do citizens benefit? Innovative exhibits and programming on African American Heritage and Culture will serve to improve the quality and quantity of educational programs related to Chattanooga's culture, growth, and economic development. It is important that African American heritage, history and culture have a place to be celebrated, promoted and kept alive for generations to come. Materials and resources offered by the BSCC provide a greater depth of knowledge about African and African American heritage not only to those descendants, but to all lifelong learners interested in Chattanooga and the world's ethnic and social background.

Does this activity leverage other financial resources? Earned income through programs, rentals and events continue to be stable with modest increases and will be used to continue to support the exhibits, programs and



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activities of the center.

How does this activity decrease costs over time for the City? All components of the proposed project have been designed to provide lasting community resources that will continue to evolve. The introduction of nationally recognized traveling exhibits and development of new educational and cultural programs and materials will provide resources for visitors and school children and serve the center for several years. All traveling trunks and lesson plans will be designed using Common Core Standards, so that they will have longevity of use in the local school system, with which the BSCC has a long-standing relationship. Investment in preventive educational resources will provide a substantial savings to the City on incarceration and other criminal elements. These investments will also help to promote productive taxpaying citizens.

How can this program become sustainable without City funding? Sustainability is key to all aspects of the Center--both short term and long term. Financially, trends continue to be favorable, and, while overall giving amounts were down, the number of people contributing continued to increase slightly. Other areas of progress include a stable membership base and more robust increases in program revenues. Activities will be supported through these revenue streams as well as through increases in philanthropic and planned giving. We recognize that attendance fluctuates from year to year and plan accordingly with our financial projections, exhibits, programs and other areas.



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OFFER SUMMARY

Offer Name:	Increasing Academic Achievement for 100-120 At-Risk Youth through After-school and Summer Programs
Lead Agency:	United Methodist Neighborhood Centers, Inc. (DBA The Bethlehem Center)
Collaborating City Department(s):	Youth & Family Development
Contact Name:	Ted Bullock
Primary Results Area:	Smarter Students, Stronger Families
Offer Cost (Funding Request):	\$30,000

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

As identified through the RFO and the priorities outlined by Mayor Berke, his team, and the City Council, providing services that ensure our community's students have every opportunity to succeed in school is critical. According to national research, students with quality education and high levels of literacy have much better odds at surviving and excelling in inner-city communities. Education and literacy are correlated with competitive employment and increases in economic success [http://www.bls.gov/emp/ep_chart_001.htm], as well as reduced crime, incarceration, and gang involvement. Although education is important for success in life, students who come from economically depressed neighborhoods are at great risk of falling behind [Hemphill, L. and Tivnan, T. (2008). The Importance of Early Vocabulary for Literacy Achievement in High-Poverty Schools. *Journal of Education for Students Placed at Risk*, 13 (4), 426-451]. For these students, additional intentional investment is critical, both after school and during the summer months when students are at risk of losing knowledge and skills gained over the school year [Cooper, H., Nye, B., Charlton, K., Lindsay, J., & Greathouse, S. (1996). The effects of summer vacation on achievement test scores: A narrative and meta-analytic review. *Review of Education Research*, 66(3), 227-268].

Given this need, the Bethlehem Center will deliver services to 100-120 students grades one through eight that will increase their reading proficiency, decrease absenteeism, and ensure their academic success through an intensive focus on reading and math. With a strong foundation in their early years, students are more likely to stay in school and graduate high school college and career ready.



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The Bethlehem Center has an extensive track record of serving youth since its inception in the 1920s and has had a major impact on tens of thousands of lives during this time. The Beth serves approximately 85 to 100 children annually through its after-school and summer programs. Our hope is to gradually increase staff capacity to serve incrementally greater numbers of children in the future without diluting the quality of our programs.

Students in our After-School Program and the Read to Lead Summer Learning Academy attend some of the most struggling schools in our community, including Calvin Donaldson Elementary, East Lake Elementary, East Side Elementary, Brown Academy, Clifton Hills Elementary, Battle Elementary, Orchard Knob Middle, and East Lake Academy. 98% of our students come from economically disadvantaged homes and must overcome social, as well as academic, challenges. As the tables below from the Lexia proficiency test (given at the start of the academic year) show, students enrolling in our programs are significantly behind. In fact, 70% begin the program far below grade level and 90% of elementary students are designated high risk (see attached report).

Lexia Start Level by Grade for The Bethlehem Center Students, 2013-2014 Academic Year								
ELEMENTARY GRADES								
Grade Level	Students	Grade Level of Material (% Working On)						
		P	K	1	2	3	4	5
Grade 1	12	42%	25%	33%	-	-	-	-
Grade 2	5	-	60%	20%	20%	-	-	-
Grade 3	9	-	11%	56%	22%	11%	-	-
Grade 4	11	18%	0%	9%	9%	18%	45%	-
Grade 5	13	8%	8%	31%	23%	0%	8%	23%

Lexia Start Level by Grade for The Bethlehem Center Students, 2013-2014 Academic Year				
MIDDLE GRADES				
Grade Level	Students	Grade Level of Material (% Working On)		
		Basic	Elementary	Intermediate
Grade 6	12	42%	17%	42%
Grade 7	7	43%	29%	29%

To address these deficiencies, the After-School Program runs from 3:00-6:30 PM Monday-Thursday during the school year while the Read to Lead Summer Learning Academy provides an intensive six week program, running from 8:00 AM-3:00 PM Monday-Friday during June and July.

Through the After-School Program and the Read to Lead Summer Learning Academy, we will accomplish our objectives of ensuring academic success through the following activities:

- **Creation of an Individualized Education Plan for Each Student.** Each student is given a test in reading and math at the beginning of the program to assess current learning levels. Based on the results of the tests, the program director and HCDE certified teachers responsible for implementing the program create an individualized plan for each child, setting goals as well as a plan for achieving them by the end of the program. Major costs include the funding of three certified teachers, the tests, and a program manager.



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- **Lexia Reading Program:** Our Lexia reading program is a scientifically-based, peer-reviewed, proven tool that increases literacy proficiency in elementary and middle school students [see <http://www.lexialearning.com/effectiveness/research>]. Lexia is an internet-based reading program that assesses skills, teaches students through engaging and interactive games, determines lesson plans for teachers according to student weakness, provides daily practice for indicated areas of need, and measures each student's time on tasks. All of our students access their personalized reading program on laptop computers every day and we track each student's individual literacy levels weekly throughout the school year and summer. Major costs include computer maintenance, licensing fees, and teacher oversight.
- **FASTT Math:** Our FASTT Math program uses research-validated methods to provide systematic instruction and continuous practice to help students automatically recall and understand math facts [http://www.scholastic.com/administrator/math/pdf/FM_White_Paper.pdf]. Also a computer-based program, FASTT Math uses adaptive technology to offer each student a customized learning experience based on their individual needs. All of our student access their personalized math program on laptop computers every day and we track each student's individual math levels weekly throughout the school year and summer. Major costs include computer maintenance, licensing fees, and teacher oversight.
- **Homework Support & Tutoring:** To complement the computer-based learning through Lexia and FASTT Math, we provide homework assistance during the school year and individualized tutoring year-round to our students every day of our programs. Three to four Hamilton County Department of Education certified teachers oversee this component (three for the After-School Program and four for the Summer Academy). Teachers work individually with students to ensure their Individualized Education Plan goals are met and any needed additional assistance given. We also utilize volunteer and program assistant help. In fact, during each day of our academic programs, 10-15 community volunteers assist our children - acting as classroom aids, helping kids with homework, tutoring, or reading with students. Volunteers are so vital to our work that we recently hired a volunteer coordinator to recruit and train volunteers to work with the youth in our programs. Major costs include stipends for the teachers, program assistants, volunteer coordinator, classroom supplies, and relevant space for activities.
- **Enrichment Activities:** In addition to academic supports, we provide enrichment activities aimed at developing healthy, creative minds and bodies. These activities, such as recreation, photography classes, arts and crafts, ballet, music, life-skill training, gardening, and field trips serve many purposes both inside and outside the classroom, from helping students see things from new perspectives to community engagement. Although our programs' primary aim is developing the mind, we believe it is important to develop the whole person, as well. Many of the enrichment opportunities offered are in partnership with organizations such as Christ United Methodist Church, Art 120, Teen Challenge, the Tennessee Aquarium, Fair Share, and the Chattanooga Police Department. Volunteers also provide great help with these enrichment activities. Our volunteer leaders are excited to share their expertise and are passionate about building relationships with the students in meaningful ways. In designing enrichment programming, we strive for variety and choice in activities that encourage student creativity and self-expression. Students are required to complete all homework and skill study before they participate in enrichment activities. Major costs include supplies, program oversight, volunteer coordination, transportation costs for student field trips, and stipends for music and swim teachers.

Throughout the programs, we also collaborate with Hamilton County Department of Education schools and the students' families to ensure individualized goals are met. With the permission of parents, the schools regularly release report cards to us for review. Additionally, our staff frequently meets with principals and teachers to ensure our students stay on track and our efforts complement those of traditional classrooms. We believe we must all work together to make sure every child is given his or her best chance to succeed.

Although our current metrics only track youth for the time they are in our programs, we are collaborating with the City's Department of Youth and Family Development to research tracking methods and find ways to better follow our students' progress past the 8th grade.



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Identify Which Desired Outcomes This Offer Impacts:

1. Increase reading proficiency for children and adults
2. More kids graduating high school college and career ready
3. Decrease chronic absenteeism

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Increasing Academic Achievement for 100-120 at-risk youth through After-school and Summer Programs	\$306,000	\$199,000	\$30,000	8

Capital Budget Impact? **Yes** **No** **\$Amount**

Financial Offsets: *(Please list other revenues associated with the specific program for which funding is requested)*

Name	Amount
Fee for Service	\$15,000
Foundation Grants	\$150,000
Private (Individuals)/Corporate Financial Contributions	\$265,000
Sales to Public (Thrift Store)	\$35,000
Volunteer Labor (in-kind)	\$10,000

PERFORMANCE DATA

Measurement 1:

70% of participating youth will be at or above grade level in reading. At least 85% of youth will see an increase in proficiency from the beginning to the end the program. Progress will be measured by Lexia's reporting systems.
See attached reports for historical data.

Measurement 2:

80% of participating youth will be at or above a C average in math. At least 60% of these will see an increase in skill level over the course of the program. Progress will be measured through FASTT Math's reporting systems as well as performance on weekly assignments.

Measurement 3:

90% of participating youth will have an average of 95% daily school attendance. Progress will be measured through reports from schools as well as attendance in the After-School Program.



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Return on Investment:

This Offer helps the City build a pipeline of social services for kids and families and ensures youth in South Chattanooga have every opportunity to succeed, a key budget strategy described in the RFO. The success of this Offer is realized through measurable changes in student learning in math and reading for at-risk youth from struggling schools. In particular, the Offer:

- Will ensure 70% of participating youth will be at or above grade level in reading and that at least 85% will see an increase in proficiency from the beginning to the end the program. As a result, there will be an increase in children and adults proficient in reading in our community.
- Will ensure 80% of participating youth will be at or above a C average in math and that at least 60% of these will see an increase in skill level over the course of the program. As a result, students will be better equipped to graduate high school career-ready.
- Will ensure 90% of participating youth will have an average of 95% daily school attendance. As a result, there will be a decrease in chronic absenteeism among students.

Academic performance will be measured by charting the reading and math improvements of each student in the program. The Lexia Literacy Program and FASTT Math both track results for each student, and results are assessed weekly by the education director. The main objective is to ensure that each child is performing at least equal to his or her grade level and/or individual potential. This evaluation process enables program staff to pinpoint specific areas in which the student is having difficulty and coordinate tutorial assistance targeted at specific weaknesses. We also use student and parent meetings and surveys, report cards, and progress reports from students' schools to ensure students are on track. Successful progress is rewarded with overt public recognition and incentive awards.

As stated above, success in school translates to many other positive life outcomes, including better employment, health, and economic conditions as well as less crime, teen-pregnancy, incarceration, and gang involvement. According to the Och Center's 2013 *State of Chattanooga Region Report: Education*, it costs roughly \$25,000 per year to incarcerate a prisoner in Tennessee compared to \$9,300 spent annually to educate a student. It concludes, "the returns on the education investment include higher future earnings (thus, higher tax receipts), less antisocial behavior and stronger communities" [http://www.ochscenter.org/documents/SOCR2013_Education.pdf]. By ensuring our community's youth have the best possible chance at success in school, the City and the citizens as a whole benefit over the long-run.

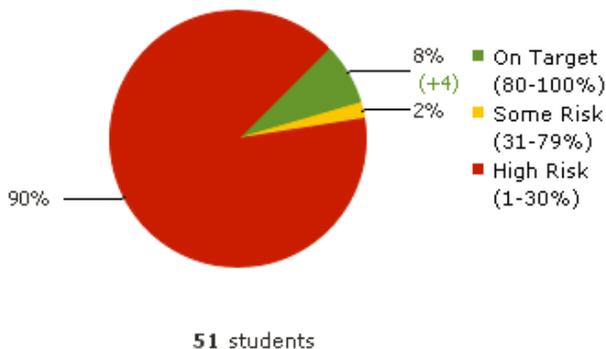
Because this Offer is run within a nonprofit, it leverages other financial and human resources from the private sector to help achieve the City's RFO aims. Whereas in similar programs run by the City the entire budget must be funded by public dollars, this Offer decreases costs for the City by pairing its resources alongside the charitable donations of both time and money from individuals, corporations, and private foundations, allowing even more to be accomplished with less investment by the public sector. However, the public sector dollars are important for helping the Bethlehem Center achieve its goals in the coming year while we plan for future sustainability. We are currently looking at ways to increase our donor-base, to capitalize on volunteer labor, to increase our thrift store's revenue stream, and examining how to better utilize business models to fund our programs.

School: The Bethlehem Center
 Date: August 30, 2013-April 4, 2014

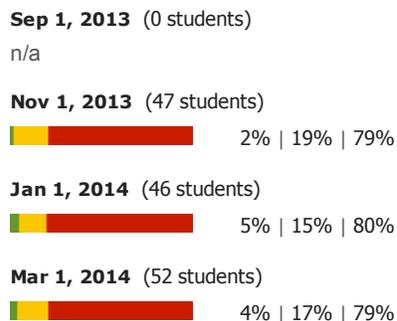
Current Status

Performance Predictors

Grades PreK - 5



Progress



Show: On Target Some Risk High Risk Meeting Usage

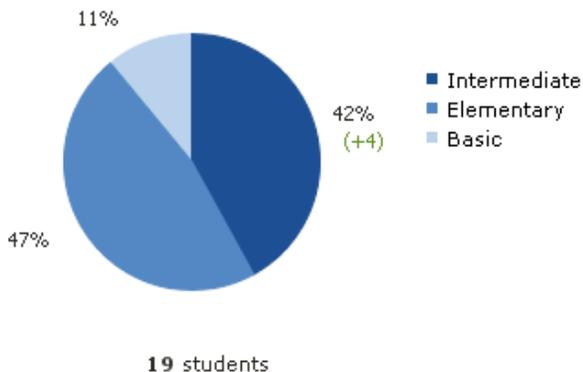
Grade ▲	Overall	Aug 1	Sep 1	Oct 1	Nov 1	Dec 1	Jan 1	Feb 1	Mar 1	Apr 1
Kindergarten		n/a	n/a	0%	0%	0%	100%	100%	100%	100%
1st Grade		n/a	n/a	60%	69%	69%	90%	92%	91%	92%
2nd Grade		n/a	n/a	100%	100%	100%	100%	100%	100%	100%
3rd Grade		n/a	n/a	71%	100%	100%	100%	100%	100%	100%
4th Grade		n/a	n/a	64%	73%	62%	62%	85%	57%	93%
5th Grade		n/a	n/a	66%	86%	60%	70%	71%	71%	77%
All Grades		n/a	n/a	64%	79%	71%	80%	87%	79%	91%

Note: The monthly percentage is calculated on the first day of the month and reflects the previous month's performance and usage.

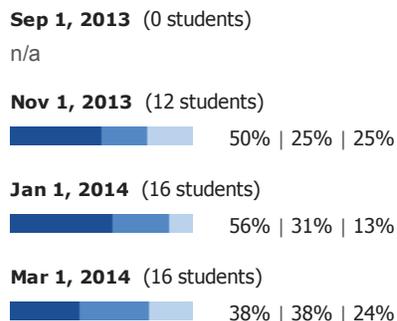
Current Status

Lexia Skill Set

Grades 6 and Above



Progress



Show: Intermediate Elementary Basic Meeting Usage

Grade ▲	Overall	Aug 1	Sep 1	Oct 1	Nov 1	Dec 1	Jan 1	Feb 1	Mar 1	Apr 1
6th Grade		50%	n/a	50%	50%	70%	70%	54%	40%	50%
7th Grade		50%	n/a	40%	50%	33%	33%	29%	33%	29%

Lexia Reading® Research Report: September 2012-May 2013 Student Software Usage and Gains: Grades 1 – 3

Data compiled and analyzed by The Educational Research & Design Team (research@lexialearning.com)

Program Description

Lexia Reading provides an explicit, systematic, personalized learning experience and delivers norm-referenced performance data and analysis without interrupting the flow of instruction to administer a test. Aligned to the Common Core State Standards, this research-proven, technology-based system accelerates reading skills development, predicts students' end-of-year performance and provides teachers with data-driven action plans, lessons, and skill builders to help differentiate instruction.

Lexia Reading provides individualized learning that is both student-driven and teacher-directed.

Student-Driven

- Independent, adaptive learning on foundational reading skills
- Explicit, systematic instruction that scaffolds students as they struggle and advances them to higher levels as they demonstrate proficiency

Teacher-Directed

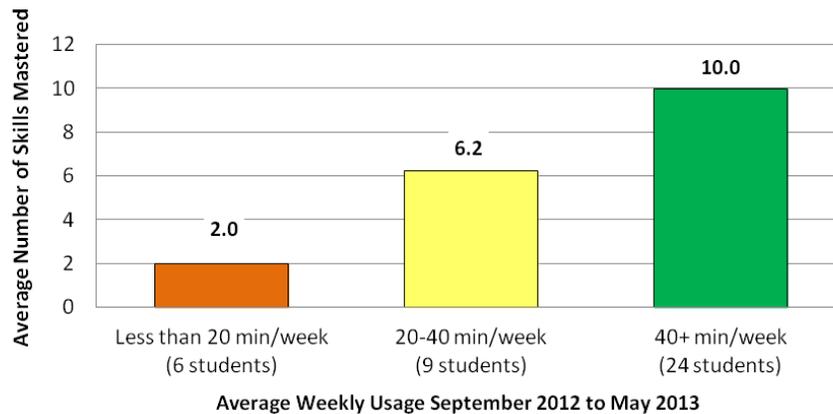
- Differentiated instructional materials for all students based on their performance in the software
- Individualized, data-driven action plans that focus teacher time on the greatest needs
- Easy to use reports prescribe the instructional intensity needed to help students reach their end-of-year goal

Sample Selection and Description

The sample of students in this report consisted of 39 first-third graders from the Bethlehem Center in Tennessee. These students used Lexia Reading for at least 30 days since the start of the school year and spent at least 10 minutes a week on the software. Students who used Lexia Reading last year continued working in the program where they left off the previous spring. For new students, Lexia Reading's Auto Placement tool determined an appropriate starting level in the program consistent with each student's performance. For example, a 2nd grader could place in *Primary Reading* Level 3 (second grade skills) or *Primary Reading* Level 1 (kindergarten skills).

Analysis 1: Skill Mastery by Usage

In Lexia Reading, students advance through the program by completing Lexia activities (i.e. skills) such as initial/final consonants discrimination, silent-e word construction, and sight word recognition. Skills are organized in the program by grade level of the material and mastery of skills is required to advance through the program. Bethlehem students, with varying levels of intensity on Lexia Reading, showed differences in their progress. Figure 1 below compares the amount of material mastered by all 1st – 3rd grade students from three usage categories.

Figure 1. Comparing Students' Progress in Lexia Reading by Intensity of Software Use (N=39)

Analysis 2: Progress in Grade Level Skills for At-Risk Students

This analysis examines student progress in Lexia Reading so far this school year. In Table 1, there are two rows for each grade that compare the percentage of students working at each grade level in Lexia from their initial placement (Start Level) to their status in May (May Level). The bold green line indicates the end-of-year benchmark for each grade. At the start, 28% of these students were working on skills at or above their grade level. By May, the percentage of students working on skills at or above their grade level **increased to 49%**. Notably, 18% of students were working on skills above grade level.

Table 1. Percentage of 1st – 3rd graders working on the following grade level skills (N=39)

		K	1 st	2 nd	3 rd	Above 3 rd
First Grade (19 students)	Start Level	53%	42%	5%	–	–
	May Level	21%	63%	11%	0%	5%
Second Grade (11 students)	Start Level	55%	36%	9%	–	–
	May Level	9%	73%	0%	9%	9%
Third Grade (9 students)	Start Level	22%	44%	22%	0%	11%
	May Level	22%	22%	33%	0%	22%

Note: Totals may not add up to 100% due to rounding.

Analysis 3: Differentiated, Data-driven Instruction

Lexia Learning's Assessment Without Testing® online tool (myLexia.com) provides teachers with detailed student data so they can analyze student performance and match instruction to each student's needs. Reporting features support teachers' ability to differentiate instruction by identifying and grouping students who have similar skill gaps. As of May 2013, 10 staff members in the Bethlehem Center logged in at least once. Notably, one staff member logged in 130 times. Staff members also viewed over **725 reports** and downloaded **over 425 Lexia Lessons and Skill Builders**.

Attachment F: Budget Format	Agency Name:	United Methodist Neighborhood Centers, Inc. (The Bethlehem Center)					
CITY OF CHATTANOOGA							
FY 2015 Agency Funding Financial Form							
Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private	\$ 96,464	\$ 90,500	\$ 93,157	\$ 73,192	\$ 85,000	\$ 11,808	16.1%
Corporate/Organizations/Churches	\$ 136,544	\$ 175,948	\$ 156,517	\$ 190,000	\$ 180,000	\$ (10,000)	-5.3%
Fees/Grants from Governmental Agencies							
Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Hamilton County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
City of Chattanooga	\$ -	\$ 12,500	\$ 25,000	\$ 30,000	\$ 30,000	\$ -	0.0%
Other Cities (Please list)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
United Way							
Foundations (including grants)	\$ 224,259	277,560.00	\$ 192,564	\$ 140,000	\$ 150,000	\$ 10,000	7.1%
Gross Proceeds Special Events	\$ 3,586	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Other UWs/Federations	\$ 42,254	\$ 37,433	\$ 30,585	\$ -	\$ -	\$ -	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	\$ 7,573	\$ 6,268	\$ 4,108	\$ 13,500	\$ 15,000	\$ 1,500	11.1%
Other Program Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales to Public	\$ 56,353	\$ 73,348	\$ 29,906	\$ 32,500	\$ 35,000	\$ 2,500	7.7%
Investment Income	\$ 1,630	\$ 676	\$ 854	\$ 1,500	\$ 1,500	\$ -	0.0%
Miscellaneous	\$ 3,163	\$ 3,536	\$ 8,230	\$ 8,500	\$ 8,500	\$ -	0.0%
Other Revenues (Please list separately any major item)	\$ -	\$ -	\$ -			\$ -	N/A
Transfers in from other internal budgets	\$ -	\$ -	\$ -			\$ -	N/A
Income from Previous Year						\$ -	N/A
TOTAL REVENUES	\$ 571,826	\$ 677,769	\$ 540,920	\$ 489,192	\$ 505,000	\$ 15,808	3.2%
OPERATIONS							
Personnel Expenses							
Salaries	\$ 233,175	\$ 274,103	\$ 254,395	\$ 275,000	\$ 280,000	\$ 5,000	1.8%

Attachment F: Budget Format	Agency Name: United Methodist Neighborhood Centers, Inc. (The Bethlehem Center)						
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Employee Health	\$ 3,389	\$ 3,187	\$ 7,660	\$ 6,000	\$ 6,000	\$ -	0.0%
Pension/Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Payroll Taxes, etc.	\$ 18,745	\$ 23,680	\$ 26,036	\$ 20,000	\$ 20,000	\$ -	0.0%
Other (unemployment, life insurance, etc)	\$ 1,385	\$ 1,578	\$ 5,017	\$ -	\$ -	\$ -	N/A
Total Personnel Expenses	\$ 256,694	\$ 302,548	\$ 293,107	\$ 301,000	\$ 306,000	\$ 5,000	1.7%
OPERATING EXPENSES							
Administration							
Professional Fee & Contract service	\$ 68,517	\$ 44,391	\$ 60,920	\$ 22,900	\$ 27,000	\$ 4,100	17.9%
Utilities	\$ 32,000	\$ 47,183	\$ 45,081			\$ -	N/A
Other	\$ -	\$ 1,167				\$ -	N/A
Rent	\$ -	\$ 20,303	\$ 20,896	\$ 7,000	\$ 7,000	\$ -	0.0%
Travel/Transportation	\$ 14,292	\$ 15,285	\$ 14,757	\$ 13,000	\$ 15,000	\$ 2,000	15.4%
Insurance (not employee health)	\$ 13,338	\$ 12,364	\$ 13,505	\$ 12,400	\$ 13,000	\$ 600	4.8%
Materials & Supplies	\$ 59,699	\$ 64,140	\$ 36,225	\$ 43,292	\$ 45,000	\$ 1,708	3.9%
Telephone, Fax, ISP	\$ 5,470	\$ 4,084	\$ 2,799	\$ 4,500	\$ 4,500	\$ -	0.0%
Postage and Shipping	\$ 2,110	\$ 1,512	\$ 1,802	\$ 2,000	\$ 2,000	\$ -	0.0%
Occupancy/Building/Utilities	\$ 28,876	\$ 913	\$ -	\$ 50,000	\$ 50,000	\$ -	0.0%
Equipment Rental and Maintenance (including contracts)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Outside Printing, Art Work, etc.	\$ 1,965	\$ 2,686	\$ 1,260	\$ 2,000	\$ 2,000	\$ -	0.0%
Conferences, Conventions, etc.	\$ 12,338	\$ 9,482	\$ 8,279	\$ 1,600	\$ 1,500	\$ (100)	-6.3%
Special Assistance to Individuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
National Dues/Support Payments	\$ 5,876	\$ 4,728	\$ 5,397	\$ 4,000	\$ 4,000	\$ -	0.0%
Organization Dues (other than above)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Awards and Grants	\$ 25,052	\$ 29,109	\$ 27,970	\$ 11,000	\$ 12,000	\$ 1,000	9.1%
Fund Raising/Self-Support Activities	\$ 8,623	\$ 7,187	\$ 6,208	\$ 9,500	\$ 10,000	\$ 500	5.3%
Miscellaneous	\$ 6,101	\$ 2,632	\$ 1,158	\$ 500	\$ 1,000	\$ 500	100.0%
Equipment Purchases (incl. capital expenses)	\$ 7,895	\$ -	\$ -			\$ -	N/A
Depreciation	\$ 2,927	\$ 60,108	\$ -			\$ -	N/A
Other Expenses (Please list separately any major item)	\$ -	\$ 19,904	\$ 8,464	\$ 4,500	\$ 5,000	\$ 500	11.1%
						\$ -	N/A
Operating Expenses Total	\$ 295,079	\$ 347,178	\$ 254,721	\$ 188,192	\$ 199,000	\$ 10,808	5.7%
TOTAL OPERATIONS	\$ 551,773	\$ 649,726	\$ 547,828	\$ 489,192	\$ 505,000	\$ 15,808	3.2%
REVENUE OVER/ (UNDER) OPERATIONS	\$ 20,053	\$ 28,043	\$ (6,908)	\$ -	\$ -	\$ -	N/A



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Early Childhood Education to At-Risk Children in Six Locations
Lead Agency:	Chambliss Center for Children
Collaborating City Department(s):	Youth and Family Development (Head Start and Early Head Start)
Contact Name:	Sherry Hutsell
Primary Results Area:	Smarter Children and Stronger Families
Offer Cost (Funding Request):	\$356,000

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Chambliss Center for Children will provide quality early childhood education services to at-risk children from six weeks of age to twelve years of age in six different Chattanooga neighborhoods. Yearly, we expect to serve approximately 850 children or approximately 500 on any given day. These locations will provide affordable, easily accessible, quality early childhood education services to children at or below the poverty level. These children will all receive services from a Three Star program that works very closely with the United Way in relation to assessments and teacher training. All of the programs use the same curriculum and assessment instruments. Unless a developmental delay is identified, 100% of our four year olds enter Kindergarten with the skills needed to be successful in school and later in life. In a survey, 100% of our parents said this service was essential for them to be able to work or continue their education.

The main campus in Brainerd is a 24-7-365 program that provides services to second and third shift as well as weekend workers. Annually, these programs give 850 at-risk Chattanooga children access to a quality early education program that will ensure that each child is receiving the instruction and care they need to maximize their learning potential. We will continue to work with the United Way to make sure every child is receiving free books each month from the Imagination Library. We will continue to work with and provide space to Chattanooga Head Start/Early Head Start to make sure that more children and their families receive their comprehensive services.

Research from the Perry Preschool Study and several other national studies shows that at-risk children who receive quality



City of Chattanooga

FY15 Offers

early childhood education services are more likely to be successful in school and participate in post secondary education. They are less likely to drop out of school, to be involved with the juvenile court or become a teenage parent. National economist James Heckman states that every \$1 invested in quality early childhood education services to at-risk children yields a \$17 return to the community over the life of that child. We are asking the City of Chattanooga for \$356,000 to help us serve 850 children. That is an annual investment of \$419 per child or only \$2.74 per day. If Dr. Heckman is correct, then the City of Chattanooga will realize a return of \$7,123 over the lifetime of one child or \$6,052,000 over the lifetimes of all 850 children. In addition to the benefits to these children, we are also offering a tremendous help to the parents who entrust their children into our care. More than 400 parents are allowed an opportunity to hold down a job, to financially support their families, to get a little extra help in times of emergency or of great need, or to continue to reach their educational goals. This ultimately leads to stronger families, more successful children, and a healthier economy.

We understand that it takes everyone working together to build strong children and families. Our six agency collaboration has received national recognition as an early childhood education financial management model. The quality of our services is validated by those who choose to partner with us: United Way, Chattanooga Head Start/Early Head Start, Hamilton County Department of Education, HBO Documentary Films, and Vanderbilt University's Peabody Center. Chambliss Center for Children has been serving the Chattanooga community for 141 years. Our youngest collaboration partner has been serving the children and families of the community for over 46 years. We are the largest early childhood education agency in the Chattanooga community, and we consistently strive to provide quality early education to as many at-risk children as possible with the resources available to us.

Identify Which Desired Outcomes This Offer Impacts:

1. More children graduating from high school, college and career ready
2. Fewer children dropping out of school
3. Increase reading proficiency for children

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
ECE to At-Risk Children	\$3,166,300	\$1,345,300	\$356,000	105

Capital Budget Impact? **Yes** **XNo** **\$Amount**

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
Parent Fees	\$550,000
Fundraising	\$550,000
Thrift Store	\$190,000
USDA	\$267,500
Endowment	\$180,000
United Way	\$281,000

PERFORMANCE DATA



City of Chattanooga

FY15 Offers

Measurement 1:

To assess all children using Ages & Stages Questionnaires, Ready to Read Assessments, GOLD Assessments, or ELLCO tests to determine literacy skill level and Kindergarten readiness. Our goal is to continue having 100% of our typically developing children (excludes children with identified delays) to be Kindergarten ready.

Historical Comparison Data?

100% of typically developing children are Kindergarten ready

Measurement 2:

To allow parents to work or attend school in order to support their families financially, emotionally, and educationally. Our goal is that 95% of our parents will be able to work or attend school while their children are with us.

Historical Comparison Data?

400 parents have utilized our services in order to hold down employment or reach their educational goals

Measurement 3:

To identify children as having a developmental delays/disabilities and refer them to the appropriate resource or put the correct intervention in place. Our goal is to screen 100% of our 2-5 year old children for delays with the help of the Speech & Hearing Center and the Lions Club (vision). We typically identify a small number of children (less than 1%) who need additional services. We provide the information to the parents who can then follow through with the treatment.

Historical Comparison Data?

100% of children screened and less than 1% were referred for additional help beyond the scope of our program concerning a developmental delay or disability

PLEASE NOTE: Because of the longevity of the agency and this specific program, we do not have goals that are very different (if, at all) from our current data. This is only a reflection of the fact that our program has been in existence since 1969, and we have had a lot of time and help in make improvements. While we know that we are not perfect, we think we do an outstanding job of preparing our children for Kindergarten, assessing them for delays, and in making our services affordable so that poor families can access quality care. But, this level of service cannot continue without help from our local government.

Return on Investment:

How do citizens benefit? Having more children succeed in school will provide many benefits to City residents. Children who perform better in school are less likely to drop out and contribute to the crime rate, are less likely to become pregnant, and are more likely to graduate and move on to post-secondary education and obtain better jobs. This not only helps our streets be safer, but it helps our economy as more people enter the workforce and are able to pay taxes. It also helps every child to grow into a productive member of our community.

Does this activity leverage other financial resources? This program is a community effort, receiving financial support from individuals, foundations, businesses, and government entities. It takes all these components working in tandem to provide a much needed service to low-income members of our community.



City of Chattanooga

FY15 Offers

How does this activity decrease costs over time for the City? As mentioned earlier, Economist Dr. Heckman states that an investment in early childhood education of at-risk children will produce a \$17 return. This is because quality early childhood education reduces costs such as incarceration, healthcare for the uninsured, unemployment, welfare, and gang prevention efforts.

How can this program become sustainable without City funding? Because we are providing a high quality service to low-income families, we will always need to subsidize the cost. There is no way that our client population could pay for the service we provide while also providing food and shelter for their family. Thus, we know we will always need to produce revenue and receive additional financial support to meet the operational shortfalls of this much needed program.

Attachment F: Budget Format

CITY OF CHATTANOOGA

FY 2015 Agency Funding Financial Form

Account Category	Our Actual FY 2011 Jan-Dec	Our Actual FY 2012 Jan-Dec	Our Actual FY 2013 Jan-Dec	Our Budget FY 2014 Jan-Dec and Request City FY 2015*	Incr (Decr) Request vs. FY14 Bud	% Change Request vs FY14 Bud
REVENUES						
Contributions						
Individuals/Private	355,477	295,102	312,449	275,000	(37,449)	-12.0%
Corporate/Organizations/Churches	355,477	295,102	312,448	275,000	(37,448)	-12.0%
Fees/Grants from Governmental Agencies						
Federal	326,025	370,007	327,566	338,500	10,934	3.3%
State	1,202,015	1,229,450	1,401,149	1,400,000	(1,149)	-0.1%
Hamilton County	100,807				0	N/A
City of Chattanooga	137,500	311,250	347,500	356,000	8,500	2.4% **
Other Cities (Please list)					0	N/A
United Way						
Foundations (including grants)					0	N/A
Gross Proceeds Special Events					0	N/A
Other UWs/Federations					0	N/A
CFC/Designations received thru UWGC					0	N/A
UWGC Program Allocation	161,595	178,023	178,022	178,000	(22)	0.0%
UWGC Special Funding	97,347	93,781	108,684	103,000	(5,684)	-5.2%
Membership Dues					0	N/A
Program Income	508,831	521,043	503,302	550,000	46,698	9.3%
Governmental Insurance					0	N/A
Private Insurance					0	N/A
Contracted Services	129,000	129,000	128,000	117,000	(11,000)	-8.6%
Fee for Services					0	N/A
Other Program Income	231,303	289,734	339,186	373,500	34,314	10.1%
Sales to Public					0	N/A
Investment Income	180,000	337,000	180,000	180,000	0	0.0%
Miscellaneous	2,938	33,821	5,460	2,000	(3,460)	-63.4%
Other Revenues (Please list separately any major item)	186,000	193,000	183,700	190,000	6,300	3.4%
Transfers in from other internal budgets	52,040	133,505	3,500		(3,500)	-100.0%
Investment Draws to cover budget shortfall				173,600	173,600	N/A
Income from Previous Year					0	N/A

TOTAL REVENUES	4,026,356	4,409,818	4,330,966	4,511,600	180,634	4.2%
OPERATIONS						
Personnel Expenses						
Salaries	2,340,644	2,513,570	2,593,074	2,608,000	14,926	0.6%
Fringe Benefits					0	N/A
Employee Health	146,251	141,448	162,992	188,300	25,308	15.5%
Pension/Retirement	124,473	112,651	118,203	120,000	1,797	1.5%
Payroll Taxes, etc.	175,892	184,463	189,237	190,000	763	0.4%
Other (unemployment, life insurance, etc)	60,982	58,691	51,426	60,000	8,574	16.7%
Total Personnel Expenses	2,848,242	3,010,822	3,114,932	3,166,300	51,368	1.6%
OPERATING EXPENSES						
Administration						
Services						
Professional Fee & Contract service	316,601	392,399	397,557	410,100	12,543	3.2%
Utilities					0	N/A
Other						
Rent						
Travel/Transportation					0	N/A
Local	31,008	27,920	25,535	25,000		
Out of Town	13,289	18,614	20,000	20,000		
Insurance (not employee health)	41,909	37,962	44,451	45,000	549	1.2%
Materials & Supplies	326,055	329,861	344,000	352,200	8,200	2.4%
Telephone, Fax, ISP	30,192	26,994	26,677	27,000	323	1.2%
Postage and Shipping	6,945	7,463	8,400	7,500	(900)	-10.7%
Occupancy/Building/Utilities	262,799	292,903	294,543	291,000	(3,543)	-1.2%
Equipment Rental and Maintenance (including contracts)	25,947	25,080	43,329	30,000	(13,329)	-30.8%
Outside Printing, Art Work, etc.	2,372	12,310	17,834	12,000	(5,834)	-32.7%
Conferences, Conventions, etc.	22,442	27,296	27,964	27,500	(464)	-1.7%
Special Assistance to Individuals		0			0	N/A
National Dues/Support Payments		0			0	N/A
Organization Dues (other than above)		0			0	N/A
Awards and Grants		0			0	N/A
Fund Raising/Self-Support Activities	19,792	19,057	25,301	26,500	1,199	4.7%
Miscellaneous	4,646	5,805	4,660	4,500	(160)	-3.4%
Equipment Purchases (incl. capital expenses)	74,117	140,632	37,718		(37,718)	-100.0%
Depreciation					0	N/A
Other Expenses (Please list separately any major item)					0	N/A
Collaboration Expense - Shared Services		34,700	52,750	37,000	(15,750)	-29.9%

Repay Outstanding Line of Credit				30,000	30,000	N/A
Operating Expenses Total	1,178,114	1,398,996	1,370,719	1,345,300	(25,419)	-1.9%
TOTAL OPERATIONS	4,026,356	4,409,818	4,485,651	4,511,600	25,949	0.6%
REVENUE OVER/ (UNDER) OPERATIONS	0	0		0	0	N/A
* Because our budget is for Jan-Dec 2014, this is the budget that includes the current request to the City for \$352,712 for their FY 2015						
** Because our FY is Jan-Dec, the City lines items include actual amounts received, not our requested amount. These actuals represent half of one City FY and half of the following City FY.						



Fortwood

a service of the **Helen Ross McNabb Center**

Fortwood, a service provider of Helen Ross McNabb Center

Response to City of Chattanooga FY15 Funding Request

Mitchell Home: \$52,000 requested

1. Is there a way to focus your efforts on homeless veterans?

Fortwood participates in the Chattanooga Regional Homeless Coalition for inter-agency cooperation and service provision. Any veterans that meet our criteria are eligible for our services; however, attention is not focused primarily on homeless veterans.

2. What percentage of your clients are in permanent housing within two months of seeking your help? After a year?

Housing at Mitchell Home is permanent for our clients in residence. Clients work with their therapists to create goal plans which may or may not include goals to exit into independent living; however, this is not the case for all clients at Mitchell Home. Clients may also be discharged to hospitalization or other higher levels of care if needed.

3. What other metrics do you consider important and how have you performed when judged on the basis of these?

Additional metrics to track for Mitchell Home services include number of clients that require further hospitalization or removal to a different level of care, and measuring increased independent living skills. Helen Ross McNabb Center offers a thorough Quality Assurance/Quality Improvement process to measure outcome results for each of its programs; as Fortwood programming recently merged into the HRMC system, we do not have comparison data to provide at this time, but will gladly provide this data to the City of Chattanooga once it has been collected.

4. Why is there such an aggressive increase in your funding request this year?

Fortwood has unfortunately lost the ability to receive Section 8 housing vouchers for resident clients at Mitchell Home. This cut will significantly decrease the available funding needed to offset the costs of housing for our residents and required an increase in our funding request.



Fortwood

a service of the **Helen Ross McNabb Center**

Fortwood, a service provider of Helen Ross McNabb Center

Response to City of Chattanooga FY15 Funding Request

Children & Youth Integrated Services Treatment: \$38,000 requested

1. How do you generate referrals?

Referrals are generated from local schools and school districts, pediatricians, other community organizations like Big Brothers Big Sisters, juvenile court, and Tennessee Department of Children's Services. Other mental health and substance abuse programs that do not duplicate Fortwood's services also send referrals to Fortwood Children & Youth IST services.

2. How can you partner with YFD to target children who need your services?

We will happily partner with the City of Chattanooga Youth & Family Development as a source of referrals to Fortwood's services.

3. How can you align your goals with the efforts the City has embraced in the Chattanooga Violence Reduction Initiative?

Fortwood offers a free, monthly anger management group for children and adolescents to assist in controlling acts of aggression and improving positive self-esteem in our clients. We also provide family therapy and case management, as needed, to reduce family violence, improve healthy lines of communication among family members, and improve coping skills for anger, loss, or other emotional/behavioral condition.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Project BASIC
Lead Agency:	Fortwood, a service provider of Helen Ross McNabb Center, Inc. Urban League, Chattanooga Police Department, Youth Villages, Recreation centers, Department of Children’s Services; program partners with Hamilton County Schools at Calvin Donaldson Elementary School in Chattanooga
Collaborating City Department(s):	Chattanooga
Contact Name:	Gayle Lodato
Primary Results Area:	Smarter Students, Stronger Families
Offer Cost (Funding Request):	\$15,000

RESULTS AREAS

- Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
- Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
- Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
- Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
- High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
- Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

As an in-school, early intervention service, Project BASIC provides mental and behavioral health screening and treatment to approximately 250 children grades K-3 at Calvin Donaldson Elementary School. Our program works closely with teachers, parents, and school officials to efficiently coordinate services to address mental and behavioral health needs. By funding Project BASIC, the City will support its Smarter Students, Stronger Families result area so that Chattanooga’s students have a greater chance at school achievement and receive the particular treatment that they require.

- Students will receive mental health education, early identification, intervention, teacher consultation, and school climate enhancement.
- Students will be linked with primary mental health service providers, have access to advocates, crisis intervention, and case management.

Project BASIC program services identify problematic issues in children in order to prevent negative outcomes later in life. Nearly all of the children served have been exposed to trauma, chaotic home environments, and unstable community life; some children served through Project BASIC have been diagnosed with PTSD. Studies conducted in 2009 indicated that only 50% of young people with serious mental health challenges ages 18-25 were employed, compared to 66% of their peers without mental illness; in addition, only 53% of young adults with serious mental health challenges were enrolled in post-secondary education, compared to 67% of otherwise healthy young adults (SAMHSA, Data on Children’s Mental Health and Trauma). This disparity highlights the critical importance of diagnosing and treating mental illness early on to avoid



City of Chattanooga

FY15 Offers

setbacks and further stressors in the child's future. By providing this valuable service to Chattanooga's students, we make a difference early in the lives of these children to encourage their success in the future.

Identify Which Desired Outcomes This Offer Impacts:

1. More kids graduating high school college and career ready
 - By identifying, diagnosing, and treating mental and behavioral health issues early on, students will have a greater rate of educational success
2. Fewer kids dropping out of school
 - By identifying, diagnosing, and treating mental and behavioral health issues early on, students will have a greater rate of educational success
3. More parental involvement
 - By working closely with parents and caregivers during the screening and treatment process, parents will be more involved and engaged in their children's school achievement and mental/behavioral health.

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Project BASIC	\$44,200	\$56,090	\$15,000	1

Capital Budget Impact? Yes XNo \$Amount

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
Tennessee Department of Education	\$40,016

PERFORMANCE DATA

Measurement 1:

90% of clients are seen within 2 school days.

Historical Comparison Data? HRMC operates a thorough Quality Assurance/Quality Improvement process to measure outcome results for each of its programs; as Fortwood programming recently merged into the HRMC system, we do not have comparison data to provide at this time. We began data collection for this measure on January 1, 2014 and will have data available at the end of the first quarter of the year. We are happy to provide this data to the City of Chattanooga once it has been collected.

Measurement 2:

90% of participants will increase coping skills as evidenced by decrease in discipline reports.

Historical Comparison Data? HRMC operates a thorough Quality Assurance/Quality Improvement process to measure



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outcome results for each of its programs; as Fortwood programming recently merged into the HRMC system, we do not have comparison data to provide at this time. We began data collection for this measure on January 1, 2014 and will have data available at the end of the first quarter of the year. We are happy to provide this data to the City of Chattanooga once it has been collected.

Measurement 3:

Project BASIC will provide 3 mental health curriculum presentations per quarter.

Historical Comparison Data? HRMC operates a thorough Quality Assurance/Quality Improvement process to measure outcome results for each of its programs; as Fortwood programming recently merged into the HRMC system, we do not have comparison data to provide at this time. We began data collection for this measure on January 1, 2014 and will have data available at the end of the first quarter of the year. We are happy to provide this data to the City of Chattanooga once it has been collected.

Return on Investment:

Providing comprehensive screening, education, and treatment for mental and behavioral illnesses in children is vital to the well-being of the Chattanooga community. Without this service, both educators and parents will encounter further strains and stressors that may prevent them from efficiently and effectively engaging their students and children who go undiagnosed or untreated for mental and behavioral issues. By removing this burden and providing diagnosis, treatment, crisis intervention, and referrals to community resources, Project BASIC will empower students to function normally, learn at an appropriate rate, and prepare for a productive adult life.

- Project BASIC funding from the City of Chattanooga is leveraged with funding from the Tennessee Department of Education. Currently the program is offered at Calvin Donaldson Elementary School through its grant from the Department of Education; the program is thus limited in its ability to expand unless additional state or local funds are acquired.
- By engaging in a critical community partnership with the school system, Project BASIC will aim to remove the costly and inefficient use of resources placed upon teachers by children with undiagnosed mental or behavioral health disorders. Should children go without treatment early in their school careers, they become more at-risk for truancy and juvenile delinquency later on in life. ***By providing early intervention and treatment through Project BASIC, many of the community costs to the law enforcement and court system due to juvenile delinquency and truancy can be averted.***
- The program has an existing partnership with Calvin Donaldson Elementary School, and receives funds from the Tennessee Department of Education; however, funding from the City of Chattanooga will demonstrate the importance that such a service holds for the community. Our agency constantly seeks out new grants and funding opportunities to address unmet needs related to early childhood intervention and treatment for mental and behavioral illness.

Feedback on offers submitted to Smarter Students, Stronger Families follows. Resubmit your offers by sending updated Attachment A (offer template) and Attachment F (budget related to offer) in one PDF file to nonprofitrequest@chattanooga.gov by 4:30 pm on April 4, 2014.

CFGC – Scholarship Program

- Describe in your offer what a last dollar scholarship is and why it is important. Research for last dollar scholarships?
- Part of Attachment A is missing. After the description, there should be a section on desired outcomes. How does this offer align with desired outcomes from RFO's and Results Maps?
- Are City appropriated dollars used for scholarships for City residents only?
- What % of scholarships are used to attend four-year universities vs. community colleges?
- How many scholarships would be provided with \$160,000? What is the average amount of each scholarship award?
- Is there a way to provide preference for students who are participating in our educational programs at our YFD centers?
- Measurements 1 and 2 need to be replaced.
- Possible measure: % of scholarship recipients returning to college after first year. Goal?
- Possible measure: % of minority scholarship recipients. Goal?
- Measure 3 – is the goal to graduate at least 62% in 5.5 years?



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Together We Can Scholarship Program
Lead Agency:	The Community Foundation of Greater Chattanooga, Inc.
Collaborating City Department(s):	Youth and Family Development (Gary Rudolph) and the Office of Multicultural Affairs (James McKissic)
Contact Name:	Rebecca Smith, Director of Scholarships
Primary Results Area:	Smarter Students, Stronger Families
Offer Cost (Funding Request):	\$160,000

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Together We Can (TWC) is a need-based renewable college scholarship which specifically targets eligible graduating high school seniors from Hamilton County Public schools residing within the Chattanooga city limits. Any student who meets the criteria of the Program is eligible to apply for TWC during his senior year of high school. The requirements for the TWC scholarship are: 1) applicants must have a cumulative grade point average (GPA) of at least a 2.5 or above 2) be a graduating senior from a Hamilton County public school, 3) be a resident of the City of Chattanooga and 4) family's income from all sources is \$35,000 or less. After the pool of eligible students is determined, actual selection is made solely on the basis of financial need using the Federal methodology which determines the amount that each family can afford to contribute to the students' college expenses. The majority of our students have a \$0 estimated family contribution (EFC)*.

The TWC scholarships can be used at any regionally accredited, non-proprietary, technical, community or four year college/university. The TWC award is renewable throughout their undergraduate studies, and the award



City of Chattanooga

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varies depending on their eligibility for the TN Educational Lottery Scholarship (TELS) ~ and if they remain in-state or out of state for college. For instance, the award is \$1,000 (\$500 per semester) if student is TELS eligible remaining in-state, \$1,500 (\$750 per semester) if student attends a 2-year college, or \$3,000 (\$1,500 per semester) if student attends a school out of state or if student remains in-state, but is not TELS eligible). The average scholarship is approximately \$1,680, so the \$160,000 requested from the City will help fund and/or continue to fund 95 students.

All (100%) of our recipients are city of Chattanooga residents with a vast majority either eligible for or received free/ reduced lunch in high school and first generation college students. Approximately, 90% of our recipients are at various four-year colleges/universities and 10% are at two-year colleges.

Our recipients come into our Program with a litany of challenges (i.e. less often prepared academically, financial obligations and barriers, and lack of family support) that could easily derail them from the college path; and though we know the Together We Can Scholarship Program cannot provide everything a student needs to be successful in college, it **IS** more than just a check. The Foundation's Scholarship Director monitors the progression of each recipient semester by semester and has an "open door" policy where students have 1:1 access to her anytime during the year. In addition, with this scholarship being renewable it significantly decreases some of the worry students/families have about funding school beyond their first year.

The primary goal of the TWC Program is to provide Chattanooga's most financially challenged students the opportunity to not only attend, but graduate from college. With annual increases in college tuition and fees, a mediocre economy, high unemployment rates and limited Federal and State grant programs; it is vital that our students, especially our poorer students are offered the chance to attend and complete college.

*Expected Family Contribution (EFC) is a number that is used to determine a student's eligibility for Federal student aid (Pell Grant, Work Study, Supplemental Education Opportunity Grant and Loans). This number is a result from the financial information the student provides on his/her Free Application for Federal Student Aid (FAFSA).

TN Educational Lottery Scholarship (TELS) Program~

- 1) **HOPE** (3.0 (weighted) cumulative GPA OR at least a 21 ACT score) \$4,000 4 yr. college/university \$2,000 2yr. college/university
 - **Aspire** (Need-based supplement of HOPE: Student meets criteria of HOPE plus parent(s)'s AGI is \$36,000 or less)-\$1,500
 - **General Assembly Merit Scholarship or GAMS** (Merit based supplement of HOPE- 3.75 (weighted) cumulative GPA and at least a 29 ACT) \$1,000
- 2) **HOPE Access** (cumulative (weighted) 2.75 and 18, 19, 20 ACT and Parent(s)'s AGI is \$36,000 or less) \$2,750 4yr college/university \$1,750 2yr. college/university
- 3) **Wilder-Naifeh Technical Skills Grant** (this grant is for students not seeking a degree. TWC recipients aren't eligible for this Program)

Identify Which Desired Outcomes This Offer Impacts:

1. Increase college attainment for our City's most high need, financially challenged high school seniors by not only getting more into college, but more to graduate.
2. Increase the students' understanding about the importance of furthering ones education as the pathway to breaking the cycle of poverty



City of Chattanooga

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BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Together We Can	\$35,918	\$296,918	\$160,000	1

Capital Budget Impact? No

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
None	

PERFORMANCE DATA

Measurement 1:

Our First year retention rate for the TWC Class of 2012 is 71%. Goal for TWC Class of 2013 is 75%

Measurement 2:

TWC graduation rate is at 62% in 5.5 years (Class of 2008) Goal for the TWC Class of 2009 is 68%

Return on Investment:

How do citizens benefit? The potential impact of having more college graduates in a community leads to powerful socio-economical ripple effect i.e. changes in employment and income levels, community demographics, public education system, demands for stronger/quality public services, an increase in housing and retail and so much more. Education changes and improves our community as a whole.

Does this activity leverage other financial resources? Yes, TWC is a "last dollar" scholarship for students. A "last dollar" scholarship is a need-based "gap-filling" award. It is awarded when a family's expected family contribution (EFC)* and financial aid package total are less than the cost of attendance (tuition/fees, room/board, books/supplies, transportation and personal); resulting in unmet financial need.

Our recipients receive their primary funding from the Federal Programs (i.e. Pell, Work-Study, Supplemental Educational Opportunity Grant and loans) and State Programs (TN Student Asst. Award and TN Lottery)



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Scholarship Programs). Throughout their college career, recipients are encouraged to seek other funding outside of the already received funding (i.e. talk with Advisors, Dept. Heads, various organizations, Internships Coordinator and etc.).

How does this activity decrease costs over time for the City? The more education attained the more probability for the reduction of crime, arrest and incarceration. Education can help decrease the cycle of poverty.

How can this program become sustainable without City funding? Yes, but without continued support from the City, we will not be able to add additional students which could lead to the cycle of poverty continuing.

April 4, 2014

Dear Mayor Berke,

Bea Lurie
President & CEO

Board of Directors

Executive Committee

Dr. Deborah Arfken
Chair

Barbara Marter
1st Vice Chair

Kim Bales
Treasurer

Dr. Jennifer Ellis
Secretary

Amelia Allen
At Large

Members

Bilda Acuna
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Honorary Lifetime
Members

Dr. Dane Boyington
Sheila Boyington
Uneva Shaw
Dr. Sue Anne Wells

Girls Inc. is pleased to submit a proposal to the City of Chattanooga for the expansion of our afterschool literacy program, the Bookworm Club, and the creation of an Urban Debate League (UDL). We are requesting \$149,434 in funding from the City to provide these programs at a total of seven Youth and Family Development Centers in order to provide academic enrichment to more girls throughout Chattanooga. The Bookworm Club teaches literacy skills to in-need children from underserved and low-income communities, while the creation of a UDL would give girls the opportunity to sharpen their reading, research, communication, and critical-thinking skills as well as teach them to advocate for themselves and others.

The mission of Girls Inc. is to inspire and equip all girls to be strong, smart, and boldSM -- healthy, educated, and independent -- on their journey to self-discovery. Girls Inc. offers in-school, after school, and school break programming for girls ages 6-18 that is age-appropriate, research-based, and outcome-focused. Girls Inc. provides girls with tools to improve academically, make smarter choices, build self-confidence, and stay focused on higher education, careers, and a successful future. Since we were established in 1961, we have served more than 25,000 girls throughout Hamilton County. **We are proud that since we began tracking in 2007, 100% of girls who complete our high school afterschool programs in their senior year go on to college.**

Girls Inc.'s programs are successful and far-reaching because of our many partnerships with schools throughout Hamilton County, including Clifton Hills, Hardy, Woodmore, and East Ridge Elementary Schools for girls ages 6-11 as well as East Lake Academy of Fine Arts, Chattanooga Girls Leadership Academy, Brainerd High School, Orchard Knob Middle, and Girls Preparatory Schools for girls ages 12-18. Additionally, we have partnerships with the Highland Park Neighborhood Association, and Harrison and Brainerd United Methodist Churches, whose facilities allow us to provide afterschool programming for our girls. We also engage volunteers from several colleges and corporations throughout Chattanooga, including the University of Tennessee at Chattanooga, Chattanooga State Community College, Unum, and BlueCross BlueShield of Tennessee. Through these partnerships, we are able to provide girls with community support and a critical mass of supportive adults who understand what it takes to help children succeed. Girls Inc. understands that community partnerships are essential to success, and we would be thrilled at the opportunity to include YFD Centers in our already-expanding programs.

Result area for which funding is requested: Smarter Students & Stronger Families

Amount of money requested: \$149,434

Contact: Phil Trammell. Tel: (423) 624-4757. E-mail: [ptrammell@girlsincofchatt.org](mailto:pтрammell@girlsincofchatt.org)

Sincerely,



Bea Lurie
President & CEO





City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Bookworm Club and Urban Debate League Expansion with YFD Centers
Lead Agency:	Girls Inc. of Chattanooga
Collaborating City Department(s):	Youth and Family Development Phil Trammell
Contact Name:	Smarter Students and Stronger Families
Primary Results Area:	Smarter Students and Stronger Families
Offer Cost (Funding Request):	\$149,434

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Girls Inc., in collaboration with the City of Chattanooga's Department of Youth and Family Development, is requesting \$149,434 for the expansion of our afterschool literacy program, the Bookworm Club, and the creation of an Urban Debate League (UDL). These programs will take place in a total of seven Youth and Family Development Centers.

Bookworm Club Expansion to YFD Centers: For the past two years, Girls Inc. has been improving students' literacy skills in some of our city's lowest-performing schools and producing dramatic and consistent improvements in the areas of desired outcomes the City seeks. The program directly increases the reading proficiency of children and aims to increase parental involvement in girls' education. Girls Inc. knows that reading at grade level by third grade is critical to continued success in school, leading to decreased dropout rates, increased graduation rates and ultimately, acceptance to college.

The Bookworm Club is currently delivered to elementary-age girls at Clifton Hills, East Ridge, and Woodmore Elementary Schools. Girls Inc. has been providing this program for two years, and results from pre- and post-testing have demonstrated significant success. In the 2012-2013 school year, there was a **3.87% increase** in



City of Chattanooga

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recognition of ABCs; a **19.6% increase** in recognition of names of numbers; an **11.63% increase** in recognition of names of days of the week; and a **28.6% increase** in recognition of the names of the months of the year. Additionally, **girls read faster by 2 minutes and 28 seconds**. The average time for the pre-test was 4 minutes and 18 seconds. The average time for the post-test was 1 minute and 50 seconds. There was a **19.4% increase** in the number of correct word recognition from the pre-test to the post-test. These results show increased reading proficiency across several measureable areas, and we have also seen a noticeable increase in girls' eagerness to read as evidenced by anecdotal staff and teacher observations. These statistics show that Bookworm Club makes a difference in increasing reading proficiency with the added benefits of girls becoming more engaged in school, attending regularly, and setting goals to pursue higher education.

In order to bring this program to more girls throughout Chattanooga, Girls Inc. seeks funding from the City of Chattanooga to expand the Bookworm Club to the Carver and Shepherd Youth and Family Development Centers. Girls Inc. will incorporate the Lexia Reading Program available at these centers as part of this expansion—leveraging the City's financial resources. We plan to reach 48 more girls with City funding in addition to our current number of girls served, 84, for a total of 132 girls served in the 2014-2015 school year. Bookworm Club will meet Mondays and Wednesdays at the Carver Center, and Tuesdays and Thursdays at the Shepherd Center. Each site will receive six hours of programming a week.

In addition to providing afterschool programming and literacy education for girls ages 6-11, Girls Inc. also provides programming for middle school girls and teens, ensuring that we reach the continuum of critical age groups and equip them with the educational and life skills they need to succeed.

Urban Debate League: In collaboration with the City of Chattanooga's Youth and Family Development, Girls Inc. will implement the nationally-recognized Urban Debate League (UDL) at five YFD Centers: Brainerd, John A. Patten, Hixson, Tyner, and South Chattanooga. The creation of a UDL would give high school girls the opportunity to sharpen their reading, research, communication, and critical thinking skills. Members of the UDL would meet once a week at each center for three hours. Each center would serve twelve girls, fielding six debate teams with five urban debate league tournaments per year and a summer Debate Institute in the summer of 2015.

The addition of an Urban Debate League to Chattanooga meets several of the desired outcomes articulated by the City for Smarter Students, Stronger Families. Based upon a study by Briana Mezuk et al conducted in 2009, UDL will increase graduation rates, prepare more students to enter and successfully complete college, and improve literacy for our children. Researchers used data from 1997-2007 Chicago Public School and the Consortium on Chicago School Research. They examined UDL students and comparable non-UDL participating students to account for institutional-level differences. **Debaters in general were 19% more likely to graduate from high school and were less likely to drop out of school. The results were strongest for black students, with their graduation rate increasing by 70 percent.** The researchers were able to conclude that the skills taught through the medium of academic debate would be useful to help close the black - white achievement gap.

Using the same data, Anderson and Mezuk looked at the ability of debate to influence "at-risk" students (2012). Their research found that debaters were far more likely to score higher on the English and Science sections of the ACT for all risk groups. They also found an association between debate intensity and gains on ACT and graduation rates. From this data, one can conclude that debate has the ability to positively affect all academic aspects of the urban students' educational experience.

On an individual level, debate has the ability to increase student self-efficacy and empowerment. According to research by Warner and Brusckke, debate promotes long-term learning by giving students the chance to engage with a subject rather than simply memorize it (2000). Urban Debate Leagues challenge students to engage with



City of Chattanooga

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others in a dialectic process, a form of argumentation in which two or more people discuss differing viewpoints about a subject in order to come a conclusion that is guided by reasoned arguments. Rather than merely accept statements as true or show bias toward already-established opinions, debaters are called to question the very foundations of the world around them, thus gaining the ability to make well-reasoned and informed judgments. A key component of UDLs is policy debate, in which teams of two advocate for and against a resolution that typically calls for policy change by the United States Federal Government. Policy debates' switch side process and cross-examination periods demonstrate true dialectical thinking, which in turn promotes core critical thinking skills.

The impact of an urban debate league would be felt not only by individual students and schools, but also by the community. Georgia Hall conducted an extensive qualitative analysis of New York City Urban Debate League (NYUDL) participants and coaches to examine the effect of policy debate on political engagement in youth. Hall and her researches used the ten point framework established by the Stanford Center on Adolescence that outlines youth capacities and qualities that indicate civic engagement in order to increase the legitimacy of the findings. **Across the board, UDL participation increased students' interest and involvement with democracy and civic participation.** The researchers found that debate not only educates students about the political process, but also makes it applicable to students' lives and communities, increasing the sense that students can "own the issues" and affect their communities (Hall 2006).

With funds provided by the City of Chattanooga, Girls Inc. will establish a partnership with the National Association of Urban Debate Leagues. This partnership will allow girls to both compete and build bonds with girls from a similar population throughout the nation. In alignment with the City of Chattanooga, Girls Inc. believes that funding a Urban Debate League would provide students with key building blocks for success they may have missed in school and help further develop emerging skills. Encouraging girls to value education will help them become excited about school, attend regularly, and result in fewer kids dropping out.

As a potential investor in Girls Inc. programs, you may ask, why girls only?

A publication by the United Way states that while society's expectations affect both boys and girls, studies show that girls are more disadvantaged by them. Research conducted by Harris Interactive found that 56% of girls – 78% of high school girls – said that, in school, boys think they have a right to discuss a girl's body in public; and 65% of all girls said girls are expected to spend a lot of their time on housework and taking care of younger children. Harris Interactive also found that students and adults say that girls are more likely to express what they really feel, be listened to, be leaders, and try new things when they are in groups with girls only. Additionally, girls who participated in girls-only groups were more likely to say they read books, play sports, like school, and plan to go to college than girls who did not participate in such groups. Of the girls surveyed, those who believe that boys and girls have the same abilities and strengths (82%) are more likely to plan to go to college than are girls who believe they are very different from boys (68%).

Girls Inc. programming addresses these and other areas of gender inequity by providing gender-specific and age-appropriate curricula specifically designed for the ways girls learn. Programs are delivered in a safe, affirming environment that fosters empowerment. Girls Inc. girls flourish and develop into the confident, compassionate, community-minded and empowered young women we expect them to be. Girls Inc. has a track record of sustainable and successful programming. In fact, since we began tracking in 2007, **100% of girls who complete our high school afterschool programs go on to college.**

Girls Inc. seeks funding from the City of Chattanooga for the expansion of our afterschool literacy program, the Bookworm Club, and the creation of an Urban Debate League (UDL). These programs will take place in a total of seven Youth and Family Development Centers, giving more girls throughout Hamilton County the opportunity for academic success and personal achievement.



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Bibliography

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Hall, Georgia. (2006). Civic Connections: Urban Debate and Democracy in Action during Out-of-School Time. *Afterschool Matters*. The Robert Bowne Foundation, 21-37.

Mezuk, B. (2009). Urban debate and high school educational outcomes for African American males: The case of the Chicago Debate League. *Journal Of Negro Education*, 78(3), 290-304.

Warner, E., Brusckie, J. (2000). *Gone On Debating: Competitive Academic Debate as a Tool of Empowerment for Urban America*.

Identify Which Desired Outcomes This Offer Impacts:

1. More girls graduating high school
2. Decreasing chronic absenteeism
3. Fewer girls dropping out of school

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Bookworm Club and Urban Debate League Expansion with YFD Centers	\$86,812	\$62,622	\$149,434	2.5

Capital Budget Impact? Yes No \$9,075 Amount

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount

PERFORMANCE DATA

Measurement 1:

Bookworm Club: 80% of students will demonstrate growth in reading scores as determined by the Lexia reading program available at Carver and Shepherd YFD Centers.

Urban Debate League: Girls participating in UDL will graduate at a higher rate than the general high school



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student population in Chattanooga.

Historical Comparison Data?

Bookworm Club: Because this is an expansion of our current Bookworm Club program, we will use information from previous Bookworm Club programs as a baseline. This information will be determined by the Lexia reading program, progress and report cards, and evaluations and surveys completed by participants, parents, teachers, and staff.

Urban Debate League: Initial year baseline to be established based upon national research and girls participating in the program. Girls Inc. will also administer the ETS Proficiency Profile, an assessment tool that measures four core skill areas: critical thinking, reading, writing, and mathematics. The ETS Proficiency Profile will determine if participation in UDL helps improve these other critical areas.

Measurement 2:

Bookworm Club: Girls participating in Bookworm Club will have a higher attendance rate in school compared to the general student population.*

Urban Debate League: Girls participating in UDL will have a higher attendance rate in school compared to the general student population.*

*Information dependent upon our ability to obtain report cards from participants.

Historical Comparison Data?

Bookworm Club: Because this is an expansion of our current Bookworm Club program, we will use information from previous Bookworm Club programs as a baseline. This information will be determined by the Lexia reading program, progress and report cards, and evaluations and surveys completed by participants, parents, teachers, and staff.

Urban Debate League: Initial year baseline to be established based upon national research and girls participating in the program. Girls Inc. will also administer the ETS Proficiency Profile, an assessment tool that measures four core skill areas: critical thinking, reading, writing, and mathematics. The ETS Proficiency Profile will determine if participation in UDL helps improve these other critical areas.

Measurement 3:

Urban Debate League: Girls participating in UDL will have decreased school dropout rates compared to students who do not participate in the program.

Historical Comparison Data?

Urban Debate League: Initial year baseline to be established based upon national research and girls participating in the program. Girls Inc. will also administer the ETS Proficiency Profile, an assessment tool that measures four core skill areas: critical thinking, reading, writing, and mathematics. The ETS Proficiency Profile will determine if participation in UDL helps improve these other critical areas.

Return on Investment:

Bookworm Club:

How do citizens benefit? More Chattanooga students will receive targeted literacy education to help in-need



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students be better positioned for academic success.

Does this activity leverage other financial resources? Yes. Girls Inc.'s proposed partnership with YFD utilizes the City's investment in Lexia. By using these already-available resources, Girls Inc. maximizes results for less money.

How does this activity decrease costs over time for the City? The benefits to the City are costs avoided with trying to create and implement a similar program. Additionally, increasing reading proficiency in girls keeps them engaged in education which eventually helps contribute to improved workforce talent in Chattanooga. Teaching students to read at an early age offsets the cost of adults who are dependent upon social services due to low literacy levels. By giving girls this opportunity, we give them to chance to participate as equals in society as adults.

How can this program become sustainable without City funding? The program currently receives funding from corporate, foundation, and individual partners and would likely continue to do so. City funding is needed to increase the reach of the program. Lack of future City funds might only result in fewer students benefiting.

Urban Debate League:

How do citizens benefit? Adults and children will benefit from the increased amount of educational activities provided at the centers, from the creation of an "academic" sports league, and from more children being prepared for college and careers.

Does this activity leverage other financial resources? Yes. Girls Inc.'s proposed partnership with YFD leverages other financial resources through use of YFD Centers. By using these already0available resources, Girls Inc. maximizes results for less money.

How does this activity decrease costs over time for the City? The benefits to the City are costs avoided with trying to create and implement a similar program. Additionally, increasing public speaking and critical thinking skills in girls keeps them engaged in education which will eventually lead to better-equipped workforce talent in Chattanooga. Teaching students to engage effectively with their community at an early age offsets the cost of adults who are dependent upon social services. By giving girls this opportunity, we give them the chance to participate as equals in society as adults.

How can this program become sustainable without City funding? Girls Inc. will immediately begin applying for funding from organizations and individuals who find the mission and impact of an Urban Debate League appealing. Since Urban Debate Leagues exist in many large metropolitan areas, there are known funders who will be approached nationally while we develop interest locally in sustaining and expanding this program to even more YFDCs.

Girls Inc., in partnership with the City of Chattanooga's Department of Youth and Family Development, is requesting \$149,434 for the implementation of our award-winning Bookworm Club at two YFD Centers and the creation of an Urban Debate League (UDL) to be delivered at five Youth and Family Development Centers. Bookworm would serve up to 48 girls at the Shepherd and Carver Centers and the Urban Debate League would serve 60 teen girls at the Brainerd, John A. Patten, Hixson, Tyner, and South Chattanooga Centers. Bookworm Club is a research-based, outcome-focused program that improves elementary reading and literacy skills. In fact, the Bookworm Club was recently awarded by the United Way as their 2013 Impact Program of the Year. The Urban Debate League is a nationally recognized program that has been shown to increase high school graduation rates and positively affect the civic engagement of participants. Girls Inc., with our proven track record of producing meaningful and life changing results, is uniquely qualified to deliver this programming.

URBAN DEBATE LEAGUE:

The addition of an Urban Debate League to Chattanooga meets several of the desired outcomes articulated by the City for Smarter Students, Stronger Families. It will increase graduation rates, prepare more students to enter and successfully complete college, and improve literacy for our children.

Research detailed in our offer shows that on an individual level, debate has the ability to increase student self-efficacy and empowerment and that it promotes the learning cycle by giving students the chance to engage with a subject rather than simply memorize it. Urban Debate Leagues challenge students to engage with others in a dialectic process, a form of argumentation in which two or more people discuss differing viewpoints about a subject in order to reach a conclusion that is guided by reasoned arguments. Rather than merely accept statements as true or show bias toward already-established opinions, debaters are called to question the very foundations of the world around them, thus gaining the ability to make well-reasoned and informed judgments.

The impact of an urban debate league would be felt not only by the individual students and schools, but also by the community. Georgia Hall conducted an extensive qualitative analysis of New York City Urban Debate League (NYUDL) participants and coaches to examine the effect of policy debate on political engagement in youth.

The researchers found that debate not only educates the students about the political process, but also makes it applicable to the students' lives and communities, increasing the sense that the students can "own the issues" and affect their communities. Members of the Girls Inc. UDL would meet one day per week for three hours at each of the five YFD centers. Each center would serve twelve girls, fielding six debate teams, serving a total of 60 teens. A successful partnership would include five urban debate league tournaments per year and a summer Debate Institute in the summer of 2015.

BOOKWORM CLUB:

Girls Inc. of Chattanooga proposes to expand our afterschool literacy program, the Bookworm Club, to two Youth and Family Development Centers, Shepherd and Carver. The Bookworm Club teaches literacy skills to in-need children from underserved and low-income communities. We have seen significant quantitative and qualitative results with this program over the past two years, and we believe this progress can be expanded through a partnership with YFD in 2014-2015. Successfully doing so will support a community need of increased reading proficiency in children—a direct connection to the City of Chattanooga's desired outcomes.

Bookworm Club will meet twice a week at each YFD center, three hours per day, for a total of six hours per week. During this time, girls will practice basic reading skills and participate in intensive, hands-on lessons designed to improve verbal and written communication skills, reading comprehension, and handwriting. Girls in the Bookworm Club actively engage in literacy activities including read alouds, storytelling, games,

public speaking, individual reading, writing, and creative arts. By using a variety of engaging activities, girls begin to understand the importance of reading as a life skill and across all academic subjects. The age-appropriate lessons include activities such as Strange Sentences, in which girls learn how to construct a complete sentence and learn the parts of speech; Funny Phonics, where girls practice phonic noises, recognize a phonetic sound from a visual cue, and create their own visuals related to a specific phonetic sound; Scrabble Mix Up, where girls practice spelling with Scrabble game pieces and unscramble letters to find new words; and many more educational and fun activities that keep girls engaged. These hands-on activities will enhance the Lexia program currently being used at the YFDs, further improving both quantitative and qualitative results.

Since most of the girls do not have books at home, we help their families apply for library cards for their daughters so they can read together at home and visit the library together. We also take the girls on field trips to the library where the library staff provides engaging programming for them. In alignment with the City's goal to give parents the critical knowledge to be successful parents, we work closely with parents to update them on their child's progress and to provide them with guidance on how to support the improvement of their daughter's literacy skills. Using the Lexia Reading Program will also incorporate an element of technology use to the program, ensuring that girls from low-income communities have a better chance of keeping up with their peers and succeeding in an increasingly technology-rich world.

The Bookworm Club has both measurable goals, which are detailed in our offer, and qualitative goals which include an increased desire amongst participants to read, choosing to read in their spare time and viewing themselves as readers. While these qualitative goals are more difficult to quantitatively measure, we know they are essential for the emotional, cognitive and behavioral development of students. The Bookworm Club program would incorporate the Lexia Reading Program being used by the YFD centers to enrich literacy programming and increase the City's return on investment. We propose to reach 48 more girls with City funding in addition to the 84 girls we now serve, for a total of 132 girls who will be provided literacy programming by Girls Inc. during the 2014-2015 school year.

In alignment with the City of Chattanooga, Girls Inc. believes that educating children as early in life as possible is crucial to helping children succeed in school. Encouraging girls to value education at a young age will help them become excited about school, attend regularly, and result in fewer children dropping out of school. In fact, since we began tracking in 2007, **100% of girls who complete our high school afterschool programs go on to college.**

Girls Inc. 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. Girls Inc. will also provide a list of the accomplishments scheduled by use of the municipal funding.

Girls Inc. will provide the City of Chattanooga with copies of annual audits or reviews for each year that we spend funds appropriated by the City of Chattanooga.

Sincerely,



Bea Lurie
President & CEO

Attachment F: Budget Format	Agency Name:	Girls Inc. of Chattanooga - Bookworm Club and Urban Debate League						
CITY OF CHATTANOOGA								
FY 2015 Agency Funding Financial Form								
Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget	
REVENUES	(Not Applicable)	(Not Applicable)	(Not Applicable)	(Not Applicable)				
Contributions								
Individuals/Private							N/A	
Corporate/Organizations/Churches							N/A	
Fees/Grants from Governmental Agencies								
Federal							N/A	
State							N/A	
Hamilton County							N/A	
City of Chattanooga					\$ 149,434	\$ 149,434	N/A	
Other Cities (Please list)							N/A	
United Way								
Foundations (including grants)							N/A	
Gross Proceeds Special Events							N/A	
Other UWs/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							N/A	
Other Program Income							N/A	
Sales to Public							N/A	
Investment Income							N/A	
Miscellaneous							N/A	
Other Revenues - Girls Inc. national (Kellog Grant)					\$ -		N/A	
Transfers in from other internal budgets							N/A	
Income from Previous Year							N/A	
TOTAL REVENUES	\$ -	\$ -			\$ 149,434	\$ 149,434	N/A	
OPERATIONS	(Not Applicable)	(Not Applicable)	(Not Applicable)	(Not Applicable)				
Personnel Expenses								
Salaries					\$ 75,045	\$ 75,045	N/A	
Fringe Benefits							N/A	
Employee Health					\$ 3,407	\$ 3,407	N/A	
Pension/Retirement					\$ 1,501	\$ 1,501	N/A	
Payroll Taxes, etc.					\$ 5,741	\$ 5,741	N/A	
Other (unemployment, life insurance, etc)					\$ 1,118	\$ 1,118	N/A	
Total Personnel Expenses	\$ -	\$ -			\$ 86,812	\$ 86,812	N/A	

Attachment F: Budget Format	Agency Name:	Girls Inc. of Chattanooga - Bookworm Club and Urban Debate League						
CITY OF CHATTANOOGA								
FY 2015 Agency Funding Financial Form								
Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget	
OPERATING EXPENSES								
Administration								
Professional Fee & Contract service							N/A	
Utilities							N/A	
Other							N/A	
Rent							N/A	
Travel/Transportation					\$ 8,000	\$ 8,000	N/A	
Insurance (not employee health)					\$ 3,435	\$ 3,435	N/A	
Materials & Supplies					\$ 14,534	\$ 14,534	N/A	
Telephone, Fax, ISP					\$ 2,260	\$ 2,260	N/A	
Postage and Shipping							N/A	
Occupancy/Building/Utilities					\$ 3,627	\$ 3,627	N/A	
Equipment Rental and Maintenance (including contracts)					\$ 793	\$ 793	N/A	
Outside Printing, Art Work, etc.					\$ 3,966	\$ 3,966	N/A	
Conferences, Conventions, etc.					\$ 3,024	\$ 3,024	N/A	
Special Assistance to Individuals							N/A	
National Dues/Support Payments					\$ 1,441	\$ 1,441	N/A	
Organization Dues (other than above)							N/A	
Awards and Grants							N/A	
Fund Raising/Self-Support Activities					\$ 2,000	\$ 2,000	N/A	
Miscellaneous					\$ 439	\$ 439	N/A	
Equipment Purchases (incl. capital expenses)					\$ 9,075	\$ 9,075	N/A	
Depreciation					\$ 6,212	\$ 6,212	N/A	
Other Expenses - Support Staff					\$ 3,816	\$ 3,816	N/A	
							N/A	
Operating Expenses Total	\$ -	\$ -			\$ 62,622	\$ 62,622	N/A	
							N/A	
TOTAL OPERATIONS	\$ -	\$ -			\$ 149,434	\$ 149,434	N/A	
REVENUE OVER/ (UNDER) OPERATIONS	\$ -	\$ -			\$ -	\$ -	N/A	



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OFFER SUMMARY

Offer Name:	Chattanooga Zoo: Community Engagement Initiative
Lead Agency:	Chattanooga Zoo
Collaborating City Department(s):	Department of Youth and Family Development; Therapeutic Recreation; Multicultural Affairs; Mayor's Office
Contact Name:	Dardenelle Long
Primary Results Area:	Smarter Students, Stronger Families
Offer Cost (Funding Request):	\$36,150

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

The Chattanooga Zoo is committed to engaging and inspiring our community, and strives to include all citizens of our community regardless of race, age, or ability. With the creation of the new Community Engagement Initiative, the Zoo is developing opportunities for a more comprehensive and focused effort to reach a broader and more diverse audience. Each piece of the Community Engagement Initiative is centered on a cornerstone of inclusion for all people. The established programs associated with this initiative are:

- The Senior Safari Outreach program; focused on bringing the wild to our community's senior population
- Dreamnight; a series of nights throughout the year focusing on opening the zoo after hours to special needs children and their families to provide a unique opportunity to engage at the zoo without other distractions
- Camp Zoo-A-Bility; for children with special needs to attend a summer camp where they receive more personalized care and attention



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- GoFest!; festival for disability awareness as well resources awareness for people with a disability.

One new program planned for 2014 is the Latino Family Festival day, to celebrate this growing population in our community.

The Program

Senior Safari Outreach

The Zoo has continued offering senior programs for over two decades. Currently, the zoo visits 16 senior health and retirement centers each month taking animals, biofacts, and enthusiastic educators to have up-close and personal animal encounters with individuals who cannot visit the Zoo for a variety of reasons.

One of the goals of the Chattanooga Zoo Community Engagement Initiative is to expand this program, and to provide the program to any interested Chattanooga senior facilities or groups. There is a need to provide more programs, as evidenced by the number of programs the zoo has had to turn down because of limited resources. The zoo would like to provide these programs at no cost to the seniors, so that lack of funding does not prohibit each and every senior in Chattanooga from equal access to these outreach programs offered by the Chattanooga Zoo.

Though there are no specific outcomes in the BFO documents including senior citizens, the zoo feels that this population is important to educate and mold into smarter students and members of our community. According to Chattanooga.com (chattanooga.com/demographics.aspx), 15.2% of the Chattanooga population is 65 years or older. The zoo feels like this is an important underserved audience which can be educated and enjoy these animal programs.

Dreamnight

The Chattanooga Zoo's Dreamnight events have continued serve the area's special needs population for over 10 years. Dreamnight is a time when the zoo is opened to the special needs community of Chattanooga at no charge to enjoy the zoo without the normal crowd of the day. There are three (3) Dreamnights hosted throughout the year. During the first event in June, the zoo is open after hours for special needs children and adults as well as their families. This event is 100% free for these guests, and includes pizza for dinner, games, face painting, goodie bags, and of course balloons!

The second Dreamnight is a special night during our Boo in the Zoo event where these same families can participate in the Boo in the Zoo activities without the normal large crowds that come for the Boo in the Zoo nights. Participants are again provided dinner, games, and entertainment. The final Dreamnight is hosted during our Holiday Lights event so families can enjoy the lights at the zoo, again, at no charge. Unum is a corporate sponsor for the zoo's summer Dreamnight, providing both funds and volunteers for this event.

Additionally, the zoo hosts 5-6 dances/events for the City of Chattanooga's Therapeutic Recreation department to provide a venue for special needs children to attend these events.

Camp Zoo-A-Bility

Annually, the Zoo hosts Camp Zoo-A-Bility for the City of Chattanooga's Therapeutic Recreation department. This camp is specifically designed to provide games, activities, learning opportunities and



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engaging interactions to children with special needs. The zoo provides the facilities for this camp, as well as staff to manage snacks, materials, and games. The camp is operationally managed and staffed by the Therapeutic Recreation department.

Additionally, the zoo works with other partners such as the Chattanooga Room at the Inn, and Big Brothers Big Sisters to provide 10 scholarships to local youth to attend zoo camp.

GoFest!

Since 2008 the Chattanooga Zoo has partnered with the City of Chattanooga Mayor's Office to host GoFest!, a festival promoting the awareness of disabilities for Chattanooga residents. During this event, the zoo is opened to all patrons at no charge, and guests can visit numerous booths, vendors, or tables to learn about disabilities, and community resources for those with disabilities.

Future Expansion

This year, the zoo's Community Engagement Initiative will also include a Latino Family Festival, geared at engaging and celebrating Chattanooga's Latino population. This event will include providing guests with Spanish language maps, translators to speak with non-English speaking guests about the Chattanooga Zoo, its animals, and conservation. Local Latino businesses and organizations will have the opportunity to participate in the event by setting up booths to educate guests on their services. There has been a noticeable increase in the number of Latino visitors to the zoo, and the Chattanooga community in the last few years, and providing a more welcoming and inclusive visit is one of the goals of the Community Engagement Initiative.

Program Outcomes

Outcomes related to the initiative described above include;

- healthier seniors, special needs citizens, and all underserved populations touched by the zoo's engagement initiative
- increased awareness of program offered by the Chattanooga Zoo for the community at little, or no cost
- increased diversity of audiences served by Chattanooga Zoo

We will reach these outcomes by:

- Strengthening and increasing the breadth and reach of both senior and special needs programming provided to Chattanooga citizens by increasing the number of programs and activities available from Chattanooga Zoo
- Creating a strategic plan that addresses both senior and special needs audiences. The plan will include goals for the increase in numbers of participants educated and programs performed as well as the creation of partners and outcomes to determine if programs make a difference in behaviors or overall health as determined by caregivers.
- Develop a partnership with Youth and Family Development department to provide visits to City senior centers that augments and enhances their current programming and uses their resources to disseminate information about available programs from the zoo.

Research Data

Why are these programs important for Chattanooga? According to the Center for Disease Control (CDC) pets can decrease your Blood pressure Cholesterol levels Triglyceride levels, and feelings of



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loneliness.

Providing access to the zoo for these underserved populations can not only lead to greater engagement in the zoo and in Chattanooga by these populations, but there is also research which proves that programs centered around animal interaction can lead to better health and wellbeing. In general, the CDC reports that pets can increase your opportunities for exercise and outdoor activities as well as opportunities for socialization. According to Dr. Andrew Weil, world-renowned leader and pioneer in the field of integrative medicine, *“One of the most fundamental advantages of animal assisted therapy over other therapeutic modalities is that it provides the patient a much-needed opportunity to give affection as well as receive it. It is this reciprocity - rare among medical therapies - that makes AAT [Animal Assisted Therapy] a unique, and valuable route to healing.”*

According to an article on Parenthood.com, *How Animals Help Children with Special Needs*, “Kids and animals are natural companions. For children with disabilities, that companionship can also include invaluable physical and emotional therapy. Whether it’s strengthening muscles through horseback riding, feeling motivated to improve while swimming with dolphins or gaining confidence with the help and companionship of a service dog, kids with disabilities can benefit from many different kinds of animals.”

City of Chattanooga Support

The City of Chattanooga should support the Community Engagement Initiative of the Chattanooga Zoo because of the impact these programs have on Chattanooga as a community. The programs described above all offer unique and innovative ways to engage underserved populations of the Chattanooga community to facilitate learning opportunities that help create **smarter students, stronger families**, and build **stronger neighborhoods** as well as continuing to **grow the local economy**. By providing funding for this initiative, it allows the Chattanooga Zoo to continue offering these programs and build upon the base of inclusion that has been started, to engage underserved populations.

Funding in the amount of \$36,150 from the City of Chattanooga for these programs will be used for the following purposes:

- Senior Safari Program: Underwrite 60 senior programs- \$2,400
- Dreamnight: Provide funding for the zoo’s Dreamnight Boo and Dreamnight Holiday Lights for dinner and entertainment costs in the amount \$15,500
- Camp Zoo-A-Bility: Underwrite facility costs in the amount of \$15,750
- Latino Family Festival: Provide funding for entertainment, supplies, facility costs, and assessment costs- \$2,500

Identify Which Desired Outcomes This Offer Impacts:

1. Healthier and smarter seniors, special needs citizens, and other underserved groups.
2. Increased programs for undeserved groups.
3. Building stronger families in these underserved groups.



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BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Chattanooga Zoo: Community Engagement Initiative	\$11,790	\$55,565	\$36,150	N/A

Capital Budget Impact? **Yes** **No** **\$Amount**

Financial Offsets: *(Please list other revenues associated with the specific program for which funding is requested)*

Name	Amount
Unum	\$6,000

PERFORMANCE DATA

Measurement 1:

An increase in the number of individuals utilizing the programs for underserved populations at the zoo. Greater involvement leads to greater engagement through participation in these programs. A participant satisfaction survey would also be developed and administered to each of the new and existing programs to determine effectiveness, changes needed, level of engagement, etc.

An increase in participant satisfaction as well as participant growth would indicate higher levels of community engagement in these programs, stimulating increased resources (through partner growth- see measurement 2) for these underserved populations. Additionally, by creating more engaged citizens in these underserved populations the zoo can provide increased opportunities for better overall health and wellbeing, as evidenced by the research regarding animal therapy and interactions with those populations.

Historical Comparison Data?

Program Attendance Data

*Seniors programs: 2013- 182
2012- 202
2011- 89*

*Dreamnight: 2013- 2,180
2012- 2,100
2011- 700*

*Camp Zoo-A-Bility: 2013- 57
2012- 48
2011- 58*

*GoFest!: 2013- 1,500
2012- 8,500*



City of Chattanooga

FY15 Offers

2011- 8,000

Latino Family Festival: No data available

Measurement 2:

Identify and establish new partnerships with organizations that can provide increased resources for existing programs, and create new programs. The measurement would be the actual increase in the number of partnerships and programs.

Historical Comparison Data?

Current Partnerships:

- *Therapeutic Recreation*
- *LaPaz*
- *Big Brothers Big Sisters*
- *Chattanooga Room at the Inn*

Measurement 3:

Collaborate and develop programs to deliver to City funded senior centers in order to augment and enhance current programming used at those facilities.

Historical Comparison Data?

None

Return on Investment:

How do citizens benefit? Local citizens benefit from these programs by becoming more engaged with their communities. There is also a correlation between the initiative described above, and wellbeing through recreation and contact with animals.

Does this activity leverage other financial resources? Unum Insurance Group provides funding to assist with the summer Dreamnight. Coca-Cola also assists by giving product donations, and lastly, Papa John's pizza provides their product at a discounted rate, and has also donated pizzas for the Dreamnight events.

How does this activity decrease costs over time for the City? The partnership between the City and Friends of the Zoo has already proven to be a tremendous cost savings to the City by removing the cost of personnel and benefits. By providing these programs through the Zoo, existing resources such as staff, vehicles, program materials, etc. will be utilized, eliminating the need to create new positions and funding.

How can this program become sustainable without City funding? By creating programs that are more engaging and serve larger segments of the targeted audiences, the programs will become more attractive to outside funders such as foundations and corporations. Additionally, the zoo currently has the facilities needed to build and maintain these programs. Efforts will be made to secure sponsorships for the programs to reduce the need for City funding.

Attachment F: Budget Format	Agency Name:	Chattanooga Zoo											
CITY OF CHATTANOOGA													
FY 2015 Agency Funding Financial Form													
Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget						
REVENUES													
Contributions													
Individuals/Private						\$ -	N/A						
Corporate/Organizations/Churches	\$ 5,000	\$ 5,000	\$ 5,695	\$ 5,695	\$ 6,000	\$ 305	5.4%						
Fees/Grants from Governmental Agencies													
Federal						\$ -	N/A						
State						\$ -	N/A						
Hamilton County						\$ -	N/A						
City of Chattanooga						\$ -	N/A						
Other Cities (Please list)						\$ -	N/A						
United Way													
Foundations (including grants)						\$ -	N/A						
Gross Proceeds Special Events						\$ -	N/A						
Other UWs/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						\$ -	N/A						
Other Program Income						\$ -	N/A						
Sales to Public						\$ -	N/A						
Investment Income						\$ -	N/A						
Miscellaneous						\$ -	N/A						
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	\$ 5,000	\$ 5,000	\$ 5,695	\$ 5,695	\$ 6,000	\$ 305	5.4%						
OPERATIONS													
Personnel Expenses													
Salaries	\$ 10,578	\$ 10,791	\$ 11,190	\$ 11,190	\$ 11,790	\$ 600	5.4%						
Fringe Benefits						\$ -	N/A						
Employee Health						\$ -	N/A						
Pension/Retirement						\$ -	N/A						
Payroll Taxes, etc.						\$ -	N/A						
Other (unemployment, life insurance, etc)						\$ -	N/A						
Total Personnel Expenses	\$ 10,578	\$ 10,791	\$ 11,190	\$ 11,190	\$ 11,790	\$ 600	5.4%						

Attachment F: Budget Format	Agency Name:	Chattanooga Zoo									
OPERATING EXPENSES											
Administration											
Professional Fee & Contract service							\$ -	N/A			
Utilities							\$ -	N/A			
Other							\$ -	N/A			
Rent							\$ -	N/A			
Travel/Transportation	\$ 445	\$ 1,010	\$ 910	\$ 960	\$ 960	\$ -	0.0%				
Insurance (not employee health)						\$ -	N/A				
Materials & Supplies	\$ 721	\$ 1,636	\$ 1,474	\$ 1,555	\$ 1,555	\$ (0)	0.0%				
Telephone, Fax, ISP						\$ -	N/A				
Postage and Shipping						\$ -	N/A				
Occupancy/Building/Utilities						\$ -	N/A				
Equipment Rental and Maintenance (including contracts)						\$ -	N/A				
Outside Printing, Art Work, etc.						\$ -	N/A				
Conferences, Conventions, etc.						\$ -	N/A				
Special Assistance to Individuals						\$ -	N/A				
National Dues/Support Payments						\$ -	N/A				
Organization Dues (other than above)						\$ -	N/A				
Awards and Grants						\$ -	N/A				
Fund Raising/Self-Support Activities						\$ -	N/A				
Miscellaneous						\$ -	N/A				
Equipment Purchases (incl. capital expenses)						\$ -	N/A				
Depreciation						\$ -	N/A				
Other Expenses (Please list separately any major item)						\$ -	N/A				
Dreamnight* 2011 and 2012 figures are estimates	\$ 20,000	\$ 25,000	\$ 28,600	\$ 28,600	\$ 28,600	\$ -	0.0%				
Camp Zoo-A-Bility	\$ 15,950	\$ 15,950	\$ 15,950	\$ 15,950	\$ 15,950	\$ -	0.0%				
GoFest!	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.0%				
Latino Family Festival	N/A	N/A	N/A	N/A	\$ 4,500	#VALUE!	N/A				
Operating Expenses Total	\$ 41,116	\$ 47,596	\$ 50,934	\$ 51,065	\$ 55,565	#VALUE!	N/A				
TOTAL OPERATIONS	\$ 51,694	\$ 58,387	\$ 62,124	\$ 62,255	\$ 67,355	#VALUE!	N/A				
REVENUE OVER/ (UNDER) OPERATIONS	\$ (46,694)	\$ (53,387)	\$ (56,429)	\$ (56,560)	\$ (61,355)	#VALUE!	N/A				



City of Chattanooga

FY15 Offers

OFFERSUMMARY

Offer Name:	Family Resource Center
Lead Agency:	La Paz Chattanooga
Collaborating City Department(s):	OMA
Contact Name:	Stacy Johnson
Primary Results Area:	Smarter Students and Stronger Families
Offer Cost (Funding Request):	\$60,000

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

What is the service/program? According to the U.S. Census Bureau, Latinos will make up 15 percent of Chattanooga's total population by the year 2020. This is substantial when considering that in 1990, the number of Latinos living in Hamilton County didn't represent even a single percent of the total population. And it is a very young demographic, as more than 70 percent of Latinos in Tennessee are under the age of 35. Latino growth is reflected widely across the city. For example, the number of Latino school children enrolled in HCDE schools has more than quadrupled in the past decade alone. By and large, most Latinos in Chattanooga are members of young families and their needs are related to the life stages within that general age bracket.

To meet the needs of this growing Latino demographic, The Office of Multicultural Affairs and La Paz Chattanooga wish to establish the area's first **Family Resource Center (FRC)** with a focus on Latino families in the City of Chattanooga. The aim of the FRC is to increase the breadth of La Paz general client service outreach through the work of highly trained interns, volunteers and client leaders. This will allow paid staff to focus on in-depth case management services, which require more specialized attention. La Paz is a community-based source of information and training on domestic violence prevention, prenatal care and



City of Chattanooga

FY15 Offers

counseling, parental engagement education, and nutrition counseling.

La Paz also aims to compile the region’s most comprehensive **Latino Resource Guide**—print and digital editions. This guide will be made available to clients, as well as area service providers.

La Paz is the most trusted resource for the Latino community, but the needs of this growing demographic far outweigh the current capacity of the organization. Developing leaders – trained by staff – amongst clients, interns, volunteers and the community will help us deliver holistic services and maximize capacity. Our goal is to train and equip professionals to work and advocate on behalf of the Latino population. The FRC staff will become ambassadors of La Paz services, equipped with culturally and linguistically appropriate skills, to not only work at the center, but in other Chattanooga organizations, thus expanding La Paz’s reach addressing the needs of the area Latino population.

How will it be provided? City support of this project will allow La Paz Client Services Department at La Paz to develop the FRC in the heart of the Highland Park Neighborhood, which is home to the City’s most densely populated Latino community. The FRC will implement a volunteer/internship program to include orientation, training and evaluation. La Paz will establish partnerships with local colleges and universities in the spring of 2014. La Paz staff will train and educate volunteers, interns and client leaders throughout the program year and focus on education and detailed case management. A grand opening of the FRC will occur in the summer and the *Latino Resource Guide* will be developed by the end of the program year. Housed within the FRC will be multiple technology stations, so FRC staff and clients can access online services and resources.

What innovation & sustainability practice does this leverage? The Family Resource Center is innovative in that it addresses an immediate Chattanooga need; the education, welfare and health needs of Latino families. The project will provide referral, support and case management services to people who need it the most for job and/or educational advancement.

What difference does this offer make and how will we know? While the Latino presence across Chattanooga has demonstrated evident needs, La Paz Chattanooga is the only organization whose mission and services are dedicated wholly to the Latino population. The La Paz staff is bilingual, multicultural and skilled at meeting the needs of the diverse Latino community. We will know the success of the program by measuring the desired outcomes.

Inputs	Outputs	Service Quality/Efficiency	Outcomes
Highland Park Facility (La Paz)	Number of clients accessing the expanded services of the FRC	Increase in satisfaction with services and engagement due to expanded staffing from volunteers and interns	500 clients will access FRC services during FY 2015
Community partners and resource agencies	Memoranda of Agreement from community partners and resource agencies		450 clients will connect to and use a referral agency or program as a result of the FRC
Volunteers and Interns	Number of volunteers and interns trained to provide services	Increase in knowledge of culture competency as well as community resources	20 Volunteers will complete training and provide service
FRC Computer workstations	Number of computer stations and number of clients accessing		
Graphic Designer for Resource Guide	Completed resource guide; distributed to community and housed online		The Resource Guide will be distributed to 500 clients The online Resource Guide will get at least 2000 hits



City of Chattanooga

FY15 Offers

Client Consult – Health and Wellness	Number of client consultations on health and wellness (prenatal, nutrition, etc).	Increase in knowledge of health and wellness, resources and lifestyle habits	during FY 2015 35 one on one client consultations with La Paz's Community Health Worker
Client Consult – Domestic Violence	Number of client consultations on domestic violence (safety plan, preventative education, etc)	Increase in knowledge of available resources, domestic violence prevention	20 one on one client consultations with La Paz's Client Services Director

Make a compelling case for your offer. The growth of the Latino community in our area is incredible. The 1990 US Census showed less than 1 percent of the total Hamilton County population was made up of Latinos. Estimates for the year 2020 have that number approaching 12 percent in Hamilton County and 15 percent in the city of Chattanooga. In the last decade alone, the Hamilton County Department of Education has seen a 400% increase in the number of enrolled Latino students. Through events and individual services, La Paz works with 4,000 clients per year, and as the population grows our organization will be called on to provide services and connect clients to appropriate service providers.

Identify Which Desired Outcomes This Offer Impacts:

1. More kids graduating high school college and career ready
2. More pregnant women accessing prenatal care
3. Decrease chronic absenteeism
4. Fewer kids dropping out of school
5. More parental involvement
6. Increase reading proficiency for children and adults
7. Increase access to healthy food

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Rose E. Decosimo, CPA
Principal
T: 423.756.7100
F: 423.756.0510
E: rosedecosimo@decosimo.com

April 4, 2014

City of Chattanooga
Chattanooga, Tennessee

Re: La Paz de Dios, Inc.

Dear Sir or Madam:

La Paz de Dios, Inc.'s most recently completed fiscal year end is December 31, 2013.

We have been engaged to perform a review of La Paz de Dios, Inc.'s December 31, 2013 financial statements and expect to issue our review report by April 18, 2014.

Sincerely,



Rose E. Decosimo, CPA

Attachment F_Budget Format	Agency Name:	La Paz Chattanooga						
CITY OF CHATTANOOGA								
FY 2015 Agency - Promotoras Program Funding Financial Form								
Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget	
REVENUES								
Contributions						\$ -	N/A	
Individuals/Private						\$ -	N/A	
Corporate/Organizations/Churches					\$ 18,000	\$ 18,000	N/A	
Fees/Grants from Governmental Agencies								
Federal						\$ -	N/A	
State						\$ -	N/A	
Hamilton County						\$ -	N/A	
City of Chattanooga					\$ 60,000	\$ 60,000	N/A	
Other Cities (Please list)						\$ -	N/A	
United Way								
Foundations (including grants)						\$ -	N/A	
Gross Proceeds Special Events						\$ -	N/A	
Other UWs/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						\$ -	N/A	
Other Program Income - Events						\$ -	N/A	
Sales to Public						\$ -	N/A	
Investment Income						\$ -	N/A	
Miscellaneous						\$ -	N/A	
Other Revenues (Please list separately any major item)						\$ -	N/A	
Foundations/Grants Local					\$ 15,000	\$ 15,000	N/A	
Transfers in from other internal budgets						\$ -	N/A	
Income from Previous Year						\$ -	N/A	
TOTAL REVENUES					\$ 93,000	\$ 93,000	N/A	
OPERATIONS								
Personnel Expenses								
Salaries					\$ 67,500	\$ 67,500	N/A	

Attachment F Budget Format	Agency Name:	La Paz Chattanooga					
Fringe Benefits						\$ -	N/A
Employee Health						\$ -	N/A
Pension/Retirement						\$ -	N/A
Payroll Taxes, etc.					\$ 7,500	\$ 7,500	N/A
Other (unemployment, life insurance, etc)						\$ -	N/A
Total Personnel Expenses					\$ 75,000	\$ 75,000	N/A
OPERATING EXPENSES							
Administration							
Professional Fee & Contract service						\$ -	N/A
Utilities					\$ 900	\$ 900	N/A
Other						\$ -	N/A
Rent					\$ 4,800	\$ 4,800	N/A
Travel/Transportation						\$ -	N/A
Insurance (not employee health)						\$ -	N/A
Program Materials & Supplies					\$ 3,000	\$ 3,000	N/A
Telephone, Fax, ISP					\$ 1,000	\$ 1,000	N/A
Postage and Shipping						\$ -	N/A
Occupancy/Building/Utilities						\$ -	N/A
Equipment Rental and Maintenance (including contracts)						\$ -	N/A
Outside Printing, Art Work, etc.					\$ 6,500	###	N/A
Conferences, Conventions, etc.						\$ -	N/A
Special Assistance to Individuals						\$ -	N/A
National Dues/Support Payments						\$ -	N/A
Organization Dues (other than above)						\$ -	N/A
Awards and Grants						\$ -	N/A
Fund Raising/Self-Support Activities/Marketing					\$ 1,500	\$ 1,500	N/A
Miscellaneous						\$ -	N/A
Equipment Purchases (incl. capital expenses)						\$ -	N/A
Depreciation						\$ -	N/A
Other Expenses (Please list separately any major item)						\$ -	N/A
						\$ -	N/A
Operating Expenses Total					\$ 17,700	\$ 17,700	N/A
TOTAL OPERATIONS					\$ 92,700	\$ 92,700	N/A
REVENUE OVER/ (UNDER) OPERATIONS					\$ 300	\$ 300	N/A
<i>**La Paz FY is January - December.</i>							
2014 and 2015 FY is City FY and includes the funding request.							



OFFER SUMMARY

Offer Name: **Library Services**

Offer Number: **1** Department Offer Rank: **1**

Lead Department: **Chattanooga Public Library** Collaboration: **Y__X__ N_____**

Administrator: **Corinne M. Hill, Director**

Offer Cost: **\$6,183,831.00** Primary Results Area: **Smarter Students, Stronger Families**

RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description:

Chattanooga Public Library's mission is to be the community's catalyst for lifelong learning. The library accomplishes this mission by delivering services in four locations to 170,000 people including 35,000 children. An overview of the services the library delivers includes but is not limited to:

- public access to books, media, and electronic resources.
- access to public computers, the internet, and emerging technologies.
- access to spaces, both digital and physical, that act as a platform for the creation and sharing of knowledge.
- popular public programming: children's storytimes, codecamps and STEM learning initiatives, author talks, community hackathons and other events.



The strategic plan adopted by the board of trustees in 2012 has allowed library administration to assign priority levels to our varied services and their delivery mechanisms. The library's strategic plan clearly identifies four areas of focus: Responsive Collections, Customer Access, Digital Initiatives, and Transformation. Moving forward in 2014, the library has also identified target audiences for service improvement and enhancement. Parents, families, and youth are our most steadfast and consistent users, and they have been identified as a top priority. The ways we will reach this audience touch on each of the four points of our strategic plan. First, the library has identified a need to build larger, stronger book collections for this population that depends so heavily on us. Second, because 80% of the material circulating at the South Chattanooga library was youth related, we pivoted and created a new customer access strategy for the facility: it is now predominantly a children's library. Third, on our 2nd floor at the downtown location, we've been hosting code camps and hackathons, and our talented librarians are developing new digital literacy curricula for the children and teens that visit every day. This floor is currently in the process of being completely redesigned as a youth services floor catering to 21st century learning styles. Finally, the library is undergoing an organizational transformation that includes the addition of a new role, the Learning Strategist. The Learning Strategist is a specialist who will design and deliver new services for youth just as quickly as they are identified.

In addition to maintaining and augmenting all of the core services we are currently providing, we would like to offer a program called Anytime:Library. With the Anytime:Library program, we will be able to put a library card in the hands of every child in the Hamilton County public schools. Anytime:Library is based on a successful program being delivered by Nashville Public Library called Limitless Libraries. <http://www.limitlesslibraries.org>. One integral part of Anytime:Library is an investment in our youth nonfiction and homework-help collections. We wish to transition away from print toward more electronic formats, which ultimately means more children will have access to more content in more places.

We also plan to implement a parent education initiative by the Public Library Association (PLA) and the Association for Library Service to Children (ALSC) called Every Child Ready to Read (ECRR) which incorporates simple practices, based on research, to help parents and other caregivers develop early literacy skills in children from birth to age five. <http://www.everychildreadytoread.org>.

We also propose re-registration of all Chattanooga residents for new library cards as part of a rebranding of the library that reflect the energy of the transformation it has undergone in the last two years. With a clean patron database to match our clean materials database we will be more efficient, and we will reach more children, parents and families.

We also would like to continue training we've already begun for library staff. The public library has been through substantial cultural change, and we need to support the folks who have created that change at all levels across the institution. The library would like to offer key staff growth opportunities through Sandler training on topics like customer service, executive coaching, management and leadership training, work/life balance tailored specifically to women and men, change management, strategic thinking, and public speaking. The Friends of the Library have pledged to match this investment in staff development as well.



The library's partnership with DIT is incredibly valuable; we work together closely on many network related initiatives. In the coming year, we propose partnering with DIT to continue the rollout of gigabit wireless internet access in all of the library locations. Gigabit wireless access activates our neighborhood library buildings as crucial hubs that bridge the digital divide in Chattanooga's information ecosystem. In addition, we wish to continue our partnership with DIT as we stabilize and upgrade the network in our downtown facility.

The library can also partner with Youth and Family Development. Every summer, the Chattanooga Public Library provides a diverse suite of programs and activities for our community as part of our Summer Learning Program. Those programs focus broadly on literacy and enrichment for youth and families. A partnership with the Youth and Family Development department will allow the library to bring this programming to a larger, more diverse youth audience than we would be able to reach on our own. For the Youth and Family Development department, this partnership represents an opportunity to partner with an agency with expertise and experience in the new programming areas they wish to address. A few of the programs the library offers for youth and family are: Baby bounce, toddler time, preschool storytime, adventure club, Lego club, crafts for kids, sensory storytime and more.

The library's work has not been limited only to the activities described above. A full picture of the significant innovations and improvements that have been implemented in the last year can only be achieved by reading all three of our budget offers. Despite 30 years of neglect, the public library has demonstrated and proven with countless concrete examples that change and innovation is possible in Chattanooga. That change has largely been driven by a 14,000 square foot space on the 4th Floor with no windows, fluorescent lighting, acoustic challenges, and all of the delightful ambience of an abandoned factory. In our other offers, we ask for new and continued funding for key 4th Floor positions working with digital services and open government data, as well as RFID conversion, and other new programs. Dividing what we see as a holistic transformation of a complex library system into three distinct offers was a challenging exercise for us, so we would encourage analysts to consider our offers as a whole as well as individually.

Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts::

1. More parental involvement.
2. Increase reading proficiency for children and adults.
3. More kids computer coding.



BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department	Personnel Cost (including Benefits)	Operations	Total Request	% of offer	FTEs required
Library	4,654,758.00	1,900,157.00	6,554,915.00	99%	80.5
YFD		50,000.00	50,000.00	1%	
Total	\$ 4,654,758.00	\$ 1,950,157.00	\$ 6,604,915.00	100%	80.5

Capital Budget Impact? Yes X No \$Amount

**Amounts MUST agree with collaborating Department totals for this offer*

Financial Offsets: (Please list any Revenue e.g. golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Library Revenue	\$226,800.00
Endowment Interest	92,584.00
State General Library Services Grant	48,700.00
E-Rate reimbursement	53,000.00

Measurement 1: 10% Increase in Total Circulation

FY2012	FY2013	FY2014	FY2015 Target
709,286	696,129	870,161	957,177

Measurement 2: 30% Youth Programming Increase

FY2012	FY2013	FY2014	FY2015 Target
41,102	41,277	47,468	59,335

Measurement 3: 15% Door Count Annual Increase

FY2012	FY2013	FY2014	FY2015 Target
N/A	369,807	425,278	480,749



Return on Investment:

Six states have generated a report on economic impact of public libraries. The results of this report show that, on average, every dollar invested in a public library results in \$5.17 of economic activity. <https://www.tsl.texas.gov/roi>

Signal Centers – Camp Signal

The following are answers to the three questions Signal Centers was asked after our offer for Camp Signal! was reviewed. We have also incorporated this information into the revised Attachment A.

- How many participants expected?
We anticipate 33 participants in the Camp.
- Any opportunities for camp volunteers identified through YFD centers?
Yes. Opportunities to volunteer will be available for any youth between the ages of 14-22, and participants in the City's Chattanooga Ambassadors Program (CAP) and the City's summer employment program will be targeted. Signal Centers welcomes the opportunity to serve as a site for volunteers, internships and summer work activities. We have collaborated with the City of Chattanooga in the past in the delivery of employment services to youth involved in the YFD Centers. Also, the City of Chattanooga served as a worksite for the placement of several youth in that employment program. Signal Centers continues a strong relationship and commitment with the Leadership Program under the auspices of the Youth and Family Development Department. We have spoken to Gary Rudolph regarding the CAP participants being offered the opportunity to volunteer at Camp Signal!, and in ensuing weeks, staff will meet with Mr. Rudolph to cultivate specific roles and responsibilities. We have received a letter of support from Lurone Jennings (included with this submission). We may also post flyers about the camp at the centers.
- Any measures related to readiness skills?
Camp Signal! will provide an environment of age-appropriate play as a setting for learning. Participants will learn while engaged in camp activities. For the campers with disabilities, the measures used will focus on functional vocational and prevocational skills that these individuals can do independently. This will be measured by Signal Centers' teachers or staff upon enrollment, and then upon exiting or completion of the Camp, by using the checklist provided by Tennessee's State Department of Education. It does include readiness indicators. The student and/or family will be encouraged to take the final form to the teacher at the student's assigned school to use for consideration in planning for the upcoming school year.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Camp Signal!
Lead Agency:	Signal Centers, Inc.
Collaborating City Department(s):	Department of Youth and Family Development, Office of Multicultural Affairs, Head Start
Contact Name:	Donna Christian McConnico
Primary Results Area:	Smarter Students, Stronger Families
Offer Cost (Funding Request):	\$50,000

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Signal Centers desires to pilot the provision of a high quality six-week summer day camp called Camp Signal for preschool through school age students with disabilities. It will be an opportunity to fulfill needs of students with disabilities and their families. Unlike many other camps for individuals with disabilities, our camp will not specify that a child has to have a certain type of disability; all children with any cognitive/physical disability are welcome.

While the Chattanooga area does offer day camp opportunities for children and students with disabilities, the day camps are only one week-long and are at different locations around the area, which is not convenient for working parents. Signal Centers has identified that many parents of children with special needs, especially parents of school age children, are not able to work or work regular work hours in the summer because there is little safe, educational and affordable care available for children with disabilities. Parents/caregivers that



City of Chattanooga

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are not employed will be afforded, through this proposal, provision of summer day camp implemented by a reputable children's program.

Additionally, the week-long camps in our area do not fill the need of the parents for community support in assuring their children have on-going opportunities to develop lifelong hobbies and friendships outside of the school year. The Middle Tennessee and Upper East Tennessee areas of our state offer such opportunities for students with a variety of identified disabilities, but as of 2014, the Chattanooga and surrounding areas do not. One unique feature of this proposed camp program is the attendees and their families will be invited to monthly group workshops/meetings at Signal Centers after camp ends for the summer, to keep them connected with each other and Signal Centers.

Statistics from The United States Children's Bureau 2012 indicate children with disabilities experience a higher rate of abuse, and when children with disabilities and their families participate in services, the rate of abuse decreases.

The Signal Centers Children's Programs have a strong, established reputation of providing the highest ranking child care and early learning services for children six weeks to five years of age (with and without disabilities) throughout all twelve months of the year. Signal Centers has a strong desire to extend services to older students during the summer months. We expect a total of approximately 33 campers. To pilot this day camp service, we propose to include the following groups of campers, Monday through Friday, 9 a.m. through 3 p.m.:

1. Children age three through five years, and we will accept up to fifteen children
2. Students age six through nine years, and we will accept up to six students
3. Students age ten to fourteen years, and we will accept up to six students
4. High School Students age fourteen through twenty two years of age, and we will accept up to six students

Signal Centers Children's Services operates a Before- and After-Care Program. Camp participants could avail themselves to this service, thereby increasing potential benefit to parents/caregivers.

Camp Signal will be staffed by four teachers, all of whom are certified in special education with experience and interest in working with students with a variety of what are considered to be significant and lifelong disabilities. In addition, a total of at least eight assistants with backgrounds and interests in working with students in this population will be needed to assure safety, dignity and engagement in activities.

Trained volunteers will supplement the staff, in order for day campers to have meaningful time and attention from "typical peers," or in other words, volunteers who do not have disabilities. Opportunities to volunteer will be available for any youth between the ages of 14-22, and participants in the City's Chattanooga Ambassadors Program (CAP) and the City's summer employment program will be targeted. Signal Centers welcomes the opportunity to serve as a site for volunteers, internships and summer work activities. We have collaborated with the City of Chattanooga in the past in the delivery of employment services to youth involved in the YFD Centers. Also, the City of Chattanooga served as a worksite for the placement of several youth in



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that employment program. Signal Centers continues a strong relationship and commitment with the Leadership Program under the auspices of the Youth and Family Development Department. We have spoken to Gary Rudolph regarding the CAP participants being offered the opportunity to volunteer at Camp Signal!, and in ensuing weeks, staff will meet with Mr. Rudolph to cultivate specific roles and responsibilities. We have received a letter of support from Lurone Jennings (included with this submission). We may also post flyers about the camp at the centers.

Some first time start-up and preparation costs will be necessary for this innovative program. Once the inaugural camp proves successful, Signal Centers will leverage other grants, apply for scholarships and conduct fundraising. The cost of running the camp is anticipated to decrease each year.

Identify Which Desired Outcomes This Offer Impacts:

Community Support: At Signal Centers, we share this City administration’s belief that the success of our children is vital, and that everyone in our community holds a stake in this endeavor. By providing this educational summer camp, students will maintain educational, therapeutic and developmental gains and avoid summer learning losses. We hope to establish a supportive community of families who share the rewards and struggles of empowering their students with disabilities.

Signal Centers has established partnerships with the United Way of Greater Chattanooga, the Friends of Special Children, Arts Build, READ 20, nursing and education programs at local colleges and universities, and H*Art Gallery, just to name a very few. For this camp, we will also partner with the following City departments: Youth and Family Development, Multicultural Affairs, and Human Services.

Public and private school age students will be invited to participate in Camp Signal! on a regularly scheduled basis. This will address the need typical peers have to perform community service hours and will allow for campers with disabilities to benefit from participating in activities while being deliberately integrated with typical peers, a need supported by a recent statement in “Best Practices in Inclusive Education” from the New Hampshire Institute on Disabilities, February 2014.

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
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Camp Signal!	\$36,800	\$47,700	\$50,000	12 for those 6 weeks
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Capital Budget Impact? **Yes** **xNo** **\$Amount**

Financial Offsets: *(Please list other revenues associated with the specific program for which funding is requested)*

Name	Amount
United Way of Greater Chattanooga	\$3,000
Program attendees	\$26,500
Various donors	\$5,000

PERFORMANCE DATA

Measurement 1: Caregivers of children with disabilities have a safe and nurturing environment for their children in the summer.

- *Number of parents/caregivers participating in summer camp*
- *Percentage of parents/caregivers satisfied with the program services, as indicated on a satisfaction survey administered on the child's final day of camp*
- *Percentage of parents who feel their child is safe, as indicated on a satisfaction survey administered on the child's final day of camp*

Historical Comparison Data:

Modeled after Camp Ability in Murfreesboro, Tennessee, Camp Signal will follow their successful protocol in scope of service and method of delivery.

There exist countless articles and data supporting the need for safe and nurturing programs during summer months. In an article from January 2014 for KidsHealth.org, Dr. Steven Bachrach indicated many emotional challenges facing caregivers, when it comes to both locating and then trusting a summer program for their children with special needs. http://kidshealth.org/parent/firstaid_safe/outdoor/sending_child_camp.html#

Measurement 2: Camp Signal! participants will maintain or improve their current development levels in areas including physical activity, communication, readiness, and social/emotional well-being, according to their unique needs.

- *Daily attendance*



City of Chattanooga

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- *Change in levels of development using multiple measures*
- *Case Studies: Observations from staff and each participant's parent/caregiver*
- *Provision of high quality staffing*

Camp Signal! will provide an environment of age-appropriate play as a setting for learning. Participants will learn while engaged in camp activities. For the campers with disabilities, the measures used will focus on functional vocational and prevocational skills that these individuals can do independently. This will be measured by Signal Centers' teachers or staff upon enrollment, and then upon exiting or completion of the Camp, by using the checklist provided by Tennessee's State Department of Education. It does include readiness indicators. The student and/or family will be encouraged to take the final form to the teacher at the student's assigned school to use for consideration in planning for the upcoming school year.

Historical Comparison Data:

Research is replete with studies on summer learning loss in typically developing children especially in math and reading (Boyles, P. "The Regression and Recoupment in Reading and Mathematics of Average Achieving Students and Students with Learning Disabilities." Dissertation, 2005). Disadvantaged children are at particular risk. (Cooper, et al., *Monograph of the Society for Research in Child Development* 65 (1), 1-118, 2000)

In an article that references the research, (Zachry, A. *What Is the Effect of Summer Break on Students with Disabilities?* www.brighthubeducation.com/parents-and-special-ed/75880-effect-of-summer-break-on-students-with-disabilities/ (please paste into search instead of address bar), researchers identified potential drawbacks of summer break on children with disabilities as:

- Regression of academic skills
- Regression of social skills
- Interruption of school-based therapies (e.g. speech therapy, occupational therapy)
- Deviation from routine

Although some students are eligible for Extended School Year (ESY) through the Hamilton County Department of Education, for those that are not eligible, summer camp is an option that will allow program participants to continue to develop academic and social skills while having fun. All students with disabilities are welcome to attend Camp Signal!

Measurement 3: Caregivers of Camp Signal! participants have an opportunity to connect with each other to form meaningful relationships.

- *Assess caregiver feedback through survey*



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- *Provide an opportunity or an activity for social interaction so that families may develop supportive relationships*

Historical Comparison Data:

Research indicates that children with disabilities face a higher risk of abuse than children without disabilities. (Does childhood disability increase risk for child abuse and neglect?, Leeb, R et al, in Journal of Mental Health Research in Intellectual Disabilities, 5, 1, 4-31). Caregivers who have strong connections and support of other caregivers can reduce instances of abuse. In addition, programs that act as a form of respite (such as summer camps) support families with disabilities and prevent abuse by relieving the caregivers of the day-to-day responsibilities that can become overwhelming. (Preventing Abuse of Children with Cognitive, Intellectual and Developmental Disabilities. The Arc. 2004).

Measurement 4: Provide meaningful and engaging opportunities for program participants to experience lifelong friendships and hobbies that may in some instance transfer to prevocational skills.

- *Participation in recreational activities*
- *Teacher observations*
- *Parent/caregiver feedback*
- *Provision of community resources*

Historical Comparison Data:

Research has shown that by providing children with enrichment activities such as art, music, and recreational opportunities, increases their social confidence and influences higher career aspirations (Durlak, J. A., & Weissberg, R.P. 2007). The Impact of Afterschool Programs that Promote Personal and Social Skills. Collaborative for Academic, Social and Emotional Learning.

In youth and young adults with disabilities, opportunities to build skills and socialize with peers are imperative to discovering talents that may not be apparent in the classroom and that can later transfer as a job skill. Additionally, summer programs can offer a chance to be included in a wide variety of activities with their non-disabled peers which may promote social inclusion on the job. Research regarding transition into adulthood and the labor market highlights social skills as a major criterion for success on the job. (National Center for Technology Innovation and Center for Implementing Technology in Education (2006) Boosting Inclusion in After School Activities with AT and Supplemental Services. June 23, 2008.) (Stewart D, Freeman M, Law M, Healy H, Burke-Gaffney J, Forhan M, Young N, Guenther S. 2010. Transition to adulthood for youth with disabilities: Evidence from the literature. In: JH Stone, M Blouin, editors. International Encyclopedia of Rehabilitation. Please paste into search instead of address bar: <http://cirrie.buffalo.edu/encyclopedia/en/article/110/>)



City of Chattanooga

FY15 Offers

Return on Investment:

How do citizens benefit?

We all benefit when our children are well-educated and well-cared for and reach their full potential. There is a big payoff in investing in our citizens with disabilities. They and their families are a large portion of the general population. 16.8% of citizens in Hamilton County over the age of 5 have a disability. 50% of Hamilton County residents with a disability are at or below 200% of the national poverty line. Giving them opportunities to be safe, to be educated, to work, and to increase their daily living skills benefits the health and economy of our community. Individuals have reported to Signal Centers staff that they relocated to Chattanooga because of the services available to their family member with a disability.

Up to thirty three camper families will directly benefit by having opportunities for developing community with others in similar circumstances, receiving respite, and being able to maintain their employment because of accessible child care. Their children will benefit by being in a safe, educational environment and avoiding summer learning losses.

Taxpayers end up paying for costs associated with abuse of our citizens. More importantly, abuse is horrible, and prevention and intervention is important. Dr. Linda Johnston of the University of Tennessee Chattanooga tells us that the literature supports that children with disabilities are often abused. She and Dr. Amy Doolittle prepared a study last year related to students in traumatized situations and how educators can work with them in a supportive role to meet their needs.

Signal Centers is contacted many times throughout the year by school groups and other groups who want to do meaningful community service. Camp Signal will provide six weeks' worth of volunteer opportunities in varied areas of interest. The camp will be in the summer, which can be a more convenient time for school-age volunteers to come.

Does this activity leverage other financial resources? Campers will be charged a fee.

How does this activity decrease costs over time for the City? It is projected that after the first summer of operation, the total cost of the Camp Signal! will be less because the initial or startup costs are the most significant. Appropriate materials, equipment and supplies needed to address the interests, strengths and needs of the campers can be reused in the future.

How can this program become sustainable without City funding? It is projected that in each summer of operation, the total cost of the Camp Signal! will diminish because the initial or startup costs are the most significant. Future funding might include scholarships for those who cannot afford the cost of camp.



City of Chattanooga
Mayor Andy Berke

April 3, 2014

Honorable Mayor Andy Berke
101 East 11th Street
Chattanooga, TN 37402

RE: Support for Community Agency Support Grant
Signal Centers, Inc.

Dear Mayor Berke,

The Department of Youth and Family Development would like to give its support to Signal Centers, Inc. The agency's programs are in direct alignment with what our department is putting our focus on - "Smarter Students – Stronger Families".

We feel that this program would greatly benefit the citizens of Chattanooga as well as be a benefit to helping Youth & Family Development achieve its goals.

Sincerely,

Lurone "Coach" Jennings, Sr.
Administrator
Youth & Family Development
City of Chattanooga

Attachment F: Budget Format

Agency Name:

Signal Centers, Inc. - Camp Signal

CITY OF CHATTANOOGA

FY 2015 Agency Funding Financial Form

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private					\$ 5,000	\$ 5,000	N/A
Corporate/Organizations/Churches					\$ -	\$ -	N/A
Fees/Grants from Governmental Agencies							
Federal					\$ -	\$ -	N/A
State					\$ -	\$ -	N/A
Hamilton County					\$ -	\$ -	N/A
City of Chattanooga					\$ 50,000	\$ 50,000	N/A
Other Cities (Please list)					\$ -	\$ -	N/A
United Way							
Foundations (including grants)					\$ -	\$ -	N/A
Gross Proceeds Special Events					\$ -	\$ -	N/A
Other UW's/Federations					\$ -	\$ -	N/A
CFC/Designations received thru UWGC					\$ -	\$ -	N/A
UWGC Program Allocation					\$ 3,000	\$ 3,000	N/A
UWGC Special Funding							
Membership Dues							
Program Income					\$ 26,500	\$ 26,500	N/A
Governmental Insurance					\$ -	\$ -	N/A
Private Insurance					\$ -	\$ -	N/A
Contracted Services					\$ -	\$ -	N/A
Fee for Services					\$ -	\$ -	N/A
Other Program Income					\$ -	\$ -	N/A
Sales to Public					\$ -	\$ -	N/A
Investment Income					\$ -	\$ -	N/A
Miscellaneous					\$ -	\$ -	N/A
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	\$ -	\$ -	\$ -	\$ -	\$ 84,500	\$ 84,500	N/A
OPERATIONS							
Personnel Expenses							
Salaries					\$ 32,000	\$ 32,000	N/A



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Administration & Personnel-YFD Human Services		
Offer Number:	1	Department Offer Rank:	1 of 7
Lead Department:	Youth & Family Development-Human Services	Collaboration:	Y ___ N <u>X</u>
Administrator:	Lurone Jennings, Sr.		
Offer Cost:	\$1,824,816.00	Primary Results Area:	Smarter Students, Stronger Families

RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer*

The Department of Youth & Family Development receives and disburses federal and state grants to service income eligible citizens in Chattanooga. Donations from United Way programs are also distributed through the department. The Department’s mission is to provide an excellent variety of educational, recreational, career, development, and social service opportunities to enhance the individual’s quality of life through exceptional programs in attractive, safe, and well-maintained facilities.

Administrative support is required by the grantors for all service aspects to deliver required and described contracted grant services in a timely, cost effective and efficient manner. Personnel support to adhere to contract services currently involves five (5) staff persons that include an Administrator, Deputy Administrator, Executive



City of Chattanooga

FY15 Offers

Assistant, Fiscal Analyst, Senior Accountant, and Payroll Clerk. One (1) Utility Worker and one (1) Janitor support building maintenance.

Additional staff is required for the proposed enhanced operation of services that would include a full time receptionist, a full time crew worker, and half of the Administrator's salary and benefits. Inclusion of these salaries and benefits increase the administrative positions by 2.5 staff persons. An increase is requested in personnel expenses to cover the staffing increase of 2.5 additional positions. The Administrator's salary and benefits were not included in FY14 budget. The present Executive Assistant was transferred from another department. The salary and benefits of the current Executive Assistant is higher than the previous Executive Assistant's salary. The FY14 budget did not include the increase in the Executive Assistant's position.

Some of the present positions in the Child Care Center that are not grant funded receive less than minimum wage. An increase in personnel expenses allows those persons not receiving minimum wage to meet labor law requirements. Increased enrollment in the Child Care Center will necessitate employment of additional teachers and teacher assistants to meet state student-teacher ratio requirements.

The Community Partnership programs, ReStart and I.AM.Ready, will require additional maintenance, supplies and security. Hours of building operations will be extended two hours to 8:00p.m. during the week. Activities will periodically be held on weekends.

A requested increase in other line item expenses is also due to extended weekday hours of operation and opening of facility on some weekends for community events. Extended use of building will increase utilities, supplies and security spending. More citizens will have access to services for longer periods of time.

The current facility is 70+ years old. There have not been any upgrades or renovations done in the facility for the past 20 years. The new focus of YFD-Human Services includes two computer learning labs for children and adults. The Child Care Center will receive improvements to increase enrollment and improve learning standards for children. Renovations and maintenance of the labs and improvements in child center



City of Chattanooga

FY15 Offers

services is included in the requested FY15 budget increase.

Each program and fund sources requires an application/operational plan or request for funds. Requirements of the fund sources include budgets, budget revisions, reimbursement submittals, auditing and monitoring assistance, customer surveys, targeted points of delivery and mid- year and end of year reporting. Failure to meet federal and state performance measurements requires the Department to submit corrective action plans. Continued non-compliance will result in funding reduction or elimination. Administrative staff is required to ensure all contract requirements are maintained and grantor inquiries are answered.

Funding sources and community partnerships that filter through the Human Services division leverage dollars and activities that strengthen individuals and families. The services prevent crises, promote learning, provide a safe environment, improve literacy, increase parental involvement, provide volunteer opportunities, and promote physical activity and a healthy life style. Citizens aged from birth to Seniors can benefit from many of the services available through the Department of Youth & Family Development-Human Services division.

An advisory board of 15 community representatives serves as a liaison to the citizens that have a stake in the services rendered. Each city council district has an appointee that serves a three (3) year board term. Board members meet monthly to receive and approve reports and information on department activity. The Advisory Board serves as an advocate for citizens receiving services. Federal funding mandates an Advisory Board.

Federal funding supports Head Start and Early Head Start programming. Current funding totals \$8, 354, 986.00 and services 784 children at 14 different locations. State funding supports 1) Community Services Block Grant (**CSBG**) in the amount of \$686, 400.00; 2) Low Income Home Energy Assistance Program (**LIHEAP**) in the amount of \$1,971,835.00; 3) Foster Grandparent Program (**FGP**) in the amount of \$407, 860.00; 4) Child Care Program in the amount of \$429,00.00; 5) Emergency Food Assistance Program in the amount of \$33, 543.00; 5) State Appropriation \$22,500.00 (unrestricted).



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Donations for client support are received from Atlanta Gas & Light (**AGL**) in the amount of \$35,000.00; United Way Project Warm Neighbors and Project Water Help amount depends upon public donation; Emergency Shelter and Food Program (**ESFP**) in the amount of \$25,000.00

A total of \$11,971, 736.00 is leveraged for the citizens of Chattanooga through the operation of the Human Services division of Youth & Family Development.

YFD-Human Services is a member of the Tennessee Association of Community Action (**TACA**). **TACA** strives to promote the causes of Tennesseans that are poor, elderly and disabled; to promote the interest and increase the effectiveness of member agencies and to encourage the professional development of individual members. The association establishes and maintains local, state, and national partnerships that help customers of member agencies to achieve their full economic and social potential. The promise of Community Action is to change people's lives, embody the spirit of hope, improve communities, and make America a better place to live.

YFD-Human Services is a member of the Tennessee Conference on Social Welfare (**TCSW**). **TCSW** works collaboratively with a variety of public and private social service providers and advocates to support best practices and public awareness of important state, local, and federal policies that affect the most vulnerable citizens.

In addition to historic programs administered by the Department. Expansion of services will be offered to other agencies that have the vision of services to those most in need. The building capacity at 501 W. 12th Street will accommodate three (3) local non-profits to service clients and maintain offices at the location. Programming includes the I.A.M. Ready program and ReStart through The Partnership for Families, Children and Adults. The Neema Resettlement Outreach is a volunteer organization to help serve the needs of refugees and immigrants.

Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:

This offer is for oversight of the programs in the attached supporting offers for Youth & Development-Human Services.

Offer 2 Head Start/Early Head Start

- More parental involvement
- Increase reading proficiency for children
- Increase access to healthy food
- Decrease chronic absenteeism
- Fewer kids dropping out of school



City of Chattanooga

FY15 Offers

- More kids graduating high school college and career ready
- Increase citizen satisfaction with services

Offer 3 Social Services

- Increase awareness of existing employment opportunities
- Increase access to healthy food
- Increase access to healthy food
- Increase citizen satisfaction with services

Offer 4 Foster Grandparent Program

- Decrease chronic absenteeism
- Fewer children dropping out of school
- Increase reading proficiency for children
- Increase citizen satisfaction with services

Offer 5 Child Care

- More parental involvement
- Increase reading proficiency for children
- Increase access to healthy food
- Fewer children dropping out of school
- Increase citizen satisfaction with services

Offer 6 Community Partnerships

- More parental involvement
- Increase reading proficiency for children and adults
- Increase citizen satisfaction with services

BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
YFD-Human Services	\$754,659.00	\$590,157.00	\$1,824,816.00	100%	10
				0%	
	\$754,659.00	\$590,157.00	\$1,824,816.00	100%	10

***Amounts MUST agree with collaborating Department totals for this offer**

Capital Budget Impact? Yes X No Amount

***Please prepare and attach Capital Budget Request Form**

Financial Offsets: (Please list any Revenue e.g. golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Head Start/Early Head Start	\$8,726,414.00
Low Income Home Energy Assistance Program (LIHEAP)	\$1,971,835.00
Community Services Block Grant (CSBG)	\$ 686,400.00
State Child Care Certificates	\$ 300,000.00
Child Adult Care Food Program (CACFP)	\$ 129,000.00



City of Chattanooga

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United States Department of Agriculture – Commodities	\$ 33,543.00
City General Relief	\$ 36,044.00
Atlanta Gas & Light (AGL)	\$ 35,000.00
Emergency Shelter & Food Program (ESFP)	\$ 25,000.00
State Appropriation Funds	\$ 22,500.00
The Partnership for Families, Children and Adults	\$ 6,000.00

PERFORMANCE DATA

Measurement 1: Amount of Funding Dollars from Grants & Donations

FY2012	FY2013	FY2014	FY2015 Target
\$14,067,005.00	\$13,853,731.00	\$11,918,936.00	\$12,500,000.00

Measurement 2: Decrease Number of Citizen's Complaints

FY2012	FY2013	FY2014	FY2015 Target
Not Tracked	Not Tracked	Not Tracked	

Return on Investment:

How do citizens benefit? Citizens receive a variety of services in one location. Families and individuals are able to receive educational advancement, literacy and math skills, results oriented case management, advocacy, child care, employment training, volunteer opportunities, and self-sufficiency counseling.

Administrative support ensures contracts and other funding source compliance requirements are met in order to receive and maintain funding from grants, donations, and unrestricted funds.

Fiscally sound practices allow for payments to clients and vendors, reimbursements from grant funding sources, maintenance of files and documentation for auditors and monitors, and management of payroll functions for department staff.

The department serves as a point of contact for direct inter-face with citizens, community partners, the Advisory Board and other city departments.

Does this activity leverage other financial resources? Yes, administrative and personnel support leverages \$11,971,736.00 in grants and donations.

How does this decrease costs over time? The cost of the offer will not decrease over time. The benefit it brings to recipients will be evident in increased community partnerships, compliance with government grants, and citizens receiving services that would not otherwise be available. The offer will leverage additional grant dollars over time.

**City of Chattanooga
Non-Profit Agency Funding Request**

Cover Letter

Name of Organization: The Speech and Hearing Center
600 North Holtzclaw Avenue, Suite 200
Chattanooga, TN 37404

Contact Information: Connie Fernandez, President/CEO
600 North Holtzclaw Avenue, Suite 200
Chattanooga, TN 37404
423.622.6900

Agency Mission: To enhance and sustain quality of life through better communication

**Result Area for
Which Funding is
Requested:** Smarter Students, Stronger Families

**Amount of Funding
Requested:** \$67,700.00

**City of Chattanooga
Non-Profit Agency Funding Request**

Executive Summary

a) Amount and Proposed Usage of Requested Funds

The Speech & Hearing Center is requesting \$67,700.00 to fund early identification and intervention services for children with communication disorders, regardless of their parents' ability to afford services. While the agency serves individuals of all ages, we place strong emphasis on children ages birth through five, as it is substantiated by the American Speech-Language and Hearing Association (ASHA) that the critical language learning window is from birth to approximately three years of age, when brain neuroplasticity is the greatest. We are the only nonprofit of our kind in Chattanooga, and have provided audiological and speech pathology services to the community for over 60 years. City funds allow us to serve individuals who are at or below the poverty level, and those who are non- or under-insured.

The services that The Speech & Hearing Center provides ensure that children are better prepared to enter school and perform at their highest level of functioning. Early identification and intervention set children on a course that helps them succeed in school and beyond, ultimately creating a purposeful existence for our patients while producing productive, stable citizens for Chattanooga who are not a continuous strain on the tax base. Additionally, we are the only facility in the area that can offer comprehensive care to children with hearing loss in the following manner:

- Newborn hearing screenings at 24 hours old
- Only facility with non-sedative Auditory Brainstem Response diagnostic equipment
- Babies fit with hearing aids by 6 months old
- Auditory Verbal Therapy* (AVT) as soon as the child is amplified
- Speech-Language Pathologist certified and specialized in Aural Re/Habilitation
- Parent training to maximize child's listening and speaking skills
- In-service offerings for school systems to ensure proper classroom accommodations

*Only AVT offering within 115 mile radius

b) Program Description

The Speech & Hearing Center manages two primary programs. Each of which is outlined below.

Audiology Program:

- Free screenings for children five years old and younger for early identification, and on-site at preschool/childcare programs that primarily serve under-served populations (including the City's Department of Youth & Family Development, full list in Speech section).
- Community education and outreach program, to include free screenings for all ages at specific community events (e.g. Minority Health Fair, Go!Fest).
- Manages the newborn hearing screening program at Parkridge East and collaborates with the State Regional Task Force for Early Hearing Detection and Intervention (EHDI)/Newborn Hearing Screening (NHS).
- The primary Tenn. Medicaid provider in Chattanooga for hearing aid related services.
- Only provider who offers a sliding fee scale for diagnostics to those who income-qualify.
- Hearing aid purchasing assistance programs for patients who income-qualify.
- Hearing aid loaner bank.
- Provider in collaboration with Tennessee's Early Intervention System (TEIS).
- Provider in collaboration with the Department of Disability Services (DDS) and Children Special Services (CSS).
- Provider in collaboration with Tennessee's Vocational Rehabilitation program.
- Provider in collaboration with Alexian Brother's PACE (Program for All-inclusive Care for the Elderly).
- Provider in collaboration with Tennessee Virtual Academy, K-12 online classroom.
- Identification and complete diagnostic hearing evaluations for children and adults.
- Only provider of non-sedative Auditory Brainstem Response (ABR) testing for children under five and all patients with a disability non-compatible with traditional testing.
- Hearing aid sales and service, as well as assistive listening devices, available to patients.

- Remedial services to minimize effects of hearing loss on education, employment and social interaction.
- Services available at our center, preschools/childcare centers, nursing homes, and primary healthcare centers based upon request and need.

Speech-Language Pathology Program:

- Free screenings for children five years old and younger for early identification, and on-site at preschool/childcare programs that primarily serve under-served populations, including:
 - City's Department of Youth & Family Development
 - Girls Incorporated of Chattanooga
 - Children's Academy for Education & Learning
 - Maurice Kirby Child Care Center
 - Newton Community Service Center
 - Pro Re Bona Day Nursery
 - Volunteer Community School
 - Chambliss Center for Children
 - Downtown YMCA Child Care
 - Little Miss Mag ELC
- Community education and outreach program, to include free screenings for all ages at specific community events (e.g. Minority Health Fair, Go!Fest).
- Only provider in Chattanooga who offers a sliding fee scale for diagnostic and therapy services to patients who income-qualify.
- Provider in collaboration with Tennessee's Early Intervention System (TEIS).
- Provider in collaboration with the Department of Disability Services (DDS) and Children Special Services (CSS).
- Provider in collaboration with Tennessee's Vocational Rehabilitation program.
- Provider in collaboration with Alexian Brother's PACE (Program for All-inclusive Care for the Elderly).
- Provider in collaboration with Tennessee Virtual Academy, K-12 online classroom.
- Provider in collaboration with Chattanooga Girls Leadership Academy charter school.
- Identification, diagnosis, and therapeutic treatment of speech, language, processing, voice, swallowing, feeding, and fluency disorders.
- Provider of Auditory Verbal Therapy (AVT) for hearing impaired children and those with cochlear implants.
- Conducts in-services for school systems' Inclusion Specialists, Exceptional Education Professionals, and Educators of the Deaf and Hard of Hearing, and training sessions for the Department of Youth & Family Development's Foster Grandparent Program.
- Behavioral feeding therapy offered (specific focus on children with Autism Spectrum Disorder and ADD/ADHD).
- Certified dispense for the SpeechEasy® fluency enhancing device for individuals who stutter.
- Services available at our centers, preschools/childcare facilities, public and private schools, and hospitals/nursing homes based upon request and need.

c) Accounting of Funds Usage Statement

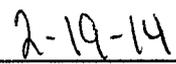
The Speech and Hearing Center agrees to provide a detailed accounting of how and for what purpose municipal funds were spent. This information will be submitted prior to the close of the City of Chattanooga's fiscal budget year and at the close of each succeeding fiscal budget year, until all municipal funds have been spent, along with a list of accomplishments scheduled by the use of this funding.

d) Audit Submission Statement

The Speech and Hearing Center agrees to provide the City of Chattanooga with copies of current annual audits or reviews for each year that we spend funds appropriated to us by the City of Chattanooga. Our 2012 documents have been submitted with this request and we will submit the 2013 audit when it is completed by the end of April.



 (CEO/President, The Speech and Hearing Center)



 (Date)

Attachment A: Offer

Agency Name The Speech & Hearing Center
Offer Name Audiology & Speech-Language Pathology Services
Collaborating City Departments/Agencies Department of Youth & Family Development
Total Number of Offers Submitted by Agency 1 offer

Result Area (to which result is this most related)

<i>Choose One</i>				
Safer Streets	Smarter Students, Stronger Families	A Growing Economy	Stronger Neighborhoods	Efficient & Innovative Government
	X			

Identify Which Desired Outcomes This Offer Impacts:

1. Children with communication disorders will be identified before preschool
2. Children with impairments will have access to interventional services regardless of parents' ability to afford services
3. Children will be better prepared to succeed in school and beyond

Offer Description:

What is the service/program?

The goal of The Speech and Hearing Center's early identification and intervention program is to raise awareness of hearing problems in infants and children, identify children with hearing loss, and prescribe them the proper form of aural rehabilitation and/or hearing device so they are better prepared for educational, employment and social opportunities, and may live life independently. Additionally, we also identify children with possible speech/language problems and provide them the necessary intervention to help them achieve their highest level of functioning.

We know that undetected communication disorders in children can result in delayed speech and language acquisition, social-emotional or behavioral problems, lags in academic achievement, and potential unemployment, or loss of wages. All of these factors increase the cost of the individual to the community over the person's lifetime. It makes most sense to make a relatively small investment in a child on the front end of his/her life that will impact his/her ability to become a productive, engaged citizen, than support an individual throughout his/her lifetime for a disability that could have been improved through early intervention.

How will it be provided?

The Speech & Hearing Center partners with a variety of community and State agencies in order to perform mass screenings, diagnostic follow-up, and treatment plans. These partners include:

- City's Dept. of Youth & Family Development
- Pro Re Bona Day Nursery
- Girls Incorporated of Chattanooga
- Volunteer Community School
- Children's Academy for Education & Learning
- Chambliss Center for Children
- Maurice Kirby Child Care Center
- Downtown YMCA Child Care
- Newton Community Service Center
- Little Miss Mag ELC
- Regional Obstetrics Group
- Tennessee's Early Intervention System (TEIS)
- Department of Disability Services (DDS)
- Children Special Services (CSS).
- Tenn.Vocational Rehabilitation Program
- Tennessee Virtual Academy
- Chattanooga Girls Leadership Academy
- Regional Intervention Program (RIP)

Services are provided in our main clinic, as well as at satellite locations and community locations.

What innovation & sustainability practices does this leverage?

The Speech & Hearing Center endeavors to stay at the forefront of technology and best practices to be able to serve individuals with a variety of communication disorders. We also have an extensive network of collaborating community partners to ensure that the whole person is treated and to limit breakdowns in service. Specialties solely provided by The Speech & Hearing Center include:

- Non-sedative Auditory Brainstem Response diagnostic equipment for testing young children and individuals with physical and/or mental disabilities who are not candidates for traditional testing.
- Auditory Verbal Therapy (AVT) for children with cochlear implants, hearing aids, or bone-anchored hearing aids.
- Community outreach and education.
- In-service programs for educational institutions to better serve their students.

What difference does this offer make and how will we know?

Approximately 3 in 1,000 babies are born with permanent hearing loss, making hearing loss one of the most common birth defects in America. While 92% of all newborns are screened for hearing loss shortly after birth, only 54% of these babies actually receive the recommended hearing evaluation; the remaining 46% are "lost to the system" (Joint Committee on Infant Hearing, 2007). This is where The Speech & Hearing Center makes a difference not only in the individual life of the patients we serve, but in the community at large.

Children who begin early intervention earlier have significantly better developmental outcomes than similar children who begin intervention later. Most children with hearing loss who receive appropriate services from trained staff are able to progress at age-appropriate rates. Nearly 40% of children identified with hearing loss are not referred to the State's early intervention system, and parents may not be aware of the broad array of services and funding available to them (Center for Disease Control and Prevention, 2008). This is unfortunate because with appropriate early intervention, children with hearing loss can be mainstreamed in regular elementary and secondary education classrooms. Recent research has concluded that children born with a hearing loss who are identified and given appropriate intervention before six months of age demonstrated significantly better speech and reading comprehension than children identified after six months of age.

We know that 95% of children with hearing loss are born to hearing parents, and these parents are increasingly opting for cochlear implants for those children who qualify for the surgery. Therefore, it is essential that Chattanooga has resident specialists to serve these children beyond their surgical implant. Auditory Verbal Therapy (AVT) is a very specialized sub sect of speech-language pathology, and The Speech & Hearing Center has a certified Aural Re/Habilitation professional who is in the process of obtaining certification for AVT, and who is currently providing AVT services under the director of a certified mentor at the Bill Wilkerson Center (Vanderbilt University). This is the only AVT offering within 115 mile radius. Before The Speech & Hearing Center hired this clinician in January 2013, parents had to drive their children to Nashville, Knoxville, and Atlanta to receive this form of therapy. Now, they can receive comprehensive care in their home city of Chattanooga. This greatly increases the likelihood that these children will actually receive the required therapy for success, as many of our patients struggle with transportation issues.

AVT is vital for these children because hearing is a first-order event for spoken language, reading, and learning. Being able to listen in infancy is critical for the development of both speech and language in young children, and a strong spoken language base is essential for reading. There is a critical window for auditory and neural development. Studies in brain development show that sensory stimulation of the auditory centers of the brain is critically important and influences the actual organization of auditory brain pathways. In fact, neural imaging has shown that the same brain areas are most active when a child listens and when a child reads (Cole & Flexer, 2007). So, you can see the long-term affect this crucial therapy will have on educational success. Even mild hearing loss can significantly interfere with the reception of spoken language and education performance. Research indicates that children with unilateral hearing loss (in one ear) are ten times as likely to be held back at least one grade, compared to children with normal hearing. Additionally, children who are deaf and hard of hearing are at risk for serious reading deficiencies, if they do not receive the appropriate intervention early in life. For typically developing children, phonological awareness, alphabetic, and vocabulary form the foundation to read words and passages meaningfully, so one can see how the hearing impaired child is at a disadvantage from the onset, with regard to literacy.

In addition to the educational and personal ramifications of non-treatment of a communication disorder, there are significant financial implications as well. The Center for Disease Control and Prevention has estimated that the lifetime economic cost to the public for a child with hearing loss is over \$400,000, mostly for special education services. This cost is compounded when the child is not identified early and

intervention obtained. This economic burden does not stop after childhood, as 53% of hearing impaired families make less than \$25,000 annually, compared to 35% of the general American population (Mohr et al., 2000). If early identification and intervention shifted 10% of the children into mainstreamed settings, the return on investment would be evidenced in significantly higher earnings in adulthood.

The long-term success of the children The Speech & Hearing Center serves depends on everyone having equal access to treatment. By serving children on Medicaid, and providing a sliding fee scale to accommodate families at or below the poverty level, we ensure that all children receive therapies and devices necessary for advancement, not just those who can afford such services. The difference these early identification and intervention services make will be evidenced in higher academic achievement, greater societal involvement, and wider opportunities for employment in adulthood.

We utilize several methods in analyzing the effectiveness of our program. These include:

- Pre/post clinical test results
- Patient/parent surveys
- National Outcomes Measurement System (NOMS) conducted by the American Speech-Language Hearing Association (ASHA)
- Statistics and calculations regarding follow up services and referrals
- Clinical records and assessment results from speech pathologists, audiologists, teachers, and early intervention program partners
- Real Ear measurements
- Speech mapping
- Soundfield behavioral testing

The Speech & Hearing Center cannot share personal health information, however, we maintain statistical records so that we can constantly measure ourselves against industry benchmarks, as well as being able to compare outcomes from year to year.

Expenditure Summary	\$	Description
Number of Employees Required	12 ppl	Clinical Staff, Newborn Hearing Screeners, Management & Clerical
Personnel Costs (inc. benefits)	\$254,621.12	Salaries & Benefits
Operating Costs		
Cost of Goods	\$90,673.38	Hearing Devices, Diagnostic Equipment, Standardized Speech-Language Diagnostic Materials
Rent	\$30,266.92	Occupancy/Building/Utilities
Marketing	\$12,132.90	Print, Radio, Physician Referral
Other Operating Expenses	\$50,960.00	Phone, Local Transportation, Depreciation, Bank Fees, Professional Fees, Postage/Shipping, Equip Rental/Maintenance, Professional Development, Org. Dues, Insurance, Bank Fees & Bad Debt
Total Financial/Budget Request	\$438,654.32	

Financial Offsets	\$	Description
Contributions	\$3,400.00	Individuals, Organizations, Corporate
United Way	\$105,917.00	Allocation for Priority Areas
City of Chattanooga	\$67,700	Allocation for Priority Areas
Program Income	\$317,730.00	Insurance Reimbursement, Fee-for-Service Contracts, Self-pay Individuals
Sales to Public	\$145,000.00	Hearing Aid Sales and Service
Volunteer Labor (hours projected)	400 hours	Speech-Language Pathology Intern
FEE ADJUSTMENTS	(\$201,998.00)	Indigent Care and Medicare Adjustment
Total Offsets	\$437,749.00	

Performance Data (how will you measure your performance? How will you know if you are achieving the desired outcomes?)

	2013-2014	Historical Comparison Data
Measure 1	Early Identification	Records of annual screenings w/results and protocol for follow up

Measure 2	Early Intervention/Access	Clinical/medical records showing evaluation results for those who presented with possible issues
Measure 3	Successful Developmental Progress	Clinical/medical records with measurable, therapeutic goals analyzed at 6 month intervals and at discharge

Return on Investment

How do citizens benefit?

Please see detailed information above. Succinctly, children will have:

- Greater opportunity to reach their full potential regarding educational attainment
- Greater ability to connect with the world around them through enhanced communication
- Enhanced sense of self-image and confidence
- Enhanced receptive and expressive language skills
- Greater likelihood of completing school and advancing to higher education or entering the workforce, rather than filing for disability

Does this activity leverage other financial resources?

Yes. The Speech & Hearing Center depends on the following revenue streams:

- United Way of Greater Chattanooga
- Private insurance reimbursement
- Hearing aid sales to self-pay individuals
- Fundraising partnerships with the Downtown Sertoma Club of Chattanooga, Kiwanis Club of Ooltewah-Collegedale, and Delta Zeta Sorority
- Grants
- Fee-for-service contracts
- Our Industrial Audiology department (for-profit line of business)

How does this decrease costs over time?

There is no indication that the cost of this program will decrease over time. As the school systems and state-run early intervention programs are increasing defunded and over-burdened with the amount of children on their case load, the need for partnering agencies to help fill in the gaps is increasingly essential. Resources for these services are scarce, and also expensive, as services must be provided by highly educated and licensed individuals. A lot also is dictated by what Medicaid decides to cover for these children, and the rate at which it chooses to reimburse for services. Constant monitoring and lobbying is essential to keep up to date with the trends of the industry and early intervention in general.

Attachment B: Comparative Financial Information

Agency Name: The Speech & Hearing Center

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 2013 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga	100%	49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga	51%	49.83%
Unincorporated Hamilton County	5%	30.22%
Hamilton County Government's (General funds)		
Collegedale	.5%	2.46%
East Ridge	3%	6.24%
Lakesite		0.54%
Lookout Mountain	1%	0.54%
Red Bank	3.5%	3.46%
Ridgeside		0.12%
Signal Mountain	4%	2.25%
Soddy-Daisy	2%	3.78%
Walden		0.56%
Other (Outside Hamilton County)	30%	
	Above percentages should total 100%	

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

Attachment C: Program Beneficiary Statistics

Agency Name: The Speech & Hearing Center Program: Audiology

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013 (2012 calendar)	FY 2014 (2013 calendar)	FY 2015 (projected) (2014 calendar)
1. Unduplicated Count of Program Beneficiaries TOTAL	2351	3433	2600
a) Total Continuing From Previous Fiscal Year			
b) Total New for the Year			
c) Total Terminated During the Year			
2. Age Group TOTAL	2351	3433	2600
a) Infants – Under 5	1493	2387	
b) Between 5 and 12	80	130	
c) Between 13 and 17	59	92	
d) Between 18 and 29	56	66	
e) Between 30 and 64	264	312	
f) 65 and over	399	446	
g) Not Known			
3. Sex TOTAL	2351	3433	2600
a) Male	1058	1545	
b) Female	1293	1888	
c) Not Known			
4. Ethnic Background TOTAL	2351	3433	2600
a) White	1465	1978	
b) Black	701	930	
c) Hispanic	185	232	
d) Oriental			
e) Other – Ethnic Minority			
f) Not Known		293	
5. % Income Level* TOTAL	2351	3433	2600
a) Below 9,999		*	
b) 10,000 –19,999		*	
c) 20,000 – 29,999		*	
d) 30,000 and Over		1159	
e) Not Known		2274	
6. Location of Residence TOTAL	2351	3433	2600
a) Chattanooga	1364	1734	
b) Outside of Chattanooga	987	1699	
c) Not Known			

*66% of audiology patients qualify for a subsidy program, which is based on the Federal Poverty Level and number in household.

Attachment C: Program Beneficiary Statistics

Agency Name: The Speech & Hearing Center Program: Speech-Language Pathology

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013 (2012 calendar)	FY 2014 (2013 calendar)	FY 2015 (projected) (2014 calendar)
1. Unduplicated Count of Program Beneficiaries TOTAL	2371	3169	2600
d) Total Continuing From Previous Fiscal Year			
e) Total New for the Year			
f) Total Terminated During the Year	71		
2. Age Group TOTAL	2371	3169	2600
h) Infants – Under 5	651	875	
i) Between 5 and 12	1407	1924	
j) Between 13 and 17	90	116	
k) Between 18 and 29	92	66	
l) Between 30 and 64	49	35	
m) 65 and over	82	153	
n) Not Known			
3. Sex TOTAL	2371	3169	2600
d) Male	1257	1679	
e) Female	1114	1490	
f) Not Known			
4. Ethnic Background TOTAL	2371	3169	2600
g) White	1524	1928	
h) Black	765	946	
i) Hispanic	26	102	
j) Oriental	32		
k) Other – Ethnic Minority	23		
l) Not Known	1	193	
5. % Income Level* TOTAL	2371	3169	2600
m) Below 9,999		*	
n) 10,000 –19,999		*	
o) 20,000 – 29,999		*	
p) 30,000 and Over		1130	
q) Not Known	2371	2039	
6. Location of Residence TOTAL	2371	3169	2600
r) Chattanooga	1138	1963	
s) Outside of Chattanooga	1233	1206	
t) Not Known			

*64% of speech-language pathology patients qualify for a subsidy program, which is based on the Federal Poverty Level and number in household.

Attachment D: Schedule of Positions, Salaries & Wages

Agency Name: The Speech & Hearing Center

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	Number of Years Employed	Current (our 2013 calendar)			Proposed (our 2014 calendar)		
				Weeks Employed	Annual Rate (Actual)	Budgeted	Weeks Employed	Annual Rate	Budgeted
President/CEO	Fernandez, C	No	5	52	70,000	70,000	52	72,100	72,100
Director of Finance	Moore, A	No	1	52	50,000	50,000	52	51,500	51,500
Director of Speech Pathology	Hosterman, P.	No	28	52	80,951	80,951	52	83,380	83,380
Director of Audiology	Lancaster, S	No	7	33	52,207	83,782	0	0	0
Director of Audiology	Vrieswyk, K	No	<1	19	26,727		52	74,581	74,851
Director of Achieve Learning Center	Dunagan, M	No	29	31	47,459	56,019	0	0	0
Sr. Speech Pathologist	Wiksell, C	No	23	52	66,000	66,000	52	67,980	67,980
S/L Pathologist	Webster, A	No	1	52	50,239	53,000	52	53,000	53,000
Ind. Services Coordinator	Roberson, S	No	17	52	55,437	50,000	52	50,000	50,000
Audiology Asst	Prophater M	No	22	52	42,208	41,897	52	43,154	43,154
Billing Specialist	Hoskins, J	No	1	0	24,850	27,000	0	0	0
Billing Specialist	Surles, J	No	<1	11	4,775		52	30,000	30,000
Secretary/ Receptionist	Mangrum, E	No	25	52	37,352	37,352	52	38,472	38,472
Admin Asst	Paris, E	Yes	<1	40	6,978		52	9,880	9,880
Program Asst	Chandler, T	No	33	31	35,765	36,093	0	0	0

Attachment D: Schedule of Positions, Salaries & Wages

Agency Name: The Speech & Hearing Center

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

Marketing Assistant	Shubert, M	Yes	2	Varies	730	10,000			
Hospital Screeners	Multiple	Yes	N/A	Varies	14,328	12,150	Varies	\$7.50 per baby	13,680
Class Room Assistants	Multiple	Yes	N/A	Varies	5,632.54	6,000	0	0	0

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

Agency Name: The Speech & Hearing Center

Program/Project Title	Name of Funding Source	FY 2010 (Our 2009 calendar)	FY 2011 (Our 2010 calendar)	FY 2012 (Our 2011 calendar)	FY 2013 (Our 2012 calendar)	FY 2014 (Our 2013 calendar)	FY 2015 (Projected)
Special Events							
	Downtown Sertoma Club Golf Tournament; Kiwanis Club of Ooltewah-Collegedale 5K Fun Run; Chattanooga Friends Events; World of Wheels; Delta Zeta Sorority	10,528	21,847	15,363	18,221	8,000	6000
Grants							
	Community Foundation	5,479	0	0	0	0	0
Contributions							
	Private Donors	29,112	6,160	14,813	9,002	5,332	800
United Way							
	United Way of Greater Chattanooga	298,575	264,344	268,693	261,835	244,246	242,834
Government Funding							
	Hamilton County	138,787	145,259	71,412	0	0	
	City of Chattanooga	0	0	33,850	67,700	67,700	33,850
	Marion County	9,400	10,000	0	8,000	0	0
Subtotal, Major Funding Sources		491,881	447,610	404,131	347,758	325,278	283,484
Total, All Revenue Sources		1,683,067	1,638,156	1,701,136	1,614,037	1,313,877	1,244,067

Attachment F: Budget Format

CITY OF CHATTANOOGA

FY2015 Agency Funding Financial Form

Account Category	Actual FY2011 (cal yr 2009)	Actual FY2012 (cal yr 2010)	Actual FY2013 (cal yr 2011)	Request FY2014 (cal yr 2013)	Request FY2015 (cal yr 2014)	Incr (Decr) Request vs. FY15 Bud	% Change Request vs FY15 Bud
Pension/Retirement	127,743.00	127,837.00	139,327.94	20,700.78	23,136.00	2,435.22	1.7%
Payroll Taxes, etc.	68,943.00	69,521.00	78,554.09	51,882.74	47,549.00	(4,333.74)	-5.5%
Other (unemployment, life insurance, etc)				0.00	14,300.00	14,300.00	
Total Personnel Expenses	1,242,658.00	1,264,270.00	1,355,764.17	840,463.48	769,636.00	(70,827.48)	-5.2%
OPERATING EXPENSES							
Administration							
Services							
Professional Fee & Contract service	42,092.00	53,878.00	21,044.14	30,835.79	18,940.00	(11,895.79)	-56.5%
Utilities	15,041.00	14,938.00	13,588.81	13,524.31	10,670.00	(2,854.31)	-21.0%
Other (Bank Fees)		0.00	5,691.47	10,687.07	12,376.00	1,688.93	
Rent	68,325.00	69,950.00	71,881.11	65,812.50	66,938.00	1,125.50	1.6%
Travel/Transportation						0.00	N/A
Local	16,595.00	16,058.00	14,849.87	8,370.59	8,750.00	379.41	2.6%
Out of Town	8,365.00	13,062.00	11,820.16	20,004.27	25,800.00	5,795.73	49.0%
Insurance (not employee health)	17,188.00	17,758.00	13,188.00	16,699.00	19,830.00	3,131.00	23.7%
Materials & Supplies	27,536.00	23,675.00	40,982.26	36,596.66	39,000.00	2,403.34	5.9%
Telephone, Fax, ISP	25,581.00	26,210.00	23,142.86	8,813.58	6,399.00	(2,414.58)	-10.4%
Postage and Shipping	6,499.00	5,873.00	4,835.50	6,561.20	5,800.00	(761.20)	-15.7%
Occupancy/Building/Utilities (including contracts)						0.00	N/A
Outside Printing, Art Work, etc.	23,425.00	18,304.00	23,741.87	38,038.71	31,110.00	(6,928.71)	-29.2%
Conferences, Conventions, etc.	4,239.00	1,878.00	3,115.98	3,291.09	4,400.00	1,108.91	35.6%
Special Assistance to Individuals						0.00	N/A
National Dues/Support Payments						0.00	N/A
Organization Dues (other than above)	5,469.00	6,537.00	7,061.25	3,653.76	3,836.00	182.24	2.6%
Awards and Grants						0.00	N/A
Fund Raising/Self-Support Activities						0.00	N/A
Miscellaneous	12,696.00	7,566.00	890.07	639.75	0.00	(639.75)	-71.9%
Center Repair & Equipment	19,409.00	20,649.00	22,855.00	17,937.14	8,100.00	(9,837.14)	-43.0%
Depreciation	34,859.00	30,208.00	25,345.56	25,893.46	28,913.00	3,019.54	11.9%
Dispenses H/P	169,382.00	181,651.00	112,621.16	106,157.54	136,920.00	30,762.46	27.3%
Goods for Resale	15,690.00	10,125.00	14,053.68	13,620.38	10,800.00	(2,820.38)	-20.1%
Operating Expenses Total	512,391.00	518,320.00	430,708.75	427,136.80	438,582.00	11,445.20	2.7%
TOTAL OPERATIONS	1,755,049.00	1,782,590.00	1,786,472.92	1,267,600.28	1,208,218.00	(59,382.28)	-3.3%
REVENUE OVER/ (UNDER) OPERATION	(116,893.00)	(81,454.00)	(172,436.36)	46,276.98	35,846.00	(10,430.98)	6.0%

CITY OF CHATTANOOGA

FY2015 Agency Funding Financial Form

Account Category	Actual FY2011 (cal yr 2009)	Actual FY2012 (cal yr 2010)	Actual FY2013 (cal yr 2011)	Request FY2014 (cal yr 2013)	Request FY2015 (cal yr 2014)	Incr (Decr) Request vs. FY15 Bud	% Change Request vs FY15 Bud
REVENUES							
Contributions							
Individuals/Private	6,160.00	2,313.00	9,001.96	832.10	200.00	(632.10)	-7.0%
Corporate/Organizations/Churches	0.00	12,500.00		4,500.00	600.00	(3,900.00)	N/A
Fees/Grants from Governmental Agencies							
Federal						0.00	N/A
State						0.00	N/A
Hamilton County	145,259.00	71,412.00	0.00	0.00	0.00	0.00	N/A
City of Chattanooga	0.00	33,850.00	67,700.00	67,700.00	33,850.00	(33,850.00)	-50.0%
Other Cities (Please list)	10,000.00	0.00	8,000.00	0.00	0.00	0.00	0.0%
United Way						0.00	N/A
Foundations (including grants)						0.00	N/A
Gross Proceeds Special Events	21,847.00	15,363.00	18,220.97	8,000.00	6,000.00	(2,000.00)	-11.0%
Other UWG/Federations	3,325.00	3,522.00	0.00	0.00	0.00	0.00	N/A
CFC/Designations received thru UWGC	18,648.00	17,056.00	25,817.13	24,193.62	24,014.00	(179.62)	-0.7%
UWGC Program Allocation	242,372.00	244,374.00	234,758.00	220,052.00	218,820.00	(1,232.00)	-0.5%
UWGC Special Funding	0.00	3,741.00	0.00	0.00	0.00	0.00	N/A
Membership Dues	0.00					0.00	N/A
Program Income						0.00	N/A
Governmental Insurance						0.00	N/A
Private Insurance						0.00	N/A
Contracted Services						0.00	N/A
Fee for Services	1,552,655.00	1,671,708.00	1,613,750.66	1,172,696.58	980,610.00	(192,086.58)	-11.9%
Other Program Income						0.00	N/A
Sales to Public	410,446.00	449,444.00	342,078.64	286,337.96	300,300.00	13,962.04	4.1%
Investment Income						0.00	N/A
Miscellaneous (Interest Inc.)	10,588.00	9,053.00	6,422.33	4,550.02	3,271.00	(1,279.02)	-19.9%
major item						0.00	N/A
Transfers in from other internal budgets						0.00	N/A
Income from Previous Year						0.00	N/A
Fee Adjustments	(783,144.00)	(833,200.00)	(711,713.13)	(474,985.02)	(323,601.00)	151,384.02	-21.3%
TOTAL REVENUES	1,638,156.00	1,701,136.00	1,614,036.56	1,313,877.26	1,244,064.00	(69,813.26)	-4.3%
OPERATIONS							
Personnel Expenses							
Salaries	925,640.00	936,686.00	999,509.81	678,843.64	619,937.00	(58,906.64)	-5.9%
Fringe Benefits						0.00	N/A
Employee Health	120,332.00	130,226.00	138,372.33	89,036.32	64,714.00	(24,322.32)	-17.6%



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Chattanooga Zoo Contract Appropriation
Lead Agency:	Chattanooga Zoo/Friends of the Zoo, Inc.
Collaborating City Department(s):	Department of General Services
Contact Name:	Dardenelle Long
Primary Results Area:	Per City Contract
Offer Cost (Funding Request):	\$750,000

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Friends of the Zoo, Inc. (FOZ) requests their annual operating appropriation in the amount of \$750,000 for FY 2015. This amount is 35% of the Zoo’s annual operating budget, the same percentage appropriated in FY 2014.

In the following narrative, each key results area for the 2015 budget is addressed. Phrases in *italics* indicate particular outcomes or strategies that are being addressed.

Smarter Students, Stronger Families

Education, PEDZ, Youth Programs

The Zoo’s most profound impact on the Mayor’s Results Areas is seen in the area of Smarter Students and Stronger Families. By its very nature, the Zoo provides multiple educational offerings that are affordable and effective. From field trips and onsite programs, to the offsite programs, summer camps, and seniors, the zoo reaches all of Chattanooga and beyond. Nearly 50% of children that visit the zoo participate in Free and Reduced Lunch programs. All education programs meet state curriculum guidelines, and *provide a fun and innovative approach to learning. The Zoo is also a safe, entertaining and affordable family outing, and as a part of the Warner Park experience, creates a safe and welcoming destination.*



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In 2002, the Zoo created a program entitled "Promoting Ethnic Diversity in Zoos" (PEDZ) which offered summer employment to at-risk, underserved youth between the ages of 13 and 18. Over the last decade, the initiative has continued to grow, attracting local neighborhood youth and offering not only employment for the summer, *but important training in job skills, as well as positive role models.* Since its inception, the zoo has served over 130 local youth with this employment program. This program directly impacts youth from surrounding neighborhoods, providing a structured and nurturing environment during the summer, *a time when many juveniles are unsupervised and bored.* In addition to summer employment, the zoo encourages high school graduation and college attendance by providing college stipends to students who continue to work at the zoo part-time while in school. Partnerships for this program include the Department of Youth and Family Development, the Office of Multicultural Affairs, Hope for the Inner City, Upward Bound PRISM program, La Paz, Urban League of Chattanooga, and the Boys and Girls Club of Chattanooga.

Other youth programs include Zoo Club, which is for 12-14 year olds to experience how the animal kingdom works and experience these wonders of nature. Participants gain knowledge and experience in conservation work around the world. Job shadows as well as senior projects are available for high school students to explore the work of the zoo and see what our employees do on a daily basis, and do projects focused around the animals at the zoo.

High Performing Government

The partnership with Friends of the Zoo has provided the opportunity for *exceptional resource management* of the Zoo. All buildings and land at the Chattanooga Zoo are the assets of the City of Chattanooga. FOZ performs all routine maintenance to these buildings as well as any additional needed repairs/replacements. *By eliminating the need for such services as purchasing and personnel management costs for the Zoo* by the City, the contractual agreement for FOZ to operate the zoo has provided a far more efficient method of providing this important resource to the community. Not only that, but the dollars appropriated by the City for the management by FOZ have been leveraged to create an operating budget of over 2 million dollars for the Zoo, with only 35% of the funding provided by the City.

In addition to a good ROI on the operational investment by the City, Friends of the Zoo has raised capital funds to provide the following improvements for the Zoo using approximately 90% private dollars, *thus enhancing and increasing the value of the City assets:*

New roof on Zoo infirmary	Addition of new water fountain
New HVAC unit in the Log cabin	Addition of new Forests of the World building
Renovation of Prairie Dog exhibit	Renovation of Cougar exhibit
Renovation of Warner Park Ranch Barn	Permanent event tent space
Replaced HVAC Chimp building	Renovated the rehabilitation center
Built fire proof closet in landscaping	Refurbished bathrooms in Log Cabin
Added heat to front restrooms	Installed radio repeater
Added HVAC on coyote building	Added a necropsy room
Added additional walkway lighting	Upgraded walkway lighting to LED (still in progress)
Upgraded irrigation throughout the zoo	Added HVAC to several areas in education building

Stronger Neighborhoods

The improvements made to the zoo and to Warner Park as a whole in the past years has allowed for a more attractive neighborhood destination. The zoo has assisted in the growth of the surrounding area by spurring further development of the area and increasing both the areas value and citizen's feeling of safety and security while in this area of the City. In addition, the zoo's diversity employment program (PEDZ) also assists in *reducing juvenile crime.*

Growing Economy

One of the most important areas of the economy that the zoo has impacted is *in the creation of jobs.* After completing a strategic plan in 2011 with the consulting firm Schultz and Williams (a nationally recognized firm) several goals were created. One of these was to increase the internal infrastructure of Friends of the Zoo, particularly in upper level management. Since 2011 several key leadership positions have been added, as well as additional animal staff to care for the zoo's growing animal collection. *Five key leadership positions* were added between 2011 and 2013. These included Director of Animal Programs, Director of Marketing and Communications, Chief Operating Officer, Director of HR, and Business Manager. When the contract was signed in 2010, there were 9 positions at the Chattanooga Zoo working under



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the City of Chattanooga. At that time, FOZ had 33 employees. After signing the contract, all employees became FOZ employees. As of January 1, 2014 FOZ has 35 full time employees, 16 part time and approximately 28 seasonal, totaling 79 employees. It is important to note that many employees that work at the zoo have been hired from other zoos across the country, *attracting new individuals and families to our community. Beyond this, the zoo also contributes to the city's quality of life, which augments the efforts to attract new businesses.*

General Partnerships

Some zoo partners include Department of Therapeutic Recreation, Department of General Services, Department of Youth and Family Development, the Office of Multicultural Affairs, UTC, La Paz, AIM Center, Hamilton County Schools, Unum, Girls Leadership Academy, BlueCross BlueShield, Coca-Cola, Suntrust Bank, First Tennessee Bank, EPB, Ronald McDonald House, Room at the Inn, etc.

FY 2015 Appropriation Increase

The requested increase for FY 2015 would cover the increases in utility costs and building maintenance associated with running and maintaining zoo buildings, which are city assets. This includes the additional costs of maintaining two new building exhibits at the Zoo, which are two new city assets. As the zoo buildings age, maintenance needs and costs increase leading to greater expenses related to maintaining these city assets (see list under High Performing Government for more details).

Identify Which Desired Outcomes This Offer Impacts:

1. Smarter Students & Stronger Families: More kids graduating high school college and career ready; Fewer kids dropping out of school
2. High Performing Government: Providing outstanding customer focused services and exceptional resource management
3. Growing Economy: Increase Employment

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Chattanooga Zoo Contract Appropriation	*N/A	\$2,161,510	\$750,000	*N/A

Capital Budget Impact? **Yes** **No** **\$Amount**

**Services covered under contract agreement between the City of Chattanooga and Friends of the Zoo, Inc.*

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
Earned Revenue	\$1,286,910
Other Sources	\$124,600
City of Chattanooga Appropriation	\$750,000

PERFORMANCE DATA

Measurement 1:



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Number of school children field trips.

Increase the number of school children visiting the Chattanooga Zoo by, as well as the number of educational outreach program participants by 20%. Current number of school field trip participants visiting in 2013 was 15,256.

2014 goal- 18,307 School Field Trip Participants
11,484 Off-Site Participants

Historical Comparison Data?

2013*- 15,256 School Field Trip Participants
9,570 Off-Site Participants
2012*- 12,774 School Field Trip Participants
9,234 Off-Site Participants
2011*- 12,859 School Field Trip Participants
5,360 Off-Site Participants

Measurement 2:

Attendance

Increase both the number of residents and tourists visiting the Chattanooga Zoo by 20%. Number of visitors in 2013 total 149,373 of which 60% percent were local residents, while 40% percent were outside of the Zoo's local area.

2014 goal: 179,247

Historical Comparison Data?

2013 Attendance*- 149,373
2012 Attendance*- 150,095
2011 Attendance*- 175,724

Measurement 3:

Earned Revenue

Increase earned revenue by 7% for 2014. Increasing earned revenue builds the zoo's future sustainability. Projected earned revenue goal for 2014 is \$1,402,960 (63% of total budget).

Historical Comparison Data?

2013 Earned Revenue* – \$1,305,326.64 (64% of total budget)
2012 Earned Revenue* – \$1,225,067.71 (67% of total budget)
2011 Earned Revenue* – \$1,038,342.63 (62% of total budget)

**Please note that 2011, 2012, 2013, and 2014 are all based on calendar year budgets. As of July 1, 2014 the zoo will be adjusting to a July 1 fiscal year.*

Return on Investment:



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How do citizens benefit? The citizens of the City of Chattanooga benefit from having the zoo to provide enhanced education, recreation, and conservation opportunities in their local community. The zoo has long been a destination for local families to spend quality time together, and to learn about nature and what they can do to conserve the wild places and creatures all around the world. For many citizens, the Chattanooga Zoo is the only place they will ever encounter an endangered jaguar, or snow leopard.

Does this activity leverage other financial resources? The Chattanooga Zoo leverages donations made from a plethora of sources, as well as earned revenue from admissions, sales, education programs, etc. The \$750,000 contribution that the City of Chattanooga makes is leveraged to sustain a budget of over \$2 million.

How does this activity decrease costs over time for the City? By continuing to support the operations of the Chattanooga Zoo through an annual appropriation, the city continues to save funds that were once used to fund the entirety of the zoo's operation. Though the zoo's budget has increased over the years, the percentage funded by the City of Chattanooga has stayed constant.

How can this program become sustainable without City funding? N/A- Contracted Service (See above)



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FY15 Offers

OFFERSUMMARY

Offer Name:	FAFSA	Department	
Offer Number:	4	Offer Rank:	4
Lead			
Department:	Youth and Family Development	Collaboration:	Y__ N_X__
Administrator:	Lurone Jennings		
Offer Cost:	\$35,000	PrimaryResults Area:	Smarter Studentss, Stronger Families

RESULTS AREA

1. **Safer Streets** –Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** –Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** –Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description:*(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

This program will increase college participation in two ways. First, there will be an increased number of seniors who fill out the FAFSA forms. Every YFD center will provide two FAFSA nights. During that night, information about the FAFSA will be provided, 20 laptops will be used to enable multiple access points for the enrollees, and assistance in filling out the application will be provided. The Southern Appalachian Education Opportunities Center, a federally funded program that provides free FAFSA assistance, will provide the materials and conduct the sessions. We will provide food and snacks during the meeting in order to promote the participation. For some, applying for the FAFSA is a roadblock. Most grants, scholarships, and tuition waivers require the FAFSA before they will even consider an applicant. Therefore, this is essential in the first steps of pursuing a college education.

The second part of the program will be college application fee stipends. This will enable students to overcome the roadblock of monetary issues when applying for college. Many students apply for only 1 college, or may not apply at all, due to the application fees. By providing assistance, we will encourage students to apply to several colleges which will increase the likelihood they will be accepted.

This program is about promoting college and ensuring all students have an opportunity to pursue their dreams.



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Identify Which Desired Outcomes from Request for Offer(s) that Offer Impacts:

1. Smarter Students, Stronger Families – Improving the access and reducing the roadblocks in applying to colleges will generate more college bound students. This will improve the focus on attending college for all students.
2. Growing Economy – Increasing the number of college graduates will improve our workforce, thus drawing in more businesses.
3. Stronger Neighborhoods – Providing programs at the local YFD centers strengthens the communities.

BUDGET REQUEST

Summary:(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Youth and Family Development	\$0.00	\$35,000.00	\$35,000.00	100%	0
				0%	
Total	\$ 0.00	\$ 35,000.00	\$ 35,000.00	100%	0

**Amounts MUST agree with collaborating Department totals for this offer*

Capital Budget Impact? Yes X No \$Amount

**Please prepare and attach Capital Budget Request Form*

Financial Offsets:(Please list any Revenue e.g. golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Private Donor	\$10,000

PERFORMANCE DATA

Measurement 1: Number of students applying for FAFSA

FY2012	FY2013	FY2014	FY2015 Target
			170

Measurement 2: Number of students applying for college

FY2012	FY2013	FY2014	FY2015 Target
			170

Measurement 3: Participation of the programs



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FY2012	FY2013	FY2014	FY2015 Target
			340 students

Return on Investment:

How do citizens benefit? Students will have less roadblocks in their access to college, thus increasing the number of students that apply and attend college.

Does this activity leverage other financial resources? This program will work with the Southern Appalachian Education Opportunities Center. The center is federally funded and provides free college counseling to students. We will collaborate in using our centers as hubs in applying to college.

How does this decrease costs over time? The computers are a one time purchase.



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OFFER SUMMARY

Offer Name:	Youth eVentures Development Camp	Department	
Offer Number:	8	Offer Rank:	8
Lead			
Department:	Youth & Family Development	Collaboration:	Y X N
Administrator:	Lurone Jennings		
Offer Cost:	\$50,000	Primary Results Area:	Smarter Studentss, Stronger Families

RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Entrepreneurs drive America's economy, accounting for the majority of our nation's new job creation and innovations. According to the U. S. Census Bureau's *2002 Survey of Business Owners*, self-employed individuals who have no paid employees operate three-fourths of U.S. businesses. The U. S. Small Business Administration reports that America's 25.8 million small businesses employ more than 50 percent of the private workforce, generate more than half of the nation's gross domestic product, and are the principal source of new jobs in the U.S. economy.

The eVentures Developmental Camp is a city departmental partnership between Youth & Family Development and Office of Economic & Community Development. The program begins with a one week camp for 16-18 year olds in low to-moderate-income communities and was created to develop a financial mindset to help with basic money management skills, entrepreneurship principles and strategies to start their own online venture which youth will build as a course project. The Young Owners will receive coaching, mentorship and small business education for 12 months. As a city, we



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must create the leaders for the next generation to continue the work that has been started.

Project Goals

- Recruit and train 25 students for the camp
- Use camp to make an impact in the City and create a sustainable model for future initiatives
- Promote an essay contest to identify student candidates
- Track and engage with students success and support them for 12 months
- Apply effective written and oral communication skills to business and life situations
- Analyze the social business environment
- Develop youth to become investor/owners versus consumers
- Train youth to use critical thinking skills in business and personal situations
- Train youth to understand money basics and begin developing a relationship with money
- Provide mentoring and identify key mentors
- Identify skills, gifts and talents to connect to opportunities for growth
- Identify opportunities in their own backyard
- Promote outside-of-the-box thinking
- Provide access to technology and share technology-based resources that can assist the participants achieve their goals, work smarter and have access
- Provide expose to opportunities they normally wouldn't see

In the midst of a rapidly changing economy it's evident that we can't keep using methods that worked in the past. The need for professional, as well as, key life skills that are not taught in the schools are essential to help young adults succeed. It is important to create opportunities that increase the odds for young adults to have the life they envision or desire. These opportunities include, but are not limited to, increased business knowledge, confidence, leadership skills, and presentation skills. This initiative also promotes an awareness and understanding of planning and goal setting. Additionally, it provides an opportunity for the students to earn additional income, as well as, other incentives that will help their ventures become successful.

Summer eVenture Developmental Camp

26 Students (13 Boys/13 Girls)

Ages 16-18

The model for the eVentures Development Camp launched a pilot in 2012 that received rave reviews and experienced great success. Sponsored by a local Atlanta Bank the camp was a success and the students from the pilot are still connected and being mentored. The students that have participated stay engaged because the program taps into the existing resources they are already using to communicate such as social media and other web based tools. Due to the fact that the Youth & Family Development's Chattanooga Ambassadors Program (CAP) will provide computers and internet access to the students, we can provide this opportunity and demonstrate to students how to turn their computer into a potential revenue source for themselves and their families.

The Chattanooga eVenture Developmental Camp partnership will address and impact Smarter



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Students, Stronger Families, and a Growing Economy in Chattanooga, TN. The program will launch with a one week camp for both boys and girls. The week-long camp will be held Monday through Friday 9:00 a.m. – 6:00 p.m. Each camp will be broken down into small groups of five (5) each to create synergy, support and collaboration opportunities. After the camp, students will receive 12 months of technical, business, and online support.

Each week following the camp, students will be able to participate in:

- Group calls to eVenture
- Facebook Private Group discussions
- Webinars

- Each student will be assigned a mentor to help them develop the necessary skills to be a successful entrepreneur.

- Each student will have an opportunity to pitch their business to help develop communication skills.

- Each student will have an opportunity to raise money for their business giving community service hours.

- Each month, a live 2 hour session through the eVentures Incubator Center to answer questions, teach and motivate participants.

- The partnership will have weekly office hours where the students can connect to receive personal support and resources.

- The team will share stories of entrepreneurial success from the participants' peers. We will introduce guest speakers, as well as, video interviews of people they can relate to that have succeeded in business and come from similar backgrounds and circumstances.

- Students will learn to use technology to achieve financial goals.

- The program will instill money-management tools that work in all aspects of their lives.

Benefits of Entrepreneurship

Entrepreneurship is an employment strategy that can lead to economic self-sufficiency for people with disabilities. Self-employment provides people with disabilities and their families with the potential to create and manage businesses in which they function as the employer or boss, rather than merely being an employee. Oftentimes, people with disabilities are eligible and receive supplemental supports (technical and financial) which can serve as a safety net that may decrease the risk involved with pursuing self-employment opportunities.

Nearly 80 percent of would-be entrepreneurs in the United States are between the ages of 18 and 34! A 2005 poll from Junior Achievement (JA) found that 68.6 percent of the teenagers interviewed wanted to become entrepreneurs, even though they knew that it would not be an easy path. In spite of this overwhelming interest, however, youth rarely receive any information about entrepreneurship



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as a career option.

Entrepreneurship education offers a solution. It seeks to prepare people, particularly youth, to be responsible, enterprising individuals who become entrepreneurs or entrepreneurial thinkers by immersing them in real life learning experiences where they can take risks, manage the results, and learn from the outcomes.

Advantages of Entrepreneurship Education

Through entrepreneurship education, young people, including those with disabilities, learn organizational skills, including time management, leadership development and interpersonal skills, all of which are highly transferable skills sought by employers. According to *Logic Models and Outcomes for Youth Entrepreneurship Programs (2001)*, a report by the D.C. Children and Youth Investment Corporation, other positive outcomes include: improved academic performance, school attendance; and educational attainment. The eVentures Development Program promotes:

- Increased problem-solving and decision-making abilities
- Improved interpersonal relationships, teamwork, money management, and public speaking skills
- Job readiness
- Enhanced social psychological development (self-esteem, ego development, self-efficacy), and
- Perceived improved health status

Ongoing research commissioned by the National Foundation for Teaching Entrepreneurship (NFTE) to evaluate the effectiveness and impact of its programs found that when youth participated in entrepreneurship programs:

- Interest in attending college increased 32 percent
- Occupational aspirations increased 44 percent
- Independent reading increased 4 percent
- Leadership behavior increased 8.5 percent
- Belief that attaining one's goals is within one's control (locus of control) increased, and
- alumni (99 percent) recommended NFTE programs

Benefits of Entrepreneurship Education

Research regarding the impact of entrepreneurship education on youth with disabilities shows the following benefits:

- **Opportunity for Work Based Experiences**
 - Work experiences for youth with disabilities during high school, both paid and unpaid, help them acquire jobs at higher wages after they graduate. Also, students who participate in occupational education and special education in integrated settings are more likely to be competitively employed than students who have not participated in such activities.
- **Opportunity to Exercise Leadership and Develop Interpersonal Skills**
 - By launching a small business or school-based enterprise, youth with disabilities can lead and experience different roles. In addition, they learn to communicate their ideas and influence others effectively through the development of self-advocacy and conflict resolution skills. Moreover, they learn how to become team players, and to engage in problem solving and



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critical thinking -- skills valued highly by employers in the competitive workplace of the 21st Century. Mentors, including peer mentors both with and without disabilities, can assist the youth in developing these competencies.

- **Opportunity to Develop Planning, Financial Literacy, and Money Management Skills**
 - The ability to set goals and to manage time, money and other resources are important entrepreneurship skills which are useful in any workplace.

Other potential benefits of the Chattanooga eVenture Development Camp program include:

- How to structure a business plan
- Start a Business for \$0
- Creating Financial Statements
- Mastering Marketing Plans
- Understanding every component of your business and business plan

Developing a marketing plan is one of the most important things anyone can do to ensure that business will make a profit. Students will learn the importance of:

- Market research and analysis
- Product development & Pricing
- Advertising
- Promotions and campaigns
- Publicity, sales and customer service
- Create a mindset for success – eliminate poverty mindsets
- Remove barriers from past and/or present life that interfere with living the best life now
- Gain clarity on what's next and balance when things get crazy
- Reverse feelings of discouragement, disillusion or fear of arriving at the wrong location
- Experience peace of mind in your thought life

Identify Which Desired Outcomes fromom Request for Offer(s) thtats Offer Impacts:

1. Youth develop financial literacy and presentation skills
2. Youth are exposed to entrepreneurship opportunities and develop small businesses, leading to a growing economy
3. Youth have opportunities to learn, grow smarter and have an environment for innovation



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BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Youth & Family Development	0	50,000	\$50,000.00	100%	0
Economic & Community Development	0	0	0	0%	0
Total	\$ 0	\$ 50,000	\$50,000.00	100%	0

**Amounts MUST agree with collaborator's reporting Department totals for this offer*

Capital Budget Impact? Yes x No \$Amount
**Please prepare and attach Capital Budget Request Form*

Financial Offsets: (Please list any Revenue e.g. golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount

PERFORMANCE DATA

Measurement 1: Participants/Attendance

FY2012	FY2013	FY2014	FY2015 Target
			26

Measurement 2: Number of Programs/Events

FY2012	FY2013	FY2014	FY2015 Target
			50

Measurement 3: Revenues

FY2012	FY2013	FY2014	FY2015 Target
			12,000

Return on Investment:

***How do citizens benefit?** The eVentures Development Summer Camp provides a platform to train future small business owners. Small business is the key to improving and restoring local economies and creating job growth. An opportunity for Chattanooga's youth to participate in this initiative encourages bright*



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entrepreneurs to stay in the city and contribute to a growing economy. Many of the youth trained in the initiative may also consider starting businesses and serving communities where they live. eVentures also creates a platform to create an informed populous to move youth and their families beyond simple consumerism and toward job development and upward mobility. Anytime businesses are developed, cities such as Chattanooga benefit from the revenue generated from taxes.

Does this activity leverage other financial resources? *The City of Chattanooga Office of Economic & Community Development will recruit mentors and volunteers from the business community to provide technical support and workshops after the initial training. The Youth & Family Development Department will provide venues for training and tinkering with ideas and start-up ventures. OECD, YFD staff, and CAP participants will be involved as participants, mentors, and provide other resources for the success and sustainability of this initiative. Other financial resources will be leveraged over time through sustainability efforts. Proposals for grant sources, fundraisers, donations, and scholarships will be part of the sustainability plan.*

How does this decrease costs over time? *The design of the initial eVentures program will include a model to "Train the Trainer". Training the Trainer will involve a half-day session to train up to ten local leaders on the process of teaching youth business models and provide the tools necessary to create small businesses and micro-enterprises. Leaders for this effort will be identified from city departments, local nonprofits, business and community leaders. Once a template has been established, the cost for the program will decrease and additional youth can be trained in future years.*



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OFFER SUMMARY

Offer Name:	Community Education and Recreation	
Offer Number:	One (1)	Department Offer Rank: 1
Lead Department:	Youth and Family Development	Collaboration: Y ___ N X ___
Administrator:	Lurone Jennings	
Offer Cost:	5,347,667.00	Primary Results Area: Smarter Studentss, Stronger Families

RESULTS AREA

1. **Safer Streets** –Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** –Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** –Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description : (*What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.*)

Communities are concerned about gang activity, risk-taking behavior of youth, single parent households, drugs and alcohol abuse. In the midst of vast changes in our communities and the need for regenerating our society because of the economic issues and violence that our citizens are facing, it is important that we have recreational opportunities in place for personal needs, social interaction, creativity and inspiration. Access to recreation opportunities that are not only fun but also educational has been strongly linked to reductions in crime and to reduced delinquency.

Participation in recreational activities boosts positive energies, and encourages a positive temperament. YFD Community Centers provide gathering places for families and social groups, as well as for individuals of all ages and economic status, regardless of their ability to pay for access.

Devoting some time for recreation on a daily basis helps in the long run in maintaining health and achieving a piece of mind. Research has shown that recreation on a daily basis reduces risks of diabetes and hypertension, enhances physical and mental health and improves the quality of life.



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In 2013 **820,878 citizens** of all ages **participated in one or more** of our **98 Recreation and Education Programs** and **26 Special Events** scheduled at our 17 YFD Community Centers Monday through Saturday. 14 of the YFD Community Centers operating hours were Monday through Friday from 11:30 a.m. to 8:00 p.m. and 10:00 a.m. to 6:30 p.m. on Saturdays. Brainerd, Hixson and South Chattanooga Community Center Complexes operating hours were Monday through Friday from 9:00 a.m. to 8:00 p.m. and Saturday from 10:00 a.m. to 6:30 p.m.

During the summer months June and July centers (4) who didn't participate in Kidz Kamp Program operating hours were Monday through Friday 10:00 a.m. to 6:30 p.m. and Saturday from 10:00 a.m. to 6:30 p.m. 11 of the YFD Community Centers who participated in Kidz Kamp Program operating hours were Monday through Friday 8:00 a.m. to 6:30 p.m. and Saturday from 10:00 a.m. to 6:30 p.m. The 3 YFD Community Center Complexes (Brainerd, Hixson & South Chattanooga) operating hours were Monday through Friday 8:00 a.m. to 8:00 p.m. and Saturday's from 10:00 a.m. to 6:30 p.m.

2013 Summer Programs: 441 Teens boys and girls ages 13 to 18 years old 835 Participants 12 and under

Kidz Kamp had **835 participants'** between the ages 6 to 12 Kidz Kamp Program was created 15 years ago to assist families who couldn't afford child care or the fees to send the children to summer camps. Kidz Kamp was scheduled at 11 of YFD Community Centers. Operating hours were 8:00 a.m. to 5:30 p.m. Monday through Friday. However, most of the parents drop their kids off at 7:30 a.m. and pay a small fee of \$5.00.

Kidz Kamp is a fee base program. However, parents who couldn't afford to pay the \$280 for their children could apply for scholarships that reduce the fee from \$280 to \$40 per-child. **207 families** registered their children for a total of **835 participants**. Most of the families had an average of 3 to 4 children or more between the ages of 6 to 12 years old. 714 of the 835 children received scholarships that reduced their fee from \$280 per-child to \$40 per-child. We had 121 children whose parent or guardian didn't apply or qualify for scholarships.

Parents who didn't receive a reduce rate never complain. They were truly grateful that they didn't have to worry about leaving their children at home unsupervised or pay for their children to attend a camp that charged from \$75 to \$100 per-week. We awarded 714 scholarships for a total of \$171,360. Fees collected for **121 children** who pay **\$280** was **\$33,800** and fees for the **714** who paid **\$40** was **\$28,560**. Total **fees collected** for 2013 Kidz Kamp was **\$62,360**.

Teen Centers: Theme "AOK" Acts of Kindness: 225 Participants ages 13 to 18 years old 6 Week Program.

4 YFD Community Centers and 1 CHA Housing Development were identified as Teen Centers; Cromwell Hills, Carver, Hixson, Washington Hills and South Chattanooga. Programs were scheduled on Thursday, Friday and Saturday nights from 6:00 p.m. to 9:00 p.m. Programs were selected by the teens; Music, Fashion Boot Camp, Theater/Spoken Word, Arts & Crafts, My NBA 2K League, and Film. Participants performed at the YFD CARE Awards.



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"Late Night Hoops" Basketball League for Boys and girls ages 14 to 18 years old. **20 Teams and 216 Participants.**

Games were scheduled at Howard High School starting at 6:00 p.m. to 11:00 p.m. on Thursday, Friday and Saturday nights. Average 400 to 500 spectators (teens, family members, and friends) each night. Tournament was schedule the last week of the program.

"Stars of Chattanooga":12 Participants who wrote their own songs and produce a CD. The program consisted of a talent showcase that teens and young adults auditions for one of the twelve spots. During the summer artist were scheduled at Riverbend, Bessie Smith Strut and 11 community events throughout the City.

"Next In Line" Internship Program: 30 Participants ages 13 to 15 years old. Participants participated were assigned to 15 of our YFD Community Centers. We provided them with an opportunity to shadow center staff and gain on the job experience. Teens also learned resume building, how to conduct an interview, work place etiquette and volunteer to work on community service projects. When participants completed the 6 week program they received a \$300 stipend

Administration and YFD Community Center Employees; Director is responsible for providing leadership, policies and procedures, fiscal management of FY budget, communications and helping to generate program and staff development. Community Education and Recreation is dedicated to enhancing the quality of life of for all citizens who live, work and play in our communities by providing "Life Long Learning" opportunities. Families will be given opportunities and experiences that enable them to become self-sufficient and nurturing parents. To ensure they have these opportunities and experiences YFD Centers will provide community-based programs designed to provide families with support resources, literacy and career development, exposed to job training, job referrals, and strengthen relationships with children by participating in activities and community projects.

Develop youth programs that will; improve academic performance and job readiness skills, gain exposure to Career Development, have access to technology and tools to become self-sufficient and successful, increase positive social outlets and activities, decrease the likelihood of dropping out of high school and increase the likelihood of graduating high school. YFD Centers and specialized program facilities (Eastgate Senior Center, Heritage House, North River Civic Center, and Skate Park) will create programs and special events that provide;

Social Benefits; *Involvement* (responsibility, community pride & participation, and stimulate volunteerism), *Safe Places* (positive diversions & gatherings, caring & accessible and security), *Strong Communities;* (neighborhood sustainability, celebrate richness of diversity), and increase cultural identity and unity), and *Partnerships* (strengthen existing bonds, leverage resources and common purpose).

Personal Benefits; *Fun* (play & imagination, creativity & innovation and self-expression & spontaneity), *Wellness* (balance life style and fitness & ethnic and wellness), *Learning* (experience something new, develops life & job skills and enhances cultural understanding & tolerance), *Connections;* positive role models, foster relationships & inclusion and create memories).



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Smarter Students, Stronger Families and Safer Streets

Stronger families make strong communities, where the hope of our children's future begins. The benefits that communities receive when work together to develop Smarter Students, and Stronger Families are:

- **Safer Streets** (Results Area 1)
- Reduce in crime and delinquency
- Connects families to start the process to rebuild "broken homes"
- Enhances ethnic and cultural understanding, harmony and tolerance
- Provides outlets for conflict resolution
- Creates caring adults (volunteers and mentors)
- Builds lifelines for elderly
- Community Pride (enhances property values)
- Reduce vandalism (business retention)
- Self-supporting programs (businesses become "stake holder")

Publication Information (Promotion & Marking of Programs and Services Provided by YFD) YFD strives to proactively communicate what matters most for all ages of Chattanooga in an effort to support smarter students, stronger families, community partnerships and positive community health. Public information through advertisement and marketing is a critical asset in reaching such a large and diverse audience that promotes and justifies opportunities and vision in YFD's 5 Areas of Focus; Education, Leadership, Career Development, Recreation, and Social Services. YFD's rebranding and marketing goal is to increase community and partner awareness through dissemination of printed materials from our numerous facilities, staff and community partners, provide proactive radio, print and billboard advertisement and utilize email marketing and social media presence, creating a positive ROI and allowing for a multitude of target audiences. YFD will continue to utilize nonprofit rates offered in an effort to keep cost down. A broad marketing plan will provide the public and supporting agencies a general overview of our areas of focus, along with citywide programs, events, and YFD's efforts to engage all ages. This includes new brochures, signage, and marketing through multiple advertisement sources.

As rebranding takes shape, new platforms will be designed to capture interest, better ways to communicate, ad value, and media coverage. This includes a new website landing page and restructured placement of information, which follows in line with our 5 Areas of Focus. This office plans to capture information through RecTrac registration service at our centers and facilities, and online sign up and registration tools. While a large survey was conducted recently by the Regional Planning Agency, which provided valuable communication information, a new analysis may help us identify our strengths, weaknesses and opportunities even further, again utilizing services such as RecTrac and surveys. Our social media presence is strong, however, the ever-changing algorithms and requirements will require us to keep up with trends to best utilize this beneficial and free service. In some cases, due to new rules, a small amount of funding may be used to promote certain post on our Facebook page.

Eastgate Senior Activity Center is an entity of the City of Chattanooga Department of Youth and Family Development that provides a holistic service to our elder population. The variety of programs that we offer are developed and provided by staff, as well as dedicated volunteers that engage our seniors in classes, such as traditional exercise/health related classes, dance, computer, arts and crafts, as well as educational seminars, that are specifically geared toward the interests of our senior community in Chattanooga. Our goal is to recruit, support and educate this often underserved population by offering a place where they can interact with others with similar/generational interest. By developing quality programs and activities we are ensured a growing and thriving population that reached over 45,000 in 2013.



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Heritage House Arts & Civic Center is a unique multi use facility. It is the only space of its kind east of downtown. The facility is a moderately sized and priced venue available to residents to use for community events and celebrations (anniversaries, weddings, showers, birthdays, family reunions, pastor appreciations, funerals, graduations, services, festivals, holiday markets etc.) as well as business training, conferences and retreats, public meetings and forums for neighborhood associations and other civic groups. The facility also hosts training and retreats for other city departments and for inter-city / county seminars. Our focus is unity in the Community. Heritage House co-hosts two very large community festivals with attendees numbering 6-8 thousand for each and a local diversity event with 5-700 attendees annually. These festivals focus on a strong unified community and families, and are a celebration of both. The facility also hosts a community Board, free concerts, free networking and training events, a free film series, an arts collective, exercise classes and arts classes. Heritage House is working with the General Services department in order to make many more classes feasible in the next year at little or no additional cost to the city. This coming year, Heritage House is developing an adult literacy and reading English as a second language center. Because of our unique look, location and layout, Heritage House will be a less daunting and more "grown up" and comfortable location for adults and immigrants to attend reading courses. Our staff is also developing a special program with a national leading authority, to teach young adults life skills that will help them adapt and interact comfortably in unfamiliar communities whether the difference is cultural or demographic.

The North River Civic Center has been serving the North River area since the grand opening in February 2004. The center features educational, recreational and fitness programs for adults and seniors. The facility also serves as an art and entertainment venue, and meeting place for business and community organizations. An average of 2,000 visitors and program participants come through our doors monthly.

How will it be provided?: Programs/Special Events include free concerts, visual arts exhibitions, bingo, bridge clubs, car shows, card games, cooking classes, knitting, life drawing, line dancing, low impact aerobics, rug hooking, tap dance, computer literacy for seniors and special events such as health fairs.

What innovation & sustainability practice does this leverage? Friends of the NRCC is a not-for-profit 501©(3) organization established to act as an advisory panel to support the center in promotion, programs, publicity (printing for NRCC Program Booklet for Sunset Concert Series (free to the public) & seasonal programs/events), volunteer staffing and fundraising. Facility rental fees (community organizations and citizens) and rental fees. We presently have twenty-one sponsors; Alexian Brothers Senior Ministries, Care Assist, Life Care, Memorial Hospital, Morning Pointe, Queen Financial, Chamber of Commerce, Hixson Council, Brightstar, Grace Clinic, Kiwanis, Rehab South, MedTech Enterprises, American Legion 159, Custom Custodial, Friends of Hixson, Gas Appliance, State Farm, County Commissioners and private citizens.

What difference does this offer make and how will we know?

By popular demand, we strive to provide the community with requested programs for senior including computer literacy, beginning painting and drawing, free health and wellness seminars and cultural arts activities. Our programs are affordable and monitored by attendance and customer satisfaction.

Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts

- Stronger Students and Stronger Families
- YFD Centers are seen as a resource for families and youth to connect to services
- Provide opportunities to give youth a "voice" on decisions that impact their lives
- Provide literacy program that improve students' academic performance
- Provide Culture Arts Programs that youth and adults can express themselves
- Provide new platforms to promote and market YFD Programs and Services



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1. Healthy and active seniors.
2. A vital senior community that allows seniors to interact with others their own age.
3. A well informed and educated senior community.
 1. Increase Reading Proficiency for children and adults
 2. More parental involvement
 3. Provides all of the last four budget strategies engaging volunteers/ civic participation, multi-generational programming, access to technology, public safety classes.

1. Expand our cultural arts programs and special events that acknowledge our diverse visual arts community.
 2. Provide an intensive art program focusing on the development of the artistic talents of our seniors.
 3. Provide opportunities for seniors and adults to volunteer in community service projects and youth literacy programs at our YFD Centers.

BUDGET REQUEST

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Youth and Family Development	4,183,625	1,164,042	5,347,667	100%	69.5
				0%	
Total	4,183,625	1,164,042	5,347,667	100%	69.5

***Amounts MUST agree with collaborating Department totals for this offer**

Capital Budget Impact? Xx Yes No \$7,200,000 Amount

***Please prepare and attach Capital Budget Request Form**

Financial Offsets : (Please list any Revenue e.g. golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Southeast Tennessee Area Agency on Aging & Disability	\$44,016
Arts Build/Allied Arts	\$2,500
Aerobic & Tap Dance Classes	\$1,286.75
Rentals	26,000
Class fees	500.00
Revenues/Rental and Program Fees	10,000 approx.
Corporate Sponsors/Friends of the North River Civic Center	\$25,000
Grant/Arts Build	\$1425



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PERFORMANCE DATA

Measurement 3: Participant Attendance

FY2012	FY2013	FY2014	FY2015 Target
70,000 approx.	75,000 approx.	80,000 approx.	85,000

Measurement 2: Number of Programs

FY2012	FY2013	FY2014	FY2015 Target
1000 approx.	1000 approx.	1000 approx.	1500

Measurement 3: Revenues

FY2012	FY2013	FY2014	FY2015 Target
100000 approx.	100000 approx.	100000 approx.	150000

Current information for the Lexia Program

Measurement 4: Lexia Beginning Data vs Current Data 9-13 vs 3-14

Number of Active Students	% of Students On Grade Level or Above	% of Students Below Grade Level	Average Weekly Usage	Monthly Units Gained
1221	28%	72%	39 min/wk	31,137

Beginning information of the Lexia Program

Number of Active Students	% of Students On Grade Level or Above	% of Students Below Grade Level	Average Weekly Usage	Monthly Units Gained
227	14%	86%	33 min/wk	5,767

Return on Investment:

How do citizens benefit? An investment in Chattanooga's youth and families is an investment in our city's growth and prosperity. Developing smarter students is an investment in our future workforce and leadership for local communities. An educated populous creates better outcomes for our schools and business community. Statistics show that educating citizens reduces the strain on our courts systems and creates safer streets. When the community has healthy, positive alternative programs for youth and families, young adults make economic and social decisions to stay in a vibrant, progressive city with opportunities for everyone.

Participation in educational and recreational programs has an impact on creating safer streets, stronger neighborhoods, provides revenue to sustain programs, and bonds families in lasting ways. These healthy options for youth and their families to learn and thrive make for a sound investment through prevention and action.



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Does this activity leverage other financial resources?

How does this decrease costs over time? Although YFD services focus on developing smarter students and stronger families, the impact on safer streets and stronger neighborhoods cannot be overlooked. Increasing the number of users and subsequent fees assessed for access, will decrease costs over time. Improving and perfecting the delivery of services and meeting the desired outcomes will afford YFD to apply for other funding sources over time, thereby decrease the cost of programs in the future.

Return on Investment:

How do citizens benefit? Seniors benefit from all programs, activities, and educational programs specifically designed for them that help to foster a healthier more sustainable life style.

Does this activity leverage other financial resources? At Present the STAAD grant helps to offset many of the expenses that are incurred during the year.

How does this decrease costs over time? The return investment is a healthier more engaged senior community that does not need to rely on the medical community to help sustain the individual. This means a healthier, mind, body, and spirit that will not be susceptible to the ravages of aging, depression, and many unhealthy choices that often plague the elderly community.

Return on Investment:

How do citizens benefit? Multi Use facility accessible for free or at moderate cost which offers multigenerational use and programming that encourages a healthy active lifestyle and a unified community. Access to technology which creates adult literacy in native English speakers and increases the naturalization and success of immigrants. Both of which additionally assist in the success of children /students of participants. Access to safety, art, music, film, acting, dance, exercise and other classes at a greatly discounted rate or for free.

Does this activity leverage other financial resources? Through rentals, class/ instructor fees, sponsorships, interdepartmental/ county city events, equipment donations, county commission support. Festival proceeds are traditionally donated to the city for a specific use, such as park benches, programming and an off leash dog park.

How does this decrease costs over time? Fees and cash donations offset costs. An educated literate community benefits the entire economy. A vibrant park, facility with active neighborhood associations and activities increase the value of homes and businesses in the area which contribute to the tax base and infrastructure. Once the elemental resources, computers, web access router etc. are purchased or donated, they may be used for many years.

Return on Investment:

How do citizens benefit? Recreational, educational, community health programs, cultural and community events are very beneficial to seniors and adults in the North Chattanooga area. The Civic Center strives to continue providing lifelong learning; a better quality of life and means to an improved healthy lifestyle.



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Does this activity leverage other financial resources?

1. *Twenty five percent (25%) of the program fees are retained by the city to offset expenses. Also, we will include affordable registration entry fees for activities such as car shows & health fair vendors.*
2. *The Friends of the North River Civic Center board supports the center in promotion, programs, publicity and volunteer staffing.*
3. *Facility Rental fees the center charges \$60 per hour for special events plus damage deposit of \$75 and an affordable of \$35-\$50 is charges for meetings to offset the operating cost.*

How does this decrease costs over time? Portions of the operating cost are covered by volunteer staffing; programs sponsorships and grants.



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OFFER SUMMARY

Offer Name:	Fire Explorer Program		
Offer Number:	7	Department	
Lead		Offer Rank:	7 of 7
Department:	Fire Department	Collaboration:	Y <input type="checkbox"/> N <input checked="" type="checkbox"/>
Administrator:	Fire Chief Lamar Flint		
Offer Cost:	\$6,810	Primary Results Area:	Smarter Students & Stronger Families

RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Offer 7 – Fire Explorer Program

The following offer seeks to fund a program to provide youth in the City with an opportunity to join a group dedicated to learning about the fire service and so much more. This venture partners the Chattanooga Fire Department (CFD) with the Boy Scouts of America (BSA) in a program called “Chattanooga Fire Explorers.” However, it is not just for boys, as “Exploring” provides a safe learning environment, where all students between the ages of 14-20, can become responsible individuals by learning about diversity, positive character traits, career development, and leadership and life skills. All of these help these youth make ethical choices and achieve their full potential.

To elaborate, the young people that share in this opportunity, will be provided the following:

- **Leadership Training** – They will learn to make decisions that positively affect those around them, to proactively impact their world for the better, and to find out what they are capable of accomplishing;
- **Responsibility** – They will learn how to answer for their actions, help and hold others accountable for theirs, and learn what it means to help their team succeed in all activities and areas of life;
- **Teamwork** – They will learn that there is not one-person team, that each person is valuable and unique, and that each member is vital to successfully achieving goals.



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Members of the CFD will voluntarily staff this monthly program to provide a stable and safe environment, ensure activities are scheduled and safely performed, and most of all, to provide positive mentorship to the program's participants. There is no greater form of teaching character than mentorship, and that's ultimately what this program seeks to achieve for some youth that might not otherwise have access to it.

Fire Explorer Program – Attributes

- **Explorers** – Practical, real-world career experiences and insight; stimulated interest in continual education; building of leadership, self-confidence and problem-solving skills; cooperative relationship between adults and youth; and community service to others
- **Employees** – Increased realization that we are ALL responsible for molding today's youth and tomorrow's leaders; greater job awareness; opportunity for greater community involvement; enhanced communication, planning and program development skills; and increased initiative of employees
- **Department** – Cultivation of possible future employees; impacting the education process of youth; preparing young adults for transition from school to work; development of future responsible and caring adults; improving staff teamwork toward common goals outside normal duties; and visible commitment to the overall welfare of the community.

As one can see, this program provides external opportunities for youth development, opportunities for employees to serve in a "big picture" way, as well as, opportunities for the department to have a positive and proactive impact on the community.

Fire Explorer Program – Results Areas and Desired Outcomes

Primary – Smarter Students and Stronger Families

1) More kids graduating high school and college/career ready – Some young men and women don't have access to great role models or activities that can help them develop. This program seeks to provide positive mentorship and activities toward the development of knowledge, skills and ability.

Budget Strategies Realized: Through a partnership with the BSA, this program seeks to target youth with high quality activities, programming and interaction designed to help them develop into becoming responsible adults.

Secondary – Safer Streets

1) Reduce juvenile crime – Some arson occurs at the hands of juveniles. This offer seeks to reduce that amount by helping the community provide worthy involvement in a program that provides mentorship and activities designed to develop Leadership, Responsibility and Teamwork

Budget Strategies Realized: Maintains safe and secure streets, facilities, and public spaces for all citizens by providing an exciting venue for participation and mentorship.

Fire Explorer Program – Staffing

Summary – The program will be voluntarily staffed by members of the CFD, and therefore, there is no cost for staffing toward the implementation of this program. There has already been an exciting, preliminary response from CFD employees, who have shown interest in assisting with the program. In addition, BSA representatives will be providing initial expertise and assistance as the program is implemented.



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Fire Explorer Program – Operating Expenses

This offer seeks to fund the Fire Explorer Program at an initial program cost of \$6,810. While this is a new venture to the department, there are several operating expenses associated with the program. These include BSA program fees, uniforms and safety equipment for the students, learning literature pertinent to the fire service, insurance to cover activities for the youth and adults, and smoke detectors for a program service opportunity.

Since the program will target youth that might not be able to pay for the program’s uniform and equipment needs, this offer seeks the program’s funding through the Budgeting For Outcomes process. These costs are further broken down in Table 1: Fire Explorer Program Costs below.

Table 5: Fire Explorer Program Costs

Fire Explorer Program	
<i>Explorer Youth Costs</i>	
BSA Registration/Recharter Fee (annual)	\$22
Explorer T-Shirts (blue)	\$15
Explorer "BDU-style" Pants (blue)	\$25
Black Belt	\$15
Black Shoes or Boots	\$40
Work Gloves	\$12
Safety Glasses	\$10
Safety Helmet	\$20
Total Per Student	\$159
Total for 30 Students	\$4,770
<i>Additional Program Costs</i>	
200 Smoke Detectors (@ \$10 each)	\$2,000
Program Insurance (annual)	\$40
Fire Explorer Program Total	\$6,810

Fire Prevention Bureau – Overall Performance Metrics

- **Number of Students** – In establishing the Explorer Program, the number of students and hours of involvement will be recorded monthly and reported on a quarterly basis
Current: N/A – Establishing New Program
Goal: Increase number of students involved in program as it progresses
Tabulation: Record meetings, activities and service hours monthly through sign-in sheets and report quarterly



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Fire Administration – Mandates, Standards and Recommendations

- **BSA Exploring Literature** – brochures and program literature to provide guidance on establishment of program
- **BSA Cherokee Area Council Leadership** – Philip Jones (Mountain District Senior District Executive) and Ryan Ivey (Mission District Senior District Executive) – To provide leadership and guidance to establish program and provide formal Council recognition of “Chattanooga Explorer Post”
- **Walker County Emergency Services Explorer Post 2146** – By-laws and guidelines to assist in establishment of program

Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:

*See each section above for more thorough information regarding each of the Desired Outcomes this offer hopes to impact.

1. **Smarter Students & Stronger Families** – *More kids graduating high school and college/career ready by providing mentorship, and knowledge and skill development.*

2. **Safer Streets** – *Reduce juvenile crime by providing a safe venue for exciting activity, learning and service opportunities.*

BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Fire – Fire Explorer Program	N/A	\$6,810	\$6,810	100%	0
Total	N/A	\$6,810	\$6,810	100%	0

**Amounts MUST agree with collaborating Department totals for this offer*

Capital Budget Impact? **Yes** **XNo** **\$Amount**

**Please prepare and attach Capital Budget Request Form*

Financial Offsets: (Please list any Revenue e.g. golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
N/A	N/A

PERFORMANCE DATA

Measurement 1: Number of Students – In establishing the Explorer Program, the number of students and hours of involvement will be recorded monthly and reported on a quarterly basis

FY2012	FY2013	FY2014	FY2015 Target
		N/A – New Program	Establishing Baseline – 30 Students



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Return on Investment:

How do citizens benefit? This offer benefits citizens by providing mentorship and skill development to youth in our City. This program will target male and female youth between the ages of 14-20, who might not otherwise have access to this type of educational opportunity. In many communities, youth can struggle to find mentors and activities that build character and opportunity. This program seeks to do that in a special way. In partnership with the Boy Scouts of America, this program provides a safe, but exciting venue that provides some knowledge and skill training, but more importantly provides an opportunity for the young man or woman to develop character traits toward leadership, responsibility and teamwork.

Therefore, as this offer is funded, citizens can expect an exciting, alternative program for young men and women that seek mentorship and help them prepare for a great future.

Does this activity leverage other financial resources? N/A

How does this decrease costs over time? It doesn't, as the staffing for the program is completely voluntary.



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OFFER SUMMARY

Offer Name:	Senior Recreation and Education Programs		
Offer Number:	Seven (7)	Department Offer Rank:	7
Lead Department:	Youth & Family Development	Collaboration:	Y ___ N_X__
Administrator:	Lurone Jennings		
Offer Cost:	\$60,016.20	Primary Results Area:	Smarter Students, Stronger Families

RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Senior Recreation and Education Programs goal is to provide life enrichment for all seniors 50 years of age and over through opportunities that promote health, happiness and peace of mind in a safe, social and interactive environment.

Seniors will have the opportunity to participate in wellness programs that offer a variety of health benefits as well as educational and information resources for seniors in all demographics. Guiding behaviors, habits and lifestyle enhances quality of life for many seniors, and offers ideas and tips on how to live longer, healthier lives. The focus of senior health or wellness programs is to educate seniors on how best to manage their health and activity levels for optimal function and performance.

Home Safety Seminars will include but are not limited to fire safety, creating a safe, fall proof living environment, and availability to home improvement options like safety grab bars in bathrooms and non-skid



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rugs in the kitchens, hallways and bathrooms leads to reduced falls and injuries in the home.

Educational Programs that encourage the independence of seniors helps them maintain a richer personal life and ability to remain in their homes longer. Regular exercise and fitness is encouraged to help seniors maintain and improve mobility, range of motion, balance, stability and strength and endurance, leading to greater ability to function on a daily basis without help.

Bridging the Gap Between Youth and Seniors; provide opportunities for seniors and youth to work together for a "Strong Future" for both generations. Youth has energy and that needs to be channelizing into positive force for welfare and betterment of our seniors. Research suggests that youthful energy may not be "wasted" after all. Through social interactions alone, the young can pass some of their vigor on to the senior populations, improving the older generation's cognitive abilities and vascular health and even increasing their life span.

Social and cultural changes in society are giving rise to transitions in intergenerational relations. Both the younger and older generation complain of generation gap and a breakdown in communication between the two. How the young and old judge one another determines whether they can live harmoniously with each other. Their attitudes towards each other and the way they perceive each other needs to properly understood if the gap needs to be bridge. Research suggests that despite tensions and differences between the two generation there is some amount of love and care shared by the two generations, which needs to be strengthened. Both need to realize that they cannot try to "make over" the other and change others.

Mentorship Programs can share the benefits of their accumulated knowledge and experience by mentoring students or younger adults who are interested in spending time with and learning from a more mature person. Activities can range from conversation to helping a younger person master a new language or a musical instrument, playing chess, or crocheting. Mentorship partners meet once or on an ongoing basis at mutually convenient times and locations.

Oral History Projects; A senior's unique story is one of the most valuable gifts he or she can give to the younger generation. In this program, students visit seniors to conduct oral histories, and share copies of their final projects with the seniors whose lives they have documented.

Olympics is an event for seniors 50 and older that combines a wide range of competitive activities. The objectives of the Senior Olympics are to recognize people who have achieved and maintained good health throughout their lives; promote physical fitness and the pursuit of the lifetime leisure activities; and provides opportunities for fun, recreation and fellowship.

Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:

1. Maintain good health
2. Bridging the Gap Between Youth and Seniors;
3. Mentorship Programs
4. Competition amongst peers
5. Fellowship



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BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Youth & Family Development	\$60,016.20	\$0.00	\$60,016.20	100%	1
				0%	
Total	\$ 60,016.20	\$ 0.00	\$ 60,016.20	100%	1

**Amounts MUST agree with collaborating Department totals for this offer*

Capital Budget Impact? Yes X No \$Amount

**Please prepare and attach Capital Budget Request Form*

Financial Offsets: *(Please list any Revenue e.g. golf course revenue, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
Sponsorships	\$10,000.00 to \$20,000.00

PERFORMANCE DATA

Measurement 1: District Participation * DENOTES MOST OF ALL TN DISTRICTS

FY2012	FY2013	FY2014	FY2015 Target
*471	*455	475	500

Measurement 2: Number of seniors participating in seminars and programs.

FY2012	FY2013	FY2014	FY2015 Target
			Increase in the first six months

Measurement 3: Number of youth participating in programs

FY2012	FY2013	FY2014	FY2015 Target
			Increase in the first six months

Return on Investment:

How do citizens benefit? Regular exercise lowers the risk for heart disease, high blood pressure, type 2 diabetes, stroke and obesity. Exercise can also add years to your life expectancy and also increase one's



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strength and energy.

Does this activity leverage other financial resources? Yes, a healthier population DECREASES insurance cost

How does this decrease costs over time? Active lifestyles decrease insurance, doctor's visits and hospital stays.



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OFFERSUMMARY

Offer Name: **Special Programs**

Offer Number: **Three (3)** Department Offer Rank: **2**

Lead Department: **Youth & Family Development** Collaboration: **Y ___ N_x__**

Administrator: **Lurone Jennings**

Offer Cost: **2,609,849** Primary Results Area: **Smarter Studentss, Stronger Families**

RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

What is the Service/Program?

Nooga.com’s headline published Thursday, May 9th, 2013 read, “Faith leaders discuss youth development with Mayor Andy Berke”. On this day, a dozen clergymen representing different congregations across Chattanooga met with Mayor Andy Berke and new members of his administration at City Hall. The article continued on to say that the meeting had no agenda and was called to discuss challenges facing the city’s youth and how they might be addressed in an empowering way. Mayor Berke was quoted as saying, “Youth is the greatest investment we can make. I will do my part, but I need everyone else to do theirs.” The web-based story noted that on several occasions, the group’s conversation returned to the topic of fostering character development in youth.



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Engaging and addressing the needs of Chattanooga's youth ranked as one of the highest priorities of concerned citizens during subsequent town hall meetings hosted by Mayor Berke in 2013. In fact, addressing the needs of youth has become one of Chattanooga's most critical issues impacting safer streets, a growing economy, and stronger neighborhoods. The Department of Youth & Family Development (YFD) provides structured, engaging, progressive programs to address the needs of youth and their families, year-round. YFD services and programs focus on the entire family by providing positive alternative services to address family development, health & wellness, prevention, and education. The programs and services to be considered under this offer shall be referred to as "Special Programs" and address the results areas of **Smarter Students & Stronger Families**.

Youth and Family programs and services provide necessary resources to engage Chattanooga's residents in meaningful and progressive activities leading to Smarter Students and Stronger Families. By providing quality programs and services aimed at educational enrichment, leadership and character development, career exploration, health & wellness, sports & fitness, and an improving quality of life, YFD builds a healthy environment for families to thrive. Well-managed, affordable, accessible, maintained, and fully utilized venues create a better quality of life for YFD customers. YFD services are used to prepare youth to learn, grow, and become contributing citizens. YFD also addresses the needs of the entire family by focusing on reducing health risk, improving awareness, positively impacting graduation rates, increasing employment options, and bettering the odds for families to move out of poverty. The Special Programs strategies offered by YFD provide Chattanooga's youth and their families with a blueprint for wellness and success.

How It Works

Customers visit YFD centers to participate in organized, recreational, and leisure activities of interest. YFD staff engages customers at the check-in counter to develop an identification profile and to determine their interest in other programs or services. Depending on the service or program, a nominal fee is assessed for access or use. For customers visiting centers for the first time, staff will assist the customer and determine appropriate programs and services to meet their needs and interest. Some customers are referred for services by community partners, faith-based institutions, schools, neighborhood associations, and local non-profit groups. The referral system and partnerships have proven to be a dynamic approach to a coordinated effort of addressing the needs of youth and their families.

YFD promotes special programs and services to the community using a host of marketing tools including digital media (website, Twitter, Facebook, etc), center bulletin boards, live radio show, and other forms of public advertising. Customers respond or reply to the promotions and inquire about the specifics of YFD programs and services. Our website, youthandfamily.com is updated regularly and publishes a weekly "top ten" of outstanding programs and services via email.

In addressing the needs of youth, YFD focuses on education, career, social services, leadership, recreation, and character development. Youth services at YFD centers closes the gap on the fears that parents have about whether or not children have a base of support to achieve and develop. YFD focuses on providing caring, responsible adults to help youth develop life-long skills. YFD helps to pre-occupy youth time, nudge their educational achievement, build character, and create opportunities to foster smarter students and stronger families.



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Additionally, YFD provides opportunities for youth and adults to develop healthy lifestyles and improve wellness through Recreation Sports, Therapeutic Recreation, Fitness Centers, and Aquatics. Youth and young adults enjoy the option of participating in AAU Athletics and Little League Baseball (RBI). Mature and senior adults enjoy any number of other wellness services managed by trained, qualified professionals. Regardless of ability, YFD provides opportunities for all in the family to take full advantage of programs and services through affordable and accessible options throughout our city. YFD measures facility results by monitoring attendance, revenues, and periodic user satisfaction surveys. YFD continues to monitor public health issues, including rates of obesity, heart disease, and diabetes by using the research and skills of our local partner, University of Tennessee at Chattanooga.

The programs offered by YFD to engage youth and strengthen families include the following:

Chattanooga Ambassadors Program (CAP)

The Chattanooga Ambassadors Program (CAP) seeks to reduce the cycle of generational poverty that perpetuates the rates of high crime, low literacy, and low employment. By encouraging and enabling parents and youth to develop their work ethic and employability, and by taking the step of investing in its citizens, the City of Chattanooga gives CAP participants and their families the tools to become self-sufficient, decreasing their dependence on cash assistance and improving their quality of life. CAP provides resources to address the needs of 50 teen-age youth participants (25 boys and 25 girls) identified by area schools, faith-based institutions, nonprofits, community leaders, and YFD centers. Youth participate in the leadership and literacy initiative and provide community service as part of the return on the investment. CAP participants develop work skills, mentor younger youth, read to elementary and middle school students, and serve as ambassadors across Chattanooga. Critical supportive services are provided to the families of CAP participants to ensure participants have every opportunity to succeed. During 2013 and the start of 2014, CAP members provided more than 400 hours of service to the Chattanooga community by distributing more than 5,000 books to children, restoring neighborhood parks, painting schools, and supporting various community initiatives. CAP provides prevention and intervention strategies and training for youth and their families struggling with issues in their community and at home. Through the CAP process, youth and their families learn to navigate personal challenges and negotiate better outcomes for their lives.

Teen Programs

Youth engagement involves giving young people a voice to express themselves. Providing the right mix of programs and services to teenagers often determines the success. YFD's Prevention & Youth Services program served 1,984 participants in 2012. Teen prevention centers will be established at five YFD Centers – South Chattanooga, Westside, Washington Hills, East Chattanooga, and Eastdale. This outlet for teens provides their families with safe havens for youth to socialize and enjoy positive programs on weekends. These centers will offer any number of the following programs:

Stars of Chattanooga

A professional recording studio, housed at the South Chattanooga YFD Center serves as place to provide Chattanooga's youth with training on the record industry, studio time, and professional quality recording. Youth participating in the Stars of Chattanooga have appeared at Riverbend Festival and several have signed professional recording contracts.



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Students Against Gangs

Leisure opportunities for teens to participate in programs at other centers. The initiative builds bridges between teens from neighborhoods across the Chattanooga community.

Next in Line

Teens shadow adult leaders and gain on-the-job training. Teens also learn to build resumes, conduct an interview, and workplace etiquette. When completing the program, youth are provided with a stipend.

Listen Up Radio Program

Youth participants learn and display their talents after developing fundamental skills of running a professional recording studio and internet-based radio show.

I'm Unique

A fun, educational and creative way for girls to express their view of beauty. Participants host informative group discussions on everyday life situations and solutions.

Grilling with "B"

A fun, interactive way to teach teens how to prepare healthier, nutritious, tasty meals that are low in fat and affordable.

Culture Arts Programs

Culture Arts Programs are used to enhance creativity, problem-solving, and other higher level thinking skills. Culture arts programs focus on educational opportunities to assist participants to create their own unique work through music, dance, theater, film, writing, graphic design, fashion design, and modeling.

Youth Councils

This program highlights youth as the driving force in planning activities that focus on development, prevention, and intervention activities. Youth Councils serve as the premier strategy to engage youth and to have their voices heard.

Community Events – YFD provides youth and staff to assist with events throughout the city. Events where youth serve as volunteers include parades.

Community Service Projects

Youth of all ages explore and research opportunities to give back to the Chattanooga Community through community service hours and sustainability approaches.

Park Stewardship

Youth are engaged to help restore community parks throughout the city. This program teaches youth of all ages about conservation and preservation of community assets.



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Youth Conferences

YFD seeks to co-sponsor a regional youth conference for teens from all 17 centers, local partners, schools, faith-based institutions, and regional youth groups. This effort will be considered a premier fundraiser to create sustainability of future youth initiatives offered by Youth & Family Development.

Career Development & Preparation

Preparing young people and their parents for the workforce is an essential component to the growth of the Chattanooga community. YFD will provide career development and preparation services for youth and their families during FY15. Five YFD centers have been designated as full services centers offering workplace training and preparation for youth and adults. Interview skills, workshops, resume and application assistance, soft-skills training, and job shadowing are a few of the services offered at full services centers. Youth and their families from smaller centers are transported to these services as they are referred by staff. During summer months, school breaks, and weekends, youth will receive work experience training. Adults will receive assistance with job search and preparation through the use of computer kiosks and assisted services by from YFD staff. Younger youth (13-15 years of age) will learn how to dress, show up for work on time, complete timesheets, and manage their time and money during the training. Teens, ages 16-19, will develop employable work skills by working at YFD centers, schools, and community nonprofits. Additionally, an entrepreneur training program will be developed to teach youth how to start small businesses and micro-enterprises.

Customer prospects for gaining employment are strengthened through the use of career development and preparation services. Successful completion of YFD career services program prepares customers to be referred to our local partner (Tennessee Career Centers) for intensive services and case management.

Educational Enrichment

In 2013, YFD adopted the use of the *Lexia Learning System* to enrich the education of Chattanooga's youth. Lexia has been established as the signature education initiative. YFD enrolled has enrolled youth from Hamilton County Schools, faith-based institutions, nonprofits, and YFD centers. The web-based program is an interactive learning tool that tracks user's progress, use time, and provides a comprehensive report to administrators and teachers.

YFD uses Educational Enrichment Tutors at local centers to enhance literacy and numeracy skills of youth. Ten Enrichment Tutors assists students with homework, core subject areas, Lexia, and enhance reading. The goal of the tutoring sessions is to increase educational functioning levels of participants by a minimum of two grade levels. High school students are engaged to strengthen test skills, ACT/SAT preparation, reading, and improve grades. During summer months, educational enrichment tutors conduct literacy/numeracy camps, coordinate field trips to relevant points of interest, and help students avoid losing educational gains from the previous school year.

YFD utilizes the services of two high school Graduation Coaches who are engaged in assisting students to develop achievement plans to include the best program to meet academic and post-secondary goals. Graduation Coaches work with school faculty and staff, parents, and guardians to identifying and resolving barriers to graduation, facilitate career choices and planning. Graduation



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coaches develop and implement individual intervention strategies to increase the likelihood that these students will stay in school and graduate; coordinate a transition program for 9th graders to successfully adapt to the rigor of high school; and provide training to parents of students identified as being at risk of not graduating.

YFD will develop an educational enrichment afterschool academy. The academy will be established as a component of the Urban Technology and Opportunity Center under an innovation proposal to be offered in the BFO process. The afterschool enrichment academy will focus on developing skills needed by employers unable to fill existing jobs due to a regional skills deficit. Students will be able to enhance their ability to think critically, comprehend what they read, and use analytical skills as a direct result of participation in the YFD afterschool academy.

Chattanooga Leadership Network

"Everything rises and falls with leadership." With the support of visionary leaders, YFD provides youth and adult leadership training in an effort to maximize the number of leaders available to help people navigate through life. Multiplicity of leaders is essential to the process of character building and development of the whole person. YFD will train new leaders in FY15 through the Chattanooga Leadership Network (CLN). The CLN utilizes a prepared curriculum manual to train-the-trainer who will subsequently train youth and their families. The exponential process creates the desired multiple leaders needed across Chattanooga communities. The CLN proposes to offer monthly leadership workshops and training sessions at schools, businesses, faith-based institutions, and YFD centers.

Partnerships: Maclellan Foundation, Faith-Based Community, Local Businesses and Citizens are some of the sources wanting to invest in the future of our youth.

Recreation Sports

Youth participating in organized enhances a youth's physical and social skills, mental and physical growth, promote hard work, fellowship, self-esteem, and development of life skills. This provides guidelines that can be generalized to classroom and lifelong achievements. Basis skills and fundamentals of sports are taught where all youth will have the opportunity to play regardless of skill level. Educating participants and parents in all aspects of each sport will be accomplished through these goals, especially learning how to accept both winning and losing. Another aspect of this program is to train and teach young teens the rules of some sports well enough for them to become officials or referees thus creating jobs for youth employment.

Therapeutic Recreation Services (Innovation/sustainability practices)

The Therapeutic Recreation Division provides leisure and recreation opportunities for citizens of all abilities and their families. We serve both youth and adults with physical, cognitive, and/or emotional disabilities. Through our programs, education and advocacy, individuals can build confidence, improve physical and cognitive abilities, expand support and social networks; and enhance overall quality of life. TR provides over fifteen programs both in the spring and the fall. During the summer, TR offers summer camp opportunities at the Zoo. This is one of the few summer camp opportunities in the Chattanooga area that focus on kids and adults with disabilities as well as their siblings. TR also assists with the community-wide disability awareness event (Go!Fest). Previous grants funded



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the initial startup of the TR program and help fund a veterans adaptive kayaking program; UTC connections help provide a source of student volunteers; etc.

Chattanooga Fitness Center

The Chattanooga Fitness Center (CFC) strives to provide affordable health and fitness opportunities for users of all abilities. Located in Warner Park (a multi-use community park located in the central city), the Chattanooga Fitness Center opened to the public on May 2nd, 1990. It serves as the bricks and mortar community fitness facility and flagship fitness programming option within Youth and Family Development. Over the years, a series of renovations and upgrades have transformed the facility from a space that formerly housed a machine shop into what is now a state-of-the-art fitness facility. Its popularity and value to the community is reflected most effectively by the attendance - two million participants served (as of March, 2014). Even with the current influx of for-profit/commercial facilities and personal trainers in Chattanooga, this facility continues to offer the best option to address the needs of individuals who are looking for a simple, no obligation/frills/gimmicks option.

Aquatics

Aquatic Services operate four YFD aquatic complexes and programs out of five facilities (including the North River Y). The year-round ADA accessible indoor pools (2) are located at the Brainerd and South Chattanooga Community Centers, and the outdoor pools (2) are located at Warner Park and the Carver Community Center. Innovation/Sustainability practices? Aquatics - emphasizes water safety and education, and provides opportunities to all generations at an affordable price. Examples of innovation practices include: adding yearly updates to the Warner Park pool, including the state's largest outdoor splash park, a 20 yard inflatable obstacle course, and a 12 foot FreefallAquaGlide slide; co-hosting an annual swim race to raise monies to support a scholarship program which funds lifeguard job opportunities for minorities; providing instructional training to the Fire Dept. Marine Rescue Division and EMT certification courses.

Reviving Baseball in Inner Cities

Chattanooga RBI "5 Star" program provides inner-city youth with the opportunities to Play, Learn and Grow. We use the power of teams to Coach, Teach and Inspire youth to recognize their potential and challenge them mentally and physically. Achieving their goals, players will embody the attributes of resilient young adults who are confident, competent, caring, physically and mentally healthy and positive role models. Chattanooga RBI 5 STAR Program uses the power of "play" as a tool to emphasize academics, life skills and community responsibilities. Off the field players will participate in programs that teach and address family and community issues.

AAU/Chattanooga Basketball

Chattanooga Basketball is an educational program that uses competitive basketball as a hook for student participation in literacy initiatives, life skills classes, and parent, education with the ultimate goal of improving the lives of area student-athletes and their families through the opportunity to



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attend and graduate from college. Beginning with elementary school student athletes and continuing through high school, the focus of the program is on reading at or above grade level, exemplary school performance and attendance, and using the sport of basketball for life skills development. The basic A, B, C's of Chattanooga Basketball are Academics, Basketball, and Character development. The goal of the program is straightforward: all 300 participants will gain admission to post-secondary education, graduate, and become strong contributors to our community.

Section– Aquatics

How will it be provided? **Aquatics operate four YFD aquatic complexes and programs out of five facilities (including the North River Y). The year-round ADA accessible indoor pools (2) are located at the Brainerd and South Chattanooga Community Centers, and the outdoor pools (2) are located at Warner Park and the Carver Community Center.**

Innovation/Sustainability practices: Aquatics - emphasizes water safety and education, and provides opportunities to all generations at an affordable price. Examples of innovation practices include: adding yearly updates to the Warner Park pool, including the state's largest outdoor splash park, a 20 yard inflatable obstacle course, and a 12 foot Freefall AquaGlide slide; co-hosting an annual swim race to raise monies to support a scholarship program which funds lifeguard job opportunities for minorities; providing instructional training to the Fire Dept. Marine Rescue Division and EMT certification courses.

What difference does this offer make and how will we know? In the last 6 months we lost three young lives from something that could have been prevented. As frightening as it sounds, drowning is a serious public health problem and it is the second leading cause of unintentional death for children ages 1-14. Minority children drown at a rate of 3:1 on the national average. YFD aquatic instructional and educational programs focus on populations most at risk of drowning. If a parent had a fear of water, it translates to the child and they may never seek resources to teach them to swim. It is a continuous cycle that is hard to fix. We want to provide programs and services that will help reduce or prevent drowning in the Chattanooga area.

Why is this different and how will it work? To reach our goals, we will work to create whole new groups of water lovers! It's different because we will continue to offer pool safety campaigns and education not only for the children but also for the parents, guardians, and caregivers. The instructional programs will teach kids and adults new skills that lead to future employment. Swim lessons build confidence and encourage students to join a swim team, and participate in aquatic fitness classes that promote health and wellness. In addition to this, we want all ages to embrace the **FUN** of swimming - cooling off at the pool on a hot summer day, white water rafting down the Ocoee, or going to a large water park. Our goal with this budget is to increase our participation so that everyone who wants to has the opportunity to learn to swim or participate in an aquatic program. Aquatics - aims to build a stronger person and family by promoting lifelong activity.

Section: Fitness

Service/Program - The Chattanooga Fitness Center (CFC) strives to provide affordable health and fitness opportunities for users of all abilities. Located in Warner Park (a multi-use community park located in the central city), the Chattanooga Fitness Center opened to the public on May 2nd, 1990. It serves as the bricks and mortar community fitness facility and flagship fitness programming option within Youth and Family Development. Over the years, a series of renovations and upgrades have transformed the facility from a space that formerly housed a machine shop into what is now a state-



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of-the-art fitness facility. Its popularity and value to the community is reflected most effectively by the attendance - two million participants served (as of March, 2014). Even with the current influx of for-profit/commercial facilities and personal trainers in Chattanooga, this facility continues to offer the best option to address the needs of individuals who are looking for a simple, no obligation/frills/gimmicks option.

How will it be provided? With a user fee of \$1.00, no memberships or contracts, a full complement of strength and cardiovascular equipment options, and a diverse selection of fitness classes offered per week, the CFC provides the community with an affordable and flexible option for adults and teens. All operational aspects, including facility design, equipment selection, and programming options, are geared towards accessibility, inclusion, and serving the underserved, i.e. individuals with mental and/or physical disability, who are obese or with other health concerns, with financial limitations, etc.

Innovation/Sustainability practices? The CFC seeks to provide fitness equipment that is accessible, requires no electricity, accommodates larger individuals, and is easy to use and maintain. We seek building renovations that will increase the health and efficiency of the facility, including quality of air & efficiency of heating/cooling, utilizing the roof for "green" purposes, i.e. Solar panels enhanced roofing materials, minimizing rainwater runoff (rooftop gardens), etc. We utilize & promote outside free fitness opportunities, including a fitness trail that runs thru Warner Park. We partner with a number of organizations, including Play Core, which periodically donates playground and outdoor fitness equipment to the City, and the Chattanooga Fire Dept., which relies on CFC for the physical training component for every new hire academy (these services have been rendered since 1993).

What difference does this offer make and how will we know? This offer will allow YFD to continue to provide our community with an affordable & accessible fitness option that is time-tested. We measure facility results by monitoring attendance, revenues, and periodic user satisfaction surveys. We can continue to monitor public health issues, including rates of obesity, heart disease, and diabetes, by using the research capabilities and skills of our partners, including UTC, Partnership for Health Living/Step One (Health Department), & Play Core.

Section: Sports

Participating in organized sports enhances a youth's physical and social skills, mental and physical growth; promote hard work, fellowship, self-esteem and development of life skills. This *provides guidelines* that can be generalized *to classroom and lifelong achievements*.

Basic skills and fundamentals of sports are taught where all youth will have the opportunity to play regardless of skill level. Educating participants and parents in all aspects of each sport will be accomplished through these goals, especially learning how to accept both winning and losing.

Another aspect of this program is to provide future job opportunities for youth and teens by



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providing the skills and knowledge they received by participating in organized leagues; officials, referees, time clock and coaching. Several of our YFD part time and full time staff started their careers by working in our summer sports leagues.

Section: Therapeutic Recreation

Service/Program - Therapeutic Recreation (TR) &Innovation/Sustainability practices -

Therapeutic Recreation (TR) Division of the Chattanooga YFD Department seeks to provide leisure and recreation opportunities for citizens of all abilities and their families. We serve both youth and adults with physical, cognitive, and/or emotional disabilities. Through our programs, education and advocacy, individuals can build confidence, improve physical and cognitive abilities, expand support and social networks; and enhance overall quality of life. TR provides over fifteen programs both in the spring and the fall. During the summer, TR offers summer camp opportunities at the Zoo. This is one of the few summer camp opportunities in the Chattanooga area that focus on kids and adults with disabilities as well as their siblings. TR also assists with the community-wide disability awareness event (Go! Fest). Previous grants funded the initial startup of the TR program and help fund a veterans adaptive kayaking program; UTC connections help provide a source of student volunteers; etc.

How will it be provided?

TR provides all of these opportunities with two full-time staff (a TR Coordinator and a TR Specialist, both degreed and certified as a Certified Therapeutic Recreation Specialist), supplemented with part-time Temp employees, interns, and volunteers (volunteers who gave over 3600 hours in 2013). In 2013, we were able to successfully serve over 16,493 individuals with a variety of disabilities and their families.

What difference does this offer make and how will we know?

TR will continue to monitor program numbers, families served, partnerships developed, community involvement and program evaluations to measure the difference TR makes within the Chattanooga community. The current feedback from a community survey that was done in December of 2013 shows not only the need for current programs but a want to increase overall services (this is available upon request). Our budget narrative goes into detail about individual cost center increases.

Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:

1. Out-of-School Learning
 2. Positive Alternatives for Youth
 3. Access to Health and Wellness Programs
-
1. Education and water safety classes and programs that create awareness about the aquatic environment
 2. Healthy and active lifestyles are more attainable by participating in water activities and fitness



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classes

3. Building stronger families by promoting activities for all ages

4. Career/workforce development - teaching and learning new skills that will enable youth to get jobs in the field of aquatics, such as lifeguard, swim instructor.

1. Community health - Focusing on leisure, recreation, educational and overall healthy, active lifestyles for individuals with disabilities and their family.

2. Utilizing volunteers to increase program numbers as well as foster meaningful relationships and inclusive environments.

3. Educating the community on disability awareness.

4. Developing community partnerships that not only helps to increase services available but creates overall awareness of individual's abilities.

1. Respect

2. Teamwork

3. The ability to gain employment

1. *Community Health* – physical activity and health educational opportunities for all generations

2. *Opportunities for people with disabilities* – CFC is ADA accessible and houses the Therapeutic Recreation program

3. *City employee health, YFD & Citywide* – CFC supports Well Advantage, promotes employee wellness with YFD employees, and provides the Chattanooga Fire Department with training to help increase health/fitness/performance levels of their new hire cadets

BUDGET REQUEST

Summary: (Please complete based on Operating Detail and Dept. Personnel Detail Dept. Forms)

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Youth and Family Development	2,121,600	488,249	2,609,849	100%	15.5
				0%	
Total	2,121,600	488,249	2,609,849	100%	15.5

***Amounts MUST agree with collaborating Department totals for this offer**

Capital Budget Impact? x Yes No \$3,890,000 Amount



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***Please prepare and attach Capital Budget Request Form**

Financial Offsets: (Please list any Revenue e.g. golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Arts Build Grant (Potential)	3000.00
Fitness Center Revenues	55000.00
Sports Registrations	14000.00
Aquatics Revenues	30000.00
Therapeutic Recreation Revenues	3000.00
Therapeutic Recreation Fundraising/Grant Application	TBD

PERFORMANCE DATA

Measurement 1: Participants/Attendance

FY2012	FY2013	FY2014	FY2015 Target
108460	109506	110425	117600

Measurement 2: Number of Program/Events

FY2012	FY2013	FY2014	FY2015 Target
50	50	50	50

Measurement 3: Revenues

FY2012	FY2013	FY2014	FY2015 Target
89816	98782	97850 approx	105000

Return on Investment:

Youth Development

How do citizens benefit? An investment in Chattanooga’s youth and families is an investment in our city’s growth and prosperity. Developing smarter students is an investment in our future workforce and leadership for local communities. An educated populous creates better outcomes for our schools and business community. Statistics show that educating citizens reduces the strain on our courts systems and creates safer streets. When the community has healthy, positive alternative programs for youth and families, young adults make economic and social decisions to stay in a vibrant, progressive city with opportunities for everyone. The young people who decide to stay in the city as a result of the recreational and lifestyle options later invest in housing, contribute to the local



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economy, and pay taxes. Citizens who take full advantage of the options in health and wellness programs experience a reduction in the cost of healthcare to families and business. Through YFD services, both students and families develop a heightened awareness of life-long skills regarding nutrition, physical fitness, and options for recreational opportunities for those with a disability. Participation in recreational sports has an impact on creating safer streets, stronger neighborhoods, provides revenue to sustain programs, and bonds families in lasting ways. These healthy options for youth and their families to learn and thrive make for a sound investment through prevention and action.

Does this activity leverage other financial resources? Yes. User revenues are generated as fees are assessed with athletic programs. Matching sources are also realized through partnerships and across departments in YFD.

How does this decrease costs over time? Although YFD services focus on developing smarter students and stronger families, the impact on safer streets and stronger neighborhoods cannot be overlooked. Increasing the number of users and subsequent fees assessed for access, will decrease costs over time. Improving and perfecting the delivery of services and meeting the desired outcomes will afford YFD to apply for other funding sources over time, thereby decrease the cost of programs in the future.

Sports

How do citizens benefit?

The benefits of sports are many: Physical, social and acceptance, fun networking and strengthening of the parent-child bond or relationship. Youth participating in sports are more physically fit which addresses the youth obesity problem and parents and other family members are usually attend games which builds and strengthens the family bond.

Does this activity leverage other financial resources? NFL and Tennessee Titans (Punt, Pass & Kick Program & all staff expenses to organize the National Competition at the NFL All Star Game), NBL (Pitch, Hit and Run Program), Hershey Corporation (Hershey Track and Field Program), Howard High School (Late Night Hoops and Reach One Youth Football League), Front Porch Alliance (RBI Program), Hamilton County Commissioners (RBI and youth football), Engle Foundation and McCallie High School (Legends Baseball Clinic) Finley Stadium (youth football), Blue Cross Blue Shield, Y.M.C.A., McCallie (Senior Games) and North River Soccer Association (soccer leagues). Also, fees from adult sports programs.

How does this decrease costs over time? Over time enhancing partnerships and relationships will decrease costs and create new partnerships

Aquatics

How do citizens benefit? The citizens benefit by having aquatics options that are accessible and affordable, and help promote water safety and fitness.



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Does this activity leverage other financial resources? Currently only user revenues help offset operating expenses. Future goals are to identify and secure grants, donations, and other funding opportunities to help CA fund new programming, equipment acquisition, and facility renovation.

How does this decrease costs over time? Costs to the City will decrease due to more efficient equipment and facilities, increased usage rates (= more revenues), and potential to lower health care costs for the public and reduce water-related tragedies, including drowning.

Fitness

How do citizens benefit? The citizens benefit by having an easy access and affordable option to help address their physical fitness needs, as well as help combat rising health care costs and incidence of disease, including diabetes, obesity, and heart disease. The CFC provides the community with a health/fitness option that strives to remove obstacles for individuals of all abilities.

Does this activity leverage other financial resources? Currently only user revenues help offset operating expenses. Continued and future goals are to identify and secure grants, donations, and other funding opportunities to help the CFC and other YFD facilities fund programming, fitness equipment acquisition, and facility renovation.

How does this decrease costs over time? Costs to the City will decrease due to more efficient equipment and facilities, increased programming and improved equipment options (which should increase usage rates/ revenues), and offering a viable option to help favorably address community wellness concerns, including rising health care costs and incidence of chronic disease.

Therapeutic Recreation

How do citizens benefit? The Therapeutic Recreation program offers a diversity of benefits for the participants, their families and the volunteers involved. TR programs are an effective way for participants to gain social skills, independence and overall quality of life. TR programs offer opportunities to establish/reestablish new life skills, increase physical fitness and foster meaningful relationships.

Does this activity leverage other financial resources? Yes, TR is constantly looking for grants, private donations and small fundraisers. TR also utilizes community partnerships for a variety of facilities and other assistance.

How does this decrease costs over time? Costs to the City will decrease due to external funding opportunities mentioned above.

Prioritizing Offers:

Result teams were formed for each of the five result areas. Result team responsibilities included reviewing and ranking the offers for funding and providing feedback on how to improve offers. Each result team included a member of the leadership team, a budget analyst, two City department administrators or deputy administrators, and a volunteer community member knowledgeable in the result area.

The result teams reviewed all offers and ranked them twice. After the first ranking, the result teams provided feedback to departments and agencies on how to improve their offers. The second ranking was submitted to the leadership team for review, followed by input from the Mayor. The ranking process is subject to change based on the recommendations of all the reviewers until the final budget has been compiled.

The rankings are listed in priority order, with offers likely to achieve the most results at the top of the list and the offers likely to achieve the fewest results at the bottom of the list. The amount of money available for each result area is allocated to the offers beginning at the top of the ranked list until the money runs out. A line is drawn and everything above the line is recommended for funding. Everything below the line is recommended not to be funded. If something below the line needs to be funded, an offer that is currently above the line needs to be adjusted or moved below the line. This process allows decision-makers at each level to see the impact of budget decisions.

The following are Offers for the Smarter Students & Stronger Families Result Area that did not receive funding:



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OFFER SUMMARY

Offer Name:	Chattanooga History Center Youth Development Programs
Lead Agency:	Chattanooga History Center
Collaborating City Department(s):	Youth & Family Development
Contact Name:	Marlene Payne
Primary Results Area:	Smarter Students, Stronger Families
Offer Cost (Funding Request):	\$28,000

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Proposed Pilot Program: My Place

Designed and Presented by the Chattanooga History Center for the City of Chattanooga Department of Youth and Family Development Smarter Students, Stronger Families Initiative

The Chattanooga History Center (CHC) plans to provide a three-pronged cultural enrichment program designed to assist the Department of Youth and Family Development in meeting its goal of creating Smarter Students and Stronger Families. The pilot program would be offered for 10 children in each of the following age groups -- 6-8 year olds, 9-11 year olds, 12-14 year olds and focused in the Alton Park/Piney Woods neighborhood. Department of Youth and Family Development would assist in recruitment of participants. Each group of 10 would meet once a week.

CHC Administrative and Education staff will design, plan, supervise and direct the implementation of the program. CHC staff will monitor and evaluate the program on an ongoing basis. (Note: CHC staff will be meeting with Lurone Jennings of the Department of Youth and Family Development to discuss this plan on May 10, 2014.)

The proposed program consists of the following elements:

1. **Generations of Stories (9-11 year olds)** -- This element builds on the CHC's ongoing collection of oral histories. The



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focus in this program will be connecting generational cohorts. Recent scholarship ("Did You Know?" study, Emory University) shows that knowing family stories aids in childhood development. The links in space and in time created through this knowledge helps ground youngsters and provides a narrative into which youngsters can insert themselves. The sense of continuity and feeling of belonging created through such knowledge helps young learners make sense out of their experience and feel connections to broader networks of neighbors and kin. CHC staff and volunteers will facilitate the interviews, which will include incorporating the participation of immediate and extended family and/or friends and neighbors.

2. Reading Enrichment (6-8 year olds) -- The CHC has begun conversations with the Alton Park Development Corporation, Baylor School, the Creative Discovery Museum, and the Public Library aimed at creating a pilot program that targets young readers. As studies show, learning success is predicated on a strong literacy base that is in place by third grade. Local leaders know well that an inability to read at or above grade level by 3rd grade correlates to subsequent incarceration. By working with partners across the community, the CHC will ultimately be able to help create a network of learning centers in which tutors help through storytelling and intergenerational reading activities, to establish a strong foundation in reading for pleasure and for information. In the pilot year, participants will begin learning research skills, and will receive exposure to a variety of literary forms.

3. Learning our Past (12-14 year olds) -- This element of the program aims to provide a strong foundation in Chattanooga's shared histories. All of the programs developed by the CHC correspond to grade level curriculum standards for Tennessee schools. This afterschool program, conducted by CHC educators, supplements the work being done in the classroom. Using history sources, CHC educators help "build knowledge through content-rich nonfiction." At the same time, this program will promote "Reading, writing and speaking grounded in evidence from text, both literary and informational" and has the potential to be instrumental in building these critical reading skills throughout childhood. The curriculum will be project oriented.

Program Services: As the only institution of its kind in the region focused on interpreting local history, the new CHC will fill a major gap in historical interpretation and documentation for the region. The CHC will also fill a significant gap in K-12 public school curricula by providing a deep resource on which teachers can draw to use the city's and region's rich historical record to illuminate American history. The CHC is requesting \$28,000 from the City of Chattanooga to support *My Space*, a Youth Development Programs, which will join its schedule of youth education programming in FY 2015. The CHC will also provide other youth development programs after school, during the summer, and on school breaks—periods when students are out of school and not focusing time on learning. The CHC will also expand its off-site education programs, bringing history to life in schools, youth and family development centers, the public library, and other museums and cultural institutions. With an innovative and new approach to history interpretation, the CHC has tremendous potential to make the often abstract-seeming history of the nation local, manageable, and immediately relevant to visitors and students at all levels.

The CHC's grant request aligns with City of Chattanooga's goals for **Stronger Students & Stronger Families** by providing rich educational experiences for youth that will contribute to academic development and enrichment, college and career awareness, and increased reading proficiency and critical thinking skills. All of these academic benefits can also have an impact on students' motivation to attend and stay in school. As a center positioned downtown, the CHC is uniquely poised to serve low-income youth and families throughout Chattanooga's urban core who often lack opportunities for cultural enrichment due to their economic status. With field trips included in the *My Place* pilot curriculum, the CHC will be able to use its location as a hub for other cultural institution visits and walking tours. The CHC will offer many of its youth development programs for free (or offer scholarships to fee-based programs) and will have monthly free museum days open to the community. In addition, the CHC brings history to youth throughout the community via on-site visits to schools, youth and family development centers, and other partner organizations. The CHC's new center will



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also have a significant economic impact on the City by drawing more visitors to the downtown district and increasing the number of days visitors stay downtown. Our Youth Development Programs will serve more than 4,200 students during FY 2015.

Community Need, Benefits, and Impact: Founded in 1978, the CHC began as a grassroots effort by local citizens who recognized the need for an institution that preserved and interpreted the city's past. As the only institution of its kind in the region focused on interpreting local history, the new CHC will fill a major gap in historical interpretation and documentation for the region and fill a significant gap in K-12 public school curricula by providing a deep resource on which teachers can draw to use the city's and region's rich historical record to illuminate American history. Serving as an educational resource for the region is core to the CHC's mission and has been a driving force in redefining our mission and designing the new interpretive center. Operating as a museum without walls since 2008 during the construction of our new center, the CHC has continued to offer several programs that benefit Chattanooga residents and enable broad participation in cultural education. When the new center opens, the CHC will expand to serve more than 69,000 people annually, which includes 15,000 K-12 students. Key beneficiaries and impact include:

- **K-12 Students:** The CHC currently serves as an education resource for K-12 schools through classroom presentations, guest lectures, object studies, and walking tours. CHC staff also create K-12 lesson plans aligned with Tennessee content standards, many of which can be adapted to serve any grade level or the museum's programming for the general public. The CHC partners closely with Normal Park Museum Magnet School to develop many of its lesson plans and will expand this museum magnet model to other schools. The CHC has had a flurry of requests from other schools for curriculum support, which indicates a need for expansion of learning experiences in the CHC's new center. With over 40,000 students in HCDE (and another 90,000 regionally), the CHC has a strong base of students and teachers to recruit into its K-12 programs. When the new center opens, the CHC's K-12 education impact will grow substantially to serve **more than 15,000 students annually**.
- **University Students:** Through its cadre of programs (class lectures, history walking tours, special programs, and internships), the CHC serves dozens of university students annually from UTC, Chattanooga State and other regional institutions. The CHC has worked with UTC to develop an internship program in public history, which trains interns in the practice of presenting history to the public and provides practical experience in museum operations. In the long-term, the CHC and UTC will partner to create a certificate program in Public History.
- **Lifelong and Adult Learners:** The CHC offers a variety of programs to the general public and regularly has full capacity for these offerings, which include tours, lectures, workshops, events, and film studies. The CHC's most popular public programs include the lecture series "A Short History of Chattanooga," the Nicely Tours (a series of walking tours based on Maury Nicely's *Chattanooga Walking Tour and Historic Guide*), and Cherokee history and Civil War tours. The CHC has also partnered with the Hunter Museum of American Art for history and art gallery programs.
- **My Place Participants:** This program provides intensive, personalized education work with children who are at risk of being deprived of opportunities to expand their learning experiences.

Beyond the core areas of audience and program impact described above, the CHC's new interpretive center will provide additional benefits to the community and region:

- **Discounted and Free Admission:** To ensure all City residents can fully benefit from and have access to the CHC's new interpretive center, the CHC will offer City residents discounted admission to the museum, as well as free admission on specified days/times each month.
- **Civic Engagement:** Drawing on Chattanooga's history of public participation in community planning projects such as the Moccasin Bend Task Force, Chattanooga Venture, Vision 2000, and Imagine



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Chattanooga 20/20, the final exhibition space is called History Isn't Over. This space, both a gallery and a classroom, is inspired by the city's successful community visioning project (Vision 2000) and will be the site of frequent meetings in which the community is asked to take part in sessions that will create an updateable Commitment Portfolio of ideas that will help chart the city's future.

- **Story Center:** The exhibition will house a digital recording station that will be a repository for community memory. At the Story Center booth, CHC staff will help visitors document their oral histories, and visitors will be able to listen to existing records through headphones. Using the latest portable digital recording technology, the CHC staff and specially trained volunteers have already begun collecting stories from Chattanooga residents of all backgrounds and socio-economic levels in churches, homes, and community centers across the city. Through the Story Center, the CHC will contribute to the city's official record by capturing the voices of everyday people, who often disappear from historical documentation.
- **Learning Labs and Program Spaces:** The center will incorporate a series of learning labs and program spaces to support a range of education programs for students, teachers, and adult learners. Programming in these spaces will be ongoing and engage questions of history and contemporary community issues. The CHC will work with local partners to draw attention to the major issues confronting the city and promote discussions and initiatives that will lead to actionable solutions.
- **Technology Integration:** The center will activate the latest museum technologies, which will permit visitors to engage deeply with areas within the exhibit they find compelling and allow visitors to download content they can carry with them as they strike out on tours of the city's historic landscape.
- **Environmental Awareness:** As Tennessee's first LEED certified museum and one of only 26 LEED certified museums nationwide, the CHC will raise environmental awareness.
- **Tourism Revenue:** By adding a new cultural destination to Chattanooga's riverfront, the CHC will impact tourism revenue in the City, as visitors may choose to remain longer in the city to take in all of the cultural attractions.
- **Partnerships:** The CHC will continue to partner with other local institutions in educational efforts, including the Hunter Museum, Creative Discovery Museum, Tennessee Aquarium, UTC, Association of Chattanooga Museum Educators, Bessie Smith Cultural Center, UTC, National Park Service, the Public Library, the Convention and Visitors Bureau, and Tennessee Riverwalk.
- **Support for Local Artists:** The CHC will house a rotating art exhibition featuring local artists, which will support and promote the visual arts to a broad audience base.

The CHC's innovative approach to history interpretation helped us attract Ralph Appelbaum Associates (RAA), an internationally renowned museum design firm that is directing the design, fabrication, and installation phases of the project. RAA is expert in drawing out the emotive force of historic objects, images, and voices to create thrilling environments that can inspire and humble at the same time (such as the Constitution Center, in Philadelphia, the Country Music Hall of Fame, in Nashville, and the United States Holocaust Memorial Museum, in Washington, D. C.). Such powerful exhibition techniques make it impossible for visitors not to be touched, fueled, enraged, and inspired. Out of this emotional power comes a call for action that transforms individuals, communities, and cities. The CHC experience elevates Chattanooga and its citizens and sets a new standard for museums of this kind. And in so doing, leads the city into a new century better prepared to meet the challenges we know will confront us.

Identify Which Desired Outcomes This Offer Impacts:

1. More kids graduating high school college and career ready



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2. Fewer kids dropping out of school
3. Increase reading proficiency for children and adults

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
My Place (Youth Development Program)	\$15,020	\$12,980	\$28,000	0

**The CHC's Youth Development Programs will cost \$148,000 in FY 2015. The CHC is requesting \$28,000 from the City to support youth programming (19% of total program costs).*

Capital Budget Impact? No **Amount –** N/A

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
General Operating Income (Admissions, gift shop, etc.)	\$120,000

PERFORMANCE DATA

Measurement 1: Serve at least 4,200 K-12 students and 125 K-12 teachers during FY 2015.

Historical Comparison Data? CHC programs were presented to 1,081 Hamilton County students during the last complete fiscal year, which includes in-school programs, lectures, and tours. The CHC offers programs integrated with the Tennessee State Board of Education's curriculum standards for grades K-12. School programs are presented to teachers with descriptions and precise statements about which curriculum standards they match. Staff meets with all the teachers at Normal Park Upper and Lower Schools every nine weeks to plan exactly how Center programs can fit into the upcoming curriculum map. Staff also happily accepts requests from teachers at other schools for specific programs that are not on the roster and designs a class or activity customized especially for them. Many programs originally designed for schools have been adapted to adult level and incorporated into the general programming. Production of programs on demand is driving constant and ongoing program expansion, often resulting in programs and activities which would not have been created otherwise. K-12 education programs will expand significantly when the new center opens, offering students and teachers an interactive exhibition to study and explore the history of our region.

Measurement 2: Engage at least 500, including 30 My Place pilot participants, K-12 students in out-of-school time programming, including afterschool, spring break, winter break, and summer programming and internships.

Historical Comparison Data? Though the CHC has been able to present only very minimal offerings in this



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category of programming during its new facility development stage, serving as an educational hub for the community is a key component of the CHC's model. Even while operating as a "museum without walls" we have continued to have a significant impact on K-12 education in our community, impacting at least 1,000 K-12 students annually over the last five years through on-site programs, walking tours, and special lectures and programs with partner institutions. As we move into our operational phase in our new interpretive center in FY 2015, we will be able to dramatically enhance our Youth Development Programs for the community through afterschool programs, summer programs, programs offered during school breaks, and internships and job shadowing experiences for high school youth.

Measurement 3: Serve at least 150 university students in FY 2015 through lectures, internships and special programs in FY 2015.

Historical Comparison Data? During the last fiscal year, CHC teaching and practical instruction has reached over 100 UT Chattanooga, UT Knoxville and Southern Adventist University students through class lectures, history walking tours and internships which introduce UTC history students to public history and museum work. In addition to conducting programs that bolster the local primary and secondary schools, CHC Director, Dr. Daryl Black, has taught a Seminar in Public History (History 499), Civil War and Reconstruction (History 335) and developed an internship program through the University of Tennessee at Chattanooga History Department that integrates UTC history curriculum into documenting and interpreting local history. The Center works in a like manner with interns from Southern Adventist University. Such connections to higher education in the region have been bolstered by history teachers at UTC and Chattanooga State who have encouraged participation at CHC events by giving extra credit to students who attend certain History Center programs. The CHC will work to engage university students further in its new center, which will activate the latest museum technologies with a special emphasis on creating interfaces between hand-held devices (such as smart-phones and iPads) and the exhibition.

Measurement 4: Serve at least 14,900 individuals through walking tours, bus tours, lectures, special events and classes in FY 2015.

Historical Comparison Data? CHC programs for adult audiences continue to be well attended and enthusiastically received. Over the last fiscal year, 1,224 attendees have participated in walking tours, bus tours, lectures, special events and classes. Full capacity or near capacity groups have turned out for an astonishing variety of History Center programs: tours, lectures, workshops, and special events. Programs such as "A Short History of Chattanooga", our series of downtown walking tours based on Maury Nicely's guidebook, and our Cherokee history bus tours have been repeated due to public demand and placed on the ongoing calendar of events. The CHC partners with the UTC Department of History on a number of projects, including hosting the annual East Tennessee History Day competition. In addition, the Center has partnered with the Hunter Museum of American Art for History and Art gallery programs. The Center has also provided research, writing and photographic selection expertise for the Convention and Visitors Bureau sponsored Civil War Trails program. When the new center opens, the CHC will continue these successful programs and expand its offerings via new learning labs and teaching spaces available to accommodate special programs and events.

Return on Investment:



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How do citizens benefit? Because of our location, the CHC is able to seamlessly take history into the streets and teach in engaging, entertaining, and historically significant neighborhoods – through these programs, the landscape and the cityscape become constant reminders of the ways that people have acted on the region’s dramatic surroundings. As we move into our operational phase in our new interpretive center in FY 2015, we will be able to dramatically enhance our Youth Development Programs for the community through afterschool programs, summer programs, programs offered during school breaks, and internships and job shadowing experiences for high school and college students. It is our goal to provide engaging educational curriculum tied to state standards in order to improve students’ academic preparation, including literacy and critical thinking skills. By exciting students about their education and motivating them to engage in their community, the CHC can have a direct impact on improving students’ motivation to attend and stay in school.

The CHC has demonstrated its commitment to educational programming by hiring a Senior Educator, Caroline Sunderland, to develop K-12 programs tied to our new exhibit content. These programs are aligned with state content standards and provide multiple avenues for students to think critically and practice high-level literacy and analysis skills. One example is a session focused on the Environmental History of Chattanooga, which helps students see and experience the connections between environmental science and the social, political, and economic factors that bring about environmental change and encourage civic engagement. Another example is a session focused on the Civil Rights Movement, which allows students to explore national trends in this transformative time in American History by looking at how it unfolded in Chattanooga. In addition, we will launch a new Junior Curator program for high school students that teaches them the principles of historic research and collection care. Students will work with CHC staff to learn about the process of historic research, engage with artifacts and learn about proper care, and engage with evaluation of primary sources to analyze the significance of the object. By the end of their session, students will have gone through all of the stages necessary to help the CHC catalog an object. All educational programs are adaptable to multiple grade levels, which ensures educational content and programming is accessible to the broadest number of youth.

In addition, the Story Center will benefit all citizens in the community by providing a digital recording station that will be a repository for community memory. At the Story Center booth, CHC staff will help visitors document their oral histories, and visitors will be able to listen to existing records through headphones. Using the latest portable digital recording technology, the CHC staff and specially trained volunteers have already begun collecting stories from Chattanooga residents of all backgrounds and socio-economic levels in churches, homes, and community centers across the city. Through the Story Center, the CHC will contribute to the city’s official record by capturing the voices of everyday people, who often disappear from historical documentation.

The CHC also serves as a hub for exploring contemporary issues facing the city and has hosted a variety of roundtable discussions. As we move into an operational mode, these programs will be expanded with a special focus on monthly “commitment portfolio” meetings, which will be facilitator-led, roundtable discussions that will help prioritize community-wide objectives and energize inclusive discussions about inspiring community participation, change, and renewal. The CHC will benefit the entire community by providing a forum and voice for citizens throughout the community to help shape their future.

The interpretive goals of the new center emphasize Chattanooga’s place in national history, paying particular attention to its pivotal role in Cherokee relocation, its part in expansion of the West, in the Civil War, its industrial development and urban growth, and how the city confronted one of the most dire environmental problems of the 20th century. Three poetic pieces—called “memory lanterns”—punctuate the story in dramatic story-telling spaces in which contemporary Americans speak about how their memory of three



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pivotal moments in Chattanooga's past has shaped their lives, including how modern Cherokee continue to remember the Trail of Tears, the Civil War has been remembered and disremembered, and experiences of segregated Chattanooga from the perspective of the city's African American citizens. By giving voice to those who have traditionally been left out of history or marginalized, the CHC will help create a more cohesive and understanding community that benefits all citizens of Chattanooga.

The *My Place* pilot, by providing supplemental education opportunities to children who need them, benefits the larger community by keeping children in school and encouraging development of an educated work force, reducing crime, and building a sense of community and shared experience.

The CHC is committed to ongoing audience evaluation to ensure the CHC's programs, educational materials, and exhibition galleries reflect the needs and preferences of participants. Below are the key methods for collecting impact data, which will ensure the CHC is offering the greatest benefits to the community:

- **Activity Logs and Surveys:** The CHC documents program participation through activity logs and conduct surveys of teachers, students, and adult learners to measure the effectiveness of the curriculum and technology used in the labs.
- **Demographic Data:** As much as possible, CHC staff gathers specific demographic information from audiences (including age, gender, race, and residence).
- **Qualitative Data:** Because we currently operate as a "museum without walls" and focus on delivering high quality programs, we currently seek out detailed feedback from teachers and program participants. Part of this effort is anecdotal in that we solicit informal comments from program and class participants. By positioning information gathering as a casual conversation, participants feel free to comment in detail on their interests, concerns, and desires.
- **Planning Meetings:** Quarterly planning meetings with teachers at the museum magnet schools we currently partner with provide important feedback on programs presented during the previous 9 weeks as well as needs for the upcoming 9 weeks.
- **Development of an Evaluation Tool for the *My Place* Pilot Program:** The CHC will work with the Department of Youth and Family Development to create an evaluation tool which will meet all data collection criteria defined by both the CHC and the City of Chattanooga.

Results of program assessments and participant input are reviewed by CHC staff at least quarterly to guide refinement of curricula and programs, to determine future curriculum or technology needs, and (in the future) will be used to determine if there are exhibit, technical, programmatic changes needed in our new center to meet the needs and better benefit the community.

Does this activity leverage other financial resources? The CHC is a fiscally responsible and sustainable organization that receives operational funds from ArtsBuild, City allocations, corporate partners, foundations, and individual donations and memberships. We will leverage funds from corporate partners, grants, donations, and memberships to cover the other operational costs for our Youth Development Programs.

How does this activity decrease costs over time for the City? The CHC, though it has a bright future ultimately, has a very difficult present and immediate future. Since the sale of its old home at 4th and Chestnut Streets was necessary to help finance the new project, the institution had to let go of its admissions and gift shop income with the building. Operating without revenue from museum admissions is an ongoing challenge. The CHC is currently dependent to a large extent on grants received from the City, ArtsBuild, and other sources to continue offering outreach and education programs over the next year. At that point, with the new facility up and running, the pro forma should apply. Sponsorship in some form may be necessary to continue free programs targeting at-risk populations, but the ultimate savings to the City in meeting its



City of Chattanooga

FY15 Offers

Smarter Students, Stronger Families Initiative goals should be far greater than its annual expenditure on the proposed program.

How can this program become sustainable without City funding? To support long-term sustainability of the new center, the CHC developed a solid proforma that includes a diverse mix of income streams: visitors, gift shop, facility rental, programs, events, membership, sponsorship, annual giving, and grants. A combination of admissions and museum store sales will be the bedrock of the CHC's long-term financial success. Visitor estimates are 69,000 per year, which is based on a market analysis of other cultural institutions in the city and region. Income from ticket sales (\$12.95 per adult and \$6.50 per child) and associated spending in the museum store (averaged at \$3.00 per patron) will account for nearly 80% of operating expenses.

The CHC's pro forma is based on the CHC's current business plan (developed by museum consulting firm, LaPaglia & Associates) and a study completed by the Chattanooga Area Convention & Visitors Bureau for the Tennessee Aquarium to gauge expected visitation. The proforma has been vetted with the Aquarium's chief financial officer and with two banks and has been judged sound and very conservative by all who have seen it. It is supported further by an innovative exhibit plan designed for active engagement of visitors. By employing the services of the nation's premier museum design firm, Ralph Appelbaum Associates (RAA), the CHC has brought to this project a skilled specialist who embodies the ideals that drive the CHC. RAA is creating a core interpretive exhibit, temporary gallery space, and teaching labs that will provide the physical plant necessary to engage CHC patrons and support the long-term sustainability of the CHC.

The *My Place* pilot program can become sustainable through corporate sponsorship, or through grants from organizations with an education focus for their awards.



CHATTANOOGA SYMPHONY & OPERA



CHATTANOOGA SYMPHONY & OPERA

**City of Chattanooga
FY 2015
Non-Profit Agency Funding Application**

Submitted By:
Ms. Molly Sasse
Executive Director
Chattanooga Symphony & Opera
701 Broad Street
Chattanooga, TN 37402
423.267.8583 x2103
msasse@chattanoogasympphony.org



Mr. Randy Burns
City Council Office
1000 Lindsey Street
Chattanooga, TN 37402

Dear Mr. Burns,

The Chattanooga Symphony & Opera is pleased to present an application to be considered for inclusion in the City of Chattanooga's FY2015 community agency support budget. For 81 years, the Chattanooga Symphony & Opera (CSO) has been an instrumental part of our community by providing a superlative orchestra that enhances the region's quality of life and economic vitality. The CSO's community education programs, the largest arts education initiative by an organization in the community, annually serve over 30,000 school children through in school performances, Young People's Concerts at the Tivoli Theatre, and community performances at the Creative Discovery Museum, area libraries, community centers, and other public venues.

For 65 years, the Chattanooga Symphony & Opera Youth Orchestras (CSOYO) has been affiliated with the Chattanooga Symphony & Opera (CSO). The Youth Orchestras, with 190 students participating this year, provide unparalleled instrumental education and performance experiences for young musicians. The Chattanooga Symphony & Opera sponsors the CSOYO in recognition that opportunities for developing the talent of young musicians must be promoted in the Chattanooga area.

Mission: The mission of the Chattanooga Symphony & Opera is to inspire, engage, and enrich the greater Chattanooga community through music and music education. The mission of the Chattanooga Symphony & Opera Youth Orchestras is to provide the finest quality orchestral training and performance opportunities for aspiring young musicians in the greater Chattanooga area.

Result Area: This is an offer to produce outcomes in the city's "Smarter Students & Stronger Families" result area.

Request: The CSO requests \$25,000.00 for FY15 to further expand educational opportunities and the CSO Youth Orchestras, involving students and families in a multi-generational musical education.

For more information about the CSO or its programs, please contact us at:

Organization:

Chattanooga Symphony & Opera
701 Broad Street
Chattanooga, TN 37402
www.chattanoogasympphony.org
423.267.8583

Contact:

Molly Sasse
Executive Director
msasse@chattanoogasympphony.org
423.267.8583 x 2103



Executive Summary

The CSO requests \$25,000.00 for FY15 to further expand educational opportunities and the CSO Youth Orchestras, involving students and families in a multi-generational musical education and positively impacting the city's quality of life. Funds from the City of Chattanooga will be used to support ongoing and expanded education programs such as Ensembles in the School, which send professional musicians into City schools to interact with students; the Young People's Concerts which bring over 4,000 students to the Tivoli Theatre; the CSO Youth Orchestras which involve 190 students in high-quality instrumental education and performance that is not found anywhere in the city; and masterclasses with guest artists who offer valuable insight to developing musicians in local schools.

As a performing arts organization, the CSO is primarily involved in presenting high quality orchestral concerts to Chattanooga; at the close of FY 14, the CSO will have presented 32 concerts, 19 at the city owned Tivoli Theatre and Memorial Auditorium. The CSO is the Tivoli theatre's most frequent tenant, using the building for 49 days in FY14. The rental fees from these concerts and rehearsals bring over \$60,000 annually in revenue to the Tivoli theatre; in FY13, the CSO paid \$64,923.53 in rental fees (Tivoli revenues for FY13 were \$188,024; CSO rental fees account for 34% of the revenue).

In addition to concerts, the CSO has a strong and robust education program and annually performs for thousands of Chattanooga's school children through several programs.

Through the Ensembles in the Schools program, professional musicians perform in 49 schools throughout the city, exposing children to classical music, professional artists, and aiding in cross-curricular connections. 32% of those children are minorities and 6% are students with disabilities. Through this program, principal players of the CSO String Quintet and Wind Quintet introduce the instruments of the orchestra and basic musical concepts with age-appropriate programs for students in area elementary and secondary schools. Ensembles in the Schools reinforce what students are learning in their music classrooms about musical instruments, genres, terms, and techniques and in recent seasons, have also expanded to reinforce ideas in other subjects include Math and Science. The programs address Hamilton County (as well as state and national) standards for music education.

Additionally, 2,046 students from schools located in the city attended FY14's Young People's Concerts at the Tivoli Theatre – the first exposure to live music for many students and their first experience in the publicly owned Tivoli theatre. Designed especially for students in grades 3-8, Young People's Concerts feature the CSO and the winner of the CSO Youth Orchestras' Concerto Competition in a program of symphonic classics, illustrating the instruments and sections of the symphony orchestra. These programs also address Hamilton County, Tennessee, and national standards for music education.

Currently, no elementary school in Chattanooga city limits provides string instruction as part of its music curriculum; however, for 3 years, the CSO has provided a professional string teacher at Big Ridge Elementary School (District 3) and taught weekly classes; we have recently partnered with Glass House Collective and ArtsBuild to offer a pilot program of strings instruction in the Fall of 2014 at Hardy Elementary School (District 8).



The CSO staff serves as resources for Chattanooga music teachers and regularly partners with public schools, including Center for Creative Arts (District 2) on educational activities with musicians and masterclasses with professional soloists.

The Chattanooga Symphony & Opera Youth Orchestras were founded in 1949 to give students the opportunity to perform in a full orchestra. The CSO Youth Orchestras have more than doubled in size and in FY14 included 190 students under the age of 19 in 4 ensembles. The CSO Youth Orchestras offer instruction and experiences that are not found in any city schools.

The Chattanooga Symphony & Opera is the city's only professional performing arts organization and it is the city's largest employer of musicians, employing 193 in the previous year. Musicians employed by the CSO are teachers and performers in local universities, including the University of Tennessee at Chattanooga and Chattanooga State Technical Community College, in elementary and secondary schools in the city, and in churches and community spaces in the city limits. Without these musicians, music in the schools and in the community would detrimentally be affected.

Under my direction, the CSO will provide a detailed accounting of any expenses using city funds prior to the close of the fiscal year, as well as a report of the activities and results produced by city funding. Additionally, the CSO will provide the City of Chattanooga with copies of its annual audit and annual financial reports.

Molly Sasse
Executive Director

CSO Operating Statement Cash Basis	FY2014 Budget	Actual to date 1-31-2014	FY2014 Projection
REVENUE			
TICKET SALES	\$727,000	\$573,272	\$707,000
FEE ENGAGEMENTS	\$109,000	\$97,572	\$110,000
PROGRAM ADVERTISING	\$55,000	\$44,547	\$55,000
Performance and Production Income Total	\$891,000	\$715,391	\$872,000
INDIVIDUAL CONTRIBUTIONS	\$430,000	\$389,653	\$430,000
CORPORATE SPONSORSHIPS AND GRANTS	\$137,000	\$69,238	\$113,300
SPECIAL PROJECTS GROSS	\$175,000	\$49,084	\$175,000
COLBY FOUNDATION	\$0	\$0	\$0
FOUNDATIONS	\$143,000	\$56,000	\$65,000
Fundraising and Special Income Total	\$885,000	\$563,975	\$783,300
TENNESSEE ARTS COMMISSION	\$40,200	\$40,500	\$40,500
ALLIED ARTS ALLOCATION	\$245,000	\$166,496	\$244,000
Allied Arts and Grant Income Total	\$285,200	\$206,996	\$284,500
INTEREST AND OTHER	\$2,500	\$1,783	\$2,500
CSO AND ALLIED ARTS ENDOWMENTS TRANSFER	\$210,000	\$178,982	\$210,000
Interest and Endowment Transfer Total	\$212,500	\$180,765	\$212,500
TOTAL OPERATING REVENUES	\$2,273,700	\$1,667,127	\$2,152,300
EXPENSES			
PERF/PROD - Artistic Staff and Musicians	\$1,152,488	\$650,122	\$1,058,724
PERF/PROD - Other	\$377,000	\$191,478	\$386,685
Performance and Production Total	\$1,529,488	\$841,600	\$1,445,409
ADVERTISING AND WEBSITE	\$169,850	\$109,212	\$169,450
SEASON BROCHURES, TICKETS AND PROGRAMS	\$47,000	\$28,145	\$61,250
Marketing and Box Office Expenses Total	\$216,850	\$137,357	\$230,700
Development And Special Project Expenses Total	\$110,000	\$29,254	\$113,000
SALARIES AND BENEFITS	\$390,751	\$280,155	\$381,310
ADMINISTRATIVE - Other	\$165,260	\$112,451	\$159,210
Administrative Expenses Total	\$556,011	\$392,606	\$540,520
TOTAL OPERATING EXPENSES	\$2,412,348	\$1,400,817	\$2,329,629
OPERATING REVENUES LESS OPERATING EXPENSES	-\$138,648	\$266,310	-\$177,329
CSOYO REVENUES		\$55,396	
CSOYO EXPENSES		\$38,665	
CSOYO REVENUES LESS OPERATING EXPENSES		\$16,731	

State of Tennessee



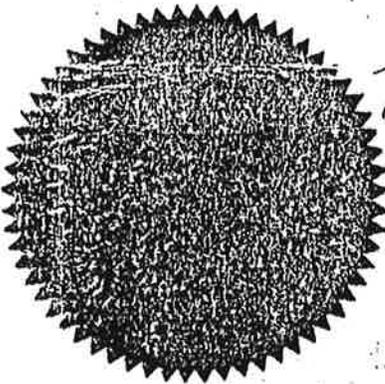
Department of State

I, James H. Cummings, Secretary of State of the State of Tennessee, do hereby certify that the annexed Instrument with Certificate of Acknowledgment was filed in my office, and recorded on the 13th day of December 19 51 in Corporation Record Book MISCELLANEOUS A-18 page 207

In Testimony Whereof, I have hereunto subscribed my Official Signature, and by order of the Governor, affixed the Great Seal of the State of Tennessee, at the Department in the City of Nashville, this 13th day of

December

A.D. 19 51



James H. Cummings
Secretary of State

The members may, at any time, voluntarily dissolve the corporation, by a conveyance of its assets and property to any other corporation holding a charter from the state for purposes not of individual profit, first providing for corporate debts. A violation of any of the provisions of the charter shall subject the corporation to dissolution at the instance of the state.

The charter is subject to modification and amendment, and in case said modification or amendment is not accepted, corporate business is to cease, and the assets and property, after payment of debts, are to be conveyed as aforesaid, to some other corporation holding a charter for purposes not connected with individual profit. Acquiescence in any modification, thus declared, shall be determined in a meeting of the members especially called for that purpose, and only those voting in favor of the modification shall thereafter compose the corporation.

The means, assets, income, or other property of the corporation shall not be employed, directly or indirectly, for any other purpose whatever than to accomplish the legitimate objects of its creation, and by no implication shall it engage in any kind of trading operation, nor hold any more real estate than is necessary for its legitimate purposes.

There shall be no individual liability against the members for corporate debts, but the entire corporate property shall be liable for the claims of creditors.

We, the undersigned, the incorporators above mentioned, hereby apply to the State of Tennessee for a charter of incorporation for the purposes declared in the foregoing instrument.

Witness our hands this the 12th day of December, 1951.

Bess Patton
E. R. Pickett

Ben Hale Golden

Clarence Shaw

SUBSCRIBING WITNESS:

Bertice Cook

Shelby F. Brammer

STATE OF TENNESSEE:

COUNTY OF HAMILTON:

Personally appeared before me, a Notary Public, the within named incorporators, Shelby F. Brammer, Clarence Shaw, Bess Patton, E. R. Pickett and Ben Golden, with whom I am personally acquainted, and who acknowledged that they executed the within application for a Charter of Incorporation for the purposes therein contained and expressed.

Witness my hand and official seal at office in Chattanooga, Tennessee, this 12 day of December, 1951.

Wm. Neil Thomas, Jr.
Notary Public

My commission expires: 7/31/52

STATE OF TENNESSEE

Charter of Incorporation

Be it Known, That F. M. Cox, Alexander Guerry, O. K. LeBron, Stella

Wietzel, Laurence H. Calloway, and Harry Miller

are hereby constituted a body politic and corporate by the name and style

of Chattanooga Symphony Association. The purpose of this association

is to awaken, stimulate, and promote better interest in music for the

advancement of culture.

The general powers of said corporation shall be, to sue and be sued by the corporate name; to have and use a common seal, which it may alter at pleasure; if no common seal, then the signature of the name of the corporation by any duly authorized officer shall be legal and binding; to purchase and hold or receive by gift, bequest or devise, in addition to the personal property owned by said corporation, real estate necessary for the transaction of the corporate business, and also to purchase or accept any real estate in payment or in part payment of any debt due to the corporation, and sell the same; to establish by-laws, and make all rules and regulations not inconsistent with the laws and Constitution deemed expedient for the management of corporate affairs, and to appoint such subordinate officers and agents in addition to a President and Secretary or Treasurer, as the business of the corporation may require, designate the name of the office and fix the compensation of the officer.

The said five or more incorporators shall, within a convenient time after the registration of this charter in the office of the Secretary of State, elect from their number a President, Secretary and Treasurer or the last two officers may be combined into one; said officers and the other incorporators to constitute the first Board of Directors. In all elections each member to be entitled to one vote, either in person or by proxy, and the result to be determined by a majority of the votes cast. Due notice of any election must be given by advertisement in a newspaper, personal notice to the members, or a day stated on the minutes of the Board six months preceding the election. The Board of Directors shall keep a record of all their proceedings, which shall be at all times subject to the inspection of any member. The Corporation may establish branches in any other county in the State.

The Board of Directors may have the power to increase the number of Directors from ~~seven to ten~~, if they deem the interest of the corporation requires such increase. And the first or any subsequent Board of Directors may have the power to elect other members, who, on acceptance of membership, shall become corporators equally with the original corporators. The Board of Directors shall have the right to determine what amount of money paid into the treasury shall be a prerequisite for membership, or, if necessary, what amount shall be thus annually paid, and failure thus to pay shall, in the discretion of the Directors, justify the expulsion of said defaulting member. The term of all officers may be fixed by the by-laws, the said term not, however, to exceed three years. All officers held over until their successors are duly elected and qualified.

The general welfare of society, not individual profit, is the object for which this charter is granted, and hence the members are not stockholders in the legal sense of the term, and no dividends or profits shall be divided among the members. The members may at any time voluntarily dissolve the corporation by a conveyance of its assets and property to any other corporation holding a charter from the State for the purposes not of individual profit, first providing for corporate debts.

A violation of any of the provisions of this charter shall subject the corporation to dissolution at the instance of the State.

This charter is subject to modification or amendment; and in case said modification or amendment is not accepted, corporate business is to cease, and the assets and property, after payment of debts, are to be conveyed, as aforesaid, to some other corporation holding a charter for purposes not connected with individual profit. Acquiescence in any modification thus declared shall be determined in a meeting specially called for that purpose, and only those voting in favor of the modification shall thereafter compose the corporation.

The means, assets, income or other property of the corporation shall not be employed directly or indirectly for any other purpose whatever than to accomplish the legitimate objects of its creation, and by no implication shall it possess the power to issue notes or currency, deal in currency, notes or coin, buy or sell products, or engage in any kind of trading operation, nor hold any more real estate than is necessary for legitimate purposes.

Expulsion shall be the only remedy for the nonpayment of dues by the members, and there shall be no individual liability against the members for corporate debts, but the entire corporate property shall be liable for the claims of creditors.

We, the undersigned, apply to the State of Tennessee, by virtue of the laws of the land, for a Charter of Incorporation for the purposes and with the powers, etc., declared in the foregoing instrument.

This 12th day of October 1937

F. M. Cox

Alexander Guerry

O. K. LeBron

Stella Wietzel

Laurence H. Callaway

Harry Miller

State of Tennessee

County of Hamilton

Before me, a notary public duly appointed commissioned and qualified in and for the County and State aforesaid, personally appeared, F. M. Cox, Alexander Guerry, C. K. LeBron, Stella Wietzel, Laurence H. Callaway and Harry Miller who acknowledged that they executed the within instrument for the purposes therein contained.

In testimony whereof, I have herunto set my hand and notarial seal at office in Chattanooga on this the 12th day of October, 1937.

SEAL Frances Kilpatrick, Notary Public

I, A. B. Broadbent, Secretary of State, do certify that this Charter, with certificate attached, the foregoing of which is a true copy

was this day recorded and certified to by me.

This 18th day of October, 1937,

A. B. Broadbent,

Secretary of State

State of Tennessee

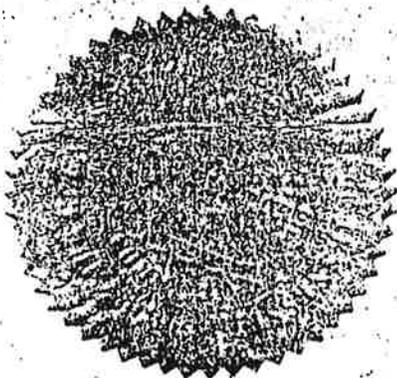


Department of State

I, Mrs. Joe C. Carr, Secretary of State
of the State of Tennessee, hereby certify that
the annexed is a true and correct copy of the
Charter of Incorporation of the
CHATTANOOGA SYMPHONY ASSOCIATION
which is of record in this office in Charter
Book 0-13, page 34.

IN WITNESS WHEREOF, I have hereto affixed my
signature and the Great Seal of the State, at Nash-
ville, this 2nd day of June in the
year of our Lord nineteen hundred 45

Mrs. Joe C. Carr
Secretary of State



STATE OF TENNESSEE

CHATTANOOGA PHILHARMONIC ASSOCIATION

CHARTER OF INCORPORATION

BE IT KNOWN, that Shelby R. Brammer, Clarence Shaw, Bess Patton, E. R. Pickett and Ben Golden are hereby constituted a body politic and corporate, by the name of Chattanooga Philharmonic Association for the purpose of supporting and maintaining the Chattanooga Symphony Orchestra, the Chattanooga Civic Chorus and such other related groups as may be from time to time created by this organization.

The general powers of said corporation shall be: (1) To sue and be sued by its corporate name. (2) To have and use a common seal, which it may alter at pleasure. If no common seal, then the signature of the name of the corporation, by any duly authorized officer, shall be legal and binding. (3) To receive property, real, personal, or mixed, by purchase, gift, devise, or bequest, sell the same and apply the proceeds toward the promotion of the objects for which it is created, or hold any such property and apply the income and profits toward such objects. (4) To establish by-laws, and make all rules and regulations not inconsistent with the laws and constitution, deemed expedient for the management of corporate affairs. (5) To appoint such subordinate officers and agents, in addition to a president and secretary, or treasurer, as the business of the corporation may require. (6) To designate the name of the office, and fix the compensation of the officer. (7) To borrow money to be used in payment of property bought by it, and for erecting buildings, making improvements, and for other purposes germane to the objects of its creation, and secure the repayment of the money thus borrowed by mortgage, pledge, or deed of trust, upon such property, real, personal, or mixed, as may be owned by it; and it may, in like manner, secure by mortgage, pledge, or deed of trust, any existing indebtedness which it may have lawfully contracted.

The said corporators shall, within a convenient time after the registration of this charter, elect from their number a president, a secretary, and treasurer, or the last two officers may be combined into one, said officers and the other corporators to constitute the first board of directors. The corporation may increase its directors to a number not more than one hundred, by due and proper amendment to its by-laws, unless otherwise specifically provided. In all elections each member to be entitled to one vote, either in person or by proxy, and the result to be determined by a majority of the votes cast. Due notice of any election must be given by advertisement in a newspaper, personal notice to the members, or a day stated on the minutes of the board one month preceding the election. The term of officers may be fixed by the by-laws, the said term not, however, to exceed three years. All officers hold office until their successors are duly elected and qualified.

The general welfare of society, not individual profit, is the object for which this charter is granted, and the members are not stockholders in the legal sense of the term, and no dividends or profits shall be divided among the members.

The board of directors shall keep a record of all their proceedings, which shall be at all times subject to the inspection of any member. The corporation may establish branches in any other county in the state.

Internal Revenue Service

Department of the Treasury
P.O. Box 1055
Atlanta, GA 30370

District
Director

Person to Contact:

Taxpayer Assistance
Telephone Number:

(404) 221-4516

Refer Reply to:

EO:7201:

Date:

Chattanooga Symphony and Opera
Association
8 Patten Parkway
Chattanooga, Tenn 37402

September 6, 1985

Dear Sir or Madam:

This is in response to your request for confirmation of your exemption from Federal income tax.

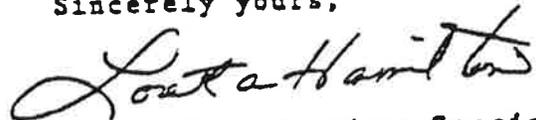
You were recognized as an organization exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code by our letter dated December, 1951. You were further determined not to be a private foundation within the meaning of section 509(a) of the Code because you are an organization described in section 509(a)(3).

Contributions to you are deductible as provided in section 170 of the Code.

The tax exempt status recognized by our letter referred to above is currently in effect and will remain in effect until terminated, modified or revoked by the Internal Revenue Service. Any change in your purposes, character, or method of operation must be reported to us so we may consider the effect of the change on your exempt status. You must also report any change in your name and address.

Thank you for your cooperation. —

Sincerely yours,



Exempt Organizations Specialist

Tre Hargett, Secretary of State

State of Tennessee



Division of Charitable Solicitations and Gaming
312 Rosa L. Parks Avenue, 8th Floor
Nashville, Tennessee 37243-0305

Brent Culberson
Director

615-741-2555
Brent.Culberson@tn.gov

October 16, 2013

Molly K. Sasse, Executive Director
Chattanooga Symphony & Opera Association
701 Broad Street
Chattanooga, TN 37402

RE: **APPROVAL** - Registration to Solicit Funds for Charitable Purposes
Chattanooga Symphony & Opera Association - CO475
Registration Expiration Date: **November 30, 2014**

Dear Molly K. Sasse:

Pursuant to Tenn. Code Ann. § 48-101-501, *et seq.*, the Division of Charitable Solicitations and Gaming has reviewed your submitted application and is pleased to announce your organization's registration to solicit contributions has been **approved**.

With this approval, your organization has new responsibilities for maintaining statutory compliance, including submission of the proper documents and required fees on an annual basis. The required filings include:

- Completed *Application to Renew Registration* form
- Completed *Summary of Financial Activities* form
- IRS determination letter granting tax-exempt status, if not previously filed
- IRS *Form 990*, *Form 990EZ*, or *990N* for the most recently completed accounting year, if the organization qualifies as tax-exempt
- An audited financial statement if the organization grossed more than \$500,000 in revenue
- Any amendments to the organization's governing documents

The *Application to Renew Registration* and *Summary of Financial Activities* forms are available on our website at www.tn.gov/sos/charity. Additionally, the "CO" number listed above will serve as your organization's identification number specific to this division and should be included on all correspondence.

Please also be advised that if the organization's application or other provided information includes false, misleading or deceptive statements, appropriate action will be taken. Pursuant to the Tennessee Charitable Solicitations Act, a civil penalty of up to five thousand dollars (\$5,000) may be assessed for any violation.

Thank you for registering your organization and please do not hesitate to contact us with any questions.

Sincerely,

A handwritten signature in black ink that reads "Brent Culberson".

Brent Culberson, Director
Division of Charitable Solicitations and Gaming

BG:BP:CO475



Tennessee Corporation Annual Report Form

AR Filing #: 03635217

FILED: May 9, 2013 3:45PM

DLN #: A0176-2612.001

File online at: <http://TNBear.TN.gov/AR>

Due on/Before: 09/01/2013

Reporting Year: 2013

Annual Report Filing Fee Due:

\$20 if no changes are made in block 3 to the registered agent/office, or
\$40 if any changes are made in block 3 to the registered agent/office

This Annual Report has been successfully paid for and filed. Please keep this report for your records.

CC Payment Ref #: 150285977

SOS Control Number: 69944

Corporation Non-Profit - Domestic

Date Formed: 10/18/1937

Formation Locale: TENNESSEE

(1) Name and Mailing Address:

THE CHATTANOOGA SYMPHONY AND OPERA ASSOCIATI
MOLLY SASSE
STE 100
701 BROAD ST
CHATTANOOGA, TN 37402-1811

(2) Principal Office Address:

STE 100
701 BROAD ST
CHATTANOOGA, TN 37402-1811

(3) Registered Agent (RA) and Registered Office (RO) Address:

MOLLY K SASSE
630 CHESTNUT ST
CHATTANOOGA, TN 37402-1707

Agent Changed: No

Agent County: HAMILTON COUNTY

(4) Name and business address (with zip code) of the President, Secretary and other principal officers.

Title	Name	Business Address	City, State, Zip
President	Spencer McCallie	701 BROAD STREET	CHATTANOOGA, TN 37402
Treasurer	Mark Smith	701 Broad Street	Chattanooga, TN 37402
Past President	Susan E Rich	701 BROAD STREET	CHATTANOOGA, TN 37402
Secretary	Kim Gavin	701 BROAD STREET	CHATTANOOGA, TN 37402

(5) Board of Directors names and business address (with zip code). _____ None, or listed below.

Name	Business Address	City, State, Zip
Ian Leavy	701 BROAD STREET	CHATTANOOGA, TN 37402
Jean Rader	701 BROAD ST	CHATTANOOGA, TN 37402-1811
Katie Wilson	701 Broad Street	Chattanooga, TN 37402
Susan E Rich	701 Broad Street	Chattanooga, TN 37402
Warren Barnett	701 Broad Street	Chattanooga, TN 37402
Gordon Bietz	701 Broad Street	Chattanooga, TN 37402
Gail Chapman	701 Broad Street	Chattanooga, TN 37402
George S Clinton	701 Broad Street	Chattanooga, TN 37402
Jo Coke	701 Broad Street	Chattanooga, TN 37402
Nick Coussoule	701 Broad Street	Chattanooga, TN 37402
Linda Friberg	701 Broad Street	Chattanooga, TN 37402
Kim Gavin	701 Broad Street	Chattanooga, TN 37042
Lee Harris	701 Broad Street	Chattanooga, TN 37402
Mai Bell Hurley	701 Broad Street	Chattanooga, TN 37402
Spencer J Mccallie	701 Broad Street	Chattanooga, TN 37402
Kevin McMahan	701 Broad Street	Chattanooga, TN 37402
Claudia Moore	701 Broad Street	Chattanooga, TN 37402
Mark Smith	701 BROAD ST	CHATTANOOGA, TN 37402-1811
Lillie Wills	701 Broad Street	Chattanooga, TN 37402
Jeffrey Wilson	701 Broad Street	Chattanooga, TN 37402



Tennessee Corporation Annual Report Form

File online at: <http://TNBear.TN.gov/AR>

Due on/Before: 09/01/2013

Reporting Year: 2013

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Annual Report Filing Fee Due:

\$20 if no changes are made in block 3 to the registered agent/office, or
\$40 if any changes are made in block 3 to the registered agent/office

This Annual Report has been successfully paid for and filed. Please keep this report for your records.

CC Payment Ref #: 150285977

Pat Starke	701 Broad Street	Chattanooga, TN 37402
Linda Thompson	701 Broad Street	Chattanooga, TN 37402
Colleen Russell	701 Broad Street	Chattanooga, TN 37402

(6) This section applies to non-profit corporations ONLY.

A. Our records reflect that your non-profit corporation is a public benefit or a mutual benefit corporation as indicated.

If blank or incorrect, please check appropriately: Public Mutual

B. If a Tennessee religious corporation, please check here if blank: Religious

(7) Signature: Electronic

(8) Date: 05/09/2013 3:45 PM

(9) Type/Print Name: Molly K Sasse

(10) Title: Executive Director



CHATTANOOGA SYMPHONY & OPERA

THE 2012/13 ANNUAL REPORT



The CSO and Chorus performs Verdi's Requiem.
Photo by Brad Canlar

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Chattanooga Symphony & Opera
701 Broad Street
Chattanooga, TN 37402
423.267.8583
www.chattanoogasympphony.org

FROM THE BOARD CHAIR

Dear Friends,

Just before I began this letter, I chanced upon an article in the Sunday New York Times by Anthony Tommasini about the complexities, challenges, and recent reviving of a Mozart series, "this once-hopeless festival," at Lincoln Center. He began by referring to the larger context of challenges facing classical music: the bankruptcy of opera companies and symphonies and the "internal habits that keep institutions clinging to outmoded ways of presenting the art form."

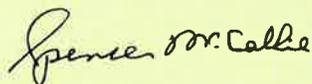
None of this was news to us, nor were the actions he advocated. The CSO hosted the first Southeast Film Music Symposium this past March. Attendance and response were good for a first effort, but expenses were higher than we had hoped. The cult movie *The Matrix* brought in a new audience and new costs for the required equipment. The composer/conductor praised our orchestra for a fine performance of his difficult music. Last summer's concert with the Indigo Girls in the Tivoli sold out. None of these new activities were profitable and may never be, but we are learning how to manage a new set of expenses and how to appeal to new audiences and how to play new music written for a symphony orchestra.

After replacing unexpected and unwanted staff losses in marketing and development in 2012, we are now staffed for success, but profit is uncertain. American symphonies make about 40% of their income from ticket sales. We are usually a few percent ahead of that. We believe that the greater community profits from the CSO, which enriches the lives of the audiences in the Tivoli and other performance venues, in our schools, churches, and hospitals and through the lessons our players teach to young musicians and which adds luster to the reputation of the city.

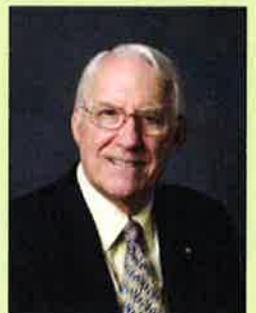
The hard fact remains that, like orchestras all over the country, the CSO will not be sustainable unless we can garner more support from individuals and civic-minded businesses. This past year we were not able to make up fully for the large cuts in funding from ArtsBuild, which still remains our most important funder. This coming season our operating expenses should be very close to our six year average so the main element in our future sustainability will be an increase in donations. Without that increase the CSO will be added to the growing list of lost small city orchestras.

We believe that Chattanooga needs and can support a symphony orchestra. We believe we are on the right track to finding the balance between better programs of classical favorites with modest introductions of living composers and new music. We ask for your continued and increased support so that we may continue to provide our community with this rich heritage of symphonic music.

Sincerely,



Spencer McCallie



CSO BOARD OF DIRECTORS

Executive Committee

Spencer McCallie - President
Mark Smith - Treasurer
Kim Gavin - Secretary
Susan Rich - Past President

Directors

Warren Barnett	Dr. Lee Harris	W. Keith Sanford
Dr. Gordon Bietz	Mai Bell Hurley	Suzanne Sims
Gail Chapman	Gordon James	Teresa Spilko
Michelle Chastain	Ian Leavy	Pat Starke
Dr. Clif Cleaveland	Eddie McCrary	Linda Thompson
George S. Clinton	Kevin McMahan	Lindsey Ann Waldrep
Jo Coke	Claudia Moore	Lillie Wills
Nick Coussoule	Jean Rader	Jeffrey Wilson
Linda Friberg	Colleen Russell	Katie S. Wilson

Honorary Directors

Ruth S. Holmberg
William L. Montague, Jr. (deceased)

CSO STAFF

Kayoko Dan	Music Director & Conductor
Bob Bernhardt	Music Director Emeritus
Molly Sasse	Executive Director
David Haddock	Director of Development
Samantha Teter	Director of Marketing
Kathy Allison	Operations Manager
Tiffany Feltner	Ticket Sales and Services Manager
Steve Tonkinson	Education and Youth Orchestras Manager
Sarah Marczynski	Patron and Community Engagement Manager
Darrin Hassevoort	Director of CSO Chorus
Eric Anderson	Orchestra Personnel Manager
Janet Hale	Orchestra Librarian
Gary Wilkes	CSOYO Symphony Conductor
Sandy Morris	CSOYO Philharmonic Conductor
Nicholas Ditte	CSOYO Prelude and Etude Conductor

THE CSO's
MISSION IS
TO INSPIRE,
ENGAGE, AND
ENRICH THE
CHATTANOOGA
COMMUNITY
THROUGH
MUSIC AND
MUSIC
EDUCATION.

"Having heard two Christmas programs at the VW plant, I thoroughly recommend a night at the symphony to everyone!"

Facebook recommendation

"As a student, I love their student discount, and never miss an opportunity to go and be amazed. The CSO found another great conductor with Ms. Kayoko Dan!"

Facebook recommendation



Music Director Kayoko Dan conducts Verdi's Requiem.

FROM THE MUSIC DIRECTOR

Dear Friends,

What a memorable season we had in 2012/13. As my second season as Music Director came to an end, I reflected on the accomplishments that this wonderful group of musicians achieved.

The first hurdle was to work with a new concertmaster on each Masterworks concert. After the retirement of our longtime concertmaster, Don Zimmer, I was excited to present nine very talented violinists who each vied for the position of CSO concertmaster. After interviews and evaluations, I am quite happy with our selection of Holly Mulcahy, who performed on the Dvorak No. 6 concert. Holly will be a great asset to the CSO and to this community.

Secondly, musicians were presented with a full weekend of music during our first ever Southeast Film Music Symposium. Performing along with a live movie is tough enough, but Don Davis' score to *The Matrix* was especially challenging for even seasoned veterans. The musicians completed a weekend of two concerts with aplomb and grace.

As guest artists go, we had a phenomenal amount of talent on stage with us last season. Alexander Schimpf sparkled on Beethoven's Piano Concerto, Qing Jiang amazed the audience with her skill on Rachmaninoff's *Rhapsody on a Theme of Paganini*, and Benjamin Kamins entertained the crowd with his performance of guest composer Michael Daugherty's *Dead Elvis*. Perhaps one of our most popular guest artists was Pablo Sainz Villegas, who played an emotionally charged *Concierto de Aranjuez* by Rodrigo.

I continue to learn more about this community and this orchestra every day. I am honored to be leading such a wonderful group of dedicated and talented musicians, and enjoy meeting and speaking with so many of you at concerts and out in the community. I hope you'll continue to support the CSO with your time, attendance and financial contributions so that we can keep this stellar organization strong and vital for years to come.

Sincerely,

A handwritten signature in black ink, appearing to read "Kayoko Dan". The signature is fluid and cursive.

Kayoko Dan
Music Director



CSO MUSICIANS



VIOLIN
 Lisa Dempsey,
 Associate Concertmaster
 Richard Posner
 Rafael Veytsblum
 Mark Reneau
 Charles Dixon

VIOLIN II
 Sheri Peck, Principal
 Rachael McFarlane
 Sarah Ringer
 Lee Smith
 Rebecca James
 Mary Benno
 Anne Hendrix
 Brian Cook

VIOLA
 Robert Elder, Principal
 Tamara Hobbs
 Gabrielle Schläffer
 Susan Kemp

CELLO
 Eric Reed, Principal
 Suzanne Sims
 Annie Camp

Daniel Holloway
 Spencer Brewer
DOUBLE BASS
 Taylor Brown, Principal
 Dexter Bell

FLUTE
 Janet Hale, Principal
 Nora Kile
 Norma Anderson

OBOE & ENGLISH HORN
 Robert Burks, Principal
 Teresa Spilko
 Carey Shinbaum

CLARINET
 Robert West, Principal
 Steven Tonkinson
 Emily Bowland

BASSOON
 Eric Anderson, Principal
 Rachael Young
 G. Eddie McCrary

FRENCH HORN
 Gordon James, Principal

Cristian Codreanu
 Michael Wells

TRUMPET
 David Hobbs, Principal
 Brian Roberts

TROMBONE
 Douglas Warner, Principal
 Cory Mixdorf
 Michael Carver

TUBA
 Derek Fenstermacher, Principal

TIMPANI
 Colin Hartnett, Principal

PERCUSSION
 Monte Coulter, Principal
 David Pedigo

HARP
 Caroline Brown Hudson, Principal

KEYBOARD
 Alan Nichols, Principal

CSO CHORUS

SOPRANO

Marianna Allen
 Melanie Atchley
 Nancy Berg
 Elaine Bruns
 Nancy Colium
 Sarah Glenn
 Christiane Hessing
 Meinda Hightower
 Trish Horner
 April Lane
 Rosemary Lee
 Hope Mosley
 Julie Roberts
 Lucia Elena Sanchez
 Doris Voss
 Trish Wileman

ALTO

Patricia Baker
 Bonnie Bryant
 Kristen Davis
 Ruth Gonter
 Rita Heckrotte
 Sandra Lewis
 Georgia Lowrance
 Ruth Ludwig
 Janelle Martin
 Lizette Williams-Mariow
 Cecilia Plotter
 Jenni Smith
 Sara Beth Wade
 Mary Lynn Wilson

TENOR

Chris Asmussen
 Dan Bruns
 Jason Canter
 Brad Cline
 Wesley Herndon
 Randy Payne
 Duane Pontak
 Steve Russell
 Bob Sauser

BASS

Guy Beatty
 Peter Catalano
 Mike Cooper
 Herman DeHoog
 Tim Gibbons
 Tai Hurley
 Ted Long
 Bob McKenzie
 George Mosley
 Josh Mullins
 Philip Newton
 Bruce Owen
 Bob Roza
 John Stone
 George Taylor
 Robert Uthlaut
 John Van Winkle



The CSO Chorus was joined by Lee University singers for Verdi's Requiem.

"The entire program was excellent! The students were very engaged and informed!"
Bradley Central High School

"The participatory nature of some of the pieces gave the students a chance to really engage. The performers gave the students a chance to ask questions and answer them, which made the experience very authentic."
Hardy Elementary School

"The program was very well-rounded. We enjoyed the incorporation of technique, diversity of compositions as well as performance during the program."
Signal Mountain Christian School

COMMUNITY AND EDUCATION

During the 2012/13 season, Chattanoogaans of all ages were inspired, engaged, and educated through CSO education and community engagement programs. The many diverse programs brought the CSO and classical music to elementary school students, healthcare patients and workers, and new audiences around the area.

YOUNG PEOPLE'S CONCERTS

The Young People's Concerts, presented on February 5 and 6, 2013 at the Tivoli Theatre and on February 7 at the North Cleveland Church of God, were well received by teachers and students. The program, *Musical Mystery: A Symphony of Unfortunate Events*, featured *The Composer Is Dead* (music by Nathaniel Stookey and narration by Lemony Snicket), as well as music by Edvard Grieg, Charles Gounod, and Henry Mancini.

The Young People's Concerts were attended by over 6,400 students and teachers from over 37 different schools from 5 different counties in Tennessee and Georgia, as well as various home school groups. Many 3rd grade students from Hamilton County Schools were able to attend for free thanks to the Imagine! program by ArtsBuild. The 2012/13 concerts had the highest recorded attendance and for many young audience members, it was their first experience of live classical music.

ENSEMBLES IN SCHOOLS

The CSO core musicians (CSO Wind Quintet and CSO String Quintet) performed this season for approximately 22,000 students in 61 schools. Approximately 32% were minority students and 6% were students with disabilities. These performances reinforce in-school instruction about orchestral instruments, musical concepts, and familiar musical selections. The Ensembles in the Schools program was generously supported by Hamico Foundation, Unum, and the Tucker Foundation.

MUSIC ARTS & HEALING/OUT AND ABOUT

In addition to performing in schools, the CSO Quintets also performed frequently in community locations around the greater Chattanooga area. Recognizing music's connection to health and well-being, CSO ensembles performed to over 500 patients, family members, and health care workers in several locations. Ensembles were also found around the community performing to over 700 people in the 2012/13 season. These Out and About performances exposed the CSO to young people, senior citizens, and other audiences, further enriching the greater Chattanooga community and providing access to classical music and musicians.

This season, the CSO partnered with the Creative Discovery Museum to present PopTots, a series that uses musical performance and instruction to help young children develop cognitive and fine motor skills by providing them the opportunity to play more than 20 rhythm instruments. Principal musicians from the CSO Wind and String Quintets performed and then invited museum guests to make an instrument and perform with them.



Students await the start of the Young People's Concert.

YOUTH ORCHESTRAS

The CSO Youth Orchestras program served 170+ talented instrumental musicians in the Chattanooga area, ages 8-18, during the 2012/13 season. There are two full orchestras and two string (training) orchestras that serve students from several counties in southeast Tennessee, northwest Georgia, southwest North Carolina, and northeast Alabama. The conductors, including Gary Wilkes (Symphony), Sandy Morris (Philharmonic) and Nichole Pitts (Prelude and Etude), are all veteran string educators in Hamilton County public schools.

The Youth Orchestras presented three formal concerts and accompanied the Chattanooga Boys Choir in their 50th "Singing Christmas Tree". The Spring Concert featured Jay Craven as clarinet soloist with the CSOYO Symphony, and Gary Wilkes was honored for his 20th season as CSOYO Music Director.

All students in the Youth Orchestra are periodically coached on their music by principal CSO musicians and advanced Youth Orchestras' musicians are also members of smaller ensembles such as the String Quartets, Woodwind Trio, and Brass Trio, which perform in the Tivoli Theatre lobby before CSO concerts. The CSOYO also participated at the Ronald McDonald Autumn Festival and the CSO PlayAlong event at the Chattanooga Market.

In August, the Youth Orchestras presented a Concerto Competition, with first place being awarded to cellist Hannah Kuhn who played the 4th movement of Elgar's Cello Concerto with the CSO in February's Young People's Concerts. The second place winner, trumpeter John Burton, performed a solo with the CSOYO Symphony Orchestra.

STRINGS IN THE SCHOOLS

The Strings in the Schools program, in its 8th year, provided a string teacher for Alpine Crest Elementary School. David Creel, CSO Violinist, taught three 45-minute violin classes each week to 40 students, assisted by Judy Brittingham, Music Teacher at Alpine Crest. This season, the CSO created a second Strings in the School class at Big Ridge Elementary School. Priscilla Estrada taught a weekly class there to 17 students. There is much enthusiasm for strings at Alpine Crest and Big Ridge and the CSO is investigating opportunities to expand this program in the 2013/14 season.

THANKS

A special thanks goes to the CSO Board Committee for Education and Community Engagement for providing advice, counsel, and moral support. Members this season included:

Gail Chapman, Chair
Molly Sasse
Linda Thompson
Gordon James
Lee Harris
Pat Starke
Joanne Trimble
Jeffrey Wilson
Kevin McMahon
Nick Coussoule
Michelle Chastain
Eva Johnson



Above: Gary Wilkes conducts his 20th season with the CSOYO.



Left: Spanish guitarist Pablo Sainz Villegas offered a

"The students really enjoyed seeing and hearing a live orchestral performance."

Red Bank Elementary School

"Great way to learn about orchestral instruments as well as musical styles!"

Chattanooga School for the Arts and Sciences

"The experience of a live, formal performance is priceless."

East Ridge Elementary School



The CSO Wind Quintet performed at several schools, healthcare and community centers.

SCHOOLS AND FACILITIES SERVED BY CSO EDUCATION AND COMMUNITY ENGAGEMENT PROGRAMS

AREA SCHOOLS SERVED BY ENSEMBLES OR YPC CONCERTS

Allen Elementary School (Hamilton County, TN)
Alpine Crest Elementary School (Hamilton County, TN)
Apison Elementary School (Hamilton County, TN)
Arnold Elementary School (Cleveland, TN)
Barger Academy (Hamilton County, TN)
Battle Academy (Hamilton County, TN)
Battlefield Elementary School (Catoosa County, GA)
Belvoir Christian Academy (Chattanooga, TN)
Big Ridge Elementary School (Hamilton County, TN)
Black Fox Elementary School (Bradley County, TN)
Blue Ridge Elementary School (Dalton, GA)
Blue Springs Elementary School (Bradley County, TN)
Blythe-Bower Elementary School (Cleveland, TN)
Bradley Central High School (Bradley County, TN)
Brown Academy (Hamilton County, TN)
Calvin Donaldson Elementary School (Hamilton County, TN)
Center for Creative Arts (Hamilton County, TN)
Central High School (Hamilton County, TN)
Charleston Elementary School (Bradley County, TN)
Chattanooga Christian School (Chattanooga, TN)
Chattanooga Classical Conversations (Chattanooga, TN)
Chattanooga School for the Arts and Sciences (Hamilton County, TN)
Chattanooga School for the Liberal Arts (Hamilton County, TN)
Cherokee Ridge Elementary School (Walker County, GA)
Christian Heritage School (Dalton, GA)
Cleveland Classical Conversations (Charleston, TN)
Clifton Hills Elementary School (Hamilton County, TN)
Coker Elementary School (Murray County, GA)
Dunlap SDA School (Dunlap, TN)
East Brainerd Intermediate School (Hamilton County, TN)
East Ridge Elementary School (Hamilton County, TN)
East Side Elementary School (Hamilton County, TN)
Falling Water Elementary School (Hamilton County, TN)
Girls Leadership Academy (Chattanooga, TN)
Girls Preparatory School (Chattanooga, TN)
Grace Baptist Academy (Chattanooga, TN)
Graysville Elementary School (Catoosa County, GA)
Hardy Elementary School (Hamilton County, TN)
Harrison Elementary School (Hamilton County, TN)
Hixson Elementary School (Hamilton County, TN)
Hopewell Elementary School (Bradley County, TN)
Kid's Kastle (Catoosa County, GA)
Lakeside Academy (Hamilton County, TN)
Lookout Mountain Elementary School (Hamilton County, TN)
Lookout Valley Elementary School (Hamilton County, TN)
Mayfield Elementary School (Cleveland, TN)
McCallie School (Chattanooga, TN)
McConnell Elementary School (Hamilton County, TN)
Michigan Avenue Elementary School (Bradley County, TN)
Monteagle Elementary School (Marion County, TN)
Montessori School (Chattanooga, TN)
Nolan Elementary School (Hamilton County, TN)
Normal Park Lower School (Hamilton County, TN)

North Lee Elementary School (Bradley County, TN)
North Whitfield Middle School (Whitfield County, GA)
Northwest Elementary School (Murray County, GA)
Oak Grove Elementary School (Bradley County, TN)
Ooltewah Elementary School (Hamilton County, TN)
Ooltewah High School (Hamilton County, TN)
Our Lady of Perpetual Help School (Chattanooga, TN)
Pleasant Grove Elementary School (Whitfield County, GA)
Prospect Elementary School (Bradley County, TN)
Red Bank Elementary School (Hamilton County, TN)
Rhea Central Elementary School (Rhea County, TN)
Ringgold Elementary School (Catoosa County, GA)
Ringgold Primary School (Catoosa County, GA)
Rivermont Elementary School (Hamilton County, TN)
Ross Elementary School (Cleveland, TN)
Signal Mountain Christian School (Signal Mountain, TN)
Silverdale Baptist Academy (Chattanooga, TN)
South Pittsburg Elementary School (Marion County, TN)
Spring Creek Elementary School (Hamilton County, TN)
Spring Place Elementary School (Murray County, GA)
St. Nicholas School (Chattanooga, TN)
St. Peter's Episcopal School (Chattanooga, TN)
Stuart Elementary School (Cleveland, TN)
Thrasher Elementary School (Hamilton County, TN)
Valley View Elementary School (Bradley County, TN)
Varnell Elementary School (Whitfield County, GA)
Wallace Smith Elementary School (Hamilton County, TN)
Waterville Elementary School (Bradley County, TN)
Westside Elementary School (Whitfield County, GA)
Westwood Elementary School (Dalton, GA)
Whitwell Elementary School (Marion County, TN)
Whitwell Middle School (Marion County, TN)
Wolfever Creek Elementary School (Hamilton County, TN)
Yates Primary School (Bradley County, TN)

AREA ORGANIZATIONS/BUSINESSES SERVED BY ENSEMBLES

Alexian Brothers Valley Residence (Alzheimer Unit)
Boynton Overlook Apartments
Catoosa County Public Library
Cleveland Bradley County Public Library
Collegedale Public Library
Creative Discovery Museum
Eastgate Branch Library
Little Miss Mag Child Care Center
Memorial Hospital
Northgate Branch Library
Northwest Georgia Regional Library
RossWoods Adult Day Services
Signal Centers
Siskin Early Learning Center
Siskin Hospital for Physical Rehabilitation
St. Barnabas Senior Living Services
St. Elmo Courts
Standifer Place Assisted Living
Summit View Senior Community

2012/13 SEASON HIGHLIGHTS

The 2012/13 season included several new events and collaborations, as well as free community concerts enjoyed by thousands.

Volkswagen of Chattanooga offered up their conference center for a brand new concert series. The CSO repeated four of its seven Masterworks concerts on the Volkswagen Series, and added a special Opera's Greatest Love Songs concert. Audiences ranged from 200 to 600 and included many new concert attendees as well as college students.

The CSO presented a special free community concert for military veterans and their families at the Veterans Day Celebration at Memorial Auditorium. The CSO is also proud to be a part of the Unity Celebration on MLK day at the Tivoli. Celebrating the sacrifice our veterans have given us and honoring the legacy of Martin Luther King, Jr. are events we look forward to each season.

The annual Pops in the Park 4th of July celebration is one of our most popular concerts in 2012. This evening in Coolidge Park has been a staple of Chattanooga's Independence Day celebration for years.

For the first time ever, the CSO created an event where community musicians could play alongside our professional musicians at the Play Along with the CSO event at the Chattanooga Market. On the Market's opening day, we had over 40 local players take part and the free concert was enjoyed by a large crowd at the Market.

The Chattanooga Symphony & Opera, with support from the Osborne Foundation, presented the first Southeast Film Music Symposium on March 1-3, 2013. Composer and CSO Board member, George S. Clinton, served as its artistic advisor. The weekend included a documentary screening, discussions and seminars with film directors and film music composers, plus orchestra rehearsals and concerts. Attendees came from across the United States, including Tennessee, Georgia, Florida, Idaho, New York, California and Arkansas, as well as an attendee from Australia, and were composers, musicians, music students, and film music lovers.

As part of our initiative to attract younger and more diverse audiences, the CSO performed to a sold-out house with folk duo, the Indigo Girls, and attracted over 300 new ticketbuyers to our live movie screening of *The Matrix*, where the CSO performed the movie's soundtrack live with the film.

Community members played side-by-side with CSO musicians in the first annual *PlayAlong with the CSO*.



"What a wonderful experience if you have ever wondered what it would be like to play with the professionals! The CSO member next to me was a terrific ambassador for your organization--very friendly, welcoming and encouraging."
PlayAlong participant

"The Southeast Film Music Symposium gave me a very enlightening look into the world of film composers. It helped to show the dream-like profession as something reachable for young composers."
Symposium attendee

BMI's Doreen Ringer Ross leads a panel discussion with film composers George S. Clinton, Peter Golub and Don Davis during the Southeast Film Music Symposium.





The Indigo Girls performed their very first symphony show with the CSO.



Pops in the Park 2012 brought thousands of people to Coolidge Park on July 3 for a free concert and fireworks.

FROM THE EXECUTIVE DIRECTOR

Dear Friends,

The 2012/13 season was exciting but a challenge. On the heels of a surplus the previous season, we ended this year with a significant deficit, a reality for far too many arts organizations these days. The CSO knows that we must attract new audiences and find new ways to present our traditional concerts to keep audiences engaged. This year we tried new schedules, new programs, new spaces, new music, and new partnerships. We had lots of first-time attendees at the Indigo Girls, *The Matrix* with orchestra, and at our concerts at the Volkswagen Conference Center. We had the highest revenues ever for our popular *Home for the Holidays* and *Big Band Fever!* concerts. But many of our artistic or audience development successes were not financial successes. Concerts scheduled specifically to attract new audiences had significantly higher costs than our traditional classical concerts. So while we were thrilled to see so many new faces, we ended the year in the hole.

These are the real challenges before us—how does the CSO experiment with new ideas, new music, new ways of bringing in audiences when we have virtually no room for guessing wrong on revenues? How do we cover the increased cost of programs which appeal to younger audiences? How do we adjust to changes from ArtsBuild, whose own fundraising challenges have resulted in a cut of more than \$300,000 annually to the CSO, and find new revenue sources to make up these cuts?

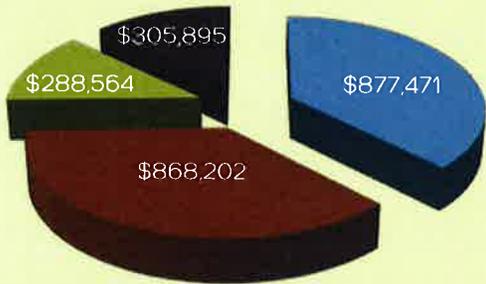
The thing that keeps us all going is the knowledge that the music we perform and the people who love it deserve our very best efforts to preserve and showcase the art form that is classical music. The younger audiences coming in after our current audiences need the same opportunities to hear great music performed by first-rate musicians. Chattanooga would be poorer without the CSO and its wonderful musicians. We hear that every day from music lovers, ticket buyers, and donors. Thanks to them, Chattanooga still has a future for the best in symphonic music and the CSO is looking ahead to a great 2013/14 season.

Sincerely,

Molly K. Sasse
Molly Sasse
Executive Director



FINANCIALS

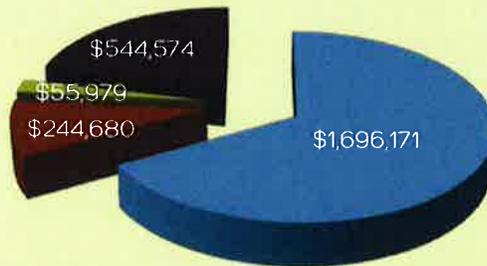


OPERATING REVENUE

- Earned Income* - 38%
- Fundraising, Grants, and Special Projects - 37%
- ArtsBuild Allocation - 12%
- Interest and Endowment Transfer - 13%

OPERATING EXPENSES

- Performance and Education Programs - 67%
- Marketing and Box Office - 10%
- Development and Fundraising - 2%
- Administration - 21%



TOTAL OPERATING REVENUES:	\$2,340,132
TOTAL OPERATING EXPENSES:	\$2,541,404
OPERATING REVENUES LESS EXPENSES	-\$201,272



The CSO achieved the highest grossing *Home for the Holidays* concert weekend in CSO history.



Retiring concertmaster, Don Zimmer, was honored at the Opening Night concert of the 2012/13 season.

"Many of our participants really relate to music, and it's always nice to see them come out of their shells and react to it. Live music is wonderful! Many of them will not be able to go to a public performance of any kind, and it's a special treat that the CSO brings the performance to us. I cannot say thank you enough!"

Signal Centers

"Supporting the CSO through our volunteer activities has been a source of enjoyment through the many years we have been active. We do not have the funds to make large donations, but volunteering helps us to do our part for a great organization."

CSO Volunteer



Music Director Kayoko Dan conducts the first Volkswagen Series concert in September 2012.

CSO SUPPORTERS

Diamond Baton, \$25,000+

Fletcher Bright
Mr. and Mrs. George S. Clinton
Ruth S. Holmberg
Mr. and Mrs. Olan Mills, II
Paul Neely
Susan and Steve Rich

Platinum Baton, \$10,000+

Russell & Linda Friberg
Mr. & Mrs. Charles Gavin
Alice P. Lupton
Ms. Sue Anne Wells

Gold Baton, \$5,000+

Jack and Mary Barker
Mrs. Jacqueline Marschak
Don & Mary McDowell
Pat & John Starke

Silver Baton, \$3,500+

Mr. & Mrs. F. Mitchell Bell
Susan & John Collins
Alice E. Davenport
Mr. and Mrs. Joseph Davenport, III

Bronze Baton, \$2,000+

Anonymous (2)
Dr. and Mrs. Andres Alisago Jr.
Norma Anderson
Nora S. and Bob Bernhardt
Claire Binder
Mr. & Mrs. Hardwick Caldwell, Jr.
Dr. and Mrs. John Chung
Clif and Ruzha Cleaveland
Carole J. Daniel
Betty Fillauer
Nancy R. Jolley
Drs. Ruth & C. Y. Liu
Spencer & Sara McCallie
William & Sara McDonald
Mr. and Mrs. Kevin McMahan
Sharon Mills
Robert and Barbara Oldham
Neil A. Panzier
Dr. & Mrs. Walter Parkhurst

Jim and Jo Pennington
Irvin and Judi Pressman
Keith S. Reas and Tomas C. Hernandez
BW & Rhoda Ruffner
Mr. and Mrs. Robert H. Siskin

Benefactor, \$1,000+

Anonymous (3)
Ace Hardware
Nancy K. Anderson
Mr. and Mrs. Robert K. Anderson
Mr. & Mrs. Max Bahner
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Trumpeter Doc Severinsen joined the CSO Big Band for *Big Band Fever!* for two concerts in February.



CSOYO musicians performed in front of the Tivoli Theatre for the annual PARK(ing) Day.

"Volunteering with the CSO provides excellent opportunities to make new friends, make patrons feel welcome by answering any needs or concerns, and affords the privilege to hear wonderful selections by the orchestra - what could be better!"

CSO volunteer

"My husband and I have been volunteering as Concert Greeters at our beautiful Tivoli Theatre for the past seven years. We not only love supporting CSO in this way, but we enjoy greeting everyone from patrons to one-time concert attendees."

CSO volunteer

CSO SUPPORTERS cont.

Friend, up to \$249 cont.

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Mr. and Mrs. Scott Ferguson
Dennis & Jill Flaugher
Ms. Ann Foltz
Janice and Archie Fortune
Jacquelyn W. Garrison
Mr. & Mrs. Edward Gleason
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Dr. & Mrs. Lee Harris
Ms. Dorothy Hays
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Ms. Margaret Hubbuch
Dean Jackson
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Companies with Matching Gifts

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CSO VOLUNTEERS

The CSO is fortunate to have a strong group of volunteers who help with everything from back office support during regular business hours to front of house support during performances. With so many moving parts required to create such a smooth running operation, these dedicated individuals are integral to the CSO's success!

Andres Alisago
Ted Anthonisen
Eloise Bartlett
Emily Bartlett
Jason Bartlett
Catherine Bartrug
Gary Bartrug
Shannon Baucom
Candace Boggild
Susan Brandenburg
Jody Burch
Paul Burch
Susan Byrd
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Lee Thomas
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Stan Vogel
Dorothy Volz
Joachim Volz
Mary Lynn Wilson
Mairi Wright

THANKS

We wish to thank everyone who helped to make the 2012/13 season a great year. We ask that you continue to support the CSO this coming season with an annual contribution, purchasing season or single concert tickets, purchasing tickets to our new Uncorked! fundraiser in May 2014, and by remembering the CSO in your estate planning. Your financial consideration will ensure that Chattanooga's premier performing arts organization continues to inspire, engage and enrich both now and into the future.

**Contact the CSO at
423.267.8583 or visit
www.chattanoogasympphony.org
to learn about the many ways you
can give your support.**



Left: Community musicians perform alongside CSO musicians during the first ever CSO PlayAlong.



**CHATTANOOGA
SYMPHONY
& OPERA**

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CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION

ANNUAL FINANCIAL REPORT

YEAR ENDED MAY 31, 2013

**JOHNSON, MURPHEY & WRIGHT, P.C.
CERTIFIED PUBLIC ACCOUNTANTS
CHATTANOOGA, TENNESSEE**

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CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION
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II. FINANCIAL SECTION



Certified Public
Accountants

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Chattanooga, TN
37405

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Members
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Public Accountants

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Brian T. Wright, CPA

Karen Hutcherson, CPA

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
Chattanooga Symphony and Opera Association

We have audited the accompanying financial statements of Chattanooga Symphony and Opera Association, which comprise the Statement of Financial Position as of May 31, 2013, and the related Statements of Activities and Cash Flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Board of Directors
Chattanooga Symphony and Opera Association
Page Two

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Chattanooga Symphony and Opera Association as of May 31, 2013, and the changes in its net assets and its cash flows for the year ended in accordance with accounting principles generally accepted in the United States of America.

Other Matter

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The Supplemental Information is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Chattanooga, Tennessee
August 29, 2013

Johnson, Mungley & Wright, P.C.

CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION
STATEMENT OF FINANCIAL POSITION
May 31, 2013

ASSETS

Cash	\$ 30,590
Investments	1,993,659
Receivables - net	371,413
Prepaid expenses	325
Furniture, equipment, and music - net of accumulated depreciation	27,441
Other assets	<u>8,000</u>

TOTAL ASSETS **\$ 2,431,428**

LIABILITIES AND NET ASSETS

Liabilities

Accounts payable and accrued expenses	\$ 45,917
Line-of-credit	200,000
Deferred revenue - advance ticket sales	245,645
Deferred revenue - other	<u>42,620</u>

Total Liabilities 534,182

Net Assets

Unrestricted	
Operations	(88,314)
Board designated endowment	707,031
Youth Orchestra	115,351
Temporarily restricted net assets	
Gherkin Fund	67,785
Opera Fund	23,009
Bernhardt Fund	160,127
Endowment earnings	62,257
Permanently restricted net assets	<u>850,000</u>

Total Net Assets 1,897,246

TOTAL LIABILITIES AND NET ASSETS **\$ 2,431,428**

The accompanying notes are an integral part of the financial statements.

CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION
STATEMENT OF ACTIVITIES
May 31, 2013

	Unrestricted			
	Fund			Total
	Operations	Functioning as Endowment	Youth Orchestra	
REVENUE AND OTHER SUPPORT				
Admissions	\$ 674,362	\$ -	\$ 9,113	\$ 683,475
Concert fees	97,122	-	1,300	98,422
Allied Arts contributions	278,464	-	10,100	288,564
Individual and corporate contributions	741,853	-	-	741,853
Fund-raising and special projects	37,963	-	10,986	48,949
Youth orchestra tuition	-	-	46,955	46,955
Grants	59,700	-	-	59,700
Foundation contributions	18,000	-	-	18,000
Program advertising	48,319	-	-	48,319
Other income	5,536	-	-	5,536
Investment return designated for operations:				
CSO Allied Arts investment return	105,049	-	-	105,049
Investment return	101,856	85,454	-	187,310
Net assets released from restrictions	8,000	-	-	8,000
Total revenue and other support	<u>2,176,224</u>	<u>85,454</u>	<u>78,454</u>	<u>2,340,132</u>
EXPENSES				
Production	1,615,756	-	80,513	1,696,269
Marketing	220,542	-	-	220,542
Box office	24,138	-	-	24,138
Fund-raising	55,979	-	-	55,979
Administrative	544,476	-	-	544,476
Total expenses	<u>2,460,891</u>	<u>-</u>	<u>80,513</u>	<u>2,541,404</u>
Change in net assets	(284,667)	85,454	(2,059)	(201,272)
Net assets - beginning	<u>196,353</u>	<u>621,577</u>	<u>117,410</u>	<u>935,340</u>
Net assets - end	<u>\$ (88,314)</u>	<u>\$ 707,031</u>	<u>\$ 115,351</u>	<u>\$ 734,068</u>

The accompanying notes are an integral part of the financial statements.

CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION
STATEMENT OF ACTIVITIES (Continued)
May 31, 2013

<u>Temporarily Restricted</u>						
<u>Gherkin</u>	<u>Opera</u>	<u>Bernhardt</u>	<u>Endowment Earnings</u>	<u>Total</u>	<u>Permanently Restricted</u>	<u>Total</u>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 683,475
-	-	-	-	-	-	98,422
-	-	-	-	-	-	288,564
-	-	18,000	-	18,000	-	759,853
-	-	-	-	-	-	48,949
-	-	-	-	-	-	46,955
-	-	-	-	-	-	59,700
-	-	-	-	-	-	18,000
-	-	-	-	-	-	48,319
-	-	-	-	-	-	5,536
-	-	-	-	-	-	105,049
-	-	-	62,257	62,257	-	249,567
-	-	(8,000)	-	(8,000)	-	-
-	-	10,000	62,257	72,257	-	2,412,389
-	-	-	-	-	-	1,696,269
-	-	-	-	-	-	220,542
-	-	-	-	-	-	24,138
-	-	-	-	-	-	55,979
-	-	-	-	-	-	544,476
-	-	-	-	-	-	2,541,404
-	-	10,000	62,257	72,257	-	(129,015)
67,785	23,009	150,127	-	240,921	850,000	2,026,261
\$ 67,785	\$ 23,009	\$ 160,127	\$ 62,257	\$ 313,178	\$ 850,000	\$ 1,897,246

The accompanying notes are an integral part of the financial statements.

CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION
STATEMENT OF CASH FLOWS
Year Ended May 31, 2013

Cash Flows from Operating Activities	
Increase (decrease) in net assets	<u>\$ (129,015)</u>
Adjustments to reconcile increase (decrease) in net assets to net cash provided (used) by operating activities:	
Depreciation	17,244
Change in operating assets and liabilities:	
(Increase) decrease in receivables	(163,867)
(Increase) decrease in prepaid expenses	4,675
(Increase) decrease in other assets	2,000
Increase (decrease) in accounts payable and accrued expenses	1,741
Increase (decrease) in deferred revenue - advance ticket sales	15,173
Increase (decrease) in deferred revenue - other	<u>21,020</u>
Total adjustments	<u>(102,014)</u>
Net cash provided (used) by operating activities	<u>(231,029)</u>
 Cash Flows from Non-capital Financing Activities	
Net proceeds (repayment) from line-of-credit	<u>150,000</u>
Net cash provided (used) by non-capital financing activities	<u>150,000</u>
 Cash Flows from Investing Activities	
Disposal (purchase) of fixed assets	(1,226)
Net proceeds (purchase) from investments	<u>(50,094)</u>
Net cash provided (used) by investing activities	<u>(51,320)</u>
 Net increase (decrease) in cash	(132,349)
 Cash - beginning	<u>162,939</u>
 Cash - end	<u>\$ 30,590</u>
 Supplemental Disclosure	
Interest paid	<u>\$ 2,243</u>

Non-cash Activities

Non-cash activities for the year ended May 31, 2013 consist of \$2,000 to adjust the value of a painting that was overstated on the financial statements.

The accompanying notes are an integral part of the financial statements.

CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION
Notes to Financial Statements
May 31, 2013

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of Chattanooga Symphony and Opera Association have been prepared on the accrual basis. The significant accounting policies followed are described below to enhance the usefulness of the financial statements to the reader.

A. Nature of Activities

The Chattanooga Symphony and Opera Association is a non-profit entity. The Entity's mission is to provide a broad range of high-quality musical presentations and educational programs for the Chattanooga area. The Entity's main sources of revenue are from admissions fees and contributions.

B. Basis of Presentation - Net Asset Accounting

The Chattanooga Symphony and Opera Association follows the recommendations of the Financial Accounting Standards Board (FASB) ASC 958-205-05-6. Under FASB ASC 958-205-05-6, the Chattanooga Symphony and Opera Association is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. In addition, Chattanooga Symphony and Opera Association is required to present a Statement of Cash Flows.

C. Basis of Accounting

The financial statements are presented on the accrual basis of accounting and in accordance with the AICPA Audit and Accounting Guide, *Not-for-Profit Organizations*, and Financial Accounting Standards Board (FASB) ASC 958-205-05-6. Under the accrual basis, revenues are recognized when earned and expenses are recognized at the time liabilities are incurred. The financial statements reflect all significant receivables, payables and other liabilities. The reserve method is used to compute the allowance for doubtful accounts.

D. Restricted and Unrestricted Support and Revenue

The Chattanooga Symphony and Opera Association follows the recommendations of the Financial Accounting Standards Board (FASB) ASC 958-605-25. Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions. Revenue is considered to be available for unrestricted use unless specifically restricted by the donor or grantor.

The Entity reports gifts of cash and other assets as restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities as net assets released from restrictions.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

E. Valuation of Donated Property and Equipment

The Entity reports gifts of land, buildings and equipment as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted support. Absent explicit donor stipulations about how long those long-lived assets must be maintained, the Entity reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service. Donated furniture and equipment are recorded at fair value.

The Entity elected not to follow a portion of FASB ASC 958-605-25-16. In accordance with ASC 958-605-25-16, the Entity should recognize a contribution and expense for the same amount for the value of the use of the building it occupies. Since the contribution and expense would be the same, total support and expenses would both increase by the same amount with no effect on net assets.

F. Cash and Cash Equivalents

For purposes of the Statement of Cash Flows, the Entity considers all unrestricted highly liquid investments purchased with an initial maturity of three months or less to be cash equivalents.

G. Investments

Investments are stated at fair value, determined based on quoted market prices or estimated values provided by external investment managers or other sources. Any gains or losses, realized or unrealized, are included in the change of net assets in the Statement of Activities. Donated investments are reflected as contributions at their market value at date of receipt. The Entity chooses to show restricted gains and investment income whose restrictions are met in the same reporting period as unrestricted support.

H. Fair Value Measurement

The Entity adopted the provisions of ASC 820-10-50 applicable to financial assets and liabilities, as well as for other non-financial assets and liabilities that are carried at fair value on a recurring basis. Adoption of the provisions of ASC 820-10-50 did not have an impact on the measurement of the Entity's financial assets and liabilities but did result in additional disclosure contained in the footnotes herein.

I. Furniture, Equipment and Music

Furniture and equipment are recognized as assets of the Entity and are stated at cost. Minor repairs and maintenance are expensed as incurred. At the time that assets are retired or disposed of, costs and accumulated depreciation are eliminated from the related accounts and gain or loss, if any, is credited or charged to income. Depreciation is provided on the straight-line basis over the estimated useful lives of the assets as follows:

Office furniture and equipment	5 - 10 years
Music and related items	4 - 10 years

J. Contributions Receivable

Donors' promises to give are evaluated on the basis of criteria in FASB ASC 958-310-25. Those that meet the criteria are recorded as pledges receivable at the time the promises are received. They remain pledges receivable until collected or determined to be uncollectible.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

K. Compensated Absences

Policies regarding employee vacation and sick leave benefits do not meet the criteria which would require accrual of a liability for future benefits.

L. Revenue Recognition

Revenue is considered to be available for unrestricted use unless its use is temporarily or permanently restricted by donor or grantor in accordance with FASB ASC 958-605-25.

M. Functional Expense

The cost of providing various programs and other activities has been summarized on a functional basis in the Statement of Activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

N. Estimates

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

O. Prepayment of Expenses

Expenses extending over more than one accounting period are allocated between accounting periods.

P. Income Tax Status

The Entity is a not-for-profit corporation as described in Section 501(c)(3) of the Internal Revenue Code and is exempt from Federal income taxes on related income pursuant to Section 501(1) of the Code. The Entity accounts for the effect of any uncertain tax positions based on a more likely than not threshold to the recognition of the tax positions being sustained based on the technical merits of the position under examination by the applicable taxing authority. If a tax position or positions are deemed to result in uncertainties of those positions, the unrecognized tax benefits are estimated based on the cumulative probability assessment that aggregates the estimated tax liability for all uncertain tax positions. Tax positions for the Entity include, but are not limited to, the tax-exempt status and determination of whether income is subject to unrelated business income tax; however, the Entity has determined that such tax positions do not result in an uncertainty requiring recognition.

Q. Events Occurring after Reporting Date

The Entity has evaluated events and transactions that occurred between May 31, 2013, and August 29, 2013, which is the date that the financial statements were available to be issued, for possible recognition or disclosure in the financial statements.

NOTE 2 - CASH AND CASH CREDIT RISK

At May 31, 2013, the carrying amount of cash was \$30,590, and the bank balance was \$57,349. The entire bank balance is covered by federal depository insurance.

Petty cash	\$ 200
Checking accounts	<u>30,390</u>
Total	<u>\$ 30,590</u>

NOTE 3 - INVESTMENTS

Investments at May 31, 2013, are subject to market risks and are stated at fair value as follows:

	<u>Cost</u>	<u>Fair Value</u>	<u>Net Unrealized Appreciation (Loss)</u>
Equity energy	*	\$ 233,789	\$ -
Large blend	*	507,356	\$ -
Small value	*	270,902	\$ -
High-yield bond	*	224,866	\$ -
Long-term bond	*	225,848	\$ -
Mid-cap value	*	258,550	\$ -
Realty trust	*	219,863	\$ -
Cash alternatives	*	2,377	\$ -
Intermediate-term bond	*	9,324	\$ -
World stock	*	9,100	\$ -
Large growth	*	10,219	\$ -
Large value	*	<u>21,465</u>	\$ -
Total investments		<u>\$ 1,993,659</u>	

*Cost information not available.

The following schedule summarizes the investment return and its classification in the Statement of Activities:

Interest	\$ 53,064
Realized gain (loss), net	<u>196,503</u>
Investment return	<u>\$ 249,567</u>

NOTE 4 - FAIR VALUE MEASUREMENT

ASC 820-10-50 defines fair value, establishes a framework for measuring fair value, and establishes a fair value hierarchy which prioritizes the inputs to valuation techniques. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. A fair value measurement assumes that the transaction to sell the asset or transfer the liability occurs in the principal market for the assets or liability or, in the absence of a principal market the most advantageous market. Valuation techniques that are consistent with the market, income or cost approach are used to measure fair value. The fair value hierarchy prioritizes the inputs to valuation techniques used to measure fair value into three broad levels:

- 1) Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities the Fund has the ability to access.
- 2) Level 2 inputs are inputs (other than quoted prices included within level 1) that are observable for the asset or liability, either directly or indirectly.
- 3) Level 3 are unobservable inputs for the assets or liability and rely on management's own assumptions about the assumptions that market participants would use in pricing the assets or liability. (The unobservable inputs should be developed based on the best information available in the circumstances and may include the Entity's own data.)

The following table presents the fair value hierarchy for those assets and liabilities measured at fair value on a recurring basis as of May 31, 2013.

Assets	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Investments	\$ -	\$ 1,993,659	\$ -	\$ 1,993,659

NOTE 5 - RECEIVABLES - NET

Other receivables as of May 31, 2013, consist of the following:

Due in less than one year	
Pledges	\$ 235,130
Spector	<u>5,000</u>
	<u>240,130</u>
Due in one to five years	
Pledges	170,633
Spector	<u>5,000</u>
	<u>175,633</u>
Total receivables	415,763
Less	
Allowance for doubtful accounts	(31,949)
Discount of pledges	<u>(12,401)</u>
Total receivables - net	<u>\$ 371,413</u>

Pledges receivable due in less than one year are \$235,130 and \$170,633 is due in one to five years. Receivables from Spector due in less than one year are \$5,000 and \$5,000 is due in one to two years. The Entity has recorded a 5% discount each year on long-term receivables which is amortized over the remaining pledge life and is reported as a contribution in the Statement of Activities.

NOTE 6 - FURNITURE, EQUIPMENT AND MUSIC - NET

A summary of furniture, equipment and music at May 31, 2013, is as follows:

Office furniture and equipment	\$ 79,177
Music and related items	<u>71,251</u>
	150,428
Less: accumulated depreciation	<u>(122,987)</u>
Total	<u>\$ 27,441</u>

Depreciation expense as of May 31, 2013, amounted to \$17,244.

The Entity leases office space under a lease agreement, which is renewable annually. Current year lease expense totaled \$19,760.

NOTE 7 - LINE-OF-CREDIT

The Entity has a line-of-credit agreement with SunTrust Bank totaling \$200,000. As of May 31, 2013, there were borrowings under the line-of-credit totaling \$200,000. Amounts outstanding under the line-of-credit bear interest at the prime rate and such interest is required to be paid monthly. The line-of-credit is due upon demand. Current year interest expenses totaled \$2,243.

NOTE 8 - RESTRICTIONS/LIMITATION ON NET ASSETS

Permanently restricted net assets as of May 31, 2013, consist of the following:

Endowment funds	\$ 800,000
Alisago donation	<u>50,000</u>
Total	<u>\$ 850,000</u>

Temporarily restricted net assets as of May 31, 2013, consist of the following:

Gherkin Fund	\$ 67,785
Opera Fund	23,009
Bernhardt Fund	160,127
Endowment earnings	<u>62,257</u>
Total	<u>\$ 313,178</u>

The board has chosen to place a limitation on the following unrestricted net assets:

Fund functioning as endowment	<u>\$ 707,031</u>
-------------------------------	-------------------

Youth orchestra net assets are considered to be unrestricted but shown separately for financial reporting purposes.

NOTE 9 - INSURANCE

It is the policy of the Entity to purchase commercial insurance for the risks of losses to which it is exposed. These risks include general liability, property and casualty, workers' compensation, and directors and officers. Settled claims have not exceeded this commercial coverage in any of the past three fiscal years.

NOTE 10 - PENSION PLANS

The Entity has an employer defined contribution plan and an employee directed contribution plan, both administered by TIAA CREF. Full-time employees are eligible for the employer defined contribution plan and the Entity contributes 4% of eligible employee's salaries. The Entity does not match employee's contributions in either plan.

Pension plan expenses totaled \$54,050 for the current year.

NOTE 11 - ENDOWMENT

The Entity's endowment consists of funds established for a variety of purposes. Its endowment includes both donor-restricted endowment funds and funds designated by the Board of Directors to function as endowments. As required by GAAP, net assets associated with endowment funds, including funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

The Entity's disclosure of its interpretation of the law or laws that underlie the Entity's net asset classification of donor-restricted endowment funds follows.

Interpretation of Relevant Law

The Board of Directors of the Entity has interpreted the State Prudent Management of Institutional Funds Act (SPMIFA) as requiring the preservation of the original gift amount of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Entity classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the organization in a manner consistent with the standard of prudence prescribed by SPMIFA. In accordance with SPMIFA, the Entity considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- (1) the duration and preservation of the fund,
- (2) the purposes of the organization and the donor-restricted endowment fund,
- (3) general economic conditions,
- (4) the possible effect of inflation and deflation,
- (5) the expected total return from income and the appreciation of investments,
- (6) other resources of the organization and
- (7) the investment policies of the Entity.

NOTE 11 - ENDOWMENT (Continued)

Return Objectives and Risk Parameters

The Entity has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the organization must hold in perpetuity or for a donor-specified period(s) as well as board-designated funds. Under this policy, as approved by the Board of Directors, the endowment assets are invested in a manner that is intended to produce results while assuming a moderate level of investment risk.

Strategies Employed for Achieving Objectives

To satisfy its long-term rate-of-return objectives, the Entity relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Entity targets a diversified asset allocation to achieve its long-term return objectives within prudent risk constraints.

Spending Policy and How the Investment Objectives Relate to Spending Policy

Funds held for endowment purposes are monitored and directed by the Investment Committee of the Board. The Board has adopted a policy of contributing a percentage of the endowment funds to the operating budget. This percentage is currently 5% of the total average calendar year-end portfolio value of the endowment funds for the prior three calendar years. Any amount over 5% during any calendar year must be approved by two-thirds of the Board prior to any funds being committed or disbursed. Reasonable efforts to control risk shall be made and should be evaluated regularly to ensure that the risk assumed is commensurate with the given instrument style and objectives. The investment goal is to meet or exceed one of the following:

- 1) the rate of inflation by 5% or
- 2) the return of a balanced market index comprised of 60% Russell 3,000, 30% Lehman Brothers Government/Corporate bond index and 10% Treasury Bills by 1 to 2%.

The Entity's disclosure of its endowment net asset composition by type of fund as of May 31, 2013, follows:

2013

Endowment Net Asset Composition by Type of Fund as of May 31, 2013

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Donor-restricted endowment funds	\$ -	\$ -	\$ 850,000	\$ 850,000
Temporarily restricted endowment earnings	-	62,257	-	62,257
Board-designated endowment funds	<u>707,031</u>	<u>-</u>	<u>-</u>	<u>707,031</u>
Total funds	<u>\$ 707,031</u>	<u>\$ 62,257</u>	<u>\$ 850,000</u>	<u>\$ 1,619,288</u>

NOTE 11 - ENDOWMENT (Continued)

The Entity's disclosure of changes in endowment net assets for the year ended May 31, 2013, follows:

Changes in Endowment Net Assets for the Year Ended May 31, 2013

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Endowment net assets, beginning of year	\$ 621,577	\$ -	\$ 850,000	\$ 1,471,577
Investment return:				
Investment income	85,454	104,757	-	190,211
Net appreciation of investments	-	-	-	-
Total investment return	<u>707,031</u>	<u>104,757</u>	<u>850,000</u>	<u>1,661,788</u>
Contributions	-	-	-	-
Appropriated for expenditure	-	(42,500)	-	(42,500)
Reclassifications	-	-	-	-
Other changes	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Endowment net assets, end of year	<u>\$ 707,031</u>	<u>\$ 62,257</u>	<u>\$ 850,000</u>	<u>\$ 1,619,288</u>

SUPPLEMENTARY INFORMATION

CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION
COMPARATIVE SCHEDULES OF FINANCIAL POSITION
May 31, 2013 and 2012

	2013	2012
ASSETS		
Cash and cash equivalents	\$ 30,590	\$ 162,939
Investments	1,993,659	1,943,565
Receivables - net	371,413	207,546
Prepaid expenses	325	5,000
Furniture, equipment, and music - net of accumulated depreciation	27,441	43,459
Other assets	8,000	10,000
TOTAL ASSETS	\$ 2,431,428	\$ 2,372,509
 LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	\$ 45,917	\$ 44,176
Line-of-credit	200,000	50,000
Deferred revenue - advance ticket sales	245,645	230,472
Deferred revenue - other	42,620	21,600
Total Liabilities	534,182	346,248
 Net Assets		
Unrestricted		
Operations	(88,314)	196,353
Board designated endowment	707,031	621,577
Youth Orchestra	115,351	117,410
Temporarily restricted net assets		
Gherkin Fund	67,785	67,785
Opera Fund	23,009	23,009
Bernhardt Fund	160,127	150,127
Endowment earnings	62,257	-
Permanently restricted net assets	850,000	850,000
Total Net Assets	1,897,246	2,026,261
TOTAL LIABILITIES AND NET ASSETS	\$ 2,431,428	\$ 2,372,509

CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION
SCHEDULE OF ACTIVITIES
Year Ended May 31, 2013

	Unrestricted						Temporarily Restricted				
	Fund										
	Operations	Functioning as Endowment	Youth Orchestra	Total	Gherkin	Opera	Bernhardt	Endowment Earnings	Total	Permanently Restricted	Total
REVENUE AND OTHER SUPPORT											
Admissions	\$ 674,362	\$	\$ 9,113	\$ 683,475	\$	\$	\$	\$	\$	\$	\$ 683,475
Concert fees	97,122		1,300	98,422							98,422
Allied Arts contributions	278,464		10,100	288,564							288,564
Individual and corporate contributions	741,853			741,853			18,000		18,000		759,853
Fund-raising and special projects	37,963		10,986	48,949							48,949
Youth orchestra tuition			46,955	46,955							46,955
Grants	59,700			59,700							59,700
Foundation contributions	18,000			18,000							18,000
Program advertising	48,319			48,319							48,319
Other income	5,536			5,536							5,536
Investment return designated for operations:											
CSO Allied Arts investment return	105,049			105,049							105,049
Investment return	101,856	85,454		187,310				62,257	62,257		249,567
Net assets released from restrictions	8,000			8,000			(8,000)		(8,000)		
Total revenue and other support	2,176,224	85,454	78,454	2,340,132			10,000	62,257	72,257		2,412,389
EXPENSES											
Production	1,615,756		80,513	1,696,269							1,696,269
Marketing	220,542			220,542							220,542
Box office	24,138			24,138							24,138
Fund-raising	55,979			55,979							55,979
Administrative	544,476			544,476							544,476
Total expenses	2,460,891		80,513	2,541,404							2,541,404
Change in net assets	(284,667)	85,454	(2,059)	(201,272)			10,000	62,257	72,257		(129,015)
Net assets - beginning	196,353	621,577	117,410	935,340	67,785	23,009	150,127		240,921	850,000	2,026,261
Net assets - end	(88,314)	707,031	115,351	734,068	67,785	23,009	160,127	62,257	313,178	850,000	1,897,246

CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION
SCHEDULE OF ACTIVITIES
Year Ended May 31, 2012

	Fund		Unrestricted				Temporarily Restricted				Total	
	Operations	Functioning as Endowment	Youth Orchestra	Youth Orchestra MOU	Guild	Total	Cherkin	Opera	Bernhardt	Total		Permanently Restricted
REVENUE AND OTHER SUPPORT												
Admissions	\$ 682,684	-	\$ 7,799	\$ -	\$ -	\$ 690,483	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 690,483
Concert fees	122,700	-	1,300	-	-	124,000	-	-	-	-	-	124,000
Allied Arts contributions	336,617	-	12,207	-	-	348,824	-	-	-	-	-	348,824
Individual and corporate contributions	655,515	-	-	-	1,835	655,350	-	-	51,525	51,525	-	706,875
Fund-raising and special projects	148,998	-	14,340	-	-	163,338	-	-	-	-	-	163,338
Youth orchestra tuition	-	-	42,775	-	-	42,775	-	-	-	-	-	42,775
Grants	62,300	-	-	-	-	62,300	-	-	-	-	-	62,300
Foundation contributions	30,000	-	-	-	-	30,000	-	-	-	-	-	30,000
Program advertising	65,689	-	-	-	-	65,689	-	-	-	-	-	65,689
Other income	59	-	230	-	-	289	-	-	-	-	-	289
Investment return designated for operations:												
CSO Allied Arts investment return	106,971	-	-	-	-	106,971	-	-	-	-	-	106,971
Investment return	(26,608)	(26,265)	-	-	-	(52,873)	-	-	-	-	-	(52,873)
Net assets released from restrictions	32,268	-	-	-	-	32,268	-	(32,268)	-	(32,268)	-	-
Total revenue and other support	2,215,195	(26,265)	78,651	-	1,835	2,269,414	-	(32,268)	51,525	19,257	-	2,288,671
EXPENSES												
Production	1,402,694	-	73,163	-	14,685	1,490,542	-	-	-	-	-	1,490,542
Marketing	192,781	-	-	-	-	192,781	-	-	-	-	-	192,781
Box office	13,877	-	-	-	-	13,877	-	-	-	-	-	13,877
Fund-raising	89,290	-	-	-	529	89,819	-	-	-	-	-	89,819
Administrative	447,836	-	-	-	-	447,836	-	-	-	-	-	447,836
Total expenses	2,146,478	-	73,163	-	15,214	2,234,855	-	-	-	-	-	2,234,855
Change in net assets	68,715	(26,265)	5,488	-	(13,379)	34,559	-	(32,268)	51,525	19,257	-	53,816
Net assets - beginning	81,890	647,842	103,522	8,400	59,127	900,781	67,785	55,277	98,602	221,664	850,000	1,972,445
Transfers in (out)	45,748	-	-	(8,400)	(45,748)	-	-	-	-	-	-	-
Transfers in (out)	-	-	8,400	-	-	-	-	-	-	-	-	-
Net assets - end	\$ 196,353	\$ 621,577	\$ 117,410	\$ -	\$ -	\$ 935,340	\$ 67,785	\$ 23,009	\$ 150,127	\$ 240,921	\$ 850,000	\$ 2,026,261

CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION
COMPARATIVE SCHEDULES OF CASH FLOWS
Years Ended May 31, 2013 and 2012

	<u>2013</u>	<u>2012</u>
Cash Flows from Operating Activities		
Increase (decrease) in net assets	\$ (129,015)	\$ 53,816
Adjustments to reconcile increase (decrease) in net assets to net cash provided (used) by operating activities:		
Depreciation	17,244	18,071
Change in operating assets and liabilities:		
(Increase) decrease in receivables	(163,867)	1,869
(Increase) decrease in prepaid expenses	4,675	15,000
(Increase) decrease in other assets	2,000	-
Increase (decrease) in accounts payable and accrued expenses	1,741	(1,591)
Increase (decrease) in deferred revenue - advance ticket sales	15,173	(10,279)
Increase (decrease) in deferred revenue - other	21,020	(90,974)
Total adjustments	<u>(102,014)</u>	<u>(67,904)</u>
Net cash provided (used) by operating activities	<u>(231,029)</u>	<u>(14,088)</u>
Cash Flows from Non-capital Financing Activities		
Net proceeds (repayment) from line-of-credit	<u>150,000</u>	<u>(69,860)</u>
Net cash provided (used) by non-capital financing activities	<u>150,000</u>	<u>(69,860)</u>
Cash Flows from Investing Activities		
Disposal (purchase) of fixed assets	(1,226)	-
Net proceeds (purchase) from investments	<u>(50,094)</u>	<u>(66,890)</u>
Net cash provided (used) by investing activities	<u>(51,320)</u>	<u>(66,890)</u>
Net increase (decrease) in cash	(132,349)	(150,838)
Cash and cash equivalents - beginning	<u>162,939</u>	<u>313,777</u>
Cash and cash equivalents - end	<u>\$ 30,590</u>	<u>\$ 162,939</u>
Supplemental Disclosure		
Interest paid	<u>\$ 2,243</u>	<u>\$ 792</u>

Non-cash Activities

Non-cash activities for the year ended May 31, 2013 consist of \$2,000 to adjust the value of a painting that was overstated on the financial statements.

CSO BOARD OF DIRECTORS
2013-2014

BOARD MEMBER	OCCUPATION	OFFICE/ COMMITTEE CHAIR	TERM #	EXP
<p>Jeannine Alday 1047 River Hills Circle Chattanooga, TN 37415 Phone: 267-3560 Email: Jalday@epbfi.com</p>	Retired		1 st	2015
<p>Warren Barnett President Barnett and Company PO Box 11585 Chattanooga, TN 37401 Phone: 752-0125 Fax: 756-0127 Email: warren@barnettandcompany.com</p> <p>Home: 1016 Ariel Lane Chattanooga, TN 37405</p>	Financial Planner	Governance Committee Chair	2 nd	2016
<p>Dr. Gordon Bietz President Southern Adventist University PO Box 370 Collegedale TN 37315 Phone: 236-2800 ext. 2801 Fax: 236-1801 Email: bietz@southern.edu</p> <p>Home: Dr. and Mrs. Gordon (Cynthia) Bietz 5519 Barrington Country Circle Ooltewah, TN 37363</p>	College President		2nd	2016
<p>Gail Chapman Executive Secretary, Chattanooga Area Dental Society.</p> <p>Home: Mr. and Mrs. Bill Chapman 39 Oliver Court Signal Mountain, TN 37377 Phone: 886-4848 Email: gailchapman@yahoo.com</p>	Association manager	Education and Outreach Chair	3rd	2016

<p>Michelle Chastain Vice President Regions Bank 601 Market Street Chattanooga, TN 37402 Phone: 752-1544 Fax: 752-1541 Email: Michelle.Chastain@regions.com</p>	<p>Private Banking Manager</p>		<p>1st</p>	<p>2014</p>
<p>George S. Clinton 39 Beacon Street # 2 Boston, MA 02108 Phone: 818-881-5215 Email: geomusic@mac.com</p>	<p>Film score composer Head, Berklee School of Music Film Scoring Department</p>		<p>2nd</p>	<p>2016</p>
<p>Jo Coke 1208 Lower Brow Road Signal Mountain, TN 37377 Phone: 886-1607 Email: jocoke@comcast.net</p>	<p>Volunteer</p>	<p>Investment Committee Chair</p>	<p>2nd</p>	<p>2016</p>
<p>Mike Cooper Sr. VP SunTrust Bank 736 Market Street Chattanooga, TN 37402 Phone: 757-3001 Fax: 757-3437 Email: mike.cooper@suntrust.com</p> <p>Home: Mr. and Mrs. Mike (Diane) Cooper 1413 Sunset Drive Signal Mountain Phone: 886-1189</p>	<p>Banker</p>		<p>1st</p>	<p>2016</p>
<p>Nick Coussoule Sr. VP and CIO BlueCross BlueShield of Tennessee One Cameron Hill Circle Chattanooga, TN 37402 Phone: 535-7972 Fax: 591-9270 Email: nick_coussoule@bcbst.com Home: Mr. and Mrs. Nick (Jane) Coussoule 1638 Edgewood Circle Chattanooga, TN 37405 Phone: 468-3487 Email: nick_Coussoule@gmail.com</p>	<p>IT Officer</p>		<p>2nd</p>	<p>2014</p>

<p>Linda Friberg Home: Mr. and Mrs. Russell Friberg 79 South Crest Road Chattanooga, TN 37404 Phone: 698-2765 Email: thefribergs@aol.com</p>	Volunteer	Program Committee Chair	3 rd	2016
<p>Kim Gavin Exec. Editor, Floor Covering Weekly Home: Mr. and Mrs. Chuck Gavin 800 Market Street #508 Chattanooga, TN 37402 Phone: 243-7198 Email: kimgavin@aol.com</p>	Trade publication editor	Marketing Committee Chair	2 nd	2015
<p>Bill Green Dean Lee University School of Music 1130 Parker Street Cleveland, TN 37320 Phone: 423-614-8074 Email: wgreen@leeuniversity.edu Home: Dr. and Mrs. Bill Green (Twyla) 1660 Benjamin Circle NW Cleveland, TN 37312</p>	Educator		1 st	2016
<p>Mai Bell Hurley 1068 Constitution Drive Chattanooga, TN 37405 Phone: 266-0224 Email: maibellh@comcast.net</p>	Retired/Volunteer		2 nd	2016
<p>Eva J. Johnson 312 McBrien Road Apt. 106 Chattanooga, TN 37411 Phone: 988-1697 Email: evajo7@yahoo.com</p>	Retired/Volunteer		1 st	2016

<p>Ian K. Leavy Corporate Counsel Human Resources Volkswagen Group of America Chattanooga Operations 8001 Volkswagen Drive Chattanooga, TN 37416 Phone: 423-582-5141 Fax: 423-582-5945 Email: ian.leavy@vw.com</p>	<p>Corporate attorney</p>		<p>1st</p>	<p>2015</p>
<p>Pat Ledford Senior Advisor Interlock Industries 5959 Shallowford Road Suite 405 Chattanooga, TN 37421 Phone: 423-305-6151 x 151 Email: pledford@spraylock.com</p> <p>Home: Ms. Pat Ledford 800 Market Street Chattanooga, TN 37402 Phone: 615-478-4042 Email: ledfordpatricia@gmail.com</p>	<p>Manufacturing</p>		<p>1st</p>	<p>2016</p>
<p>Spencer McCallie</p> <p>Home: Mr. and Mrs. Spencer (Sara) McCallie 246 Cherry Street Chattanooga, TN 37402 Phone: 521-7181 Email: spencermccallie@epbfi.com</p>	<p>Retired educator/volunteer</p>	<p>President</p>	<p>3rd</p>	<p>2016</p>
<p>Eddie McCrary 104 Euclid Avenue Chattanooga, TN 37415 Phone: 400-3796 Email: gemjr1976@gmail.com</p>	<p>Musician</p>	<p>Orchestra Representative</p>	<p>1st</p>	<p>2015</p>
<p>Don McDowell</p> <p>Home: Mr. and Mrs. Don (Mary) McDowell 7777 Thunder Farms Trail Ooltewah, TN 37343 Home: 423-618-8114 Email: manddmcd@yahoo.com</p>	<p>Retired corporate leader</p>		<p>1st</p>	<p>2016</p>

<p>Claudia Moore Home: Mr. and Mrs. Darrell Moore 3201 Enclave Bay Drive Chattanooga, TN 37415 Phone: 870-9715 Email: dckmoore@yahoo.com</p>	Marketing Director		2nd	2015
<p>Susan Elliott Rich Baker, Donelson, Bearman, Caldwell & Berkowitz 633 Chestnut Street Suite 1800 Chattanooga, TN 37450 Phone: 756-4402 Fax: 752-9565 Email: srich@bakerdonelson.com Home: Dr. and Mrs. Steve Rich 1036 Cumberland Road Chattanooga, TN 34719</p>	Attorney		2 nd	2013
<p>W. Keith Sanford President First Tennessee Bank 701 Market Street Chattanooga, TN 37402 Phone: 757-4465 Fax: Email: wksanford@firsthorizon.com Home: Mr. and Mrs. W. Keith (Julia) Sanford 105 Hardy Road Lookout Mountain, TN 37350 Home: 706-820-2920</p>	Banker		1st	2015
<p>Tyler Siira AVP, Corporate Treasury Unum One Fountain Square Chattanooga, TN 37402 Phone: 294-5568 Email: tsiira@unum.com Home: Mr. and Mrs. Tyler (Stacie) Siira 642 E. 17th Street Chattanooga, TN 37408</p>	Financial Analyst		1st	2016

<p>Mark A. Smith Attorney Husch Blackwell, LLP 736 Georgia Avenue, Suite 300 Chattanooga, TN 37402 Phone: 755-2667 Fax: 266-5499 Email: mark.smith@huschblackwell.com</p> <p>Home: Mr. and Mrs. Mark (Jenni) Smith 2919 Reynard Trail Signal Mountain, TN 37377 Home: 886-3477</p>	<p>Attorney</p>	<p>Treasurer</p>	<p>2nd</p>	<p>2015</p>
<p>Pat Starke</p> <p>Home: Mr. and Mrs. John Starke 800 Market Street #410 Chattanooga, TN 37402 Phone: 756-2256 Email: bluhwy@comcast.net</p>	<p>Volunteer</p>		<p>1st</p>	<p>2014</p>
<p>Jeffrey Wilson Pastor New United Church 2629 Tunnel Boulevard Chattanooga, TN 37416</p> <p>Hamilton County Board of Education 3074 Hickory Valley Road Chattanooga, TN 37421 4714 Fairwood Lane Chattanooga, TN 37416 Phone: 314-5281 Email: Jtw8903@aol.com</p>	<p>Pastor</p>		<p>2nd</p>	<p>2015</p>
<p>Katie Wilson 1700 Lula Lake Road Lookout Mountain, GA 30750 Phone: 423-718-4101 Email: mhy113@mocs.utc.edu</p>	<p>Volunteer</p>		<p>1st</p>	<p>2015</p>

CONSTITUENT MEMBERS OF THE BOARD

CSO YOUTH ORCHESTRA:

<p>Linda Thompson Home Mr. and Mrs. Bob Thompson 8912 Villa Rica Circle Chattanooga, TN 37421 Phone: 899-9818 Email: finalrequests@bellsouth.net</p>	<p>Volunteer/ musician</p>	<p>YO President</p>		
<p>Jean Rader 704 Ashley Forest Drive Hixson, TN 37343 Phone: 870-8557 Email: drrader@juno.com</p>	<p>Volunteer</p>	<p>YO Representative</p>		
<p>Colleen Russell 8702 Hurricane Manor Trail Chattanooga, TN 37421 Phone: 267-7613 Email: crussell@ctiengr.com</p>	<p>Volunteer</p>	<p>YO Representative</p>		

CSO ORCHESTRA:

<p>Teresa Spilko 160 Signal Hills Drive Chattanooga, TN 37405 Phone: 385-9833 Email: teresaspilka@yahoo.com</p>	<p>Musician</p>	<p>Orchestra Representative</p>		
<p>Taylor Brown</p>	<p>Musician</p>	<p>Orchestra Representative</p>		
<p>Suzanne Sims</p>	<p>Musician</p>	<p>Orchestra Representative</p>		



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Creating Smarter Students Through Music Education
Lead Agency:	Chattanooga Symphony & Opera
Collaborating City Department(s):	
Contact Name:	Molly Sasse, Executive Director
Primary Results Area:	Smarter Students, Stronger Families
Offer Cost (Funding Request):	\$25,000.00

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

The CSO has four educational programs for children: Ensembles in the Schools, Young People's Concerts at the Tivoli Theatre, the String Instruction Program at Alpine Crest and Big Ridge Elementary Schools, and the CSO Youth Orchestras. These programs together serve more than 25,000 children each year.

Through the Ensembles in the Schools program, professional musicians perform in 49 schools throughout the city, exposing children to classical music, professional artists, and aiding in cross-curricular connections. 32% of those children are minorities and 6% are students with disabilities. Through this program, principal players of the CSO String Quintet and Wind Quintet introduce the instruments of the orchestra and basic musical concepts with age-appropriate programs for students in area elementary and secondary schools. Ensembles in the Schools reinforce what students are learning in their music classrooms about musical instruments, genres, terms, and techniques and in recent seasons, have also expanded to reinforce ideas in other subjects include Math and Science. The programs address Hamilton County (as well as state and national) standards for music education.

In FY14, 2,046 students from schools within city limits (out of over 4,000 in total attendance) attended one of our Young People's Concerts held at the Tivoli theatre. This year's concert had the largest recorded attendance and we expect it to continue to grow as it has in previous years. These concerts meet Hamilton County, state, and national music education standards in introducing students to orchestral music, musical concepts, and live performances in culturally significant venues.



City of Chattanooga

FY15 Offers

Currently, no elementary school within the city limits offers string instruction. However, for 3 years, the CSO has provided a teacher, instruments, and weekly instruction at Big Ridge Elementary School (District 3); we are in our 8th year with this program at Alpine Crest Elementary School and have partnered with Glass House Collective and ArtsBuild to pilot a program at Hardy Elementary School (District 8) in the Fall of 2014. Evaluations of these programs by the school teachers consistently include descriptions of high student morale, high achievement in other academic areas, high levels of parental involvement, and decreased absenteeism from participants.

190 students ages 11-19 participate annually in one of four graded Youth Orchestras sponsored by the CSO. A student orchestra as a subsidiary of an adult orchestra is relatively rare. Only six American orchestras have their own youth orchestras. No other organization within approximately 100 miles offers an orchestra geared strictly to youth, so the CSO Youth Orchestras provide valuable training and experience for students wishing to develop musical skills.

Numerous studies have shown that music and the arts in schools is critical to reducing drop-out rates by creating student interest and buy-in, raising parental involvement, and increasing test scores and cross-curricular connections. A 2006 Harris Poll revealed that among high school principals 96% agree that participating in music education encourages and motivates students to stay in school, 89% of the principals feel that a high-quality music education program contributes to their school achieving higher graduation rates, and that there are higher attendance and graduation rates among those who participate in music programs. Music study and experiences encourage students to think and respond creatively. As Chattanooga prepares to recruit businesses to the city and compete in a national and global marketplace, the ability to think creatively will become an important skill for workers. CSO Education programs, specifically our Ensembles in the Schools, Strings in the Schools, and Youth Orchestras teach and reinforce that skill.

Education programs will be administered through the Education department of the Chattanooga Symphony & Opera, in collaboration with local city schools and for the Young People's Concerts, with the Tivoli Theatre.

Identify Which Desired Outcomes This Offer Impacts:

1. College and Career Ready Students: CSO Education programs, specifically the Youth Orchestra, help young students graduate high school ready to enter college and study in artistic fields. Artists are important contributors to local and state economies and as such, developing and training young artists and musicians is important. This is something not currently being done by any other organization in the city. Over 70% of Youth Orchestra students attending college receive music scholarships to their universities, scholarships gained through auditions requiring them to play and demonstrate musical understanding at a collegiate and semi-professional level.

2. Multi-generational programs for families: CSO Education programs, specifically the Young People's Concerts, performances at the Creative Discovery Museum, libraries, and other local venues allows families to have a shared cultural experience with high quality music and artists. In addition to our education programs, the artistic productions presented by the CSO frequently include multi-generational audiences in family-friendly and supportive, culturally rich environment.

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Creating Smarter Students Through Music Education	\$250,871	\$310,221	\$25,000.00	4

Capital Budget Impact? Yes X No \$Amount



City of Chattanooga

FY15 Offers

Financial Offsets: *(Please list other revenues associated with the specific program for which funding is requested)*

Name	Amount
Youth Orchestra Tuition	\$65,000
Ticket Sales	\$12,000

PERFORMANCE DATA

Measurement 1:

Output: Number of in school performances and qualitative analysis of teacher evaluations of performances. The CSO will perform in 52 schools in the city in FY15, representing a 5% increase from FY14 and a 10% increase in positive descriptors used in teacher evaluations

Historical Comparison Data? The table below shows the number of performances in schools for the past 4 years.

	FY11	FY12	FY13	FY14 expected
Performances in city schools	36	32	40	49
Total Ensembles in schools performances	40	51	61	62

Internal data will be compiled and compared against previous years data.

Measurement 2:

Output: Students involved in a CSO sponsored instrumental instruction program. Currently over 200 students are involved in an instrumental instruction program through the CSO Youth Orchestras or through the Strings in the School program; in FY15, this will increase by 5%.

Historical Comparison Data? The table below shows the number of students involved in an instrumental program sponsored by the CSO for the past 4 years.

	FY11	FY12	FY13	FY14 expected
Youth Orchestra members	186	160	175	190
Strings in Schools	0	0	17	17

Internal data will be compiled and compared against previous years data.

Measurement 3:

Output: Number of students attending a Young People's Concert. In FY14, 2,046 students from city schools attended a Young People's Concert; in FY15, this will increase by 5%.

Historical Comparison Data? Internal data will be compiled and compared against previous years data.

Return on Investment:

How do citizens benefit? Specifically, students and music teachers in over 50 public, private, and home-school co-operations in Chattanooga will benefit directly from these education programs. Long-term benefits to the community include children and students who are able to make connections across subject areas and are more culturally aware and sensitive to the role classical music and music in their lives, which studies have



City of Chattanooga

FY15 Offers

linked to higher test scores, higher levels of education attained, and higher levels of civic engagement.

Does this activity leverage other financial resources? This program draws a significant amount of revenue from tuition, ticket sales, performance fees, and other miscellaneous revenue. This program very effectively leverages non-City revenues.

How does this activity decrease costs over time for the City? Currently, many schools' music and arts programs in the city have been cut or decreased. CSO education activities, while never able to fully replace in school music education, attempt to create experiences for students in the classroom that encourage the creative thinking desired by citizens and employers. Studies have linked music education in schools with high test scores, higher attendance rates, and higher rates of parental involvement. Over time, by including quality music educational experiences in the schools and experiences that reinforce local, state, and national standards, costs to the city will decrease.

How can this program become sustainable without City funding? The CSO's educational programs can be sustainable without City funding by increasing corporate and individual support for the arts in Chattanooga and by increasing program revenue. However, in order to do this, public support for arts education in the schools, both financial and figuratively, must be created.

Attachment B: Comparative Financial Information

Agency Name: Chattanooga Symphony & Opera

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 2014 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga	0	49.83%
Unincorporated Hamilton County	0	30.22%
Hamilton County Government's (General funds)	0	
Collegedale	0	2.46%
East Ridge	0	6.24%
Lakesite	0	0.54%
Lookout Mountain	0	0.54%
Red Bank	0	3.46%
Ridgeside	0	0.12%
Signal Mountain	0	2.25%
Soddy-Daisy	0	3.78%
Walden	0	0.56%
Other (Outside Hamilton County)	0	
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga	42.7%	49.83%
Unincorporated Hamilton County	11.0%	30.22%
Collegedale	0.3%	2.46%
East Ridge	2.5%	6.24%
Lakesite	2.3%	0.54%
Lookout Mountain	1.9%	0.54%
Red Bank	4.3%	3.46%
Ridgeside	2.8%	0.12%
Signal Mountain	7.1%	2.25%
Soddy-Daisy	3.0%	3.78%
Walden	1.4%	0.56%
Other (Outside Hamilton County)	20.7%	
	Above percentages should total 100%	

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

Attachment C: Program Beneficiary Statistics

Agency Name: Chattanooga Symphony & Opera
 Program: Growing Chattanooga's Economy through Cultural and Artistic Productions

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
1. Unduplicated Count of Program Beneficiaries TOTAL	53,000	53,821	60,000
a) Total Continuing From Previous Fiscal Year	39,750	43,057	48,000
b) Total New for the Year	7,950	7,535	9,600
c) Total Terminated During the Year	5,300	3,229	2,400
2. Age Group TOTAL	100%	100%	100%
a) Infants – Under 5	0.5%	0.5%	0.5%
b) Between 5 and 12	17%	14%	17%
c) Between 13 and 17	12%	11%	12%
d) Between 18 and 29	3.5%	5.8%	4.5%
e) Between 30 and 64	46%	46.7%	44%
f) 65 and over	21%	22.0%	22%
g) Not Known	0.0%	0.0%	0.0%
3. Sex TOTAL	100%	100%	100%
a) Male	48.5%	49.3%	49.8%
b) Female	51.3%	50.6%	50.2%
c) Not Known	0.2%	0.1%	0.0%
4. Ethnic Background TOTAL	100%	100%	100%
a) White	89.6%	91.2%	87.0%
b) Black	7.3%	5.7%	8.5%
c) Hispanic	1.4%	1.7%	2.0%
d) Asian	1.6%	1.1%	2.5%
e) Other – Ethnic Minority	0%	0.3%	0.0%
f) Not Known	0%	0%	0.0%
5. % Income Level TOTAL	100%	100%	100%
a) Below 9,999	2.0%	2.1%	2.1%
b) 10,000 –19,999	1.1%	1.6%	2.0%
c) 20,000 – 29,999	3.3%	3.2%	4.0%
d) 30,000 and Over	93.6%	93.1%	91.9%
e) Not Known	0.0%	0.0%	0.0%
6. Location of Residence TOTAL	100%	100%	100%
a) Chattanooga	42.7%	38.4%	45%
b) Outside of Chattanooga	57.3%	61.3%	55%
c) Not Known	0%	0.3%	0.0%

Attachment D: Schedule of Positions, Salaries & Wages

Agency Name: Chattanooga Symphony & Opera

Title of Position	Last Name, Initial	Full Time or Part Time	Number of Years Employed	Current – FY 2014			Projected – FY 2015		
				Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
				Music Director	Dan, K.	FT	3	52	\$90,000
Executive Director	Sasse, M.	FT	7	52	\$93,000	\$93,000	52	\$93,000	\$93,000
Marketing Director	Teter, S.	FT	2	52	\$80,000	\$80,000	52	\$80,000	\$80,000
Development Director	Haddock, D.	FT	1	52	\$70,000	\$70,000	52	\$70,000	\$70,000
Operations Manager	Allison, K.	FT	5	52	\$45,000	\$45,000	52	\$45,000	\$45,000
Personnel Manager	Anderson, E.	PT		37	\$18,000	\$18,000		\$18,000	\$18,000
Sales and Service Manager	Feltner, T.	FT	1	52	\$29,000	\$29,000	52	\$29,000	\$29,000
Engagement Manager	Marczynski, S.	FT	4	52	\$25,000	\$25,000	52	\$25,000	\$25,000
Education Manager	Tonkinson, S.	FT	13	52	\$34,000	\$34,000	52	\$34,000	\$34,000
Librarian	Hale, J.	PT	35	37	\$19,000	\$19,000	37	\$19,000	\$19,000
Principal Pops Conductor	Bernhardt, R.	PT	21	34	\$35,000	\$35,000	34	\$35,000	\$35,000
A Contract Musicians (10)	-----	FT	-----	37	\$30,009	\$30,009	37	\$30,009	\$30,009
B Contract Musicians (16)	-----	PT	-----	34	\$8,830	\$8,830	34	\$8,830	\$8,830
C Contract Musicians (30)	-----	PT	-----	34	\$2,943	\$2,943	34	\$2,943	\$2,943
Sub Musicians (126)				34	\$98/service	\$98/service	34	\$98/service	\$98/service

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

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

Agency Name: Chattanooga Symphony & Opera

Program/ Project Title	Name of Funding Source	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 (Projected)
Artistic Productions	Contributions & Grants	\$638,813	\$ 719,128	\$578,481	\$579,531	\$710,000	\$950,000
	Program revenue	\$669,486	\$679,439	\$690,483	\$683,475	\$727,000	\$760,000
	ArtsBuild	\$474,218	\$ 474,320	\$348,824	\$288,564	\$245,000	\$200,000
	Special Events	\$55,226	\$45,058	\$101,125	\$23,277	\$40,000	\$50,000
	Other Giving	\$283,689	\$23,100	\$4,900	\$5,536	\$6,000	\$6,000
	TN Arts Commission	\$51,500	\$54,500	\$62,300	\$59,700	\$40,200	\$55,000
Subtotal, Major Funding Sources		\$2,182,963	\$2,039,996	\$1,840,202	\$1,994,699	\$1,37,800	\$2,021,000
Total, All Revenue Sources		\$2,359,184	\$2,238,145	\$2,077,575	\$2,188,395	\$2,224,200	\$2,458,000

Attachment F: Budget Format

Agency Name:

Chattanooga Symphony & Opera

CITY OF CHATTANOOGA

FY 2015 Agency Funding Financial Form

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Corporate/Organizations/Churches	\$ 23,000	\$ 47,000	\$ 58,600	\$ 72,000	\$ 80,000	\$ 8,000	11.1%
Fees/Grants from Governmental Agencies							
Federal							
State							
Hamilton County							
City of Chattanooga							
Other Cities (Please list)							
United Way							
Foundations (including grants)							
Gross Proceeds Special Events							
Other UW's/Federations							
CFC/Designations received thru UWGC							
UWGC Program Allocation							
UWGC Special Funding							
Membership Dues	\$ 42,000	\$ 46,200	\$ 42,000	\$ 50,000	\$ 51,000	\$ 1,000	2.0%
Program Income							
Governmental Insurance							
Private Insurance							
Contracted Services							
Fee for Services							
Other Program Income	\$ 2,000	\$ 2,000	\$ 2,800	\$ 2,800	\$ 3,000	\$ 200	7.1%
Sales to Public	\$ 9,000	\$ 15,800	\$ 27,363	\$ 28,500	\$ 30,000	\$ 1,500	5.3%
Investment Income							
Miscellaneous							
Other Revenues (Please list separately any major item)							
Transfers in from other internal budgets							
Income from Previous Year							
TOTAL REVENUES	\$ 81,000	\$ 116,000	\$ 135,763	\$ 158,300	\$ 169,000	\$ 10,700	6.8%
OPERATIONS							
Personnel Expenses							
Salaries	\$ 217,967	\$ 248,126	\$ 217,967	\$ 217,967	\$ 217,967	\$ -	0.0%
Fringe Benefits	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.0%



The Chattanooga Zoo

Friends of the Zoo, Inc.

Community Agency Request

Program: Diversity Youth Employment: The PEDZ
Program

Amount Requested: \$25,047.58

Chattanooga Zoo/Friends of the Zoo, Inc.
301 N. Holtzclaw Ave.
Chattanooga, TN 37404
Contact: Darde Long (423) 643-5788

Mission & Vision Statements

The mission of the Chattanooga Zoo is to engage and inspire our community to better understand and preserve wildlife by creating meaningful connections between people and animals.

With its intimate, innovative exhibits, its wide-ranging education offerings, and its commitment to conservation, the Chattanooga Zoo is a top destination for all residents and visitors and the pride of our community.



301 North Holtzclaw Avenue
Chattanooga, TN 37404

P 423.697.1322
F 423.697.1329
www.chattzoo.org

Community Agency Support
Re: Executive Summary

To whom it may concern,

The Chattanooga Zoo receives approximately 35% of its annual operating budget (\$2.1 million) from the City of Chattanooga, as a part of the contract agreement between the City and Friends of the Zoo, Inc. (the non-profit organization that manages the Chattanooga Zoo). This is used to fund general zoo operations, which in the past was managed by the City of Chattanooga. The agency requests submitted are for programs performed above and beyond those covered under the City contract.

The Zoo prides itself on the role it plays within the community as a provider of low-cost, quality education programs, accessible and rewarding volunteer opportunities, cutting-edge conservation research and expansive animal rehabilitation efforts. Founded in 1939, for many years the zoo was the only exposure to non-domestic animals for Chattanooga residents within a 120 mile radius. It was, and still is a primary fieldtrip and family destination that is unique, low cost, educational, and of course FUN.

As a leader in low cost educational programming, the Chattanooga Zoo continues to provide 150,000 people per year with unique and memorable learning opportunities. Last year the Zoo conducted over 300 outreach programs, educating nearly 11,000 people. In addition, the Zoo's on-site programs enriched the lives of nearly 10,000 participants. Approximately 50% of all Zoo education programs are provided free of charge or subsidized by the Zoo for a much reduced rate. During the summer months, the Chattanooga Zoo offers one of the lowest priced summer camps in the area. In 2013, the Zoo had over 470 summer camp members, 10 of which received full scholarships. An active outreach program to seniors is also a popular and important part of the community outreach. The Zoo maintains partnerships with numerous area nonprofit agencies and schools, offering free hands-on learning and observation opportunities to their constituents.

Similarly, the Zoo provides over free wildlife rehabilitation services to the residents of Chattanooga and Hamilton and surrounding counties. Last year alone, the Zoo helped over 500 wild animals brought in by local community members heal and return to the wild. This service is not offered by any other agency in the region and is important not only to wildlife conservation, but to the health and safety of our city. From rabies to West Nile Virus, the zoo is a critical





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partner in detection of zoonotic diseases that threaten residents through partnership with USDA, the Health Department, and Tennessee Wildlife Resources Agency.

The Zoo also offers job training and employment opportunities to underserved and at risk youth through a unique program entitled PEDZ, Promoting Ethnic Diversity in Zoos. Perhaps better than any other zoo program, PEDZ exemplifies the ability to utilize resources, partnerships, as well as passion and ingenuity to create life changing programs for those who need them most.

Finally, as an attraction that is affordable, proximal to downtown, and unique within the city, the Chattanooga Zoo contributes to the all important tourism market. Last year almost 40% of visitors came from outside a radius of 150 miles. The Zoo is an active partner in the Chamber of Commerce, CVB, and participates in the annual Spring Break promotion as well as others.

Outside of the programmatic offerings, the Chattanooga Zoo represents one of the most successful and long-lived public/private partnerships in the city. Since 1985, Friends of the Zoo (FOZ) has worked with the City to completely transform the old and decrepit facility that was the Zoo of 1985 into an accredited, aesthetic, and well loved community resource. In addition to new state of the art animal exhibits, the improvements spread beyond the gates to create a new entrance at Holtzclaw Avenue, which removed and restored one of the most unsightly stretches of road that could be found near our beautiful downtown. To date over 11 million dollars have been spent towards creating the “Best Little Zoo in America” and the work is far from over. The next major expansion will bring giraffe to the Zoo and to our City, creating a fabulous experience for our City residents and all of our guests.

With regards to reporting for this agency support offer, Friends of the Zoo, Inc. will provide any documentation needed to show how and for what purposes municipal funds were spent. Friends of the Zoo, Inc. will also continue to provide copies of its annual audit to the City of Chattanooga.

Sincerely,

Dardenelle Long

CEO/President

Chattanooga Zoo/Friends of the Zoo, Inc.

dlong@chattzoo.org



Friends of the Zoo, Inc.
Chattanooga Zoo
2014 Budget

Account Description	2013 Actual	2013 Budget	2014 Budget
Admissions Revenue	562,958.14	560,000.00	575,000.00
Animal Adventure Donation	135.00	300.00	150.00
Animal Sponsorship	18,750.34	10,000.00	20,000.00
Boo in the Zoo	48,375.00	45,000.00	50,000.00
Camel Rides	47,760.50	35,000.00	49,000.00
Carousel Revenue	30,341.00	31,000.00	31,000.00
Cash Drawer - Return	0.00	0.00	-
City Contract Payment	671,727.96	671,000.00	750,000.00
Coke Machines	4,994.00	6,000.00	5,700.00
Conservation Revenue	709.67	300.00	1,000.00
Dream Night	5,650.00	5,000.00	5,650.00
Ed Donations - Other	35.00	0.00	-
Educational Programs	8,427.00	4,000.00	9,000.00
Employee Advance Repayment	0.00	0.00	-
Facility Rental	23,031.00	20,000.00	25,000.00
Family Concessions	13,651.33	20,000.00	16,000.00
Food Machines	2,838.56	3,200.00	3,000.00
General Donations	23,430.00	10,000.00	25,000.00
Go Banana	0.00	0.00	-
Guided Tours	115.00	0.00	-
Hellbender Symposium	0.00	0.00	-
Holiday Lights	6,943.50	23,587.00	16,500.00
Keeper for a Day	1,320.00	1,500.00	1,500.00
Lipscomb	10,000.00	10,000.00	10,000.00
Membership / General	163,028.86	160,000.00	185,885.00
Misc- Special Events Operating	746.00	0.00	-
Miscellaneous Revenue	0.00	0.00	-
Operating - Interest Checking	32.12	100.00	50.00
Other Revenue	0.00	0.00	-
Outreach Programs	7,259.00	6,500.00	7,300.00
PEDZ	15,000.00	2,500.00	73,800.00
Penny Press	1,217.85	1,000.00	1,200.00
Rehab Donations	3,359.00	3,900.00	10,000.00
Sales - Gift Shop	245,301.18	256,000.00	260,000.00
Train	0.00	-	14,000.00
Volunteer Revenue	0.00	0.00	900.00
Youth Programs	450.00	500.00	500.00
Zoo Birthday Parties	47,473.00	42,000.00	51,000.00
Zoo Camp	61,607.00	46,000.00	63,000.00
Zoo Overnights	3,230.00	5,000.00	6,975.00

Cost of Sales	98,420.93	106,000.00	100,000.00
Cost of Sales-Freight	5,314.32	4,000.00	6,000.00
Inventory Adjustments	746.00	600.00	600.00

Accounting	15,721.04	15,000.00	15,000.00
Accreditation Expense	17,873.50	5,000.00	2,500.00
Administrative Expense	0.00	100.00	-
Advertising / Marketing	54,189.28	62,200.00	54,190.00
Animal Sponsorship Expense	559.04	1,000.00	500.00
Birthday Party Expense	6,903.35	6,000.00	6,000.00
Boo in the Zoo	16,075.00	12,000.00	10,000.00
Camel Ride Expense	668.94	0.00	240.00
Care - Animal	23,441.56	16,000.00	24,000.00
Carousel Expense	3,219.00	2,500.00	3,000.00
Cell Phones	1,125.00		1,125.00

Friends of the Zoo, Inc.
Chattanooga Zoo
2014 Budget

Internet	5,496.25	4,500.00	2,550.00
City - County Taxes	874.00	1,000.00	900.00
Cleaning Expense	25,317.58	12,000.00	12,800.00
College Stipend	500.00	3,000.00	1,000.00
Conservation - Hellbenders	175.00	1,000.00	500.00
Conservation Expense	11,785.00	16,000.00	10,500.00
Cremation & Burial Services	885.00	900.00	900.00
Donations to Non-Profits	0.00	0.00	-
Dream Night	5,585.00	5,000.00	5,000.00
Due & Memberships	13,917.50	4,000.00	11,000.00
Ed - Promotions & Programs	245.92	200.00	200.00
Education - Vehicle & Gas	2,749.00	1,500.00	1,500.00
Education Supplies	2,884.00	3,000.00	2,800.00
Electrical - Maintenance	0.00	7,500.00	10,000.00
Electricity	75,522.80	42,000.00	85,500.00
Employee Advance	5.00	0.00	-
Employee Food	5,159.29	1,500.00	300.00
Employee Medical Test	510.00	2,000.00	2,000.00
Employment Search	366.00	0.00	700.00
Equipment Rental	0.00	0.00	-
Facility Rental	5,650.60	1,000.00	5,000.00
First Aid Expense	30.00	500.00	250.00
Food - Animal	86,475.66	72,000.00	83,000.00
Gas - Utility	17,908.93	27,000.00	18,500.00
Gift Shop Supplies	3,375.00	2,400.00	2,400.00
Go Banana	0.00	0.00	-
Hellbender Symposium	12,080.00	0.00	-
Holiday Lights	3,649.82	4,550.00	3,000.00
Hug A Bunny	1,801.00	500.00	500.00
Insurance - Automobile	0.00	0.00	-
Insurance - Directors	3,199.00	0.00	3,500.00
Insurance - Employee Health	24,686.34	18,000.00	24,000.00
Insurance - Liability	36,029.33	34,000.00	37,500.00
Insurance - Workmen Comp	29,396.21	24,000.00	29,500.00
IT Expense	3,021.14	7,500.00	200.00
Keeper for a Day	292.00	500.00	400.00
Leased Equipment	4,636.26	4,500.00	4,600.00
Legal & Professional	198.60	800.00	700.00
Maintenance - Chimp Sculpture	0.00	0.00	-
Maintenance/Landscaping	29,162.11	80,000.00	41,000.00
Membership Expense	28,646.85	20,000.00	20,000.00
Merchant Fees - Credit Cards	18,710.81	16,000.00	19,000.00
Misc Expense	1,118.60	0.00	1,000.00
Misc- Special Events Operating	8,243.55	12,000.00	6,250.00
Office Equipment	0.00	0.00	-
Office Supplies - Operating	5,591.00	8,500.00	6,000.00
Operating Payroll Taxes	90,808.90	80,000.00	92,000.00
Other Employee Benefits	0.00	0.00	-
Outreach Programs	208.00	0.00	100.00
Party for the Planet	0.00	0.00	-
PEDZ	29,197.72	9,000.00	74,000.00
Pest Control - Maintenance	6,361.17	6,200.00	6,200.00
Postage & Freight	2,954.98	3,437.00	3,000.00
Printing	13,322.14	10,000.00	10,000.00
Professional Development	13,838.00	15,000.00	17,200.00
Promotions	2,142.50	0.00	1,200.00
Public Relations	0.00	0.00	-

**Friends of the Zoo, Inc.
Chattanooga Zoo
2014 Budget**

Rehabilitation	5,941.30	5,000.00	5,500.00
Safety	0.00	500.00	400.00
Security	43,977.46	50,000.00	43,100.00
Sewer	6,289.00	6,050.00	7,000.00
Special Events - Operating	0.00	0.00	-
Telephone	1,917.28	800.00	1,900.00
Tn Corp Receipts	0.00	0.00	-
Train	0.00	-	21,000.00
Uniforms	2,830.00	2,500.00	2,100.00
Vet - Lab Services	20,554.88	21,450.00	21,000.00
Vet Services	13,353.50	16,500.00	15,500.00
Veterinary Meds & Supplies	12,400.04	11,500.00	12,500.00
Volunteer Expense	2,867.00	500.00	500.00
Wages - Administrative	97,556.00	80,000.00	98,350.00
Wages - Admissions	54,170.44	52,000.00	53,500.00
Wages - Birthday Parties	18,099.92	15,000.00	19,910.00
Wages - Camel Rides	34,443.44	40,000.00	35,000.00
Wages - Carousel	18,083.68	16,000.00	19,095.00
Wages - Dir of Animal Program	55,399.00	65,000.00	50,000.00
Wages - Education	83,324.50	65,000.00	85,000.00
Wages - Gift Shop	22,961.00	21,000.00	22,800.00
Wages - Graphics	0.00	0.00	-
Wages - IT	7,800.00	20,800.00	16,224.00
Wages - Janitorial	0.00	0.00	-
Wages - Keeper	326,053.27	279,190.00	395,800.00
Wages - Maintenance Supervisor	54,080.00	25,000.00	41,250.00
Wages - Maintenance/Landscape	113,818.05	118,560.00	100,256.00
Wages - Marketing	70,049.07	65,800.00	59,511.00
Wages- Special events	-	-	9,360.00
Wages- Facility Rental	-	-	9,360.00
Wages - Membership	28,842.14	7,000.00	23,766.00
Wages - Rehab	0.00	0.00	-
Wages - Security	21,884.42	21,500.00	22,277.00
Wages - Special Projects	37,762.77	34,000.00	34,000.00
Wages - Vet Tech	27,746.10	27,040.00	29,120.00
Wages - Zoo Camp	22,565.00	20,000.00	21,616.00
Wages - Zoo Director	67,970.08	68,860.00	68,860.00
Waste Disposal - Maintenance	9,302.07	10,000.00	9,500.00
Water	12,069.58	11,450.00	12,300.00
Zoo Camp	18,592.97	9,500.00	16,000.00
Zoo Overnights	2,023.00	2,500.00	3,450.00

Revenue	2,029,897.01	1,979,387.00	2,268,110.00
- Cost of Sales	-105,045.56	-110,600.00	-106,600.00

Gross Profit	1,924,851.45	1,868,787.00	2,161,510.00
- Expenses	2,089,216.23	1,872,287.00	2,161,510.00

Net Income	-164,364.78	-3,500.00	0.00
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State of Tennessee

02/23/90 MISC

5.00

**5.00

B



Department of State

Certificate

The undersigned, as Secretary of State of the State of Tennessee, hereby certifies that the attached document was received for filing on behalf of

FRIENDS OF THE ZOO, INC.

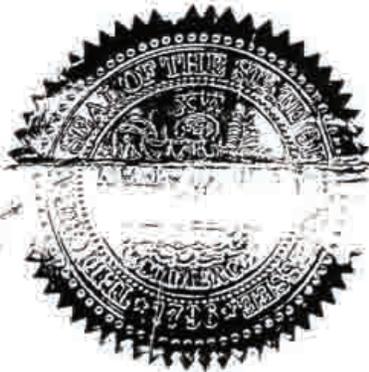
was duly executed in accordance with the Tennessee General Corporation Act, was found to conform to law and was filed by the undersigned, as Secretary of State, on the date noted on the document.

Therefore, the undersigned, as Secretary of State, and by virtue of the authority vested in him by law, hereby issues this certificate and attaches hereto the document which was duly filed on September 24th, 19 85.

Hentry Crowell

Secretary of State

by *Mona Hatcher*



FEB 23 3 07 PM '90
SARAH P. DE FRIESE
REGISTER
HAMILTON COUNTY
STATE OF TENNESSEE

IDENTIFICATION
REFERENCE

B: 3 9 1: 6:

STATE OF TENNESSEE

CHARTER OF

FRIENDS OF THE ZOO, Inc.

The undersigned natural persons, citizens of the United States of America having capacity to contract and acting as incorporators of a non-profit corporation under the Tennessee General Corporation Act, adopt the following Charter for such corporation:

1. The name of the corporation is Friends of the Zoo, Inc.
2. The duration of the corporation is perpetual.
3. The address of the principal office of the corporation in the State of Tennessee shall be: 429 Broad Street, Chattanooga, Tennessee 37402. Said office is located in Hamilton County.
4. The corporation is not for profit.
5. The corporation will have members.
6. The purposes for which the corporation is organized are as follows:
 - (a) To promote the health and well-being of animals confined in zoos or other places that are open to the public in Hamilton County, Tennessee;
 - (b) To educate the public and otherwise increase public awareness regarding the characteristics and needs of animals in general and specifically those confined in zoos or other places that are open to the public in Hamilton County, Tennessee.
7. Provisions for the regulation of the internal affairs of the corporation except as provided in this Charter, shall be as determined by the By-Laws adopted by the members.
8. In the event of dissolution, the residual assets of the organization will be turned over to one or more organizations which themselves are exempt as organizations described in Sections 501 (c)(3) or 170 (c)(2) of the Internal Revenue Code of 1954 or corresponding sections of any future Internal Revenue Code, or to the Federal, state or local government for exclusive public purpose.
9. Notwithstanding any other provision of these articles, this corporation shall not carry on any other activities not permitted to be carried on by (a) a corporation exempt from

Federal income tax under Section 501 (c)(3) of the Internal Revenue Code of 1954 or the corresponding provision of any future Internal Revenue Code, or (b) a corporation, contributions to which are deductible under Section 170 (c)(2) of the Internal Revenue Code of 1954 or the corresponding provision of any future Internal Revenue Code.

10. No part of the activities of the corporation shall consist of carrying on propaganda or otherwise attempting to influence legislation as these prohibited activities are defined by law; nor shall it participate in political campaigns on behalf of any candidate for public office, whether by publishing or distributing statements, or otherwise.

11. No compensation, loan or other payment shall be paid or made to any member, officer, board member, creator, or organizer of the corporation, or substantial contributor to it, except as reasonable compensation for services rendered and/or as a reasonable allowance for authorized expenditures incurred on behalf of the corporation.

Dated this 22nd day of August, 1985.

John J. Dwyer

Linda Dickerson

Robert A. Tucker

Julie E. Newson

Susan C. Dubois

Judith A. Corrente

Ann Sanderson

Bill Hooper Hilary D. Dwyer

Anna R. Barr

Clifford S. Bine

James C. Johnson

W. B. Sheffield

INCORPORATORS

C - 1130
ATLANTA, GA 30301

Date: JUL 20 1990

FRIENDS OF THE ZOO INC
PO BOX 825
CHATTANOOGA, TN 37401-5000

Employer Identification Number:
58-1661267
Contact Person:
SHARON SIMPSON
Contact Telephone Number:
(404) 331-4989

Our Letter Dated:
January, 1986
Advance Ruling Period Begins:
September, 1985
Advance Ruling Period Ends:
December, 1987
Addendum Applies:
no

Dear Applicant:

Our letter of the above date stated that we had determined your organization is exempt under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) and that you would be treated as a publicly supported organization and not as a private foundation during your advance ruling period. This was based on our determination that you could reasonably be expected to be an organization described in sections 170(b)(1)(A)(vi) and 509(a)(1) or in section 509(a)(2).

We also stated that at the end of your advance ruling period you would have to establish that you were in fact an organization described in one of the above sections.

Our records indicate that your advance ruling period begins and ends on the dates shown above. Your exempt status as an organization described in section 501(c)(3) is still in effect. However, to establish that you are a publicly supported organization described in sections 170(b)(1)(a)(vi) and 509(a)(1) or in section 509(a)(2), please complete the attached Form 8734, Support Schedule for Advance Ruling Period, for each of the tax years in your advance ruling period.

The information requested in this letter is required to support your claim to be other than a private foundation. It is needed in addition to any required Form 990 or other annual return. Please send it to us within 90 days from the end of your advance ruling period.

If we do not receive this information, we will presume you are a private foundation and you will be treated as a private foundation as of the first day of your first tax year for purposes of sections 507(d) and 4940 of the Code. In addition, if you do not provide the information by the time requested, it will be considered by the Internal Revenue Service that you have not taken all reasonable steps to secure the determination you requested. Under section 7428(b)(2) of the Code, not taking all reasonable steps, in a timely manner, to secure the determination may be considered as a failure to exhaust administra-

Letter 1046(DO/CG)

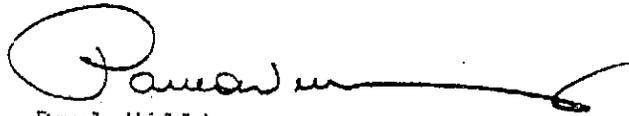
FRIENDS OF THE ZOO INC

tive remedies available to you within the Service, and may preclude the issuance of a declaratory judgment in the matter under judicial proceedings.

If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

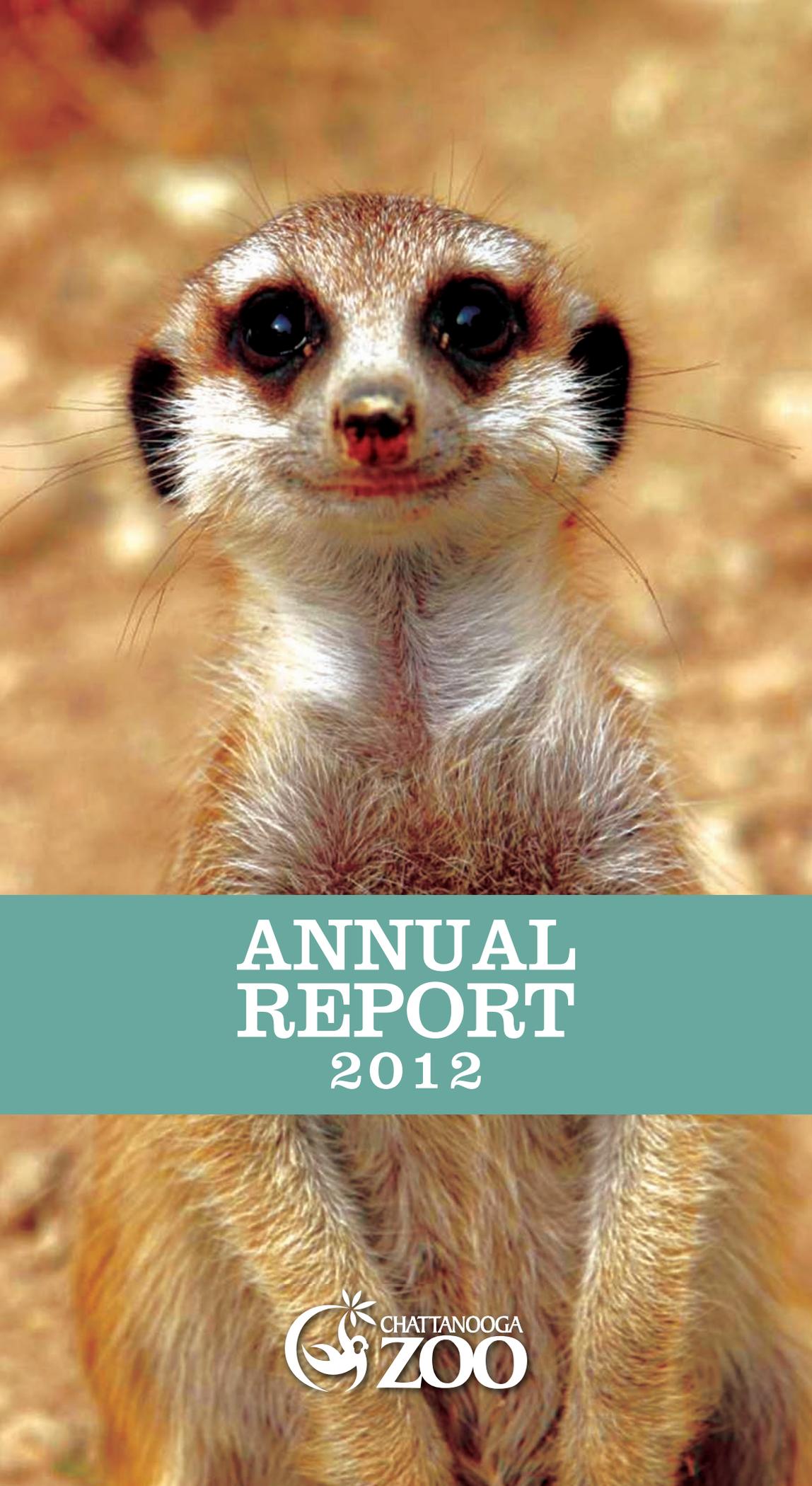
Thank you for your cooperation.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Paul Williams", with a long horizontal flourish extending to the right.

Paul Williams
District Director

Enclosures:
Form 8734
Copy of this letter



**ANNUAL
REPORT
2012**



Dear Friends,

For most of us at the Chattanooga Zoo, 2012 will be known as the year we celebrated our 75th Anniversary. In celebration of our 75 years, we decided to roll out some brand new programs, animals and exhibits. The positive response we received by the local community was nothing short of amazing!

When I became Director of the Chattanooga Zoo in 1985, we were still managed by the City of Chattanooga. The Zoo staff consisted of one keeper and me. Shortly thereafter, Friends of the Zoo (FOZ), a nonprofit consortium of local citizens, was formed to support the Zoo's work. In 2010 FOZ took over full-time management of the Zoo and drastic changes began. The best part is the changes are still happening!

In 2012, the Chattanooga Zoo employed an all-time high number of 40 full-time and 9 part-time staff. Our animal collection expanded to a record 860 animals and the Deserts portion of the Deserts and Forests of the World exhibit was opened. In addition to our diverse and growing animal collection, development around the Zoo continued to thrive. The flower beds surrounding the chimpanzee sculptures in the front entrance received a much needed face lift, the bronze sculpture of Hank the Chimpanzee was unveiled outside of Gombe Forest and the special event area was enhanced and strategically relocated. Not to mention, the construction and opening of a new camel exhibit.

The most exciting part of 2012 was the Zoo's near doubling of our conservation efforts. In addition to the much celebrated birth of two highly endangered snow leopard cubs, the Zoo built a one-of-a-kind Hellbender breeding facility meanwhile increasing partnership efforts with international conservation groups such as the Snow Leopard Trust and the Zoo Conservation Outreach Group (ZCOG)

Our plan for 2013 is to continue our upward trajectory of growth and expansion. The Zoo has employed a master design and planning firm to create a blueprint for the next ten years.

Imagine for a moment:

- A new Forest of the World exhibit complete with Komodo Dragons.
- A renovated and expanded North American region.
- A new stage and event area in the heart of the Zoo for a variety of activities.
- A redesigned and updated Himalayan Passage exhibit.
- And finally, the creation of a new Giraffe exhibit.

This is an ambitious road map that will be used to guide us in all of our major programs and initiatives over the next few years.

Thank you for your support this year and for the exciting years that lie ahead. As a nonprofit organization, it is because of your generous contributions that we are able to continue to grow and give our animals the exemplary care they deserve.

Sincerely for the Animals,



Dardenelle Long, President & CEO

2012 YEAR IN REVIEW

75 YEARS

This past year the Chattanooga Zoo celebrated its 75th anniversary. To thank the local community for its continued support over the years, the Zoo hosted 75 Days of Fun.

- Photo Safaris
- Pancake Breakfast with the Animals
- Animal Encounters Show
- Zoo Tales
- 75th Birthday Celebration

Each day for seventy-five days, the Zoo offered guests the opportunity to upgrade their Zoo visit to include activities like a photo safari with a professional photographer, pancake breakfast with the animals and more!

All programs were offered free of charge and resulted in some new permanent Zoo additions such as the Animal Encounters Show and Zoo Tales Story Time. During this time, the Zoo also unveiled a commissioned Bart Walter sculpture honoring Hank the Chimpanzee. The Zoo's birthday celebration wrapped up with a zoo-wide birthday party, complete with live entertainment, games and a 6-ft banana Moonpie birthday cake.



CONSERVATION

2012 was a big year for the Chattanooga Zoo in terms of conservation.

- Expanded partnership with Snow Leopard Trust
- Zoo Conservation Outreach Group (ZCOG) sponsorship
- Hellbender Hefeweizen from Terminal Brewing

The Zoo continued to maintain its highly endangered Kihansi Spray Toad population while expanding upon its partnership with the Snow Leopard Trust, a nonprofit organization committed to protecting highly endangered snow leopards worldwide. In 2012, the Zoo was able to provide a high-tech Iridium 9555 satellite field phone for the organization's in-field researcher in Kyrgyzstan. The Zoo also worked with ZCOG to provide a scholarship for South American zoologists in training. This year's scholarship went to Arnaud Desbiez, PhD, who is completing ground-breaking research on the highly endangered giant armadillo. In addition, the Chattanooga Zoo formed a partnership with Terminal Brewing Company to raise money and awareness for the Zoo's ground-breaking Hellbender research designed to help protect this native species.

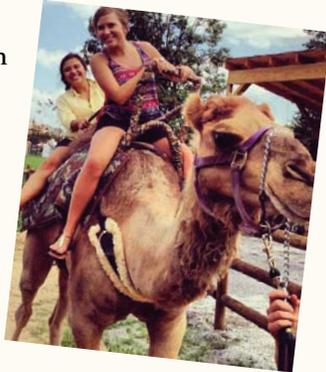


OPERATIONS

It has been an amazing year for the Chattanooga Zoo's operations department.

- Camel Encounters
- Construction and opening of Deserts of the World
- IT upgrades
- New Den Cam and Snow Leopard Cam

The year started off with a bang with the construction and opening of Camel Encounters, an interactive exhibit where visitors can ride the animals they are learning about. Also this year, was the opening of the Deserts portion of the new Deserts and Forests of the World exhibit. The new exhibit adds 15 new species to the Zoo's collections and provides a wonderful indoor viewing space for visitors. Simultaneously, the Zoo installed for the first time ever a series of in-network video cameras which keeper staff could use to view Zoo animals from a remote location. This upgrade allowed for staff members to watch live the birth of baby snow leopard cubs.



Finally, if guest visitors are unable to see the cub on exhibit during their visit to the Zoo, they can be sure to check out the Zoo's new "Den Cam" on a wide-screened television in the Nepalese trading post.

FACILITY RENTALS

In addition to the Zoo's own in-house special events, were a growing number of private parties held at the Zoo. From company picnics, to family reunions and wedding receptions, the Zoo hosted it all. In fact, we had so much fun, we added a member to our marketing staff whose job is to ensure our guests with the best possible rental experience.



EDUCATION

The Chattanooga Zoo's education programs continued to grow and expand in 2012. This past year, the Chattanooga Zoo educated over 22,000 people. Many of our education programs were offered free to the local community thanks to a grant from the Lipscomb Foundation and private individual support.

- Free Community Outreach Programs
- Zoo Club
- PEDZ
- Zoo Tales
- Summer Camp
- Zoo Keeper for a Day

Both Zoo Club and the PEDZ (Promoting Ethnic Diversity in Zoos) programs continued to grow and evolve providing a unique education and jobs training experience for teens and young adults. The Education Department also introduced a new reading program for young children called Zoo Tales. This program is free with admission and convenes weekly in the recently updated Education classroom.



Summer Camp 2012 was a phenomenal success with over 432 campers, nearly double the number of campers from 2011. Similarly, "Snooze in the Zoo" overnights grew exponentially in popularity.

Last year's addition of the Zoo Keeper for A Day program was another big success. This program allows normal, everyday citizens to experience what it would be like to be a Zoo keeper for an entire day. The goal is to continue to grow and expand this program in 2013.



SPECIAL EVENTS

In 2012 the Chattanooga Zoo hosted a variety of unique special events.

- Boo in the Zoo
- Banana Ball with Jack Hanna
- Q n' Brew
- Holiday Lights
- Hug a Bunny Day
- Zoo Night at the Chattanooga Lookouts
- Patriot Day
- Snow Leopard Appreciation Day
- Party for the Planet



Boo in the Zoo was by far the largest attended event spanning over two weekends and hosting over 4,000 people. Banana Ball was also a phenomenal success as the Zoo hosted special guest Jack Hanna and previewed the opening of the new Deserts of the World exhibit. This year at Banana Ball the Zoo replaced the typical live/silent auction with a unique 'Sponsor an Animal' program. Here guests were given the opportunity to contribute directly to the care of some of their favorite animals. As a result, the Chattanooga Zoo was able to raise over \$80,000 to be used towards the care of our many wonderful animals. This year, the Zoo also debuted a brand new event, Q n' Brew. This casual, family-friendly event with live Bluegrass music, tasty barbeque and cold beer was the perfect complement to a super-hot summer. The year wrapped up with Holiday Lights at the Zoo. This event spanned two weekends and boasted record attendance. The second weekend, children 12 and under received free admission and donations were taken for the Newtown Memorial Fund.



PARTNERSHIPS

This year the Chattanooga Zoo was blessed to form strategic partnerships with a number of local businesses.

- Mapco Express/Chattanooga Coca-Cola Bottling Company
- City of Chattanooga Department of Therapeutic Recreation
- Unum
- Chattanooga State

One of the most notable being the Mapco Express and Coca Cola Bottling partnership in which local Mapco Express stores collected donations on behalf of the Chattanooga Zoo while Coca-Cola donated to the Zoo a certain amount of the proceeds from every 20 oz Coca Cola product purchased at Mapco during the same time frame. Meanwhile, the Zoo provided a variety of volunteer opportunities for both partner employees. The entire campaign lasted for three months and ending up raising \$80,000 for the Chattanooga Zoo!

This money will be used to help finish construction of the Forests portion of the Deserts and Forests of the World exhibit. Meanwhile, the Zoo continued to strengthen its partnership with the City of Chattanooga's Department of Therapeutic Recreation by hosting multiple, well-attended Dreamnight events throughout the year. During such events, individuals with special needs and the families that care for them were invited to a free night at the Zoo complete with food, entertainment, up-close animal encounters and more. Unum was a presenting sponsor for June's Dreamnight event and the Zoo is thankful for their donation of time and resources. In 2012, the Zoo's Veterinary Team also formed a unique partnership with Chattanooga State who sent Veterinary Technician students to assist in animal physicals.



VOLUNTEERS

The Chattanooga Zoo's volunteer program is a critical component to the successful operation of the organization. The thousands of thankless hours donated by caring citizens allow the Zoo to continue to provide excellent quality of care to our animals and the ultimate educational experience for our guests.

- Nearly 350 volunteers contributing over 10,098 hours of service
- Volunteers helped with all aspects of Zoo operations
- New Volunteer Lounge

In 2012 hosted close to 350 community volunteers culminating in over 10,098 hours of service. Volunteers assisted Zoo staff in all aspects of Zoo management including but not limited to: animal husbandry, landscaping, special events, administration, guest services and maintenance. In a small show of thanks, the Zoo rehabilitated a space within the Education Building dedicated specifically to volunteers. The new volunteer lounge provides a comfortable space for volunteers to relax and take a break during their service times.



PLANS FOR 2013

Each new year brings with it new seasons, new life and new journeys. The Chattanooga Zoo hopes to not only achieve but surpass the many goals set for the organization in 2013.

- Complete construction and open Forests of the World
- Increase secondary school education programs
- Increase number of facility rentals
- Expand current animal collection
- Embark on master expansion plan

Some of these goals include: opening the Forests portion of the Deserts and Forests of the World exhibit, offering an increased number of education programs targeted for secondary education students, increasing the number of private facility rentals, upgrading and expanding current animal exhibits, developing a master expansion plan to guide the Zoo through the next ten years and bringing in a variety of new animals with which the public can watch and interact.

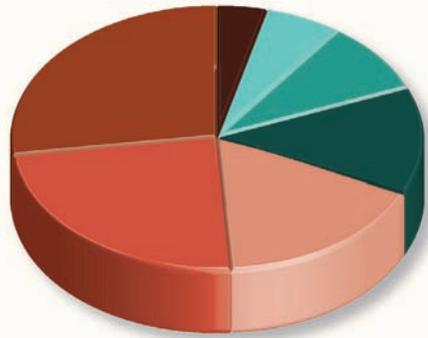


Helping Wildlife

Maybelline the deer is a wonderful example of the Chattanooga Zoo's animal welfare and rehabilitation program in action. She arrived at the Chattanooga Zoo in the fall of 2010 with a broken leg after having been hit by a car. The Zoo's veterinary team immediately performed surgery and placed a pin in her back leg. Maybelline now lives with her other deer friends in the Zoo's North American exhibit. Maybelline received her name because of her long eyelashes. She has adjusted well to life at the Zoo and has continues to thrive.



2012 Financial Review



	City of Chattanooga \$619,797
	Admissions \$559,936
	Donations & Grants \$384,276
	Earned Revenue \$306,356
	Special Events \$197,881
	Memberships \$143,010
	Education \$103,616

FY 2012
Revenue

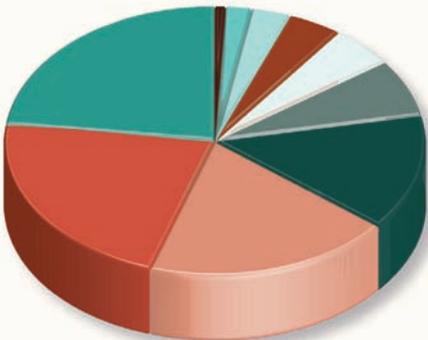


	Exhibit Construction \$596,235
	Animal Care \$491,188
	Wages & Employee Development* \$358,522
	Maintenance \$182,515
	Education \$137,034
	Infrastructure & Equipment \$96,160
	City Loan Repayment \$75,000
	Utilities \$53,773
	Conservation \$22,306
	Other Expenses \$553,023

FY 2012
Expenses

*Maintenance, Education and Guest Services wages are not included in this total but rather as part of their respective categories.

Earned Revenue Expense \$238,565	Marketing/Development \$64,118
Special Events \$127,449	Professional Services \$26,292
Insurance \$71,575	Accreditation \$23,934
	Miscellaneous \$1,090

Complete audited FY 2012 financial statements may be requested by writing the Chattanooga Zoo. Friends of the Zoo, Incorporated is a private, non-profit, 501(c) (3) organization.

2012 By the Numbers

150,095

Total visitors to the Zoo in 2012

2,434

Member households in 2012

348

Volunteers culminating in 12,552 total volunteer hours

432

Happy Zoo Campers

860

Total animals living at the Zoo

*Includes 293 Kihansi Spray Toads

475

Animals helped through the Zoo's Wildlife Rehabilitation Center

Zoo Education

22,000

People reached in 2012



Off-Site Participants:	9,234
On-Site Participants:	12,774
Zoo Camp Participants:	432



ANIMAL COLLECTION

Animal Collection By the Numbers

Invertebrates

Total Specimens: 98, Total species: 14

Fish

Total specimens: 115, Total species: 4

Amphibians

Total specimens: 330, Total species: 8

Reptiles

Total specimens: 165, Total species: 61

Birds

Total specimens: 49, Total species: 22

Mammals

Total specimens: 103, Total species: 39

Significant Births

Snow Leopard: 1 male and 1 female

Prairie Dog: 1, sex unknown

Green & Black Poison Dart Frog:
20, sex unknown

Kenyan Sand Boa: 9, sex unknown

Mountain Horned Lizard: 10, sex unknown

Significant Acquisitions

Mammals: 30

Sand Cat: 1 male, 1 female

Rock Hyrax: 1 male

Desert Cottontail: 1 male, 3 female

Fennec Fox: 1 male, 2 female

Meerkat: 1 male, 2 female

Naked Mole Rat: 10, sex unknown

African Crested Porcupine: 1 male

Bennett's Wallaby: 1 male

Two-toed Sloth: 1 female

Black Crested Mangabey: 1 male, 2 female

Dromedary Camel: 1 male



Significant Acquisitions

Reptiles: 50

Timber Rattlesnake: 1, sex unknown

Banded Rock Rattlesnake: 1 male, 1 female

Great Basin Collared Lizard: 2 male, 2 female

Rio Fuerte Beaded Lizard: 1, sex unknown

Gila Monster: 1 male, 1 female

Serrate Toed Tree Lizard: 2, sex unknown

Desert Horned Lizard: 4 male, 3 female

Lansberg Hognosed Pit Viper: 1, sex unknown

Chuckwalla: 1 female

Crevice Spiney Lizard: 3 male, 3 female

Mountain Horned Lizard: 1 male, 1 female,
8, sex unknown

Puff Adder: 1, sex unknown

East African Gaboon Viper: 1, sex unknown

West African Gaboon Viper: 1 female

Rhinoceros Viper: 1, sex unknown

Eyelash Viper: 4 male, 2 female

Urutu: 1, sex unknown

Komodo Dragon: 2 male

Amphibians: 5

Eastern Hellbender: 5, sex unknown

Loaned Animals

Mammals: Out on loan: 3, In on loan: 14

Birds: Out on loan: 2, In on loan: 0

Reptiles: Out on loan: 0, In on loan: 2

Endangered Animals

Chimpanzee: 1 male, 2 female

Snow Leopard: 1 male, 2 female

Red Panda: 1 male

Pied Tamarin: 1 male, 1 female

Cotton-Top Tamarin: 3 male, 3 female

Bali Mynah: 2 female

Rhinoceros Iguana: 2 female

Rio Fuerte Beaded Lizard: 3, sex unknown

Bushmaster: 1 male

Chinese Alligator: 1 male, 1 female

Prehensile Tailed Skink: 1 male, 1 female,
2 sex unknown

African Pancake Tortoise: 1 male,
2 sex unknown

Kihansi Spray Toad: 293, sex unknown



OUR STAFF

The continued success of the Zoo would not be possible without the tireless efforts of our dedicated staff. Whether its providing exceptional care for the animals, welcoming guests into our facility, or diligently working behind the scenes to advance our mission, this special group of individuals is the heart and soul of the Chattanooga Zoo.

Back Row from Left to Right:

Darde Long, Black Curtis, Mike Scarborough, Chris Kilby, David Hedrick, Ian Salter, Rick Jackson, Steve Culpepper, Marisa Ogles

Middle Row from Left to Right:

Garrett Skipper, Mark Ryan, Betsy Budreau, Caiti Robinson, Candis Malcolm, Adam Borchardt, Geoff Downey, Cheryl Morrison, Leah Pickens, Terry Simmons

Front Row from Left to Right:

Monty Wilson, Stacy Laberdee, Liz Crowe, Lisa Flood, Hannah McWilliams, Laura Ellinor, Danielle Thomas

Not Pictured:

Kirk Parker, Willie Truett, Lacey Hinkle, Dr. Anthony Ashley, Darren Kilby, Roy Allen, Tawnya Williams, Andy VonHandorff, Michael Reid, Ashley Lane, Bill Hughes, Kate Warner

STAFF SPOTLIGHT: MONTY WILSON

What started out as an eight-week training program has resulted in a 10-year career for Chattanooga Zookeeper, Monty Wilson. Monty initially arrived at the Zoo as a ninth grader in the Promoting Ethnic Diversity in Zoos (PEDZ) program. The PEDZ program, which partners with local nonprofit organizations such as Hope for Inner City Ministries and the Chattanooga Urban League, was created to help increase diversity among Zoo staff and also provide life-changing opportunities for inner-city and minority youth.



Along with working full-time at the Zoo, Monty is a second year student at Chattanooga State pursuing a degree in Elementary Education. The fact that Monty has continued to pursue his higher education goals while working at the Zoo has made him eligible for a PEDZ college stipend. Monty also has plans to get married at the Zoo in September 2013.

“I feel extremely blessed and grateful to have been chosen to participate in the PEDZ program in 2002 and my job at the Chattanooga Zoo is the only real job I have ever had.”

The mission of the Chattanooga Zoo is to engage and inspire our community to better understand and preserve wildlife by creating meaningful connections between people and animals.



301 North Holtzclaw Avenue
Chattanooga, TN 37404
(423) 697-1322
www.chattzoo.org

FRIENDS OF THE ZOO, INC.

FINANCIAL STATEMENTS

DECEMBER 31, 2012 AND 2011



**HENDERSON HUTCHERSON
& MCCULLOUGH, PLLC**

FRIENDS OF THE ZOO, INC.

INDEX TO REPORT

DECEMBER 31, 2012 AND 2011

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Friends of the Zoo, Inc.
Chattanooga, Tennessee

We have audited the accompanying financial statements of Friends of the Zoo, Inc. (a nonprofit organization), which comprise the statements of financial position as of December 31, 2012 and 2011, and the related statements of activities and changes in net assets and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Friends of the Zoo, Inc. as of December 31, 2012 and 2011, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Chattanooga, Tennessee
May 9, 2013

Henderson Hutcherson

FRIENDS OF THE ZOO, INC.

STATEMENTS OF FINANCIAL POSITION

DECEMBER 31, 2012 AND 2011

	ASSETS	
	2012	2011
Cash	\$ 163,052	\$ 481,778
Inventory	34,379	34,669
Prepaid expenses	2,834	2,075
Contributions receivable, less present value discount	165,735	288,662
Vehicle, less accumulated depreciation	8,829	13,067
City of Chattanooga allocation	<u>1,225,000</u>	<u>1,550,000</u>
TOTAL ASSETS	<u>\$ 1,599,829</u>	<u>\$ 2,370,251</u>
 LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable	\$ 80,559	\$ 39,832
Accrued payroll	46,246	39,391
Deferred revenue	61,436	58,386
Taxes payable	710	740
City of Chattanooga note payable	<u>1,225,000</u>	<u>1,550,000</u>
Total liabilities	<u>1,413,951</u>	<u>1,688,349</u>
NET ASSETS		
Unrestricted net asset	20,144	393,241
Temporarily restricted net assets	<u>165,734</u>	<u>288,661</u>
Total net assets	<u>185,878</u>	<u>681,902</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 1,599,829</u>	<u>\$ 2,370,251</u>

FRIENDS OF THE ZOO, INC.

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

YEAR ENDED DECEMBER 31, 2012

	Unrestricted	Temporarily Restricted	Total
REVENUES, SUPPORT AND OTHER			
Contributions	\$ 231,295	\$ -	\$ 231,295
City of Chattanooga allocation	583,179	-	583,179
Program service revenue	984,120	-	984,120
Membership revenue	139,960	-	139,960
Interest income	167	-	167
Net assets released from restrictions	<u>122,927</u>	<u>(122,927)</u>	<u>-</u>
	<u>2,061,648</u>	<u>(122,927)</u>	<u>1,938,721</u>
Sales, gift shop	257,366	-	257,366
Cost of sales	<u>(137,252)</u>	<u>-</u>	<u>(137,252)</u>
Net sales	<u>120,114</u>	<u>-</u>	<u>120,114</u>
Total revenue, support and other	<u>2,181,762</u>	<u>(122,927)</u>	<u>2,058,835</u>
 EXPENSES			
Program service expenses			
Exhibits	439,926	-	439,926
Other zoo expenses	1,725,932	-	1,725,932
Special events	<u>115,669</u>	<u>-</u>	<u>115,669</u>
Total program service expenses	2,281,527	-	2,281,527
Management and general expenses	169,523	-	169,523
Fundraising expenses	99,571	-	99,571
Depreciation expense	<u>4,238</u>	<u>-</u>	<u>4,238</u>
Total expenses	<u>2,554,859</u>	<u>-</u>	<u>2,554,859</u>
CHANGE IN NET ASSETS	(373,097)	(122,927)	(496,024)
Net assets - beginning of year	<u>393,241</u>	<u>288,661</u>	<u>681,902</u>
Net assets - end of year	<u>\$ 20,144</u>	<u>\$ 165,734</u>	<u>\$ 185,878</u>

The accompanying notes are an integral part of the financial statements.

FRIENDS OF THE ZOO, INC.

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

YEAR ENDED DECEMBER 31, 2011

	Unrestricted	Temporarily Restricted	Total
REVENUES, SUPPORT AND OTHER			
Contributions	\$ 317,772	\$ -	\$ 317,772
City of Chattanooga allocation	611,093	-	611,093
Program service revenue	717,576	-	717,576
Membership revenue	120,097	-	120,097
Interest income	275	-	275
Net assets released from restrictions	<u>264,371</u>	<u>(264,371)</u>	<u>-</u>
	<u>2,031,184</u>	<u>(264,371)</u>	<u>1,766,813</u>
Sales, gift shop	298,786	-	298,786
Cost of sales	<u>(224,187)</u>	<u>-</u>	<u>(224,187)</u>
Net sales	<u>74,599</u>	<u>-</u>	<u>74,599</u>
Total revenue, support and other	<u>2,105,783</u>	<u>(264,371)</u>	<u>1,841,412</u>
EXPENSES			
Program service expenses			
Exhibits	215,290	-	215,290
Other zoo expenses	1,490,168	-	1,490,168
Special events	<u>126,572</u>	<u>-</u>	<u>126,572</u>
Total program service expenses	1,832,030	-	1,832,030
Management and general expenses	145,840	-	145,840
Fundraising expenses	57,867	-	57,867
Depreciation expense	<u>4,238</u>	<u>-</u>	<u>4,238</u>
Total expenses	<u>2,039,975</u>	<u>-</u>	<u>2,039,975</u>
CHANGE IN NET ASSETS	65,808	(264,371)	(198,563)
Net assets - beginning of year	<u>327,433</u>	<u>553,032</u>	<u>880,465</u>
Net assets - end of year	<u>\$ 393,241</u>	<u>\$ 288,661</u>	<u>\$ 681,902</u>

The accompanying notes are an integral part of the financial statements.

FRIENDS OF THE ZOO, INC.

STATEMENTS OF CASH FLOWS

YEARS ENDED DECEMBER 31, 2012 AND 2011

	2012	2011
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ (496,024)	\$ (198,563)
Adjustment to reconcile change in net assets to net cash from operating activities:		
Deprecation expense	4,238	4,238
Changes in operating assets and liabilities:		
Contributions receivable	122,927	264,370
Inventory	290	(147)
Prepaid expenses	(759)	3,714
Accounts payable	40,727	21,226
Accrued payroll	6,855	18,735
Deferred revenue	3,050	9,503
Taxes payable	(30)	232
	<u>(318,726)</u>	<u>123,308</u>
Net cash from operating activities		
	<u>(318,726)</u>	<u>123,308</u>
NET CHANGE IN CASH	(318,726)	123,308
Cash at beginning of year	<u>481,778</u>	<u>358,470</u>
Cash at end of year	<u>\$ 163,052</u>	<u>\$ 481,778</u>

FRIENDS OF THE ZOO, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2012 AND 2011

NOTE 1 – SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities

Friends of the Zoo, Inc. ("FOZ"), was incorporated in 1987 to promote the health and well-being of animals and to educate the public and otherwise increase public awareness regarding the characteristics and needs of animals in general and specifically those confined in zoos or other places that are open to the public in Hamilton County, Tennessee. The principal operation is at The Chattanooga Zoo at Warner Park.

FOZ (the "Organization") entered into a new lease agreement with the City of Chattanooga ("the City") in 2010. The City is the owner of the Zoo and in this agreement, agrees to lease the Zoo premises to FOZ and allows FOZ to provide for the entire Zoo operation. The lease agreement is for an initial term of five years with extended terms for two additional three year periods commencing at the end of the initial term. During the term of the agreement, FOZ shall pay the City an annual rent equal to one dollar. The agreement allows for each party to terminate the agreement with 90 days with written notice of such intent. Under this agreement, the City of Chattanooga retains ownership of all property and equipment purchased or constructed by FOZ.

Also under this agreement, the City of Chattanooga contributes monetary support to the FOZ for all operating expense of the Zoo. The program service revenue of the FOZ comes from admissions, memberships, and various activities conducted and organized by the FOZ yearly.

Method of Accounting

The financial statements of the Organization have been prepared utilizing the accrual basis of accounting in accordance with generally accepted accounting principles.

Contributions

FOZ has adopted Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 958, *Accounting for Contributions Received and Contributions Made*. Contributions are recognized when the donor makes a promise to give to FOZ that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are classified as net assets released from restrictions.

FOZ uses the allowance method to determine uncollectible contributions receivable. The allowance is based on prior years' experience and management's analysis of specific promises made.

Contributions that are receivable in more than one year are recorded at the present value using a 3.25% discount rate.

(Continued)

FRIENDS OF THE ZOO, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2012 AND 2011

NOTE 1 – SIGNIFICANT ACCOUNTING POLICIES (Continued)

Contributed Services

FOZ receives a substantial amount of services from volunteers (assisting pervasively in programs as well as management). Estimated values for these services totaled \$277,237 and \$111,218 for 2012 and 2011, respectively. Donated services did not meet the FASB ASC 958 criteria for recognition in the financial statements.

Use of Estimates

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

Financial Statement Presentation

FOZ has adopted FASB ASC 958-205, *Financial Statements of Not-for-Profit Organizations*. Under FASB ASC 958-205, FOZ is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. Accordingly, net assets of the Organization and changes therein are classified and reported as follows:

Unrestricted net assets – Net assets that are not subject to donor-imposed stipulations.

Temporarily restricted net assets – Net assets subject to donor-imposed stipulations that may or will be met, either by actions of the Organization or the passage of time. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions. If net assets were released from restrictions by incurring expenses satisfying the purpose of the grant or contribution within the same reporting period, those net assets have been classified as unrestricted.

Permanently restricted net assets – Net assets subject to donor-imposed stipulations that they be maintained permanently by the Organization. Generally, the donors of these assets permit the Organization to use all or part of the income earned on any related investments for general or specific purposes. The Organization does not have any assets that are considered permanently restricted.

Income Taxes

The Organization is exempt from Federal and state income taxes under Section 501(c)(3) of the Internal Revenue Code. However, it is subject to Federal tax on unrelated business income. This income is reported on the federal form 990-T as unrelated business income.

(Continued)

FRIENDS OF THE ZOO, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2012 AND 2011

NOTE 1 – SIGNIFICANT ACCOUNTING POLICIES (Continued)

Uncertain Tax Positions

The Organization follows the accounting guidance for uncertainty in income taxes using the provisions of FASB ASC Topic 740, *Income Taxes*. Using this guidance, tax positions initially need to be recognized in the financial statements when it is more-likely-than-not the position will be sustained upon examination by the tax authorities. Such tax positions initially and subsequently need to be measured as the largest amount of tax benefit that has a greater than 50% likelihood of being realized upon ultimate settlement with the tax authority assuming full knowledge of the position and relevant facts.

Based on its evaluation, the Organization has concluded that there are no significant uncertain tax positions requiring recognition in its financial statements. The Organization's evaluation was performed for the tax years ended December 31, 2009 through December 31, 2012, for U.S. Federal Income Tax. These are the years which remain subject to examination by major tax jurisdictions as of the year ended December 31, 2012.

Concentration of Risk

From time to time the Organization has on deposit, in institutions whose accounts are insured by the Federal Deposit Insurance Corporation (FDIC), funds that total in excess of the insured maximum. The at-risk amount is subject to significant fluctuations on a daily basis throughout the year. FOZ does not believe they are exposed to undue risk on cash balances.

Capital Expenditures

Because all property and equipment purchased or constructed by FOZ become the property of the City of Chattanooga, capital expenditures are reported in the statement of activities as an expense.

In 2010, the Organization received a donation specifically for purchase of a hybrid vehicle. The vehicle purchased is owned by the Organization and has accordingly been capitalized. The vehicle is stated at cost and depreciation is computed on the straight-line method over its estimated useful life. Expenditures for repairs and maintenance are charged to expense as incurred.

Revenue Recognition

The Organization's primary income is derived from admissions to the zoo along with donations to the zoo. Admissions income is recognized daily once services have been paid for by the participants. Donations are earned as received or committed.

The Organization also derives income from annual memberships sold throughout the year. Income from the sale of memberships is recognized over the months covered by the membership. Revenue applicable to future periods is deferred and recorded when earned.

FRIENDS OF THE ZOO, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2012 AND 2011

NOTE 1 – SIGNIFICANT ACCOUNTING POLICIES (Continued)

Inventory

Inventory is comprised of gift shop items and is stated at the lower of cost (first-in, first-out) or market.

Presentation of Sales Tax

The state of Tennessee and counties within the state impose a sales tax on the gift shop sales to non-exempt customers. The Organization collects that sales tax from customers and remits the entire amount to the state. The Organization's accounting policy is to include the tax collected and remitted to the state in revenue.

Reclassifications

Certain amounts in the prior year financial statements have been reclassified for comparative purposes to conform to the presentation in the current year financial statements.

NOTE 2 – CONTRIBUTIONS RECEIVABLE

	2012	2011
Receivable in less than one year	\$ 165,735	\$ 165,800
Receivable in one to five years	<u>-</u>	<u>128,100</u>
Total contribution receivable	165,735	293,900
Less discount to net present value	<u>-</u>	<u>(5,238)</u>
Net contribution receivable	<u>\$ 165,735</u>	<u>\$ 288,662</u>

Unconditional promises to give due in more than one year are reflected at the present value of estimated future cash flows using a discount rate of 3.25%.

Management believes all contributions receivable are collectible and that no allowance for doubtful accounts should be recognized. As they are determined to be uncollectible, management writes off contributions accordingly.

NOTE 3 – PROPERTY AND EQUIPMENT

The following is a summary of the property and equipment owed by the FOZ at December 31, 2012 and 2011:

	2012	2011
Vehicle cost	\$ 21,190	\$ 21,190
Less: Accumulated depreciation	<u>(12,361)</u>	<u>(8,123)</u>
	<u>\$ 8,829</u>	<u>\$ 13,067</u>

Total depreciation expense for the years ended December 31, 2012 and 2011, was \$4,238 and \$4,238, respectively.

FRIENDS OF THE ZOO, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2012 AND 2011

NOTE 4 – RESTRICTIONS ON NET ASSETS

Net assets were released from donor restrictions by meeting the time restrictions or by incurring expenses satisfying the restrictions specified by donors.

	2012	2011
Receipt of contributions receivable	<u>\$ 122,927</u>	<u>\$ 264,371</u>

As of December 31, 2012 and 2011, temporarily restricted net assets consisted of the following:

	2012	2011
Contributions receivable	<u>\$ 165,735</u>	<u>\$ 288,662</u>

NOTE 5 – RELATED PARTY TRANSACTIONS

FOZ had contributions receivable from board members of \$117,600 and \$256,400 as of December 31, 2012 and 2011, respectively.

FOZ had contributions from board members and other related parties of \$15,200 and \$280,738 during the years ended December 31, 2012 and 2011, respectively. Also, FOZ paid one of the board members \$0 and \$31,400 for consulting services performed during the years ended December 31, 2012 and 2011, respectively.

NOTE 6 – AGREEMENT WITH CITY OF CHATTANOOGA

The Organization entered into a loan agreement with the City of Chattanooga to construct improvements to the Chattanooga Zoo at Warner Park. Upon completion of the improvements, the City retained right, title, and interest in the improvements, and the Organization relinquished any ownership right in the improvements. The original loan agreement outlined a payback of \$2,000,000 of which \$300,000 has been paid in previous years. In 2010, the Organization amended the loan agreement with the City of Chattanooga. Under the new loan agreement, FOZ will repay the outstanding balance of \$1,700,000 with payments of \$150,000 per year. The balance on the loan at December 31, 2012 and 2011, was \$1,225,000 and \$1,550,000, respectively.

As an early payoff incentive for the Organization, the City agreed to appropriate an amount equal to one dollar for every two dollars raised by the Organization through donation for capital improvements, up to a maximum of \$250,000 per year subject to annual appropriation. The Organization believes it will be able to raise sufficient funds annually and to have the full debt paid off by allocation from the City of Chattanooga annually. Therefore, the Organization has set up an allocation receivable from the City of Chattanooga to match anticipated debt payments to the City of Chattanooga over the life of the loan.

NOTE 7 – LITIGATION

From time to time, the Organization becomes involved in various legal matters in the ordinary course of business. As of December 31, 2012, management is of the opinion that no matters exist that would have a material impact upon the financial statements of the Organization.

FRIENDS OF THE ZOO, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2012 AND 2011

NOTE 8 – SUBSEQUENT EVENTS

Management has evaluated events and transactions subsequent to the balance sheet date through the date of the independent auditor's report (the date the financial statements were available to be issued) for potential recognition or disclosure in the financial statements. Management has not identified any items requiring recognition or disclosure.



Friends of the Zoo

Executive Committee

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City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Diversity Youth Employment: The PEDZ Program
Lead Agency:	Chattanooga Zoo
Collaborating City Department(s):	Department of Youth and Family Development; Office of Multicultural Affairs
Contact Name:	Dardenelle Long
Primary Results Area:	Smarter Students, Stronger Families
Offer Cost (Funding Request):	\$25,047.58

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

The Program

The Promoting Ethnic Diversity in Zoos (PEDZ) program was developed by the Chattanooga Zoo in 2002 for the purpose of working with low/moderate income, minority youth, specifically originating from neighborhoods surrounding the Zoo, in an effort to address the lack of diversity in zoo's and aquariums around the United States. Since the program's inception, it has grown significantly in the number of participants, and the problems which it seeks to address. The areas that the PEDZ program now addresses include:

- the lack of viable employment, life-skills and career training opportunities for minority youth
- the lack of positive role models for these youth
- the lack of available resources necessary for pursuing higher education
- the lack of diversity and exposure to career opportunities in the Zoo/Aquarium industry

Chattanooga Zoo's PEDZ program addresses all of these issues through the provision of paid



City of Chattanooga

FY15 Offers

employment, career-training, mentoring and higher education incentives. During their employment at the Chattanooga Zoo they receive training in fields such as animal husbandry, guest services, business administration, education and facilities/horticulture. In addition to paid employment and on-the-job skills training, participants are provided with:

- Numerous life-skills training courses (i.e. *Interviewing, Managing Personal Finances, Resume Writing, Employer Expectations, etc.*).
- Assistance in obtaining legal documents required to enter the workforce (i.e. *Social Security Card, State ID, Birth certificate, etc.*).
- Assistance in achieving higher education goals.
- Exposure to careers in the animal care industry through organized field trips opportunities for enhanced community involvement.
- One-on-one weekly mentoring sessions with the PEDZ Program Coordinator.
- Involvement in community service projects/programs.

Mentoring sessions include discussion of the participant's experience and review of knowledge gained. The mentor also, if applicable, assists the mentee with the college research and application process. Participants who demonstrate a good work ethic, attitude and passion for the Zoo's mission during the summer are then invited to continue to work for the Zoo during the school year. All current PEDZ participants are encouraged, through application assistance and a \$500 semester stipend, to pursue higher education following graduation from high school.

The full budget for operating this program is \$73,899.58. All sources of funding are listed below in the "Financial Offsets" information. By providing \$25,047.58 the City of Chattanooga will be funding 34% of this program's full budget.

Program Outcomes

Ultimately, the goal of the PEDZ program is to provide legal, income-earning opportunities and job training for low-income, minority youth. PEDZ participants will gain the confidence, knowledge and skills necessary to interview and obtain future gainful employment, thereby negatively impacting the levels of poverty, unemployment, and crime taking place in their communities of origin.

PEDZ program outputs directly match the City of Chattanooga's priorities of:

- Creating **smarter students and stronger families** through close mentorship with these at-risk youth leading to more **college and career ready young adults**.
- Building **safer streets** by occupying at risk youth's time with employment rather than criminal activities, leading to a **reduction in the juvenile crime rate** committed by participants.
- **Growing the economy** through providing and building increased employment opportunities, and employment experiences of the youth participants.

Program Organization

The Chattanooga Zoo partners with several youth-serving local nonprofits including: Hope for the



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Inner City, Urban League of Chattanooga, Upward Bound, City of Chattanooga Youth and Family Development, local neighborhood associations and Boys and Girls Club to recruit PEDZ participants. Participants are initially hired to work 20 hours a week for 8 weeks during the summer. If participants show skill and initiative in one of the work areas, they are invited to continue to work part-time at the zoo, during the school year. Since the program's inception, the number of participants has grown from 4 to 12 summer participants and 0 to 3 annual participants. In FY 2013-2014, the PEDZ program expanded to include a full time coordinator/mentor for the program to oversee and engage the participants. This coordinator leads the participants through working rotations in the various departments of the zoo, and mentors them in work and life skills.

Future Expansion

The goals for the FY 2014-2015 program are first, to increase the number of participants to 16 summer participants (12 participants in FY 2013-2014; 33% increase) and 6 annual participants (3 participants in FY 2013-2014; 100% increase). Second, to increase and add value to the life/work-skills training provided to participants by bringing in professionals in the respective field (finance, workplace behaviors, resume building, etc.). Third, to provide assistance to participants in securing documentation needed to enter the workforce (Social Security Card, State ID, Birth certificate, etc.). Lastly, expand the program to show the value of community and become involved with local community service programs/projects.

Research Data

Research has shown that the biggest contributor to poverty is income and employment disparities. According to a recent study by the Center for Law and Social Policy (CLASP), a disproportionate number of minority youth struggle to find and maintain employment and pursue higher education. In fact, one in five young workers (ages 16-24) is unemployed and minority low income youth face the most challenges in terms of finding employment.

Education levels are also correlated with employment outcomes. Greater educational attainment reduces the likelihood of being unemployed. [Supporting Youth Employment: A Guide for Community Groups](#) notes how, "nationwide, 15 million people between the ages of 16 and 24 are not prepared for high-wage employment. Inadequate education or training is a major reason."

Compounding the challenges faced by low-income, minority youth is the exposure to the criminal and often deviant behaviors exhibited by local gangs. Respondents to the 2013 Chattanooga Comprehensive Gang Assessment stated that the main reason for joining gangs is the desire for money and the most important factor in reducing the power and growth of gangs is jobs and job training. Also worth noting also is that 65% of gang-related incidents occur between 7 am and 9 pm, by individuals ages 17 to 24 primarily during the warmer months. These are precisely the times in which the PEDZ program will be taking place and occupying this target audience.

Unfortunately, gang members, due to a lack of parental involvement, often serve as the only role models for low-income minority youth. According to the Journal of Youth and Adolescence, positive role models can contribute to the resilience of African-American adolescents who are exposed to



City of Chattanooga

FY15 Offers

negative non-parental adult behavior. Consequently, adolescents with an identifiable role model receive higher grades, have higher self-esteem, and report stronger ethnic identity than their counterparts who lack role models. Ultimately, supportive relationships with a workplace role model appear to be the most important reason youth stay in work programs.

In summary, research has shown that exposing low-income minority youth to paid job opportunities, career and life-skills training, structured work schedules, higher education guidance and incentives and relationships with positive role models, all serve to promote better grades, higher self-esteem, aversion to criminal behaviors, and tools for escaping the cycle of poverty.

City of Chattanooga Support

The City of Chattanooga should support the PEDZ program because of the impact this program has on the youth participants and their families. Not only does the PEDZ program provide benefits for the individual participants, it also provides benefits to our local community, and larger community by:

- Lowering juvenile crime rate through providing employment during the times when juvenile crime is most likely to take place.
- Increasing employment opportunities in the Chattanooga area.
- Shaping a younger generation to be involved in the community through community service projects.
- Increasing the diversity among zoo staff, leading to greater diversity in the zoo/aquarium industry.

Perhaps the best statements about the significance and success of the program come from the participants themselves:

*"The most valuable lesson I learned this summer was how to have a good work ethic."
– David Tolliver, '13*

"The PEDZ program impacted my life because I learned a great deal of responsibility. I learned how to make money, save money, the importance of being on time and that nothing is easy." – Deja Pope, '13

Identify Which Desired Outcomes This Offer Impacts:

1. More kids graduating high school college and career ready- Smarter Students & Stronger Families
2. Fewer kids dropping out of school- Smarter Students & Stronger Families
3. Reducing the juvenile crime rate- Safer Streets

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)



City of Chattanooga

FY15 Offers

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Diversity Youth Employment: The PEDZ Program	\$71,422	\$2,478	\$25,047.58	9

Capital Budget Impact? **Yes** **No** **\$Amount**

Financial Offsets: *(Please list other revenues associated with the specific program for which funding is requested)*

Name	Amount
Community Development Block Grant	\$45,000 - Pending
SunTrust Foundation Grant	\$25,000 - Pending
PeyBack Foundation Grant	\$10,565 - Pending
Chattanooga Zoo Support	\$6,362 - Secured

PERFORMANCE DATA

Measurement 1:

Increase in the number of participants in the program. This increases employment opportunities for local at-risk youth leading to economic development.

All recruiting for the program is done through community partnerships with Hope for the Inner City, Urban League of Chattanooga, Upward Bound, City of Chattanooga Youth and Family Development, local neighborhood associations and the Boys and Girls Club.

Historical Comparison Data?

2013 - 12 Summer Participants – 3 full year participants

2012 - 8 Summer Participants – 1 full year participant

2011 - 5 Summer Participants

Measurement 2:

Increase in learned workplace behaviors/attitudes by the participants.

Zoo staff members and the PEDZ coordinator will assess the participants at their entry into the program to understand the baseline behaviors that the participants have. At the conclusion of the program, the participants will again be assessed using the same measure, to look comparatively at the difference in the behaviors and attitudes of the participants after successful completion of the summer program.

Historical Comparison Data?

None. This evaluation has not previously been performed.

Measurement 3:

Increase in school engagement throughout the program, as well as higher education aspirations as well as attainment. This would include encouraging participants to come back to the program each year and measuring school engagement over time.



City of Chattanooga

FY15 Offers

Historical Comparison Data?

None.

Return on Investment:

How do citizens benefit? Citizens of Chattanooga, but more specifically the neighborhoods surrounding the zoo benefit from this program for several reasons. The first reason is that this program provides interactive and unique employment for the local youth, which leads to less youth on the streets during these times and more engaged young people at work. Secondly, being employed in a paid program means that these youth become more economically advantaged, this leads to purchases and economic growth for the Chattanooga area. Third, these youth are educated and learn while on the job which leads to smarter students, and smarter workers entering the workforce when they get older.

Does this activity leverage other financial resources? The PEDZ program leverages funds from several places (amounts listed above) including support from a Community Development Block Grant, SunTrust Foundation, PeyBack Foundation, and support from the Chattanooga Zoo itself.

How does this activity decrease costs over time for the City? The benefits described above in the narrative explain that increased employment, reducing juvenile crime, leading youth to become smarter students, and supporting local youth in further educational attainment will all reduce costs for the City of Chattanooga. The continuation and growth of this program will cyclically lead to further reduced costs associated with the aforementioned benefits.

How can this program become sustainable without City funding? While this is an existing program at the zoo, plans for increased capacity and quality of training require additional funds. The zoo sought grants and programs to align with this growth to help jump start the new program standard. As the program grows, funding will become more available and lead to

Attachment B: Comparative Financial Information

Agency Name: Chattanooga Zoo

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 2014 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga	35% - Contracted agreement	49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)	0.3% from Hamilton County Commissioner's Discretionary Funds	
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)	74.7% from Earned Revenue, private support, state/federal support, grants, etc.	
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga		49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)	48% of total visitation from Hamilton County residents	
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)	52% visitation from other local sources outside of Ham. Co., and non-local areas.	
	Above percentages should total 100%	

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

Attachment C: Program Beneficiary Statistics

Agency Name: **Chattanooga Zoo** Program: **Diversity Youth Employment: The PEDZ Program**

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
1. Unduplicated Count of Program Beneficiaries TOTAL	152,328	70,811	155,735
a) Total Continuing From Previous Fiscal Year	0	0	0
b) Total New for the Year	152,328	70,811	155,735
c) Total Terminated During the Year	0	0	0
2. Age Group TOTAL	152,328	70,811	155,735
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	152,328	70,811	155,735
3. Sex TOTAL	152,328	70,811	155,735
a) Male			
b) Female			
c) Not Known	152,328	70,811	155,735
4. Ethnic Background TOTAL	152,328	70,811	155,735
a) White			
b) Black			
c) Hispanic			
d) Asian			
e) Other – Ethnic Minority			
f) Not Known	152,328	70,811	155,735
5. % Income Level TOTAL	152,328	70,811	155,735
a) Below 9,999			
b) 10,000 –19,999			
c) 20,000 – 29,999			
d) 30,000 and Over			
e) Not Known	152,328	70,811	155,735
6. Location of Residence TOTAL	152,328	70,811	155,735
a) Chattanooga	91,396	42,487	93,441
b) Outside of Chattanooga	60,932	28,324	62,294
c) Not Known			

Attachment D: Schedule of Positions, Salaries & Wages

Agency Name: Chattanooga Zoo

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

Title of Position	Last Name, Initial	Full Time or Part Time	Number of Years Employed	Current – FY 2014			Projected – FY 2015		
				Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
CEO/President	Long, D.	Full	3	52	68848	68848	52	70225	70225
COO	Crowe, E.	Full	2	52	55016	55016	52	56116	56116
Curator of Ectotherms & Exhibits	Jackson, R	Full	7	52	54080	54080	52	55161	55161
Curator of Birds and Mammals	Laberdee, S	Full	2	52	33280	33280	52	33945	33945
Business Manager	Simmons, T	Full	1	52	42432	42432	52	43280	43280
Visitor Services Manager	Morrison, C	Full	2	52	25459	25459	52	25968	25968
Education Curator	Skipper, G	Full	3	52	35360	35360	52	36067	36067
Director of Community Engagement	Brantley, J	Full	1	52	23920	23920	52	24398	24398
IT Specialist	Curtis, B	Full	2	52	31200	31200	52	31824	31824
Special Projects and Programs Coordinator	Parker, K	Full	3	52	34008	34008	52	34668	34668
Director of Marketing, Interim	McWilliams, H	Full	1	52	28080	28080	52	28641	28641
Vet Tech	Hickle, L	Full	1	52	27040	27040	52	27580	27580
Maintenance Supervisor	Houser, C.	Full	1	52	28080	28080	52	28641	28641
Keeper	Borchardt, A	Full	1	52	24960	24960	52	25459	25459

Keeper	Budreau, B	Full	1	52	24440	24440	52	24928	24928
Keeper	Harwood, P	Full	4	52	22880	22880	52	23337	23337
Keeper	Hedrick D	Full	5	52	29120	29120	52	29702	29702
Keeper	Landenburg, J	Full	0	46	23400	23400	52	23868	23868
Keeper	Malcolm, C	Full	1	52	24440	24440	52	24928	24928
Keeper	Muldoon, E	Full	0	52	21840	21840	52	22276	22276
Keeper	Robinson, C	Full	3	52	25480	25480	52	25989	25989
Keeper	Solis, A	Full	0	50	24000	24000	52	24480	24480
Keeper	Thayer, R	Full	2	52	25480	25480	52	25989	25989
Keeper	Williams, T	Full	1	52	26520	26520	52	27050	27050
Keeper	Wilson, M	Full	8	52	21840	21840	52	22276	22276
Keeper	Warner, K	Part	12	52	7540	7540	52	7540	7540
Keeper	Witmer, R	Full	0	52	27040	27040	52	27580	27580
Maintenance Assistant	Kilby, C	Full	1	52	24960	24960	52	25459	25459
Maintenance Assistant	Kilby, D	Full	1	52	24960	24960	52	25459	25459
Maintenance Assistant	Downey, G	Full	1	52	24960	24960	52	25438	25438
Maintenance Assistant	Scarbrough, M	Full	1	52	24960	24960	52	25459	25459
Security	Truitt, W	Full	3	52	21840	21840	52	22276	22276
Visitor Services Associate	Brady, M	Full	0	52	20800	20800	52	21216	21216
Visitor Services Associate	Tolliver, D	Part	0	52	8320	8320	52	8320	8320
Visitor Services Associate	Tracy, N	Part	2	52	6630	6630	52	6630	6630
Visitor Services Associate	Williams, T	Full	0	52	12480	12480	52	12729	12729
Education Specialist	Stubblefield, M	Full	0	52	23920	23920	52	24398	24398

Attachment F: Budget Format	Agency Name:	Chattanooga Zoo						
CITY OF CHATTANOOGA								
FY 2015 Agency Funding Financial Form								
Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget	
REVENUES								
Contributions								
Individuals/Private						\$ -	N/A	
Corporate/Organizations/Churches					\$ 23,852	\$ 23,852	N/A	
Fees/Grants from Governmental Agencies								
Federal	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ (45,000)	-100.0%	
State						\$ -	N/A	
Hamilton County						\$ -	N/A	
City of Chattanooga					\$ 25,048	\$ 25,048	N/A	
Other Cities (Please list)						\$ -	N/A	
United Way								
Foundations (including grants)			\$ 15,000	\$ 35,565	\$ 25,000	\$ (10,565)	-29.7%	
Gross Proceeds Special Events						\$ -	N/A	
Other UWs/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						\$ -	N/A	
Other Program Income						\$ -	N/A	
Sales to Public						\$ -	N/A	
Investment Income						\$ -	N/A	
Miscellaneous						\$ -	N/A	
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	\$ -	\$ -	\$ 15,000	\$ 80,565	\$ 73,900	\$ (6,665)	-8.3%	
OPERATIONS								
Personnel Expenses								
Salaries	\$ 2,041	\$ 6,604	\$ 13,224	\$ 61,060	\$ 61,060	\$ -	0.0%	

Attachment F: Budget Format	Agency Name:	Chattanooga Zoo						
Fringe Benefits			\$ 375	\$ 4,000	\$ 4,000	\$ -	0.0%	
Employee Health						\$ -	N/A	
Pension/Retirement						\$ -	N/A	
Payroll Taxes, etc.	\$ 200	\$ 600	\$ 1,300	\$ 6,362	\$ 6,362	\$ -	0.0%	
Other (unemployment, life insurance, etc)						\$ -	N/A	
Total Personnel Expenses	\$ 2,241	\$ 7,204	\$ 14,899	\$ 71,422	\$ 71,422	\$ -	0.0%	
OPERATING EXPENSES								
Administration								
Professional Fee & Contract service						\$ -	N/A	
Utilities						\$ -	N/A	
Other						\$ -	N/A	
Rent						\$ -	N/A	
Travel/Transportation				\$ 1,326	\$ 1,326	\$ -	0.0%	
Insurance (not employee health)						\$ -	N/A	
Materials & Supplies	\$ 120	\$ 150	\$ 270	\$ 1,152	\$ 1,152	\$ -	0.0%	
Telephone, Fax, ISP						\$ -	N/A	
Postage and Shipping						\$ -	N/A	
Occupancy/Building/Utilities						\$ -	N/A	
Equipment Rental and Maintenance (including contracts)						\$ -	N/A	
Outside Printing, Art Work, etc.						\$ -	N/A	
Conferences, Conventions, etc.						\$ -	N/A	
Special Assistance to Individuals						\$ -	N/A	
National Dues/Support Payments						\$ -	N/A	
Organization Dues (other than above)						\$ -	N/A	
Awards and Grants						\$ -	N/A	
Fund Raising/Self-Support Activities						\$ -	N/A	
Miscellaneous						\$ -	N/A	
Equipment Purchases (incl. capital expenses)						\$ -	N/A	
Depreciation						\$ -	N/A	
Other Expenses (Please list separately any major item)						\$ -	N/A	
						\$ -	N/A	
Operating Expenses Total	\$ 120	\$ 150	\$ 270	\$ 2,478	\$ 2,478	\$ -	0.0%	
TOTAL OPERATIONS	\$ 2,361	\$ 7,354	\$ 15,169	\$ 73,900	\$ 73,900	\$ -	0.0%	
REVENUE OVER/ (UNDER) OPERATIONS	\$ (2,361)	\$ (7,354)	\$ (169)	\$ 6,665	\$ -	\$ (6,665)	-100.0%	



February 21, 2014

Mayor Andy Berke
City of Chattanooga
100 E. 11th Street
Chattanooga, TN 37402

Dear Honorable Mayor Berke:

A Better Tomorrow, Inc. (ABT) and Second Missionary Services, Inc. (SMS) are non-profit organizations that have come together to collaborate their services with the purpose of submitting a Budget For Outcomes request in the amount of \$474,801 from the City of Chattanooga under the *Smarter Students, Stronger Families* result area. Both organizations have like missions and serve the population of youth and young adults in ways that create impact and results. It is for this reason that our offer is named **YOUTH**, which stands for **Youth Organizations United To Help**.

ABT's mission is to help at-risk youth discover their purpose through life skills education and mentoring. SMS implements two youth programs, (1) Independent Youth Services Foundation, Inc. (IYSF) whose mission is to establish programs and activities that enable youth to develop their individual potentials in order to achieve their personal goals in life; and (2) Project Success whose mission is to empower youth to make a positive difference in their lives by exposing them to educational opportunities through seminars, college prep, hands-on training and outings.

Since its start in 2001, ABT has taught Life Skills Education/Character Building to students in Chattanooga and surrounding area schools, juvenile detention centers, church youth groups, youth civic organizations, and local agencies serving youth and their families in Hamilton County.

SMS was established in 1999 initially to provide resources as a community law clinic but changed its focus to youth issues in 2006. It began with Project Success, an educational outreach program that occurs during the HCDE school breaks for middle and high school students. Youth engage in teen topics, college prep and secondary educational opportunities. IYSF began in 1993 as a youth sports program. It joined SMS in 2008 after it evolved into an after-school, male mentoring and educational attainment program that exists in targeted HCDE schools to help youth ages 5-17 develop potentials in order to achieve their personal goals in life.

Discussions with Lurone Jennings and Paul Smith of your administration are very supportive of the collaborative as it can help offset the ill effects that impact our youth and serve as mentor/spokesperson for the Chattanooga Violence Reduction Initiative.

Enclosed is the full proposal that describes the need for **YOUTH** and the way the collaborative will implement our programs, such as Project Evolution Intensive, Boys To Men, Project Success, and more, to fill that need.

Thank you for the opportunity to submit this proposal. We would be pleased to provide additional information at your request. Below is contact and organizational data for your records.

Sincerely,



Richard K. Bennett
YOUTH, Lead Agency Facilitator

A Better Tomorrow, Inc.
5113 Hwy 58, Ste. 213, Chattanooga, TN. 37416
423-485-1012 (Office)
Founder/Executive Director: Richard K. Bennett – 423- 227-2849 (Cell)
Richard.abettertomorrow@comcast.net

ABT Date founded: 2001
Received non-profit status: 2004
EIN: 76-0801232
DUNS Number: 616638651

SMS Date founded: 1999
Received non-profit status: 1999
EIN: 31-1594574

ATTACHMENTS:

Copy of Organization Charter (ABT and SMS)
Letter of IRS Status (ABT and SMS)
Copy of Annual Report
Organization's 2012 990 Form
Current Board of Directors (ABT and SMS)



City of Chattanooga
Mayor Andy Berke

February 20, 2014

Honorable Mayor Andy Berke
101 East 11th Street
Chattanooga, TN 37402

RE: Support for Community Agency Support Grant
A Better Tomorrow

Dear Mayor Berke,

The Department of Youth and Family Development would like to give its support to A Better Tomorrow. The agency's programs are in direct alignment with what our department is putting our focus on - "Smarter Students – Stronger Families".

We feel that this program would greatly benefit the citizens of Chattanooga as well as be a benefit to helping Youth & Family Development achieve its goals.

Sincerely,

Lurone "Coach" Jennings, Sr.
Administrator
Youth & Family Development
City of Chattanooga

SECOND MISSIONARY SERVICES, INC.

2305 E. THIRD STREET....CHATTANOOGA, TN 37404

Rev. Paul A. McDaniel, Board Chairman
Attorney Angela Sims, Secretary
Evangelist Marva Lee
Irma Stewart
Rayburn Traugher, Advisor

Charles Green, Treasurer
Deborah Maddox, Financial Secretary
Dr. Paul Payne, DDS
Bernadine Turner

Building on the future – our youth!

January 6, 2014

Mr. Paul Smith
Director, Public Safety Department
City of Chattanooga
1001 Lindsay Street
Chattanooga, TN 37402

Dear Mr. Smith:

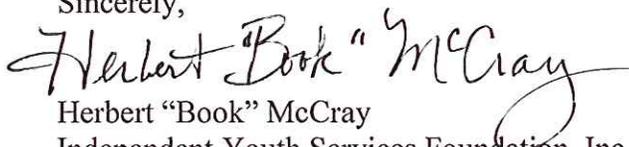
Independent Youth Services Foundation, Inc. (IYSF), d.b.a. Second Missionary Services, Inc., seeks to join the City of Chattanooga Public Safety Department in a collaborative relationship. IYSF will make a fundamental commitment to work to build up educational skills of youth within several Chattanooga communities. We will reach across gang lines to expose youth to better life choices, especially young African American males. This will be done through fieldtrips, community service initiatives, mentoring, academic goal setting, healthy eating, etc.

The mission of the IYSF, Inc. is to establish programs and activities that enable youth to develop their individual potentials, in order, to achieve their personal goals in life. Our target population is troubled children and youth. Our male-mentoring programs and fathering initiatives are currently in Brainerd High School, Dalewood Middle Schools, Orchard Knob Middle, Woodmore Elementary and Eastside Elementary.

Attached is an itinerary of activities that the youth will be involved in for the 2014 fiscal year. We believe that organizational and community-wide management approaches will help to enhance our youth, provide guidance and aid in preserving the environment for this generation's future.

The overview of IYSF, Inc. has already been discussed with Lurone Jennings, Director of the Youth & Family Development Department and he is supportive. The reason I thought you would be an excellent strategic partner also is because of your focus on the Chattanooga Violence Reduction Initiative, in addition to your connections with other business leaders in our community. As a Partner, we agree to follow all applicable terms and conditions governing the City of Chattanooga personal service contract. IYSF, Inc. looks forward to our partnership with the City of Chattanooga.

Sincerely,


Herbert "Book" McCray

Independent Youth Services Foundation, Inc.

SECOND MISSIONARY SERVICES, INC.

2305 E. THIRD STREET....CHATTANOOGA, TN 37404

Rev. Paul A. McDaniel, Board Chairman
Attorney Angela Sims, Secretary
Evangelist Marva Lee
Irma Stewart
Rayburn Traugber, Advisor

Charles Green, Treasurer
Deborah Maddox, Financial Secretary
Dr. Paul Payne, DDS
Bernadine Turner

Building on the future – our youth!

January 6, 2014

Mr. Lurone Jennings
Director, Chattanooga Youth & Family Department
501 W. 12th Street
Chattanooga, TN 37402

Dear Mr. Jennings:

Independent Youth Services Foundation, Inc. (IYSF), d.b.a. Second Missionary Services, Inc., seeks to join Chattanooga's Youth & Family Development Department in a collaborative relationship. IYSF will make a commitment to work to build up personal and educational skills of youth within several Chattanooga communities. We will reach across gang lines to expose youth to better life choices, especially young African American males. This will be done through academic goal setting, mentoring, fieldtrips, healthy eating, community service initiatives, etc.

The mission of the IYSF, Inc. is to establish programs and activities that enable youth to develop their individual potentials, in order, to achieve their personal goals in life. Our target population is troubled children and youth. We have incorporated the Lexia reading program at Orchard Knob Elementary school. They have since purchased the license to maintain that program as one of their successful tutoring initiatives. We currently have the program in Brainerd High School, Eastside Elementary, Woodmore Elementary and Orchard Knob Middle. Our male-mentoring programs and fathering initiatives are in Dalewood Middle School, as well as the other aforementioned schools. We presently use the schools as a tool where students are readily available for Lexia as some families are hesitant to allow YFD Centers to serve them.

Attached is an itinerary of activities that the youth will be engaging in for the 2014 fiscal year. We believe in organizational and community-wide involvement approaches to help enrich our youth, provide guidance and aid in preserving the environment for this generation's future. Our hope is to expand on existing Lexia programming to reach younger and younger people.

We have also discussed the overview of IYSF, Inc. with Paul Smith, Director of the Public Safety Department. The reason I thought you two would be excellent strategic partners is because working with both departments can help offset the ill effects that impact our youth. As a Partner, we agree to follow all applicable terms and conditions governing the City of Chattanooga's Personal Service Contract. We look forward to our ensuing partnership.

Sincerely,



Herbert "Book" McCray
Independent Youth Services Foundation, Inc.



The Executive Summary

Smarter Students, Stronger Families

Through partnerships with community agencies and other departments, create a pipeline of services available to a geographically targeted group of high risk children and families that provides age specific, high quality interventions including but not limited to financial counseling, mentoring, parenting classes and tutoring.

Statement of Need:

Violence is the number one killer of youth between the ages 15-24. The homicide rate of young males in this age group is over 85.6 per 100,000. Firearms were used in three-quarters of the homicides in the United States. William Julius Wilson at the University of Chicago established that homicide rates soar in neighborhoods where men have no jobs, children are raised without fathers, and social institutions are in disarray. The correlation between poverty and violence is a well-established factor in social science literature. Being poor in America means living in a devastated, crime-ridden neighborhood.

According to the latest *National Youth Gang Survey*, the number of youth affiliated with gangs has steadily increased. Most youth join gangs between the ages of 12 and 15, and prevention is a critical strategy within a comprehensive response to gangs. The main reason young people join gangs is because they lack self-identity, and self-esteem. Young people are suffering from poor self-image and a lack of self-worth and true identity, which can have detrimental effect on their lives.

Teens who have lack positive adult role models gangs are at-risk for substance abuse, gang association, teenage pregnancies, dropping-out, and illiteracy, lack of relationship skills, anger issues and joblessness leading to homelessness, a life of crime, or both. Joblessness, and Poverty in Hamilton County: Poverty makes it difficult for teens to excel in school because poverty creates chronic stress that impairs attention and concentration. When teens are focused on meeting basic needs and dealing with unstable home lives, schoolwork is often not a priority.

We are seeking funds to strengthen opportunities for the youth and their families in Chattanooga to fulfill the dream of a high school diploma, college education, employment, becoming responsible parents/citizens and achieve greater opportunities.

5113 Hwy 58, Ste. 213 * Chattanooga, TN. 37416

Phone & Fax: 423-485-1012

E-mail: Abettertomorrow@comcast.net * Website: www.BetterTomorrow.org



Solution:

A Better Tomorrow, Inc. (ABT) and Second Missionary Services, Inc. (SMS) are non-profit organizations that have come together to form Y.O.U.T.H (Youth Organizations United To Help). It is a collaboration of youth service providers whose missions and services impact youth ages 5-26.

A Better Tomorrow's "*Project Evolution Intensive*" will assist males ages 19-26, by providing them the necessary tools to make rational, responsible decisions. There is no one strategy alone that can combat the problems of violence, but we believe by providing young men with the necessary skills and resources will help lower crime levels in Chattanooga. It will assess learning and other disabilities, and offer needed resources. We will provide Leadership Skills, Job Readiness Training & Vocation, GED Classes and College Prep Workshops, Cultural Diversity & Purpose Workshops, Social and Business Skills Development, Violence Reduction Workshops, including Gang Intervention, and Entrepreneurial Training.

SMS's programs *IYSF, Inc.* and *Project Success* will implement innovative programs and learning experiences that will assist males and females ages 5-17 to achieve academic success through direct contact with mentors and support opportunities. They engage in activities such as Boys-To-Men, Gimme 5, Dunking with Dads, college prep and visits, cultural identity, and community service.

Overall Goals:

1. Reduce violent crimes, recidivism, and fatherlessness.
2. Increase high school graduation rate and improve student grades
3. Decrease juvenile criminal activity

Outcomes:

1. To provide educational, recreational, cultural, health and long-term learning opportunities for Chattanooga youth and their families.
2. More kids graduating high school; college and career ready
3. Fewer kids dropping out of school
4. More parental involvement
5. Increased reading proficiency for children and adults
6. Increase access to healthy food

Funding requirements:

We are requesting \$474,801 from the City of Chattanooga under the **Smarter Students, Stronger Families** result area. Discussions with Lurone Jennings and Paul Smith of your administration support the collaborative as it can help offset ill effects that impact our youth, and serve as mentor/spokesperson for the Chattanooga Violence Reduction Initiative.

5113 Hwy 58, Ste. 213 * Chattanooga, TN. 37416

Phone & Fax: 423-485-1012

E-mail: Abettertomorrow@comcast.net * Website: www.BetterTomorrow.org



Accountability:

I acknowledge that ABT, serving as lead agency for YOUTH, will provide the City of Chattanooga a detailed accounting of how and for what purpose the requested city 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 city funds have been spent; along with the list of the accomplishments scheduled by use of the city funding.

Additionally, ABT will provide the City of Chattanooga copies of annual audits or reviews (satisfactory to the council's fiscal advisory) each year that it spends funds given to it by the City of Chattanooga.


Richard K. Bennett

Attachment F: Budget Format

Agency Name: A BETTER TOMORROW, INC. and YOUTH Collaborative

CITY OF CHATTANOOGA

FY 2015 Agency Funding Financial Form

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private	\$ 51,038	\$ 75,500	\$ 62,346	\$ 80,000	\$ 7,000	\$ (73,000)	-91.3%
Corporate/Organizations/Churches	\$ 23,925	\$ 32,345	\$ 17,763	\$ 30,000		\$ (30,000)	-100.0%
Fees/Grants from Governmental Agencies	\$ -	\$ -	\$ 12,000	\$ 20,000		\$ (20,000)	
Federal	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
State	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Hamilton County	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
City of Chattanooga	\$ -	\$ -	\$ -	\$ -	\$ 474,801	\$ 474,801	N/A
Other Cities (Please list)	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
United Way	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Foundations (including grants)	\$ 34,000	\$ 45,000	\$ 72,000	\$ 80,000	\$ 38,000	\$ (42,000)	-52.5%
Gross Proceeds Special Events	\$ 1,050	\$ 3,500	\$ 1,556	\$ 10,000		\$ (10,000)	-100.0%
Other UWGs/Federations	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
CFC/Designations received thru UWGC	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
UWGC Program Allocation	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
UWGC Special Funding	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000	N/A
Membership Dues	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Program Income	\$ -	\$ -	\$ -	\$ 20,000		\$ (20,000)	-100.0%
Governmental Insurance	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Private Insurance	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Contracted Services	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Fee for Services	\$ 11,500	\$ 5,001	\$ 1,650	\$ 10,000		\$ (10,000)	-100.0%
Other Program Income	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Sales to Public	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Investment Income	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Miscellaneous	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
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	\$ 121,513	\$ 161,346	\$ 167,315	\$ 250,000	\$ 544,801	\$ 294,801	117.9%
OPERATIONS							
Personnel Expenses							
Salaries	\$ 76,534	\$ 103,120	\$ 101,000	\$ 152,000	\$ 262,560	\$ 110,560	72.7%
Fringe Benefits	\$ -	\$ -	\$ -	\$ -		\$ -	N/A

Attachment F: Budget Format		Agency Name: A BETTER TOMORROW, INC. and YOUTH Collaborative					
Employee Health	\$ -	\$ -	\$ -	\$ 14,000	\$ 14,000	\$ -	0.0%
Pension/Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Payroll Taxes, etc.	\$ 19,133	\$ 25,780	\$ 18,218	\$ 38,000	\$ 69,140	\$ 31,140	81.9%
Other (unemployment, life insurance, etc)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Total Personnel Expenses	\$ 95,667	\$ 128,900	\$ 119,218	\$ 204,000	\$ 345,700	\$ 141,700	69.5%
OPERATING EXPENSES							
Administration							
Professional Fee & Contract service	\$ 1,500	\$ 3,000	\$ 12,000	\$ 10,000	\$ 14,000	\$ 4,000	40.0%
Utilities	\$ -	\$ -	\$ -	\$ 1,800	\$ -	\$ (1,800)	-100.0%
Other	\$ 4,200	\$ 4,200	\$ 5,100	\$ 6,000	\$ 20,050	\$ 14,050	234.2%
Rent	\$ 1,550	\$ 2,350	\$ 2,550	\$ 3,000	\$ 21,800	\$ 18,800	626.7%
Travel/Transportation	\$ 1,200	\$ 1,200	\$ 2,527	\$ 2,400	\$ 7,200	\$ 4,800	200.0%
Insurance (not employee health)	\$ 6,550	\$ 10,023	\$ 9,500	\$ 9,500	\$ 31,600	\$ 22,100	232.6%
Materials & Supplies	\$ 1,220	\$ 1,430	\$ 1,778	\$ 1,800	\$ 4,500	\$ 2,700	150.0%
Telephone, Fax, ISP	\$ 550	\$ 735	\$ 946	\$ 1,500	\$ 4,000	\$ 2,500	166.7%
Postage and Shipping	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Occupancy/Building/Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Equipment Rental and Maintenance (including contracts)	\$ -	\$ -	\$ -	\$ 1,000	\$ 6,000	\$ 5,000	500.0%
Outside Printing, Art Work, etc.	\$ 176	\$ 360	\$ 600	\$ 1,000	\$ 7,400	\$ 6,400	640.0%
Conferences, Conventions, etc.	\$ 1,200	\$ 1,550	\$ 1,500	\$ 2,000	\$ 13,000	\$ 11,000	550.0%
Special Assistance to Individuals	\$ 1,400	\$ 2,100	\$ 3,000	\$ -	\$ 10,000	\$ 10,000	N/A
National Dues/Support Payments	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	N/A
Organization Dues (other than above)	\$ -	\$ -	\$ -	\$ -	\$ 4,550	\$ 4,550	N/A
Awards and Grants	\$ 1,500	\$ 2,500	\$ 3,000	\$ 4,000	\$ 10,500	\$ 6,500	162.5%
Fund Raising/Self-Support Activities	\$ 2,644	\$ 2,500	\$ 5,000	\$ 1,000	\$ 10,000	\$ 9,000	900.0%
Miscellaneous	\$ -	\$ -	\$ -	\$ 1,000	\$ 2,501	\$ 1,501	150.1%
Equipment Purchases (incl. capital expenses)	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000	N/A
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Other Expenses (Please list separately any major item)	\$ -	\$ -	\$ -	\$ -	\$ 18,000	\$ 18,000	N/A
Operating Expenses Total	\$ 23,690	\$ 31,948	\$ 47,501	\$ 46,000	\$ 199,101	\$ 153,101	332.8%
TOTAL OPERATIONS							
	\$ 119,357	\$ 160,848	\$ 166,719	\$ 250,000	\$ 544,801	\$ 294,801	117.9%
REVENUE OVER/ (UNDER) OPERATIONS							
	\$ 2,156	\$ 498	\$ 596	\$ -	\$ -	\$ -	N/A

Secretary of State
Division of Business Services
312 Eighth Avenue North
6th Floor, William R. Snodgrass Tower
Nashville, Tennessee 37243

ISSUANCE DATE: 01/27/2006
REQUEST NUMBER: 06027109

CHARTER/QUALIFICATION DATE: 10/07/2005
STATUS: ACTIVE
CORPORATE EXPIRATION DATE: PERPETUAL
CONTROL NUMBER: 0503987
JURISDICTION: TENNESSEE

TO:
A BETTER TOMORROW, INC.
PO BOX 16711
CHATTANOOGA, TN 37416

REQUESTED BY:
A BETTER TOMORROW, INC.
PO BOX 16711
CHATTANOOGA, TN 37416

I, RILEY C DARNELL, SECRETARY OF STATE OF THE STATE OF TENNESSEE DO HEREBY CERTIFY THAT

"A BETTER TOMORROW"

WAS INCORPORATED OR QUALIFIED TO DO BUSINESS IN THE STATE OF TENNESSEE ON THE
ABOVE DATE, AND THAT THE ATTACHED DOCUMENT(S) WAS/WERE FILED IN OFFICE ON THE
DATE(S) AS BELOW INDICATED:

REFERENCE NUMBER	DATE FILED	FILING TYPE	FILING ACTION
5578-0743	10/07/2005	CHART-NONPROFIT	NAM DUR STK PRN OFC AGT INC MAL FYC

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **MAR 16 2006**

A BETTER TOMORROW
PO BOX 16711
CHATTANOOGA, TN 37416

Employer Identification Number:
76-0801232
DLN:
17053342001035
Contact Person:
MARY M SHEER ID# 31255
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
October 7, 2005
Contribution Deductibility:
Yes
Advance Ruling Ending Date:
December 31, 2009

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. During your advance ruling period, you will be treated as a public charity. Your advance ruling period begins with the effective date of your exemption and ends with advance ruling ending date shown in the heading of the letter.

Shortly before the end of your advance ruling period, we will send you Form 8734, Support Schedule for Advance Ruling Period. You will have 90 days after the end of your advance ruling period to return the completed form. We will then notify you, in writing, about your public charity status.

Please see enclosed Information for Exempt Organizations Under Section 501(c)(3) for some helpful information about your responsibilities as an exempt organization.

Corporations Section

James K. Polk Building, Suite 1800
Nashville, Tennessee 37243-0306

DATE: 11/25/97
REQUEST NUMBER: 3412-3417
TELEPHONE CONTACT: (615) 741-0537
FILE DATE/TIME: 11/24/97 0910
EFFECTIVE DATE/TIME: 11/24/97 0910
CONTROL NUMBER: 0341044

TO:
SECOND MISSIONARY BAPTIST CHURCH
2305 EAST 3RD ST
CHATTANOOGA, TN 37404

RE:
SECOND MISSIONARY SERVICES, INC.
CHARTER - NONPROFIT

CONGRATULATIONS UPON THE INCORPORATION OF THE ABOVE ENTITY IN THE STATE OF TENNESSEE, WHICH IS EFFECTIVE AS INDICATED.

A CORPORATION ANNUAL REPORT MUST BE FILED WITH THE SECRETARY OF STATE ON OR BEFORE THE FIRST DAY OF THE FOURTH MONTH FOLLOWING THE CLOSE OF THE CORPORATION'S FISCAL YEAR. ONCE THE FISCAL YEAR HAS BEEN ESTABLISHED, PLEASE PROVIDE THIS OFFICE WITH THE WRITTEN NOTIFICATION. THIS OFFICE WILL MAIL THE REPORT DURING THE LAST MONTH OF SAID FISCAL YEAR TO THE CORPORATION AT THE ADDRESS OF ITS PRINCIPAL OFFICE OR TO A MAILING ADDRESS PROVIDED TO THIS OFFICE IN WRITING. FAILURE TO FILE THIS REPORT OR TO MAINTAIN A REGISTERED AGENT AND OFFICE WILL SUBJECT THE CORPORATION TO ADMINISTRATIVE DISSOLUTION.

WHEN CORRESPONDING WITH THIS OFFICE OR SUBMITTING DOCUMENTS FOR FILING, PLEASE REFER TO THE CORPORATION CONTROL NUMBER GIVEN ABOVE. PLEASE BE ADVISED THAT THIS DOCUMENT MUST ALSO BE FILED IN THE OFFICE OF THE REGISTER OF DEEDS IN THE COUNTY WHEREIN A CORPORATION HAS ITS PRINCIPAL OFFICE IF SUCH PRINCIPAL OFFICE IS IN TENNESSEE.

FOR: CHARTER - NONPROFIT

ON DATE: 11/24/97

FROM:
SECOND MISSIONARY BAPTIST CHURCH, INC.
2305 EAST THIRD ST.
CHATTANOOGA, TN 37404-0000

RECEIVED: FEES \$50.00 \$50.00
TOTAL PAYMENT RECEIVED: \$100.00

RECEIPT NUMBER: 00002208882
ACCOUNT NUMBER: 00050827



Riley C. Darnell

RILEY C. DARNELL
SECRETARY OF STATE

CHARTER
OF
SECOND MISSIONARY SERVICES, INC.

FILED

The undersigned, acting as the incorporators of a corporation under the Tennessee Nonprofit Corporation Act, adopt the following Charter for such corporation:

1. The name of the corporation is Second Missionary Services, Inc.
2. The corporation is a mutual benefit corporation.
3. The street address of the initial registered office of the corporation is 2305 East Third Street, Chattanooga, Hamilton County, Tennessee 37404, and the initial registered agent for the corporation at that office is Deirdra J. Brown.
4. The name and address of each incorporator is:

Reverend Paul A. McDaniel 722 Belle Vista Avenue Chattanooga, Tennessee 37411	Theodore R. Toney 6310 Rosemary Drive Chattanooga, Tennessee 37416
Charles D. Greene, Sr. 2402 East Fifth Street Chattanooga, Tennessee 37406	Franklin E. Alford 9403 Mountain Shadows Drive Chattanooga, Tennessee 37421
T. Alphonso Harris, Jr. 5118 Lantana Lane Chattanooga, Tennessee 37416	
5. The street address of the initial principal office of the corporation is 2305 East Third Street, Chattanooga, Tennessee 37404.
6. The corporation is not for profit.
7. The corporation will not have members.
8. To the extent allowed by the laws of the State of Tennessee, no present or future director of the corporation or his or her estate, heirs, or personal representatives shall be liable to the corporation for monetary damages for breach of fiduciary duty as director of the corporation. Any liability of a director or his or her estate, heirs, or personal representatives shall be further eliminated or limited to the fullest extent allowed by the laws of the State of Tennessee, as may be hereafter adopted or amended.
9. With respect to claims or liabilities arising out of service as a director or officer of the corporation, the corporation shall indemnify and advance expenses to each present or future

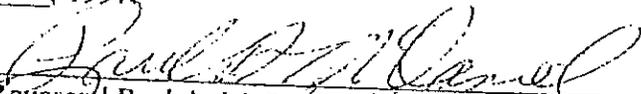
director and officer and his or her estate, heirs, and personal representatives to the fullest extent allowed by the laws of the State of Tennessee, both as now in effect and as hereafter adopted or amended.

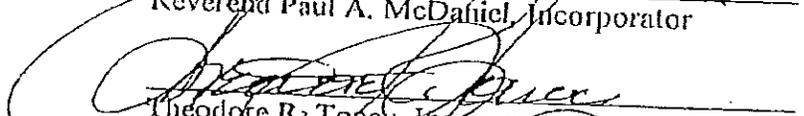
10. The purposes for which the corporation is organized are: to operate exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, or corresponding section of any future federal tax code, by engaging in, designing, producing, promoting, and providing charitable and educational activities, enterprises, and programs which promote and benefit the economic and social welfare and the health of the inhabitants of Chattanooga, Hamilton county, Tennessee; and generally to engage in any other lawful endeavor or activity in furtherance to any of the foregoing purposes.

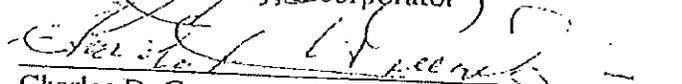
11. No part of the earning of the corporation shall inure to the benefit of, or be distributable to its directors, officers, or private individuals or persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for goods and services rendered to make payments in furtherance of the purposes set forth in the paragraph just above. Notwithstanding any other provision of this Charter, the corporations shall not carry on any endeavors or activities not permitted to be carried on by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986, or corresponding section of any future federal tax code, or by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code of 1986, or corresponding section of any future federal tax code.

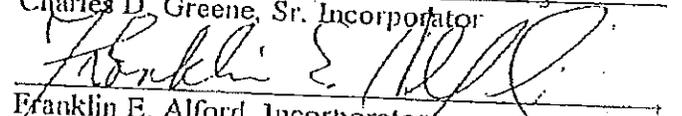
12. Upon dissolution, after all creditors of the corporation have been paid, its assets shall be distributed to one or more organizations that qualify as exemption corporations under Section 501(c)(3) of the Internal Revenue Code of 1986, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government for exclusively public purposes.

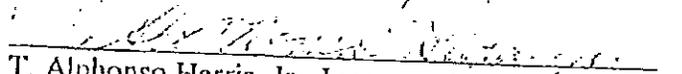
DATED this _____ day of _____, 1997


Reverend Paul A. McDaniel, Incorporator


Theodore R. Toney, Incorporator


Charles D. Greene, Sr. Incorporator


Franklin E. Alford, Incorporator


T. Alphonso Harris, Jr., Incorporator

 **IRS** Department of the Treasury
Internal Revenue Service
P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248222025
July 13, 2010 LTR 4168C E0
31-1594574 000000 00
00019539
BODC: TE

SECOND MISSIONARY SERVICES INC
% REVEREND PAUL A MCDANIEL
2305 E 3RD ST
CHATTANOOGA TN 37404-2718

043740

Employer Identification Number: 31-1594574
Person to Contact: Ronnie Clemons
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your July 01, 2010, request for information regarding your tax-exempt status.

Our records indicate that your organization was recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in September 1998.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Beginning with the organization's sixth taxable year and all succeeding years, it must meet one of the public support tests under section 170(b)(1)(A)(vi) or section 509(a)(2) as reported on Schedule A of the Form 990. If your organization does not meet the public support test for two consecutive years, it is required to file Form 990-PF, Return of Private Foundation, for the second tax year that the organization failed to meet the support test and will be reclassified as a private foundation.

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

0248222025
July 13, 2010 LTR 4168C E0
31-1594574 000000 00
00019540

SECOND MISSIONARY SERVICES INC
% REVEREND PAUL A MCDANIEL
2305 E 3RD ST
CHATTANOOGA TN 37404-2718

Sincerely yours,

Michele M. Sullivan

Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations I



Tennessee Corporation Annual Report Form

AR Filing #: 03318522
SUBMISSION PENDING

File online at: <http://TNBear.TN.gov/AR>

Due on/Before: 04/01/2013

Reporting Year: 2012

Please return completed form to:

Tennessee Secretary of State
Attn: Annual Reports
William R. Snodgrass Tower
312 Rosa L. Parks AVE, 6th FL
Nashville, TN 37243-1102
Phone: (615) 741-2286

Annual Report Filing Fee Due:

\$20 if no changes are made in block 3 to the registered agent/office, or
\$40 if any changes are made in block 3 to the registered agent/office

SOS Control Number: 503987
Corporation Non-Profit - Domestic

Date Formed: 10/07/2005

Formation Locale: TENNESSEE

(1) Name and Mailing Address:

A BETTER TOMORROW
JESSICA A. BENNETT
STE 213
5113 HIGHWAY 58
CHATTANOOGA, TN 37416-1666

(2) Principal Office Address:

JESSICA A. BENNETT
STE 213
5113 HIGHWAY 58
CHATTANOOGA, TN 37416-1666

(3) Registered Agent (RA) and Registered Office (RO) Address:

JESSICA A BENNETT
4710 FAIRWOOD LN
CHATTANOOGA, TN 37416-3129

Agent Changed: No

Agent County: HAMILTON COUNTY

(4) Name and business address (with zip code) of the President, Secretary and other principal officers.

Title	Name	Business Address	City, State, Zip
President	Richard K. Bennett	5113 HIGHWAY 58	CHATTANOOGA, TN
Secretary	Jessica A Bennett	4710 Fairwood Lane	Chattanooga, TN 37416
Treasurer	John D Stanley	5113 HWY 58, STE. 213	CHATTANOOGA, TN 37416

(5) Board of Directors names and business address (with zip code).

Name	Business Address	City, State, Zip
Richard K. Bennett	5113 HIGHWAY 58	CHATTANOOGA, TN 37416-1666
Jessica A Bennett	4710 Fairwood Lane	Chattanooga, TN 37416
John D Stanley	5113 HWY 58, STE. 213	CHATTANOOGA, TN 37416

(6) This section applies to non-profit corporations ONLY.

- A. Our records reflect that your non-profit corporation is a public benefit or a mutual benefit corporation as indicated.
If blank or incorrect, please check appropriately: Public Mutual
- B. If a Tennessee religious corporation, please check here if blank: Religious

(7) Signature: J. Bennett

(8) Date: 2/5/13

(9) Type/Print Name: JESSICA BENNETT

(10) Title: Administrator

Instructions: Legibly complete the form above. Enclose a check made payable to the Tennessee Secretary of State in the amount of \$20.00. Sign and date this form and return to the address provided above. Additional instructions at http://tn.gov/sos/bus_srv/annual_reports.htm

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

OMB No. 1545-0047

2012

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

A For the 2012 calendar year, or tax year beginning , **and ending**

B Check if applicable:
 Address change
 Name change
 Initial return
 Terminated
 Amended return
 Application pending

C Name of organization **A BETTER TOMORROW, INC.**
 Doing Business As
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite
PO BOX 16711
 City, town or post office, state, and ZIP code
CHATTANOOGA TN 37416-0711

D Employer identification number
76-0801232

E Telephone number
(423) 485-1012

G Gross receipts \$ **161,346**

F Name and address of principal officer:
RICHARD BENNETT 4710 FAIRWOOD LANE, CHATTANOOGA, TN 37416

H(a) Is this a group return for affiliates? Yes No
H(b) Are all affiliates included? Yes No
 If "No," attach a list. (see instructions)

I Tax-exempt status: 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527

J Website: ▶ **www.abettertomorrowinc.com**

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: **2006** **M** State of legal domicile: **TN**

H(c) Group exemption number ▶

Part I Summary			
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: A BETTER TOMORROW'S MISSION IS TO HELP AT-RISK YOUTH DISCOVER THEIR PURPOSE THROUGH LIFE SKILLS DEVELOPMENT AND MENTORING PROGRAMS.		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	6
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	4
	5 Total number of individuals employed in calendar year 2012 (Part V, line 2a)	5	2
	6 Total number of volunteers (estimate if necessary)	6	
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
	b Net unrelated business taxable income from Form 990-T, line 34	7b	0
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	152,493	159,846
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	2,700	1,500
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0	0
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	155,193	161,346
	Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	0
14 Benefits paid to or for members (Part IX, column (A), line 4)		0	0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)		88,189	82,869
16a Professional fundraising fees (Part IX, column (A), line 11e)		0	0
b Total fundraising expenses (Part IX, column (D), line 25) ▶		0	0
17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)		57,361	77,979
18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)		145,550	160,848
19 Revenue less expenses. Subtract line 18 from line 12	9,643	498	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)	15,241	5,821
	22 Net assets or fund balances. Subtract line 21 from line 20	17,093	1,325
		-1,852	4,496

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer _____ Date _____

Type or print name and title _____

Paid Preparer Use Only

Print/Type preparer's name **KEN LAWHORN** Preparer's signature _____ Date **4/16/2013** Check if self-employed PTIN **P01080682**

Firm's name ▶ **LAWHORN & COMPANY INTERNATIONAL INC** Firm's EIN ▶ **62-1784951**

Firm's address ▶ **PO BOX 4938, CLEVELAND, TN 37320-4938** Phone no. **423-473-9300**

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Part III

Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III []

1 Briefly describe the organization's mission:
A BETTER TOMORROW'S MISSION IS TO HELP AT-RISK YOUTH DISCOVER THEIR PURPOSE THROUGH LIFE SKILLS DEVELOPMENT AND MENTORING PROGRAMS.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [] Yes [X] No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No
If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 109,097 including grants of \$) (Revenue \$)
A BETTER TOMORROW'S MISSION IS TO HELP AT-RISK YOUTH DISCOVER THEIR PURPOSE THROUGH LIFE SKILLS DEVELOPMENT AND MENTORING PROGRAMS. THE "DESTINY AND LIFE CHOICES MENTORING" AND "AFTER SCHOOL LEADERSHIP TRAINING" PROGRAMS ARE BOTH DESIGNED TO INCREASE A STUDENT'S SENSE OF SELF-WORTH AND INDIVIDUALITY.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services. (Describe in Schedule O.)
(Expenses \$ 0 including grants of \$ 0) (Revenue \$ 0)

4e Total program service expenses ▶ 109,097

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	X	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?		X
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III		
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV		X
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	X	
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII		X
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII		X
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX		X
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X		X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? If "Yes," complete Schedule F, Parts II and IV		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? If "Yes," complete Schedule F, Parts III and IV		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III		X
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		X

Part IV Checklist of Required Schedules (continued)

	Yes	No
21 Did the organization report more than \$5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II.</i>		X
22 Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III.</i>		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J.</i>		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25.</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I.</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I.</i>		X
26 Was a loan to or by a current or former officer, director, trustee, key employee, highest compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II.</i>		X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III.</i>		X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV.</i>		X
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV.</i>		X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV.</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M.</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M.</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I.</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II.</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I.</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1.</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2.</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2.</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI.</i>		X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response to any question in this Part V. []

Table with columns for question number, description, sub-part, and Yes/No columns. Includes questions 1a through 14b regarding IRS filings and tax compliance.

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response to any question in this Part VII.

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former** directors or trustees that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Richard Bennett President	40.00 0.00			X		X	55,000			
(2) Jessica Bennett Secretary/Treasurer	40.00 0.00			X			10,743			
(3) Dr. Elaine Swafford Director	1.00 0.00			X						
(4) J. Daniel Stanley Board Director	1.00 0.00			X						
(5) J. Marty Low Director	1.00 0.00			X						
(6)										
(7)										
(8)										
(9)										
(10)										
(11)										
(12)										
(13)										
(14)										

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15)										
(16)										
(17)										
(18)										
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b Sub-total							65,743	0	0	
c Total from continuation sheets to Part VII, Section A.							0	0	0	
d Total (add lines 1b and 1c)							65,743	0	0	

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **0**

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual.</i>		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual.</i>		X
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person.</i>		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
		0
		0
		0
		0
		0

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **0**

Part VIII Statement of Revenue

Check if Schedule O contains a response to any question in this Part VIII.

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514	
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a 0				
	b	Membership dues	1b 0				
	c	Fundraising events	1c 0				
	d	Related organizations	1d 0				
	e	Government grants (contributions)	1e 0				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f 159,846				
	g	Noncash contributions included in lines 1a-1f: \$	0				
	h	Total. Add lines 1a-1f ▶	159,846				
	Program Service Revenue	Business Code					
2a		PROGRAM SERVICE FEES	900099	1,500	1,500		
b		-----		0			
c		-----		0			
d		-----		0			
e		-----		0			
f		All other program service revenue		0			
g		Total. Add lines 2a-2f ▶		1,500			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) ▶		0			
	4	Income from investment of tax-exempt bond proceeds ▶		0			
	5	Royalties ▶		0			
	6a	Gross rents	(i) Real				
			(ii) Personal				
	b	Less: rental expenses					
	c	Rental income or (loss)	0	0			
	d	Net rental income or (loss) ▶		0			
	7a	Gross amount from sales of assets other than inventory	(i) Securities				
			(ii) Other				
				0	0		
	b	Less: cost or other basis and sales expenses					
	c	Gain or (loss)	0	0			
	d	Net gain or (loss) ▶		0			
8a	Gross income from fundraising events (not including \$ 0 of contributions reported on line 1c). See Part IV, line 18	a	0				
b	Less: direct expenses	b	0				
c	Net income or (loss) from fundraising events ▶		0				
9a	Gross income from gaming activities. See Part IV, line 19	a	0				
b	Less: direct expenses	b	0				
c	Net income or (loss) from gaming activities ▶		0				
10a	Gross sales of inventory, less returns and allowances	a	0				
b	Less: cost of goods sold	b	0				
c	Net income or (loss) from sales of inventory ▶		0				
Miscellaneous Revenue		Business Code					
11a	-----		0				
b	-----		0				
c	-----		0				
d	All other revenue		0				
e	Total. Add lines 11a-11d ▶		0				
12	Total revenue. See instructions. ▶		161,346	1,500	0	0	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response to any question in this Part IX.

<i>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</i>				
	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the United States. See Part IV, line 21	0			
2 Grants and other assistance to individuals in the United States. See Part IV, line 22	0			
3 Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16	0			
4 Benefits paid to or for members	0			
5 Compensation of current officers, directors, trustees, and key employees	0			
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
7 Other salaries and wages	66,290	66,290		
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	0			
9 Other employee benefits	0			
10 Payroll taxes	16,579		16,579	
11 Fees for services (non-employees):				
a Management	0			
b Legal	0			
c Accounting	3,200		3,200	
d Lobbying	0			
e Professional fundraising services. See Part IV, line 17	0			
f Investment management fees	0			
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	0			
12 Advertising and promotion	2,000	2,000		
13 Office expenses	0			
14 Information technology	0			
15 Royalties	0			
16 Occupancy	5,279		5,279	
17 Travel	5,789	5,789		
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19 Conferences, conventions, and meetings	1,697	1,697		
20 Interest	0			
21 Payments to affiliates	0			
22 Depreciation, depletion, and amortization	1,991	0	1,991	0
23 Insurance	0			
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a LIST 1- MANAGEMENT & GENERAL EXPENSE	24,702		24,702	
b LIST 2- PROGRAM SERVICE EXPENSE	33,321	33,321		
c	0			
d	0			
e All other expenses	0			
25 Total functional expenses. Add lines 1 through 24e	160,848	109,097	51,751	0
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response to any question in this Part X.

		(A) Beginning of year		(B) End of year	
Assets	1	Cash—non-interest-bearing	9,918	1	2,489
	2	Savings and temporary cash investments		2	
	3	Pledges and grants receivable, net	0	3	0
	4	Accounts receivable, net	0	4	0
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		6	
	7	Notes and loans receivable, net	0	7	0
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges		9	
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	11,020		
	b	Less: accumulated depreciation	7,688	10c	3,332
	11	Investments—publicly traded securities	0	11	0
	12	Investments—other securities. See Part IV, line 11	0	12	0
	13	Investments—program-related. See Part IV, line 11	0	13	0
	14	Intangible assets	0	14	0
	15	Other assets. See Part IV, line 11	0	15	0
16	Total assets. Add lines 1 through 15 (must equal line 34)	15,241	16	5,821	
Liabilities	17	Accounts payable and accrued expenses	1,500	17	1,325
	18	Grants payable		18	
	19	Deferred revenue		19	
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23	Secured mortgages and notes payable to unrelated third parties	0	23	0
	24	Unsecured notes and loans payable to unrelated third parties	0	24	0
25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	15,593	25	0	
26	Total liabilities. Add lines 17 through 25	17,093	26	1,325	
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.				
	27	Unrestricted net assets	-1,852	27	4,496
	28	Temporarily restricted net assets		28	
	29	Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.				
	30	Capital stock or trust principal, or current funds		30	
	31	Paid-in or capital surplus, or land, building, or equipment fund		31	
	32	Retained earnings, endowment, accumulated income, or other funds		32	
33	Total net assets or fund balances	-1,852	33	4,496	
34	Total liabilities and net assets/fund balances	15,241	34	5,821	

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	161,346
2	Total expenses (must equal Part IX, column (A), line 25)	2	160,848
3	Revenue less expenses. Subtract line 2 from line 1	3	498
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	-1,852
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	5,850
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	4,496

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990: <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual <input type="checkbox"/> Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
2b	Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
2c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.		X
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		X
3b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.		



A Better Tomorrow inc.

Providing tools for life.

**BOARD OF DIRECTORS
CONTACT INFORMATION**

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SECOND MISSIONARY SERVICES, INC.

2305 E. THIRD STREET....CHATTANOOGA, TN 37404

Building on the future – our youth!

January 30, 2012 to current

		Years served
SMS Board Officers:	Rev. Paul A. McDaniel, Chairman smbcchurch@att.net 423-624-9097	17
	Attorney Angela Sims, Secretary absims@tva.gov 423-580-1652	10
	Charles Greene, Treasurer cdvpgree@alo.com 423-622-3626	17
	Deborah Maddox, Financial Secretary sms.projectsuccess@gmail.com 423-488-4643	8
SMS Board Members:	Evangelist Marva Lee marvelousworks@bellsouth.net	2
	Dr. Paul Payne, D.D.S. pppall777@gmail.com	4
	Irma Stewart lee.stewart531@gmail.com	2
	Bernadine Turner Bernadine.turner50@gmail.com	2
Board Advisor:	Rayburn Traughber 423-622-3864	2



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: **YOUTH (Youth Organizations United To Help)**

Lead Agency: **A Better Tomorrow, Inc.**

Collaborating City Department(s): **Youth & Family Development and Public Safety Departments**

Contact Name: **Richard Bennett**
Smarter Students, Stronger Families

Primary Results Area: **Families**

Offer Cost (Funding Request): **\$474,801**

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

YOUTH (Youth Organizations United To Help) is a collaboration of youth service providers whose missions and services impact youth. They have united to provide programs and activities that enable at-risk youth to be directed toward a path that enables them to achieve their goals, pursue careers, reduce violence and become productive citizens, as well as promoting parental and adult involvement. Tools to facilitate our collaboration will be through:

- mentoring
- enrichment trips and community service activities
- academic excellence and secondary education preparedness
- gang intervention and prevention
- entrepreneurship training and development

Recent conversations with Lurone Jennings and Greta Hayes of the Youth and Family Development Department (YFD) and Paul Smith, Director of Public Safety, concluded that the missions and activities of the **YOUTH** collaborators will work in unison with the YFD direction and Chattanooga Violence Reduction Initiative. Our work with Lexia, secondary education, preparation, reducing violent crimes, leadership & business development, and male mentoring initiatives will enhance the city's result area to assist with smarter students, stronger families. The collaborating organizations under the **YOUTH** initiative are *A Better Tomorrow, Inc. (ABT)* and *Second Missionary Services, Inc. (d.b.a., Independent Youth Services Foundation, Inc. (IYSF) and Project Success.*



City of Chattanooga

FY15 Offers

Some of the greatest challenges facing our society today center around the problems of the nation's youth. There is a tremendous need, especially for at-risk youth in low-income neighborhoods, for programs that provide activities and support during the after school hours and throughout the summer. *The Children's Defense Fund* reported that violent crimes by youth ages 10-17 peaks between 3-7PM; youth in poor neighborhoods struggle for direction; and that too many have too few positive alternatives to the streets and/or positive role models. Within East Chattanooga alone, drug dealers and gangs are available and busy 7 days a week, 24 hours a day. Also HCDE reports TCAP scores in this area are low in reading, math and language arts. *Child's Trends Research-to-Results* reported "that the more exposure that adolescents have to positive resources and experiences, the more likely it is that they will develop positively. These resources provide adolescents with routines and structure..."

YOUTH will offer programs that promote a mindset shift resulting in increased college/career ready students, decrease in youth criminal activity, improved grades, reduction in truancy, more parental/adult involvement, improved reading proficiency and decrease in school absenteeism.

ABT will implement *Project Evolution Intensive* to assist inner city and at-risk males ages 19-26 through group and one-on-one mentoring workshops with positive male role models. They will engage in workshops that will give the young adults necessary tools to make rational and responsible decisions to divert negative behaviors and activities. ABT will serve as mentor and VRI spokesperson; engage in life choice dialogue sessions & violence reduction workshops; provide job readiness/vocation training, GED classes, college prep, and cultural diversity/purpose workshops; promote social, business and entrepreneurial skills development; and mentor all participants through life/leadership skills education sessions.

IYSF, Inc. began in 1993 as a youth sports program then evolved into an after-school, male mentoring and educational attainment program that exists in targeted Hamilton County schools. It helps youth ages 5-17 develop potentials in order to achieve their personal goals in life. It will implement *Boys to Men*: Learning experiences that achieve academic success through direct contact with mentors and support opportunities; *100 9th Project*: Mentors 100 9th grade males through high school by involving them in positive/productive academic and other activities with the goal for 100% to graduate from high school with a post-secondary plan; *Gimme 5*: Team competition in academic success, tutoring and exposure. Students are to meet or exceed their overall grade average by 5 points, decrease absences by 5 and decrease discipline infractions by 5; *Dunking With Dads*: Promotes father/son bonding and male mentoring; *Healthy Living and Wellness*: Promotes healthy eating and wellness through sports activities; Lexia reading; math and Spanish tutoring; and playing on basketball teams.

Project Success is an educational outreach program that occurs during the HCDE Spring, Summer and Fall school breaks for middle and high school students. Youth engage in teen topics, college prep and secondary educational opportunities. Our participants will study and complete the *Success for Teens* curriculum; tour colleges each session; engage in cultural identity activities; execute scholarship/college prep; host rap sessions on youth inspired topics; and promote community service projects.

ABT and SMS have been sustained through public, private, government and foundation support. Together they propose to introduce innovative practices resulting in (1) clarity and consensus on the purpose of youth initiatives, (2) mobilizing and coordinating a diverse range of stakeholders, (3) creating favorable narratives about youth, (4) stories of change, (5) affirmatively addressing issues of influence, and (6) shaping new roles for youth.

According to *National Youth Gang Survey*, most youth join gangs between 12-15 years old. Prevention is a critical strategy. The *Ochs Report* states Hamilton County poverty among adolescents is a significant factor behind increased suspension rates, school dropout rates, juvenile delinquency, and difficulties in making a successful transition to adulthood. The *Children's Defense Fund's* report, *America's Cradle to Prison Pipeline*, states 1 in 10 African American men do not have a high school diploma. Additionally, *Pediatrics* magazine found that eighth graders who were left alone after school reported greater use of cigarettes, marijuana, and alcohol than those in adult-supervised settings. Supervised after-school and summer programs not only keep children safe and out of trouble, they also significantly improve their academic achievement.

The correlation between poverty and violence is a well-established factor in social science literature. Being poor in America means living in a devastated, crime-ridden neighborhood. Violence is the number one killer of youth between the ages 15-24. The homicide rate of young males in this age group is over 85.6 per 100,000. Firearms were used in three-quarters of the homicides in the United States. There is no one strategy alone that can combat the problems of violence, but we believe by providing young men with the above skills and resources will help lower crime levels in Chattanooga.

Recently, Chattanooga has had significantly higher than average incidences of crime, truancy, teen pregnancy, and



City of Chattanooga

FY15 Offers

substance abuse. Our youth are suffering from a lack of self-identity, and constructive activities. The city of Chattanooga sees and needs quality after-school and summer programs. Intentional investment and diversion into a mentoring initiative could potentially be more effective in protecting the public, holding youths accountable, getting them the services they need, and making the system more efficient and cost-effective.

Measurement of program impact will be made through standardized assessment tools, comparison reports, participant attendance/feedback and evaluation results of participant's grades, number going to college, number engaging in less/no criminal activity and school reduction in truancy.

Identify Which Desired Outcomes This Offer Impacts:

1. More kids graduating high school; college and career ready
2. Decrease chronic absenteeism
3. Fewer kids dropping out of school
4. More parental involvement
5. Increased reading proficiency for children and adults
6. Increase access to healthy food

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Y.O.U.T.H.	\$303,250	\$241,551	474,801	4

Capital Budget Impact?

Yes No \$Amount

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
Community Foundation	\$10,000
United Way	\$25,000
The Generosity Trust	\$15,000
Weldon Osborne Foundation	\$5,000
Signal Mtn. Presbyterian	\$4,000
University Surgical Associates	\$4,000
Individuals	\$7000

PERFORMANCE DATA

Measurement 1: Increase high school graduation rate and improve student grades

Historical Comparison Data? Mentoring has proven to help youth achieve academic success, for example, by reducing school truancy rates. According to the U.S. Department of Education, one in four students drops out before he or she finishes high school—that is one every 26 seconds or more than one million students a year. According to the Alliance for Excellent Education, high school dropouts from 2006–2007 cost the U.S. economy approximately \$329 billion in lost wages, taxes, and lifetime productivity. Dropouts are also more likely to be involved in the juvenile justice system, rely on public programs and social services, and go without health insurance than those who graduate from high school. However, formal mentoring integrated with tutoring, counseling, and other safety-net services can drive a reduction in school truancy, leading to active interest in the youth's daily life, greater connection with the school, and improved academic performance.

- MENTOR, "SNAPSHOT: Youth Mentoring Research and Outcomes" (2012).
- U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics. "The Condition of Education 2011" (2011). http://nces.ed.gov/programs/coe/indicator_scr.asp.



City of Chattanooga

FY15 Offers

Measurement 2: Reduce violent crimes, recidivism and fatherlessness

Historical Comparison Data? Many young men of color suffer from "Black self-hatred." This is not genetically induced, but results from years of conditioning in the social environment. Many of these young men are growing up without fathers or significant role models. It is also documented that African-Americans are at a significantly higher risk than any other racial or ethnic groups. William Julius Wilson at the University of Chicago established that homicide rates soar in neighborhoods where men have no jobs, children are raised without fathers, and social institutions are in disarray. The above statistics verify and demand that violence has become epidemic and a major public health issue.

- *An Endangered Species-Young Men of Color Living in Poverty, Deadly Consequences, Chapter 5, p. 64*

Measurement 3: Decrease juvenile criminal activity

Historical Comparison Data? Mentoring is fifth out of 31 strategies for its rate of success in preventing criminal violent behavior; out of those five, it is also the most cost effective strategy. Research shows that at-risk youth who are connected to caring individuals are more likely to resist negative influences than their peers who are not in a supportive relationship. For example, research suggests that youth with mentors are significantly less likely to ever carry a weapon than youth without mentors. Mentoring programs help youth to resist or mitigate the risk factors of violence and enhance skills that lead to healthy and positive lives, making them essential components of an effective youth violence prevention strategy.

- Peter Greenwood, "Preventing and Reducing Youth Crime and Violence: Using Evidence Based Practices" (2010).
- B. Benard and K. Marshall, personal communication with Michael Resnick, November 20, 1998, quoted in *Resilience Research for Prevention Programs* (2001).
- The EMT Group, Inc., "When Stakes Are High: Research-Based Mentoring for Youth with Multiple Risk Factors" (2003).

Return on Investment:

How do citizens benefit? Recognizing that education is the key to unlocking the door to knowledge and opportunity, emphasis and time through collaborating is focused on the educational and motivational requirements of our youth. An outcome from lack of adult involvement in young people's lives has resulted in numerous consequences for youth: low academic achievement, perceptions of blocked or limited opportunities, truancy and often juvenile crime all of which are gateways to larger problems, hence our fathering, mentoring and violence reduction initiatives.

To counteract the negative influences impacting disadvantaged communities on our youth --- community and faith-based organizations, schools, and social service agencies are turning to mentoring initiatives. The notion has been researched and proven as evidence based. Family and Youth Services Bureau (FYSB) defines evidence-based programs and practices as a framework that takes the best of what programs are doing individually to help all programs be successful. It provides a wealth of resources to facilitate positive youth development and potential.

Mentored youth earn better grades; have higher graduation rates, increased communication skills, positive self-esteem; and exhibit improved relationships. Unfortunately, impoverished young inner-city males have limited access to positive role models; have the worst grades, lower test scores and highest dropout rates of all students in the country. When these youth don't succeed in school, they are much more likely to be incarcerated, become gang affiliated, face unemployment and result in less productive citizens. **YOUTH** programs use proactive trends to assist youth counter negative behaviors.

Does this activity leverage other financial resources? Yes. As mentioned in the budget request section, we receive multiple grants and donations. The city request is 80% required funding to effectively increase and administer **YOUTH**

How does this activity decrease costs over time for the City? The US now spends on average three times as much per prisoner as per public school student. The Ochs *State of the Chattanooga Region Report: Education* states that social costs of low-performing schools are reflected in their - or surrounding- neighborhoods by high rates of violent crime, unemployment and disinvestment. This is both irresponsible and fiscally inefficient. It costs roughly \$25,000 per year to incarcerate a prisoner in Tennessee compared to \$9,300 spent annually to educate a student. The returns on education investment include higher future earnings (thus, higher tax receipts), less antisocial behavior and stronger communities.

How can this program become sustainable without City funding? Continued success of the programs and increased awareness within the community may lead to increased volunteer support, donations from individuals, corporations, businesses and foundations in the coming years. Currently, we receive 0% of our funding from the City.

Attachment B: Comparative Financial Information

Agency Name: A Better Tomorrow, Inc.

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 2014 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga		49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga	100%	49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	

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

Attachment B: Comparative Financial Information

Agency Name: Second Missionary Services, Inc.

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 2014 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga		49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga	98%	49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge		6.24%
Lakesite	1%	0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain	1%	2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	

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

Attachment C: Program Beneficiary Statistics

Agency Name: A Better Tomorrow, Inc. Program: Project Evolution Intensive

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
1. Unduplicated Count of Program Beneficiaries TOTAL			
a) Total Continuing From Previous Fiscal Year	0	0	
b) Total New for the Year	312	246	
c) Total Terminated During the Year	0	0	
2. Age Group TOTAL			
a) Infants – Under 5			
b) Between 5 and 12			
c) Between 13 and 17	301	221	
d) Between 18 and 29	11	25	
e) Between 30 and 64			
f) 65 and over			
g) Not Known			
3. Sex TOTAL			
a) Male	280	206	
b) Female	42	20	
c) Not Known			
4. Ethnic Background TOTAL			
a) White	137	107	
b) Black	157	103	
c) Hispanic	15	13	
d) Asian	3	1	
e) Other – Ethnic Minority		2	
f) Not Known			
5. % Income Level TOTAL			
a) Below 9,999	3%	9%	
b) 10,000 –19,999	74%	67%	
c) 20,000 – 29,999	21%	22%	
d) 30,000 and Over	2%	2%	
e) Not Known			
6. Location of Residence TOTAL			
a) Chattanooga	298	194	
b) Outside of Chattanooga	14	32	
c) Not Known			

Attachment C: Program Beneficiary Statistics

Agency Name: Second Missionary Services, Inc. Program: IYSF, Inc & Project Success

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
1. Unduplicated Count of Program Beneficiaries TOTAL	125	145	160
a) Total Continuing From Previous Fiscal Year		125	145
b) Total New for the Year		20	15
c) Total Terminated During the Year			
2. Age Group TOTAL			
a) Infants – Under 5			
b) Between 5 and 12	20	30	40
c) Between 13 and 17	105	115	120
d) Between 18 and 29			
e) Between 30 and 64			
f) 65 and over			
g) Not Known			
3. Sex TOTAL			
a) Male	95	100	110
b) Female	30	45	50
c) Not Known			
4. Ethnic Background TOTAL			
a) White	9	6	15
b) Black	116	139	145
c) Hispanic			
d) Asian			
e) Other – Ethnic Minority			
f) Not Known			
5. % Income Level TOTAL			
a) Below 9,999	30	30	30
b) 10,000 –19,999	52	52	52
c) 20,000 – 29,999	33	47	58
d) 30,000 and Over	10	16	20
e) Not Known			
6. Location of Residence TOTAL			
a) Chattanooga	122	138	145
b) Outside of Chattanooga	3	7	15
c) Not Known			

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

Agency Name: ABT and SMS

Program/Project Title	Name of Funding Source	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 (Projected)
A Better Tomorrow	<i>Community Foundation of Greater Chattanooga</i>					10000	10000
	<i>Weldon Osborne Foundation</i>					3000	5000
	<i>The Generosity Trust (Zeiser Family)</i>					10000	15000
	<i>Signal Mtn. Presbyterian</i>					3500	4000
	<i>University Surgical Associates</i>					3000	4000
Independent Youth Services Fndn, Inc.	<i>Maclellan Foundation (The Generosity Trust)</i>					45000	
	<i>Front Porch Alliance</i>			500	7500	2500	
	<i>Modular Industrial Computers</i>				8000		
	<i>Hunt Nissan</i>				1000		
	<i>First Presbyterian Church</i>				1000		
	<i>Individuals</i>		667	700	2250	2000	5000
	<i>United Way</i>						25000
	Project Success	<i>Hamilton County Government</i>			4250		
	<i>Community Foundation of Greater Chattanooga</i>			2000			
	<i>Front Porch Alliance</i>		500	1500	2500	2500	
	<i>Blalock Foundation</i>				7000	10000	
	<i>Holloway Family</i>				1345		
	<i>Individuals</i>	5700	8700	2050	2585	600	2000
Y.O.U.T.H.	<i>City of Chattanooga</i>						474801
Subtotal, Major Funding Sources		5700	9867	11000	33180	117100	544801
Total, All Revenue Sources							



Using the power of puppetry, our mission is to educate children about social concerns and differences, giving them skills to stay safe and healthy.

P.O. Box 4764 · 310 E. 8th Street
Chattanooga, TN 37405

www.kidsontheblock.net

E-mail: info@kidsontheblock.net

Phone: (423) 757-5259 · Fax: (423) 757-5015

**Non-Profit Offer Cost Request
City of Chattanooga
FY 2015**

Non-Profit Organization: **Chattanooga's Kids on the Block**

Physical Address: 310 E. 8th Street
Chattanooga, TN 37403

Mailing Address: **P.O. Box 4764
Chattanooga, TN 37405**

Contact Person: Kelly Williams
P.O. Box 4764
Chattanooga, TN 37405
(423) 757-5259

Agency Mission: **Using the power of puppetry, our mission is to educate children about social concerns and differences, giving them the skills to stay safe and healthy.**

Result Area: The 120 educational programs proposed, free of charge to elementary age students, pre-kindergarten through fifth grade, in the public school system in the City of Chattanooga and Hamilton County falls within the result area of "Smarter Students, Strong Families," focusing on parents and first teachers, community support and community health.

Funding Request: \$50,000



Non-Profit Offer Cost Request City of Chattanooga – FY2015

Chattanooga's Kids on the Block (CKOB) Executive Summary

The purpose of the funding request is to help provide 115 educational programs, free of charge to elementary age students, pre-kindergarten through fifth grade, primarily in the public school system in the City of Chattanooga and Hamilton County. In addition the funds will be used to help provide follow up activities and materials for each child participant, resource materials for parents and follow up materials for educators to reinforce the message in each performance and to continue learning in school and at home creating “Smarter Students, Stronger Families.” We estimate serving over 10,000 children and adults through the 115 or more educational prevention programs proposed.

The programs, through national research and carefully scripted materials, teach age appropriate skills to children and youth on personal safety issues, social concerns and cultural differences, encouraging communication, conflict resolution, team building and positive self esteem in an effort to provide the opportunities to be successful in education, work and life establishing smarter students, stronger families and healthier communities. The long term goal of the prevention education programs is to help reduce the costs associated with juvenile delinquency due to gang involvement, bullying, drug and alcohol abuse, home and community violence; as well as those costs associated with childhood obesity and mental health.

The educational curriculum uses the non-threatening medium of puppetry to introduce a number of sensitive issues to children in the classroom. Kids on the Block puppets allow for a unique and effective brand of communication, especially since children are more hesitant to interact freely with adults. The puppets, acting as children, respond with clarity and candor to hundreds of questions asked by children during the interactive segment of our programs. Our programs foster the development of understanding, acceptance and healthy relationships in children and their families. High risk populations are often the recipients of our programs; however the majority of our programs will be delivered in the public school system serving children from all situations and demographic backgrounds on a daily basis. The programs offer opportunities to develop skills to help avoid and/or respond to potentially dangerous situations, encourage open communication with others, model for children the cooperative attitude needed to appreciate one another and promote making healthy lifestyle choices.

While CKOB is licensed to perform 42 of the 45 national programs available to KOB troupes, we work with local educators, guidance counselors and community leaders to determine specific issues that are affecting our children. Our programs vary from year to year depending on the concerns being addressed by our schools and community; however all 42 educational programs are available to our community. This year the following programs have been assigned for specific grade levels.

- **Pre-Kindergarten/Kindergarten**

Life Lessons with Yasmin - Practicing good manners, making new friends and hand washing
342: 3 Ways 4 Me 2 Be Safe - Safety lessons on stranger danger, area codes and emergency plans

- **First Grade**

Squeaky Clean Kids - Dental hygiene and hand washing
Rescue and Report - Bullying prevention

- **Second Grade**

Accepting Differences - Physical disabilities, learning differences, asthma and food allergies
What's the Problem - Mental health education

- **Third Grade**

Personal Safety - Physical and sexual abuse prevention

- **Fourth Grade**

Kids on the Move - Healthy snacking, being active and making the right choices – obesity prevention
S.T.E.P.S.: Safety Talk Encouraging Peaceful Schools - Bullying prevention, anger management, self esteem, gangs/violence awareness and prevention

- **Fifth Grade**

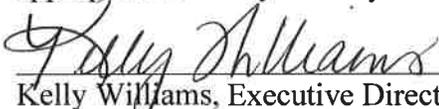
Making the Right Choice: Alcohol, Tobacco & Other Drugs - Substance abuse prevention
Brain Power - Mental health education, brain injury prevention and problem solving

After participating in the programs, students will write letters to the puppets to help determine the effectiveness of the programs presented. Using “key phrase tools”, letters will be read and scored by trained staff for the purpose of finding changes in attitude, behavior and/or understanding. Pre- and Post-tests will be conducted in addition to students’ letters to determine change in knowledge and/or understanding of a particular topic.

Educator/adult/parent evaluations will be provided following each program to determine delivery and content of information presented with post evaluations given a minimum of 30 days following the programs. The post evaluations will help identify longer term effects in attitude, understanding and/or behavior. We anticipate seeing a 20 percent positive change in longer term attitudes, understanding and behaviors. Since 1979, CKOB has been providing educational puppetry programs to schools and communities in Southeast Tennessee and Northwest Georgia. For the past ten years, we have annually averaged more than 250 programs for over 30,000 children and adults. Last year alone, we performed 387 educational programs, serving over 57,000 children and adults in our 15 county service area. **Just in the City of Chattanooga and Hamilton County last year, we provided 279 educational programs serving over 48,000 children and adults.**

CKOB is one of the most active and respected troupes in the United States. We were named 2012 Non Profit of the Year by the Chattanooga Area Chamber of Commerce. As one of the first troupes established in the Southeast, CKOB has been instrumental in helping more than 30 troupes throughout the United States providing training, networking and conferencing. Our puppeteers/educators are all nationally certified Bunraku puppet artists and hold degrees in various subjects such as early childhood development, psychology, design and theatre. Our staff regularly trains and studies specific topics to be current and relevant when asked questions by children and adults following each program performance. Dressed in black, but in full view of the audience, the puppeteer skillfully operates a hand-and-rod puppet in the art of Bunraku puppetry, to create life size characters who model a variety of behaviors, give information and encourage children to participate by asking the “kids” questions. Research has confirmed that puppet presentations are among the most effective means of communicating messages to elementary aged students.

CKOB 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. CKOB 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.



Kelly Williams, Executive Director

Attachment F: Agency -Wide Budget

**AGENCY: Chattanooga's Kids on the Block
FY2015 Agency Funding Financial Form**

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Bud	% Change Request vs FY 14 Bud
REVENUES							
Contributions							
Individuals/Private	1724	1357	36760	10000		-10000	-100.0%
Corporate/Organizations/Churches	8549	8858	8639	25000		-25000	-100.0%
Fees/Grants from Governmental Agencies				30000			
Federal						0	N/A
State - 3yr. Child Abuse Prevention Grant	52,116.00	52,116.00	0.00	0.00		0	N/A
Hamilton County						0	N/A
City of Chattanooga					50,000.00	50000	N/A
Other Cities (Please list)						0	N/A
United Way				50,000.00			
Foundations (including grants)						0	N/A
Gross Proceeds Special Events						0	N/A
Other UWs/Federations	153.00	351.00	88.00			0	N/A
CFC/Designations received thru UWGC	5,959.00	6,215.00	7,437.00			0	N/A
UWGC Program Allocation	74,318.00	65,052.00	44,987.00	0.00		0	N/A
UWGC Special Funding						0	N/A
Membership Dues						0	N/A
Program Income	16,195.00	12,722.00	12,314.00	17,000.00		-17000	-100.0%
Governmental Insurance						0	N/A
Private Insurance						0	N/A
Contracted Services						0	N/A
Fee for Services						0	N/A
Other Program Income						0	N/A
Sales to Public						0	N/A
Investment Income	1,332.00	1,487.00	2,357.00	1,000.00		-1000	-100.0%
Miscellaneous	741.00	313.00	-	0.00		0	N/A
Other Revenues (Please list separately any major items)	9,988.00	7,500.00	6,866.00	35,000.00			
Fund Raising - Special Events	205,597.00	215,162.00	232,259.00	172,450.00		-172450	-100.0%
Transfers in from other internal budgets						0	N/A
Income from Previous Year						0	N/A
TOTAL REVENUES	\$ 376,672.00	\$ 371,133.00	\$ 351,707.00	\$ 340,450.00	\$ 50,000.00	\$ (175,450.00)	-51.5%

OPERATIONS									
Personnel Expenses									
Salaries	208,571.00	207,866.00	212,651.00	221,000.00	-221000				-100.0%
Fringe Benefits					0				N/A
Employee Health	22,118.00	21,818.00	21,939.00	21,000.00	-21000				-100.0%
Pension/Retirement					0				N/A
Payroll Taxes, etc.	17,040.00	17,116.00	17,680.00	19,000.00	-19000				-100.0%
Other (unemployment, life insurance, etc)									
Total Personnel Expenses	\$ 247,729.00	\$ 246,800.00	\$ 252,270.00	\$ 261,000.00	\$ (261,000.00)				-100.0%
OPERATING EXPENSES									
Administration									
Professional Fee & Contract service	8,874.00	7,022.00	7,933.00	8,600.00	-8600				-100.0%
Utilities					0				N/A
Other									
Rent									
Travel/Transportation	3,920.00	5,058.00	5,188.00	6,200.00					
Insurance (not employee health)	3,641.00	3,838.00	4,924.00	5,500.00	-5500				-100.0%
Materials & Supplies	4,643.00	4,550.00	4,023.00	4,750.00	-4750				-100.0%
Telephone, Fax, ISP	3,124.00	2,690.00	2,764.00	3,000.00	-3000				-100.0%
Postage and Shipping	1,751.00	483.00	1,216.00	800.00	-800				-100.0%
Occupancy/Building/Utilities	2,807.00	2,700.00	2,647.00	3,500.00	-3500				-100.0%
Equipment Rental and Maintenance (including contracts)	9,333.00	8,725.00	6,677.00	7,700.00	-7700				-100.0%
Outside Printing, Art Work, etc.	970.00			1,500.00	-1500				-100.0%
Conferences, Conventions, etc.	9,591.00	4,524.00	2,943.00	3,500.00	-3500				-100.0%
Special Assistance to Individuals					0				N/A
National Dues/Support Payments					0				N/A
Organization Dues (other than above)					0				N/A
Awards and Grants					0				N/A
Fund Raising/Self-Support Activities	34,796.00	30,069.00	30,757.00	25,000.00	-25000				-100.0%
Miscellaneous - Bank/CC fees, Volunteer Recognition	2,780.00	4,253.00	5,541.00	4,600.00	-4600				-100.0%
Miscellaneous - Marketing Events	6,593.00	5,518.00	6,499.00	2,800.00					
Equipment Purchases (incl. capital expenses)				2,000.00	-2000				-100.0%
Depreciation	6,202.00	2,774.00	4,451.00		0				N/A
Other Expenses (Please list separately any major item)					0				N/A
Operating Expenses Total	\$ 99,025.00	\$ 82,204.00	\$ 85,563.00	\$ 79,450.00	\$ (79,450.00)				-100.0%
TOTAL OPERATIONS	\$ 346,754.00	\$ 329,004.00	\$ 337,833.00	\$ 340,450.00	\$ (340,450.00)				-100.0%
REVENUE OVER/ (UNDER) OPERATIONS	\$ 29,918.00	\$ 42,129.00	\$ 13,874.00	\$ 50,000.00	\$ 50,000.00				N/A

State of Tennessee



Department of State

Certificate

The undersigned, as Secretary of State of the State of Tennessee, hereby certifies that the attached document was received for filing on behalf of
ABC EDUCATIONAL PROGRAMS, INC.
(Name changed to CHATTANOOGA'S KIDS ON THE BLOCK, INC.)

was duly executed in accordance with the Tennessee General Corporation Act, was found to conform to law, and was filed by the undersigned, as Secretary of State, on the date noted on the document.

Therefore, the undersigned, as Secretary of State, and by virtue of the authority vested in him by law, hereby issues this certificate and attaches hereto the document which was duly filed on September Nineteenth, 19 84.

10/24/84 MISC 5.00 **5.00



Gentle Gravel
Secretary of State
Quate Coakley
Deputy

OCT 24 3 46 PM '84
DOROTHY P. BRAMMEN
REGISTER
HAMILTON COUNTY
STATE OF TENNESSEE

IDENTIFICATION
REGISTERED

E 8 8 1 5

Mail
Tennessee + The State
10th Floor
7/1/82



P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248564841
Mar. 10, 2009 LTR 4168C E0
58-1460361 000000 00 000
00026905
BODC: TE

CHATTANOOGAS KIDS ON THE BLOCK INC
310 E 8TH STREET
CHATTANOOGA TN 37403-4062



137723

Employer Identification Number: 58-1460361
Person to Contact: MS.B. HALL
Toll Free Telephone Number: 1-877-829-5500

Dear TAXPAYER:

This is in response to your request of Feb. 27, 2009, regarding your tax-exempt status.

Our records indicate that a determination letter was issued in MAY 1982, that recognized you as exempt from Federal income tax, and discloses that you are currently exempt under section 501(c)(03) of the Internal Revenue Code.

Our records also indicate you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

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

Sincerely yours,

Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations I

Using the power of puppetry, our mission is

to educate children about social concerns and differences, giving them the skills to stay safe and healthy.

Program Highlights

Over the last several years, our programs have centered on focus topics. This year, in addition to programs, we once again offered our Early Learning Series Video. Topics selected are age appropriate, provide a continuum of programs for pre-kindergarten through fifth grade and are partially underwritten by public or private grants. For 2011-2012, focus topics included:

Pre-Kindergarten & Kindergarten

Life Lessons with Yasmin: Practicing Good Manners, Making New Friends, Hand Washing
342: *Safety Lessons on Stranger Danger, Area Codes and Emergency Plans*

First Grade

Squeaky Clean Kids: Dental Hygiene & Hand Washing
Rescue & Report: Bullying Prevention

Second Grade

Accepting Differences
What's the Problem: Mental Health Education

Third Grade

Personal Safety (Child Abuse Prevention)

Fourth Grade

Kids on the Move: Healthy Snacking & Being Active
S.T.E.P.S. (Safety Talk Encouraging Peaceful Schools)

Fifth Grade

Making the Right Choices: Alcohol, Tobacco and Other Drug Prevention
Healthy Brain: Brain Injury Prevention & Problem Solving

Special Requests

Autism
Epilepsy Awareness
HIV/Aids
Divorce
Bereavement
Multiculturalism
Organ Donation
Learning Disabilities

Chattanooga's Kids on the Block is licensed to perform 42 of the 45 educational programs available to Kids on the Block troupes.

Board of Directors (2012-2013)

Janet O'Brien, President
Kelly Wilson, Vice President
Elizabeth Marr, Treasurer
Dan Kral, Secretary
Robert Grot, Ex. Officio

Steve Bolen
Kim Chapman
Kevin Collins
Donna Knowles Killian
Jason T. Martin
Sean O'Brien
Steve Powell
John Schenk
Cindy Rix
Ken Smith

Professional Staff

Kelly Williams, Executive Director
Carmen Peace, Finance Director
Cady Lewallen, Program Director/Bunraku Specialist
Wendy Davis, Statistician/Bunraku Specialist
Michelle Callahan, Educator/Bunraku Specialist
Kelly Lowry, Program Assistant
Earlynn Schubert, Administrative Assistant

Volunteers

Volunteers are an integral part of Chattanooga's Kids on the Block! They provide office support and help with our fundraising efforts such as Holiday Gift Wrap, Southern Brewers Festival, Do the Derby and special events. We also rely on community support for these efforts.

Chattanooga's Kids on the Block

P.O. Box 4764
Chattanooga, TN 37405
website: www.kidsontheblock.net

Phone: 423-757-5259

Fax: 423-757-5015

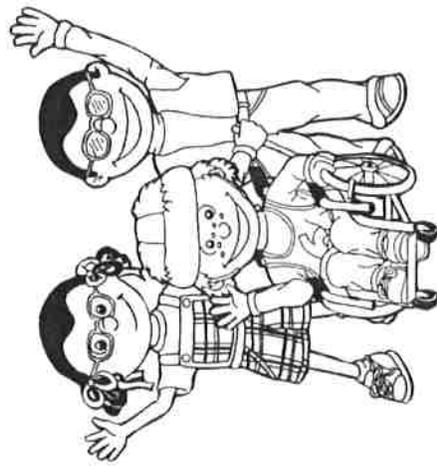
Info@kidsontheblock.net



United Way

Chattanooga's Kids on the Block

A United Way Agency



A Troupe of Educational Puppets
2012 Non Profit of the Year

Annual Report 2012-2013

Program Summary (2012-2013)

Units of Service: 387 Total Served: 57,812

Units of Service= (Programs, Workshops, Trainings and ELS Video)

Units of Service Breakdown

Programs	# Presentations
Workshops	373
Trainings	6
Early Learning Series	7
	1

Topics

Personal Safety	49
3 Ways for Me to be Hurt Free	30
Accepting Differences	52
STEPS (Safety Talk Encouraging Peaceful Schools)	51
Brain Power	10
Literacy	8
Squeaky Clean Kids	10
Kids on the Move	21
Life Lessons (Good Manners, Making New Friends & Handwashing)	36
Alcohol, Tobacco and Other Drugs	29
Rescue & Report	40
Other (Health and Social Concerns)	43
Early Learning Video (Aggression, Compassion, and Perseverance)	1
Adult Training	2
Children Training	5

Funding Sources

United Way
 Chattanooga Area Brain Injury Association
 Community Foundation of Greater Chattanooga
 Ronald McDonald House Charities
 Downtown Sertoma Club of Chattanooga
 Civitan Club
 Kiwanis Club of Chattanooga
 Wal-Mart
 BASF
 The Lyndhurst Foundation
 Jacob Best Foundation
 Chattanooga Area Dental Society
 Kappa Delta Alumni Association
 Fundraising Events: Holiday Gift Wrap, Do the Derby, Southern Brewers Festival
 Individual donations

Life Lessons are tough but...

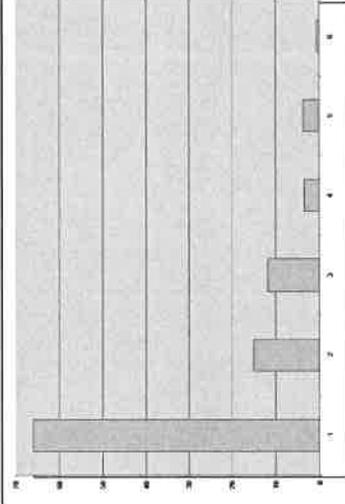
Chattanooga's Kids on the Block

makes learning them a little easier!!!

Financial Summary (2012-2013)

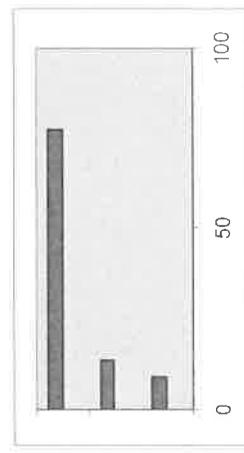
Income:

1. Special Events	66.04%
2. United Way	14.93%
3. Government & Other Grants	11.08%
4. Program Fees	3.50%
5. Corporate/Individual	3.78%
6. Miscellaneous	0.67%
Total	100%



Expenditures:

Fund Raising	9.10%
Management & General	13.85%
Public Education	77.05%



CHATTANOOGA'S KIDS ON THE BLOCK, INC.

ANNUAL FINANCIAL REPORT

YEAR ENDED JUNE 30, 2013

JOHNSON, MURPHEY & WRIGHT, P.C.
CERTIFIED PUBLIC ACCOUNTANTS
CHATTANOOGA, TENNESSEE

I. INTRODUCTORY SECTION

CHATTANOOGA'S KIDS ON THE BLOCK, INC.
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June 30, 2013

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Statement of Cash Flows	5
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Schedule of Functional Expenses - June 30, 2013	15
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II. FINANCIAL SECTION



Certified Public
Accountants

301 N. Market
Chattanooga, TN
37405

Office: 423-756-1170
Fax: 423-756-1436
www.jmw-cpa.com

Members
American Institute
of Certified
Public Accountants

Paul Johnson, III, CPA

Brian T. Wright, CPA

Karen Hutcherson, CPA

Marianne Greene, CPA

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
Chattanooga's Kids on the Block, Inc.

We have audited the accompanying financial statements of Chattanooga's Kids on the Block, Inc., which comprise the Statement of Financial Position as of June 30, 2013, and the related Statements of Activities, Cash Flows and Functional Expenses for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

To the Board of Directors of
Chattanooga's Kids on the Block, Inc.
Page Two

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Chattanooga's Kids on the Block, Inc. as of June 30, 2013, and the changes in its net assets and its cash flows for the year ended in accordance with accounting principles generally accepted in the United States of America.

Other Matter

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The Supplemental Information is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Chattanooga, Tennessee
October 2, 2013

Johnson, Murphey & Wright, P.C.

CHATTANOOGA'S KIDS ON THE BLOCK, INC.
Statement of Financial Position
June 30, 2013

ASSETS

Current Assets

Cash	\$ 294,105
Investments	20,936
Accounts receivable	<u>2,895</u>
Total current assets	<u>317,936</u>

Property and Equipment

Cost	124,764
Less: accumulated depreciation	<u>(101,619)</u>
Net property and equipment	<u>23,145</u>

TOTAL ASSETS **\$ 341,081**

LIABILITIES AND NET ASSETS

Current liabilities

Accounts payable	\$ 2,211
Accrued payroll	<u>6,275</u>
Total current liabilities	<u>8,486</u>

Net Assets

Unrestricted	<u>332,595</u>
Total net assets	<u>332,595</u>

TOTAL LIABILITIES AND NET ASSETS **\$ 341,081**

The accompanying notes are an integral part of the financial statements.

CHATTANOOGA'S KIDS ON THE BLOCK, INC.
Statement of Activities
Year ended June 30, 2013

PUBLIC SUPPORT AND REVENUE

Public Support

Grant income	\$ 38,979
Allocation from United Way	52,512
Corporate sponsorships	8,639
Donations	4,647
Total public support	<u>104,777</u>

Revenue

Special events and fund-raising	232,259
Program fees	12,314
Interest	932
Gain (loss) on investments	1,425
Total revenue	<u>246,930</u>

Total public support and revenue	<u>351,707</u>
----------------------------------	----------------

EXPENSES

Program Services

Public education	260,301
------------------	---------

Supporting Services

Management and general	46,775
Fund-raising	30,757
Total expenses	<u>337,833</u>

Change in net assets	13,874
----------------------	--------

Net Assets - beginning	<u>318,721</u>
-------------------------------	----------------

Net Assets - end	<u>\$ 332,595</u>
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The accompanying notes are an integral part of the financial statements.

CHATTANOOGA'S KIDS ON THE BLOCK, INC.
Statement of Cash Flows
Year Ended June 30, 2013

Cash Flows from Operating Activities	<u>\$ 13,874</u>
Change in net assets	
Adjustments to reconcile increase in net assets to net cash provided (used) by operating activities:	
Depreciation	4,451
(Increase) decrease in accounts receivable	9,922
(Increase) decrease in prepaid assets	7,044
Increase (decrease) in accounts payable	(5,741)
Increase (decrease) in accrued payroll	(916)
Increase (decrease) in deferred revenue	<u>(22,113)</u>
Total adjustments	<u>(7,353)</u>
Net cash provided (used) by operating activities	<u>6,521</u>
 Cash Flows from Investing Activities	
Purchases of fixed assets	(23,966)
Net (purchase) sale of investments	<u>(1,537)</u>
Net cash provided (used) by investing activities	<u>(25,503)</u>
 Net change in cash	(18,982)
 Cash - beginning	<u>313,087</u>
 Cash - end	<u>\$ 294,105</u>

The accompanying notes are an integral part of the financial statements.

CHATTANOOGA'S KIDS ON THE BLOCK, INC.
Statement of Functional Expenses
Year Ended June 30, 2013

	<u>Program Services</u>	<u>Supporting Services</u>		<u>Total Expenses</u>
	<u>Public Education</u>	<u>Management and General</u>	<u>Fund- Raising</u>	
Salaries	\$ 187,133	\$ 25,518	\$ -	\$ 212,651
Payroll taxes	15,558	2,122	-	17,680
Fringe benefits	19,306	2,633	-	21,939
Auto	3,509	-	-	3,509
Bank charges	3,935	-	-	3,935
Building repairs and maintenance	247	-	-	247
Camp	4,990	-	-	4,990
Computer expense	-	1,735	-	1,735
Dues and subscriptions	873	-	-	873
Equipment maintenance and purchases	-	4,942	-	4,942
Fund-raising expenses	-	-	30,757	30,757
Insurance	3,693	1,231	-	4,924
Marketing	1,509	-	-	1,509
Miscellaneous	111	-	-	111
Postage and printing	1,216	-	-	1,216
Office supplies	1,626	831	-	2,457
Professional development	1,275	-	-	1,275
Professional fees	390	6,268	-	6,658
Telephone	2,764	-	-	2,764
Travel and meals	4,622	-	-	4,622
Uniforms, props and puppet maintenance	693	-	-	693
Utilities	2,400	-	-	2,400
Volunteer recognition	-	1,495	-	1,495
Total expenses before depreciation	<u>255,850</u>	<u>46,775</u>	<u>30,757</u>	<u>333,382</u>
Depreciation expense	<u>4,451</u>	<u>-</u>	<u>-</u>	<u>4,451</u>
Total expenses	<u>\$ 260,301</u>	<u>\$ 46,775</u>	<u>\$ 30,757</u>	<u>\$ 337,833</u>

The accompanying notes are an integral part of the financial statements.

CHATTANOOGA'S KIDS ON THE BLOCK, INC.
Notes to Financial Statements
June 30, 2013

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Chattanooga's Kids on the Block, Inc. operates as a non-profit entity located in the greater Chattanooga, Tennessee area providing direct services to the Southeast Tennessee and Northwest Georgia community. The mission of Chattanooga's Kids on the Block, Inc. is to foster the development of understanding, acceptance and healthy relationships in children and their families through the medium of puppetry education programs addressing disabilities, health and social concerns. The Entity's main sources of funding are special event and fundraising revenues.

The significant accounting policies are described below to enhance the usefulness of the financial statements to the reader.

A. Basis of Presentation - Net Asset Accounting

Chattanooga's Kids on the Block, Inc. follows the recommendations of the Financial Accounting Standards Board (FASB) ASC 958-205-05-6. Under FASB ASC 958-205-05-6, the Chattanooga's Kids on the Block, Inc. is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. In addition, the Chattanooga's Kids on the Block, Inc. is required to present a Statement of Cash Flow. At June 30, 2013, Chattanooga's Kids on the Block, Inc. had only unrestricted net assets.

B. Basis of Accounting

The financial statements are prepared on the accrual basis of accounting and in accordance with the AICPA Audit and Accounting Guide, *Not-for-Profit Organizations*, and Financial Accounting Standards Board (FASB) ASC 958-205-05-6. Under the accrual basis, revenues are recognized when earned and expenses are recognized at the time liabilities are incurred. The financial statements reflect all significant receivables, payables and other liabilities.

C. Restricted and Unrestricted Support and Revenue

The Entity follows the recommendations of the Financial Accounting Standards Board (FASB) ASC 958-605-25. Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions. Revenue is considered to be available for unrestricted use unless specifically restricted by the donor or grantor.

The Entity reports gifts of cash and other assets as restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities as net assets released from restrictions. The Entity chooses to show contributions whose restrictions are met in the same reporting period as unrestricted support.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

D. Property and Equipment

Property and equipment are valued at cost if purchased or fair value if contributed. The expenses for equipment in excess of \$500 are capitalized. Minor repairs and maintenance are expensed as incurred and additions and improvements that significantly extend the life of assets are depreciated over the remaining useful lives of the related fixed asset. At the time that assets are retired or disposed of, costs and accumulated depreciation are eliminated from the related accounts and gain or loss, if any, is credited or charged to income.

Depreciation is provided on the straight-line basis over the estimated useful lives of the assets as follows:

Office equipment	5 years
Puppets	5 years
Vehicles	5 years

E. Investments

Investments are stated at fair value, determined based on quoted market prices or estimated values provided by external investment managers or other sources. Any gains or losses, realized or unrealized, are included in the change of net assets in the Statement of Activities. Donated investments are reflected as contributions at their market value at date of receipt. The Entity chooses to show restricted gains and investment income whose restrictions are met in the same reporting period as unrestricted support.

F. Fair Value Measurement

The Entity adopted the provisions of ASC 820-10-50 applicable to financial assets and liabilities, as well as for other non-financial assets and liabilities that are carried at fair value on a recurring basis. Adoption of the provisions of ASC 820-10-50 did not have an impact on the measurement of the Entity's financial assets and liabilities but did result in additional disclosures contained in the footnotes herein.

G. Property and Equipment

The Entity reports gifts of land, buildings, and equipment as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted support. Absent explicit donor stipulations about how long those long-lived assets must be maintained, the Entity reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service.

H. Compensated Absences

During 1994, the board approved the carryover of unused vacation leave. Employees are allowed to carryover a maximum of one week; the amount of this liability along with accrued wages is recorded as accrued payroll on the Statement of Financial Position.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

I. Income Tax Status

The Entity is not-for-profit corporation as described in Section 501(c)(3) of the Internal Revenue Code and is exempt from Federal income taxes on related income pursuant to Section 501 of the Code. The Entity accounts for the effect of any uncertain tax positions based on a more likely than not threshold to the recognition of the tax positions being sustained based on the technical merits of the position under examination by the applicable taxing authority. If a tax position or positions are deemed to result in uncertainties of those positions, the unrecognized tax benefits are estimated based on the cumulative probability assessment that aggregates the estimated tax liability for all uncertain tax positions. Tax positions for the Entity include, but are not limited to, the tax-exempt status and determination of whether income is subject to unrelated business income tax; however, the Entity has determined that such tax positions do not result in any uncertainty requiring recognition.

J. Valuation of Donated Services

The Entity depends upon the services donated to carry out many of its internal operations. The Entity follows the recommendations of FASB ASC 958-605-25-16 in reporting contributed services. Contributions of services are recognized as revenue and expenses if the services received create or enhance non-financial assets, require specialized skills that are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. Other contributed services that do not meet the above criteria are not recognized. The services donated do not meet the criteria, which would require recognition of their value in the financial statements.

K. Pledges Receivable

Donor promises to give are evaluated on the basis of criteria in FASB ASC 958-310-25. Those that meet the criteria are recorded as pledges receivable at the time the promises are received. They remain pledges receivable until collected or determined to be uncollectible. There were no pledges receivable as of June 30, 2013.

L. Advertising

Advertising costs are expensed as incurred.

M. Prepayment of Expenses

Expenses extending over more than one accounting period are allocated between accounting periods.

N. Functional Expenses

The costs of providing various programs and other activities have been summarized on a functional basis in the Statement of Activities and in the Statement of Functional Expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

O. Estimates

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

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

P. Cash and Cash Equivalents

For purposes of the Statement of Cash Flows, the Entity considers all unrestricted highly liquid investments purchased with a maturity date of three months or less to be cash equivalents.

Q. Revenue Recognition

Revenue is considered to be available for unrestricted use unless its use is temporarily or permanently restricted by the donor or grantor in accordance with FASB ASC 958-605-25.

R. Events Occurring after Reporting Date

The Entity has evaluated events and transactions that occurred between June 30, 2013, and October 2, 2013, which is the date that the financial statements were available to be issued, for possible recognition or disclosure in the financial statements.

NOTE 2 - CASH AND CASH CREDIT RISK

The Entity has a cash carrying amount of \$294,105 and a bank balance of \$295,167 as of June 30, 2013. Federal depository insurance covers balances at each bank up to \$250,000; therefore, no cash balances are at risk.

NOTE 3 - INVESTMENTS

Investments at June 30, 2013, consist of certificates-of-deposit with an original maturity date of over 90 days and shares of stock. Investments in certificates-of-deposit are fully covered by federal depository insurance. Stock investments are not insured, leaving the entire \$4,756 at risk.

	<u>Cost</u>	<u>Fair Value</u>	<u>Net Unrealized Appreciation (Loss)</u>
Certificates-of-deposit	\$ 16,180	\$ 16,180	\$ -
Stock	*	<u>4,756</u>	\$ -
Total investments		<u>\$ 20,936</u>	

*Cost information is not available for stock.

The following schedule summarizes the investment return and its classification in the Statement of Activities:

Interest	\$ 932
Unrealized gain (loss) - net	<u>1,425</u>
Investment return	<u>\$ 2,357</u>

NOTE 4 - FAIR VALUE MEASUREMENT

ASC 820-10-50 defines fair value, establishes a framework for measuring fair value, and establishes a fair value hierarchy which prioritizes the inputs to valuation techniques. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. A fair value measurement assumes that the transaction to sell the asset or transfer the liability occurs in the principal market for the assets or liability or, in the absence of a principal market the most advantageous market. Valuation techniques that are consistent with the market, income or cost approach are used to measure fair value. The fair value hierarchy prioritizes the inputs to valuation techniques used to measure fair value into three broad levels:

- 1) Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities the Fund has the ability to access.
- 2) Level 2 inputs are inputs (other than quoted prices included within Level 1) that are observable for the asset or liability, either directly or indirectly.
- 3) Level 3 are unobservable inputs for the assets or liability and rely on management’s own assumptions about the assumptions that market participants would use in pricing the assets or liability. (The unobservable inputs should be developed based on the best information available in the circumstances and may include the Entity’s own data.)

The following table presents the fair value hierarchy for those assets and liabilities measured at fair value on a recurring basis as of June 30, 2013.

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Assets				
Investments	<u>\$ 16,180</u>	<u>\$ 4,756</u>	<u>\$ -</u>	<u>\$ 20,936</u>

NOTE 5 - ACCOUNTS RECEIVABLE

Accounts receivable at June 30, 2013, consist of the following:

Sponsors	<u>\$ 2,895</u>
----------	-----------------

NOTE 6 - PROPERTY AND EQUIPMENT

Changes in property and equipment for the year ended June 30, 2013, were as follows:

	<u>Balance</u> <u>6-30-12</u>	<u>Additions</u>	<u>Deletions</u>	<u>Balance</u> <u>6-30-13</u>
Office equipment	\$ 33,439	\$ -	\$ -	\$ 33,439
Puppets	49,214	817	(1,230)	48,801
Vehicles	<u>19,375</u>	<u>23,149</u>	<u>-</u>	<u>42,524</u>
Total	102,028	23,966	(1,230)	124,764
Less: accumulated depreciation	<u>(98,398)</u>	<u>(4,451)</u>	<u>1,230</u>	<u>(101,619)</u>
Property and equipment	<u>\$ 3,630</u>	<u>\$ 19,515</u>	<u>\$ -</u>	<u>\$ 23,145</u>

Depreciation expense was \$4,451 for the year ended June 30, 2013.

NOTE 7 - COMMERCIAL INSURANCE

It is the policy of the Chattanooga's Kids on the Block, Inc. to purchase commercial insurance for the risks of losses to which it is exposed. These risks include general liability, property and casualty, worker's compensation, and directors and officers. There have been no claims in the past three fiscal years.

NOTE 8 - FUNDING

Chattanooga's Kids on the Block, Inc. receives a major portion of its funds from Southern Brewers Festival for operations. A major reduction of funds by Southern Brewers Festival could have a significant effect on future operations.

The Board is working on ways to increase funding from other sources.

NOTE 9 - OPERATING LEASE

Chattanooga's Kids on the Block, Inc. entered into an operating lease with A.O.S. Leasing, Inc. for office copiers. Current year lease expense totaled \$4,942. Future minimum lease payments are as follows:

<u>Year Ending</u> <u>June 30,</u>	<u>Minimum</u> <u>Requirements</u>
2014	\$ 4,828
2015	<u>2,414</u>
Total	\$ <u>7,242</u>

SUPPLEMENTAL INFORMATION

CHATTANOOGA'S KIDS ON THE BLOCK, INC.
Comparative Schedule of Financial Position
June 30, 2013 and 2012

	2013	2012
ASSETS		
Current Assets		
Cash	\$ 294,105	\$ 313,087
Investments	20,936	19,399
Accounts receivable	2,895	12,817
Prepaid expenses	-	7,044
Total current assets	317,936	352,347
Property and Equipment		
Cost	124,764	102,028
Less: accumulated depreciation	(101,619)	(98,398)
Net property and equipment	23,145	3,630
TOTAL ASSETS	\$ 341,081	\$ 355,977
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable	\$ 2,211	\$ 7,952
Accrued payroll	6,275	7,191
Deferred revenue	-	22,113
Total current liabilities	8,486	37,256
Net Assets		
Unrestricted	332,595	318,721
Total net assets	332,595	318,721
TOTAL LIABILITIES AND NET ASSETS	\$ 341,081	\$ 355,977

CHATTANOOGA'S KIDS ON THE BLOCK, INC.
Comparative Schedule of Activities
Years Ended June 30, 2013 and 2012

	2013	2012
PUBLIC SUPPORT AND REVENUE		
Public Support		
Grant income	\$ 38,979	\$ 59,616
Allocation from United Way	52,512	71,618
Corporate sponsorships	8,639	8,858
Donations	4,647	1,357
Total public support	104,777	141,449
 Revenue		
Special events and fund-raising	232,259	215,162
Program fees	12,314	12,722
Interest	932	2,019
Gain (loss) on investments	1,425	(532)
Gain on sale of fixed asset	-	252
Miscellaneous	-	61
Total revenue	246,930	229,684
 Total public support and revenue	 351,707	 371,133
 EXPENSES		
Program Services		
Public education	260,301	260,241
 Supporting Services		
Management and general	46,775	38,694
Fund-raising	30,757	30,069
Total expenses	337,833	329,004
 Change in net assets	 13,874	 42,129
 Net Assets - beginning	 318,721	 276,592
 Net Assets - end	 \$ 332,595	 \$ 318,721

CHATTANOOGA'S KIDS ON THE BLOCK, INC.
Schedule of Functional Expenses
Year Ended June 30, 2013

	<u>Program Services</u>	<u>Supporting Services</u>		<u>Total Expenses</u>
	<u>Public Education</u>	<u>Management and General</u>	<u>Fund- Raising</u>	
Salaries	\$ 187,133	\$ 25,518	\$ -	\$ 212,651
Payroll taxes	15,558	2,122	-	17,680
Fringe benefits	19,306	2,633	-	21,939
Auto	3,509	-	-	3,509
Bank charges	3,935	-	-	3,935
Building repairs and maintenance	247	-	-	247
Camp	4,990	-	-	4,990
Computer expense	-	1,735	-	1,735
Dues and subscriptions	873	-	-	873
Equipment maintenance and purchases	-	4,942	-	4,942
Fund-raising expenses	-	-	30,757	30,757
Insurance	3,693	1,231	-	4,924
Marketing	1,509	-	-	1,509
Miscellaneous	111	-	-	111
Postage and printing	1,216	-	-	1,216
Office supplies	1,626	831	-	2,457
Professional development	1,275	-	-	1,275
Professional fees	390	6,268	-	6,658
Telephone	2,764	-	-	2,764
Travel and meals	4,622	-	-	4,622
Uniforms, props and puppet maintenance	693	-	-	693
Utilities	2,400	-	-	2,400
Volunteer recognition	-	1,495	-	1,495
Total expenses before depreciation	<u>255,850</u>	<u>46,775</u>	<u>30,757</u>	<u>333,382</u>
Depreciation expense	<u>4,451</u>	<u>-</u>	<u>-</u>	<u>4,451</u>
 Total expenses	 <u>\$ 260,301</u>	 <u>\$ 46,775</u>	 <u>\$ 30,757</u>	 <u>\$ 337,833</u>

CHATTANOOGA'S KIDS ON THE BLOCK, INC.
Schedule of Functional Expenses
Year Ended June 30, 2012

	<u>Program Services</u>	<u>Supporting Services</u>		<u>Total Expenses</u>
	<u>Public Education</u>	<u>Management and General</u>	<u>Fund- Raising</u>	
Salaries	\$ 182,922	\$ 24,944	\$ -	\$ 207,866
Payroll taxes	15,062	2,054	-	17,116
Fringe benefits	19,200	2,618	-	21,818
Auto	3,219	-	-	3,219
Bank charges	3,315	-	-	3,315
Building repairs and maintenance	300	-	-	300
Camp	3,123	-	-	3,123
Computer expense	3,793	-	-	3,793
Dues and subscriptions	779	-	-	779
Equipment maintenance and purchase	4,752	180	-	4,932
Fund-raising expenses	-	-	30,069	30,069
Insurance	2,878	960	-	3,838
Marketing	2,395	-	-	2,395
Miscellaneous	8	-	-	8
Postage	483	-	-	483
Printing, copying and duplicating	2,153	909	-	3,062
Professional development	590	-	-	590
Professional fees and contract work	333	6,099	-	6,432
Telephone	2,690	-	-	2,690
Travel and meals	6,363	-	-	6,363
Uniforms, props and puppet maintenance	709	-	-	709
Utilities	2,400	-	-	2,400
Volunteer recognition	-	930	-	930
Total expenses before depreciation	<u>257,467</u>	<u>38,694</u>	<u>30,069</u>	<u>326,230</u>
Depreciation expense	<u>2,774</u>	<u>-</u>	<u>-</u>	<u>2,774</u>
 Total expenses	 <u>\$ 260,241</u>	 <u>\$ 38,694</u>	 <u>\$ 30,069</u>	 <u>\$ 329,004</u>

Kevin Collins 2 years on the Board – term expires 2017 plutopup59@gmail.com
Business: RN, BSN, EMT-IV
Address: 8500 Lexie Lane (C) 316-6066
Ooltewah, TN 37363

Donna Knowles Killian 6 years on the Board/Advisory 1-term expires 2019
dkillian@ftb.com
Business Address: First Tennessee Bank (W) 757-4138
Chattanooga, TN 37402 (C) 903-4278

Donna Morgan 1 year on the Board – term expires 2019 dbmorgan@unum.com
Business Address: Unum
1 Fountain Square (W) 294-4034
Chattanooga, TN 37402 (C) 321-2704

Sean O'Brien 3 years on the Board – term expires 2016
Business Address: Chattanooga Police Dept. Obrien_s@chattanooga.gov
3410 Amnicola Highway (H) 266-1078
Chattanooga, TN 37406 (C) 667-1891

John Schenk 12 years on the Board – 2 Advisory – third term expires 2018
js0691@att.com
Business Address: AT&T (W) 752-4527
1202 Tallan Building (C) 902-2274
2 Union Square
Chattanooga, TN 37402

Cindy Rix 12 years on the Board – 2 Advisory – third term expires 2014
scottcindyrix@hotmail.com
Address: 3832 Windtree Dr. (C) 580-3216
Signal Mountain, TN 37377

Ken Smith 5 years on the Board – term expires 2015 ken@inhoc.net
Address: 402 Breakwater Dr. (C) 593-0238
Hixson, TN 37343 (H) 842-6277

Duane Wade 1 year on the Board – term expires 2019 wnistad@aol.com
Business Address: Grace Ministries, Inc.
2920 18th St. S (C) 612-730-6045
Homewood, AL 35209



City of Chattanooga FY15 Offers

OFFER SUMMARY

Offer Name:	Prevention Education - Puppetry
Lead Agency:	Chattanooga's Kids on the Block
Collaborating City Department(s):	Youth and Family Development
Contact Name:	Kelly Williams
Primary Results Area:	Smarter Students, Stronger Families
Offer Cost (Funding Request):	\$50,000

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Using the power of puppetry, our mission is to educate children about social concerns and differences, giving them skills to stay safe and healthy.

The purpose of this request is to provide a minimum of 120 educational programs, free of charge to primarily elementary age students, pre-kindergarten through fifth grade in the public school system in the City of Chattanooga and Hamilton County. The programs, through national research and carefully scripted material, teach age appropriate skills to children and youth on personal safety issues, social concerns and cultural differences, encouraging communication, conflict resolution, team building and positive self esteem in an effort to provide opportunities to be successful in education, work and life. The educational curriculum uses the non-threatening medium of puppetry to introduce a number of sensitive issues to children including but not limited to: bullying, child abuse, childhood obesity, gangs, violence, drugs, alcohol, tobacco, physical and mental disabilities and acceptance of others. Kids on the Block puppets allow for a unique and effective brand of communication. The puppets, acting as children, respond with clarity and candor to hundreds of questions asked by children during the interactive segment of each program. Our educational programs foster the development of understanding, acceptance and healthy relationships in children and their families. High risk populations are often the recipients of our programs; however the majority of our programs will be delivered in the public school system serving children from all situations and demographic backgrounds on a daily basis.

The programs offer opportunities for children to develop skills to help avoid and/or respond to potentially dangerous situations in a positive manner, encourage open communication with adults, model cooperative attitudes needed to



City of Chattanooga

FY15 Offers

appreciate one another and promote making healthy lifestyle choices.

Last year we performed 387 educational programs, serving over 57,000 children and adults in our community. Our evaluations and surveys indicated:

- 78% of elementary school students who saw a Chattanooga's Kids on the Block program showed a positive change in knowledge, attitude and/or behavior.
- 82% of high school students said seeing a Chattanooga's Kids on the Block program(s) while in elementary school helped them in making more responsible decision and healthier lifestyle choices.
- 97% of teachers said the Chattanooga's Kids on the Block programs supported and enhanced classroom and guidance curriculums.
- 98% of teachers said the Chattanooga's Kids on the Block programs made a positive influence in students' attitudes and behaviors in the classroom.

Identify Which Desired Outcomes This Offer Impacts:

1. Short term: Provide school educators and parents with information and resources that will enable them to help children and provide support to children with critical key issues – parents and first teachers, community support.
2. Intermediate term: Children learn more about social concerns and differences and skills to stay safe and healthy – community support, community health.
3. Long term: Children have skills that will enable them to make responsible decisions and positive and healthy lifestyle choices – community health, community support.

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Prevention Education - Puppetry	\$47,750 (115 educational program performances)	\$2,250 (travel expense to 20+ schools)	\$50,000	6.5 (5 FT,3PT)

Capital Budget Impact? Yes x No \$Amount

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount

PERFORMANCE DATA

Measurement 1:

Adults indicate that programs and follow up materials meet their expectations in dealing with particular issues with students and support classroom and guidance curriculums. (Teacher and/or parent evaluations)

Historical Comparison Data?

Last year, 97% of adults said that programs met their expectation and supported and enhanced classroom and guidance curriculums as stated on teacher evaluation. Our target is 95%.



City of Chattanooga

FY15 Offers

Measurement 2:

Children indicate a change in knowledge, attitude and/or behavior after seeing a CKOB program. (Children's letters)

Historical Comparison Data?

Last year, 78% of children indicated a change in knowledge, attitude, and/or behavior as stated in letters written after seeing a CKOB program. Our target is 50%.

Measurement 3:

High school students indicated that CKOB programs helped them in making more responsible decisions and healthier lifestyle choices. (Impact survey)

Historical Comparison Data?

Last year, 82% of high school students surveyed said that seeing CKOB programs while in elementary school helped them in making more responsible decisions and healthier lifestyle choices as indicated on an impact survey. Our target is 50%.

Return on Investment:

How do citizens benefit? The programs provided information and resources and offers opportunities for children and adults to develop skills to help avoid and/or respond to potentially dangerous situations in a positive manner, encourages open communication with others, promotes making healthy lifestyle choices and models cooperative attitudes needed to appreciate one another creating smarter students and a more responsible, peaceful, cooperative and healthy community.

Does this activity leverage other financial resources? This educational program encourages partnerships and collaboration with youth, family and governmental agencies and increases the effectiveness and efficiency of programs developed to accomplish smarter students and stronger families. It encourages individual support and outreach opportunities for multiple agencies. It provides opportunities for shared resources and utilizing those resources to increase positive outcomes, serve more individuals and families and develop relationships for additional funding and reductions in costs for all agencies involved.

How does this activity decrease costs over time for the City? According to "Long-term Effects of an Early Childhood Intervention on Educational Achievement and Juvenile Arrest" by Arthur J. Reynolds, PhD; Judy A. Temple, PhD; Dylan L. Robertson; Emily A. Mann, MSSW, the main attraction of early childhood programs is their potential for prevention and cost-effectiveness. In the past two decades, many studies have demonstrated the positive effects of participation in early intervention for school readiness, health status, academic achievement, reduced need for grade retention, and special education services. For the at-risk population in particular, quality early learning programs can result in reduced costs later on special education, remedial classes and even incarceration according to research by Professor James Heckman, a Nobel Laureate in Economics from the University of Chicago. His research also shows early interventions for disadvantaged



City of Chattanooga

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children “raise the quality of the work force, enhance the productivity of schools and reduce crime, teenage pregnancy, and welfare dependency. They raise earnings and promote social attachment.”

Over the last two years, children’s evaluations of our programs have shown an increase from 67% to 78% of children participating in Chattanooga's Kids on the Block education performance(s) showing a positive change in 1) knowledge, 2) attitude and/or 3) behavior of the topic(s) presented which include issues such as bullying, child abuse, healthy eating, drugs, alcohol, tobacco, gangs, violence and accepting differences among other topics. Through 30 day follow up surveys with teachers we found that 98% of teachers said the Chattanooga's Kids on the Block program(s) made a positive influence in students’ attitudes and behaviors in the classroom. In a parent/child Pre/Post Test focused on health and obesity awareness there was a 49% increase in correct responses overall indicating a positive change in behavior, knowledge and/or attitude for both parents and children after seeing one of our healthy eating programs. A two year comparison of high school students’ survey showed an increase from 77% to 82% of high school students saying Chattanooga's Kids on the Block program(s) had a positive change in attitude about topic(s) and helped them in making more responsible decisions and healthier life choices. 71% of the schools we reach are Title I schools giving at-risk students the opportunities to develop skills to help avoid and/or respond to potentially dangerous situations including bullying, child abuse, drugs, alcohol, tobacco, and gangs among other issues in a positive manner, communicate more effectively with adults and make healthier life choices in and out of school.

Through these skills the intent of our early prevention educational programs is to help prepare children for school readiness, establish academic achievement, reduce the need for grade retention, reduce the drop out rate, reduce child and adult incarceration, violence, drugs and gang involvement, encourage parental/caregiver support through resources and community involvement and promote healthy communities .

How can this program become sustainable without City funding? Chattanooga's Kids on the Block will continue to investigate new, creative and innovative fund raising events and collaborations with other non profit agencies, businesses, corporations and individuals. We will continue to seek local, regional, state and national grants. We will use social media and other forms of media to promote awareness and need of financial assistant in all efforts to continue our mission for our community. We have an active board of community leaders that support and are active in our efforts of seeking financial assistance to continue our mission.

Attachment B: Comparative Financial Information

Agency Name: Chattanooga's Kids on the Block

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 2014 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga	0	49.83%
Unincorporated Hamilton County	0	30.22%
Hamilton County Government's (General funds)	0	
Collegedale	0	2.46%
East Ridge	0	6.24%
Lakesite	0	0.54%
Lookout Mountain	0	0.54%
Red Bank	0	3.46%
Ridgeside	0	0.12%
Signal Mountain	0	2.25%
Soddy-Daisy	0	3.78%
Walden	0	0.56%
Other (Outside Hamilton County)	0	
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga	60.02%	49.83%
Unincorporated Hamilton County	12.43%	30.22%
Hamilton County Government's (General funds)		
Collegedale	0.69%	2.46%
East Ridge	2.44%	6.24%
Lakesite		0.54%
Lookout Mountain	0.39%	0.54%
Red Bank	1.90%	3.46%
Ridgeside		0.12%
Signal Mountain	2.97%	2.25%
Soddy-Daisy	1.90%	3.78%
Walden		0.56%
Other (Outside Hamilton County)	17.26%	
	Above percentages should total 100%	

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

Attachment C: Program Beneficiary Statistics

Agency Name: Chattanooga's Kids on the Block

Program: Preventive Education-Puppetry

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
1. Unduplicated Count of Program Beneficiaries TOTAL	49,598	24,500	50,000
a) Total Continuing From Previous Fiscal Year			
b) Total New for the Year	49,598	24,500	50,000
c) Total Terminated During the Year			
2. Age Group TOTAL	49,598	24,500	50,000
a) Infants – Under 5	897	670	1,100
b) Between 5 and 12	12,059	6,350	12,500
c) Between 13 and 17			100
d) Between 18 and 29	178	125	300
e) Between 30 and 64	611	350	790
f) 65 and over	14	5	10
g) Not Known	35,839	17,000	35,200
3. Sex TOTAL	49,598	24,500	50,000
a) Male	6,577	3,600	7,000
b) Female	7,182	3,900	7,800
c) Not Known	35,839	17,000	35,200
4. Ethnic Background TOTAL	49,598	24,500	50,000
a) White	9,766	4,750	9,900
b) Black	2,659	1,725	3,000
c) Hispanic	860	650	1,200
d) Asian	178	150	300
e) Other – Ethnic Minority	296	225	400
f) Not Known	35,839	17,000	35,200
5. % Income Level TOTAL	49,598	24,500	50,000
a) Below 9,999			
b) 10,000 –19,999			
c) 20,000 – 29,999			
d) 30,000 and Over			
e) Not Known	49,598	24,500	50,000
6. Location of Residence TOTAL	49,598	24,500	50,000
a) Chattanooga	41,036	19,310	41,500
b) Outside of Chattanooga	8,562	5,190	8,500
c) Not Known			

Attachment F: Offer Budget
AGENCY: Chattanooga's Kids on the Block
FY2015 Agency Funding Financial Form

Account Category **Request FY 2015**

REVENUES

Contributions	
Individuals/Private	
Corporate/Organizations/Churches	
Fees/Grants from Governmental Agencies	
Federal	
State - 3yr. Child Abuse Prevention Grant	
Hamilton County	
City of Chattanooga	
Other Cities (Please list)	\$ 50,000.00
United Way	
Foundations (including grants)	
Gross Proceeds Special Events	
Other UWs/Federations	
CFC/Designations received thru UWGC	
UWGC Program Allocation	
UWGC Special Funding	
Membership Dues	
Program Income	
Governmental Insurance	
Private Insurance	
Contracted Services	
Fee for Services	
Other Program Income	
Sales to Public	
Investment Income	
Miscellaneous	
Other Revenues (Please list separately any major items)	\$ 1,750.00
Fund Raising - Special Events	
Transfers in from other internal budgets	
Income from Previous Year	
TOTAL REVENUES	\$ 51,750.00

OPERATIONS			
Personnel Expenses			
Salaries: 115 program performances @ \$450 each		\$	40,600.00
Program performances include salaries and related expenses, travel and student activity sheets and parent/educator resource materials.			
Fringe Benefits			
Employee Health		\$	3,500.00
Pension/Retirement			
Payroll Taxes, etc.		\$	3,100.00
Other (unemployment, life insurance, etc)		\$	550.00
Total Personnel Expenses		\$	47,750.00
OPERATING EXPENSES			
Administration			
Professional Fee & Contract service			
Utilities			
Other			
Rent			
Travel/Transportation		\$	2,250.00
Insurance (not employee health)			
Materials & Supplies		\$	1,750.00
Telephone, Fax, ISP			
Postage and Shipping			
Occupancy/Building/Utilities			
Equipment Rental and Maintenance (including contracts)			
Outside Printing, Art Work, etc.			
Conferences, Conventions, etc.			
Special Assistance to Individuals			
National Dues/Support Payments			
Organization Dues (other than above)			
Awards and Grants			
Fund Raising/Self-Support Activities			
Miscellaneous - Bank/CC fees, Volunteer Recognition			
Miscellaneous - Marketing Events			
Equipment Purchases (incl. capital expenses)			
Depreciation			
Other Expenses (Please list separately any major item)			
Operating Expenses Total		\$	4,000.00
TOTAL OPERATIONS		\$	51,750.00
REVENUE OVER/ (UNDER) OPERATIONS		\$	-

Girls Inc.®
of Chattanooga

709 S. Greenwood Avenue
Chattanooga, TN 37404
Tel: 423 624-4757
Fax: 423 698-4345
www.girlsincofchatt.org



Inspiring all girls
to be strong,
smart and boldSM

Bea Lurie
President & CEO

Dear Mayor Berke,

Board of Directors

Executive Committee

Dr. Deborah Arfken
Chair

Barbara Marter
1st Vice Chair

Kim Lawrence
Treasurer

Dr. Jennifer Ellis
Secretary

Amelia Allen
At Large

Members

Bilda Acuna
Lee Ann Adams
Rhonda Catanzaro
Lucy Gates
Andra Jurist
Gina McCommon
Beverly McKeldin
Peggy Myers
Tiffanie Robinson
Johnny Smith
Bruce Stewart
Edna Varner

**Honorary Lifetime
Members**

Dr. Dane Boyington
Sheila Boyington
Uneva Shaw
Dr. Sue Anne Wells

Girls Inc. of Chattanooga is pleased to submit a proposal to the City of Chattanooga for \$63,390 to expand our successful, STEM-focused Build IT program. With these funds, we would expand to the Chattanooga Girls Leadership Academy, where an additional 40 to 50 girls in the 6th, 7th, and 8th grades would be able to participate. Build IT increases participants' knowledge about IT and design applications, increase their computer literacy and use, and increases their awareness and interest in design and IT careers.

The mission of Girls Inc. is to inspire and equip all girls to be strong, smart, and boldSM --healthy, educated, and independent -- on their journey to self-discovery. Girls Inc. offers in-school, afterschool, and school break programming for girls ages 6-18 that is age-appropriate, research-based, and outcome-focused.

Girls Inc.'s programs are successful and far-reaching because of our many partnerships within schools throughout Hamilton County, including Clifton Hills, Woodmore, and East Ridge Elementary Schools for girls ages 6-11 as well as East Lake Academy of Fine Arts, Chattanooga Girls Leadership Academy, Brainerd High School, Orchard Knob Middle, and Girls Preparatory Schools for girls ages 12-18. Additionally, we have partnerships with the Highland Park Neighborhood Association, and Harrison and Brainerd United Methodist Churches, whose facilities allow us to provide afterschool programming for our girls. We also engage volunteers from a several colleges and corporations throughout Chattanooga, including the University of Tennessee at Chattanooga, Chattanooga State Community College, and several others. Through these partnerships, we are able to provide girls with community support and a critical mass of supportive adults who understand what it takes to help children succeed. Girls Inc. understands that community partnerships are essential to the success of children.

Girls Inc. provides girls with tools to improve academically, make smarter choices, build self-confidence, and stay focused on higher education, careers, and a successful future. Since we were established in 1961, we have served more than 25,000 girls throughout Hamilton County. **We are proud that since we began tracking in 2007, 100 percent of girls who complete our high school afterschool programs in their senior year go on to college.**

Result area for which funding is requested: Smarter Students & Stronger Families

Amount of money requested: \$63,390

Knowledgeable Contact: Phil Trammell. Phone: (423) 624-4757. E-mail: ptrammell@girlsincofchatt.org

Sincerely,

A handwritten signature in black ink, appearing to read "Bea Lurie".

Bea Lurie
President & CEO



Girls Inc. of Chattanooga is requesting \$63,390 for the expansion of its Build IT program into the Chattanooga Girls Leadership Academy. This program aligns perfectly with having more students computer coding and has already demonstrated success in involving and engaging girls in technology.

Since the 1990s, Girls Inc. has been a pioneer in introducing STEM education and career possibilities to girls. Through our hands-on, research and outcome-based programming, girls have discovered new passions and broken through societal barriers as they pursue their academic studies to achieve careers in STEM fields. Girls Inc. continues this work today with our Build IT curriculum.

In our third year of teaching Build IT during the school day to middle school girls at East Lake Academy of Fine Arts, the Build IT curriculum integrates Common Core State Standards in an engaging method that teaches girls about technology in concert with math, science, and engineering. According to Caleb Bagby, a technology teacher at the Chattanooga Girls Leadership Academy, there is no comparable curriculum available for middle school girls, making the need for Build IT even greater in this community.

Girls Inc. is seeking investment to expand Build IT beyond East Lake Academy of Fine Arts so that we may reach more girls in Chattanooga. Recently, the Benwood Foundation awarded Girls Inc. a grant of \$140,000 to continue the program at the East Lake Academy and to expand it to East Lake Elementary and the Howard High School allowing us to create a continuous track of technology instruction from elementary through high school. This will provide more Chattanooga students with the tools necessary to succeed in STEM subjects and pursue technology-related careers. Funding provided by the City would allow the expansion of this highly effective programming to the Chattanooga Girls Leadership Academy and would accelerate the growth and impact of the Build IT program.

Although women fill close to half of all jobs in the U.S. economy, they hold less than 25% of STEM jobs according to the U.S. Department of Commerce. This has been true throughout the past decade even as college educated women have increased their share of the overall workforce. The U.S. computing workforce is made up of only 3% African-American women, 4% Asian women, and 1% Latina women. The number of female engineers in the U.S. is surprisingly low — only 14%, according to the Congressional Joint Economic Committee. Women who do enter STEM career fields earn 33% more when compared to women in non-STEM jobs — considerably higher than the STEM premium for men.

Build IT's main goals are: (1) to increase participants' knowledge of Information Technology and Design applications, (2) to increase students' computer literacy and use, (3) and to increase girls' awareness and interest in Design and IT careers. In alignment with the City's stated objective of more kids computer coding, Girls Inc. sets measurable goals and utilizes data to evaluate students' and program needs. Progress towards these goals in 2012-2013 was measured through pre- and post-tests on content knowledge, pre- and post-surveys of students' attitudes about technology, anecdotal evidence, and observations by Girls Inc. staff and school administration.

Girls Inc. has documented success with students who have completed the Build IT program. Data from the girls' post-program surveys this past school year reflect the girls' improved computer literacy and comfort with a variety of IT applications. The percentage of students who reported using computers to complete school assignments increased from 53% to 88%, and the percentage that practiced

programming or coding rose from 18% to 80%. As the girls' abilities and computer use improved, their confidence also soared. The percentage of girls who believed they could use computers without help increased from 62% to 76% and the percentage who felt comfortable when learning about computers increased from 76% to 83%. After taking Build IT, nearly 100% of participants believed that learning about computers was worthwhile and exciting.

Girls Inc. seeks funding from the City to expand the Build IT program into the Chattanooga Girls Leadership Academy, where an additional 40 to 50 girls in the 6th, 7th and 8th grades would be able to participate. Doing so would provide an increase in the number of Chattanooga girls receiving this impactful program from approximately 160 in the coming year to more than 200.

Girls Inc. of Chattanooga will at the close of each fiscal year for which we have received funding, provide a detailed accounting of how and for what purpose municipal funds have been spent as well as a list of accomplishments achieved with the use of municipal funding provided by the City of Chattanooga.

Additionally, Girls Inc. of Chattanooga will provide the City of Chattanooga with copies of our annual audit for each year that we spend funds appropriated by the City of Chattanooga to Girls Inc.

Sincerely,

A handwritten signature in black ink, appearing to read "Bea Lurie". The signature is fluid and cursive, with a long horizontal stroke at the end.

Bea Lurie

President and CEO



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Build IT – More Girls Computer Coding
Lead Agency:	Girls Inc. of Chattanooga
Collaborating City Department(s):	
Contact Name:	Phil Trammell
Primary Results Area:	Smarter Students & Stronger Families
Offer Cost (Funding Request):	\$63,390

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Since the 1990s, Girls Inc. has been a pioneer in introducing STEM education and career possibilities to girls. Through our hands-on, research and outcome-based programming, girls have discovered new passions and broken through societal barriers as they pursue their academic studies to achieve careers in STEM fields. Girls Inc. continues this work today with our Build IT curriculum.

In our third year of teaching Build IT during the school day to middle school girls at East Lake Academy of Fine Arts, the Build IT curriculum integrates Common Core State Standards in an engaging method that teaches girls about technology in concert with math, science, and engineering. According to Caleb Bagby, a technology teacher at the Chattanooga Girls Leadership Academy, there is no comparable curriculum available for middle school girls, making the need for Build IT even greater in this community.

Girls Inc. is seeking investment to expand Build IT beyond East Lake Academy of Fine Arts because of the effectiveness of the programming so that we may reach more girls in Chattanooga. Recently,



City of Chattanooga

FY15 Offers

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Although women fill close to half of all jobs in the U.S. economy, they hold less than 25% of STEM jobs according to the U.S. Department of Commerce¹ This has been true throughout the past decade even as college educated women have increased their share of the overall workforce. The U.S. computing workforce is made up of only 3% African-American women, 4% Asian women, and 1% Latina women.² The number of female engineers in the U.S. is surprisingly low — only 14%, according to the Congressional Joint Economic Committee.³ Women who do enter STEM career fields earn 33% more when compared to women in non-STEM jobs — considerably higher than the STEM premium for men.⁴ Evidence of these statistics at work in our community has been shared with Girls Inc. by companies such as Unum and Kenco, which have expressed their frustration in finding females with degrees and experience in technology fields. We see those same difficulties when seeking to identify female professionals who can speak to and inspire the girls about their careers.

Build IT's main goals are: (1) to increase participants' knowledge of Information Technology and Design applications, (2) to increase students' computer literacy and use, (3) and to increase girls' awareness and interest in Design and IT careers. In alignment with the City's stated objective of more kids computer coding, Girls Inc. sets measurable goals and utilizes data to evaluate students' and program needs. Progress towards these goals in 2012-2013 was measured through pre- and post-tests on content knowledge, pre- and post-surveys of students' attitudes about technology, anecdotal evidence, and observations by Girls Inc. staff and school administration.

Girls Inc. has documented success with students who have participated in the Build IT program. Data from the girls' post-program surveys this past school year reflect improved computer literacy and comfort with a variety of IT applications. **The percentage of students who reported using computers to complete school assignments increased from 53% to 88%, and the percentage that practiced programming or coding rose from 18% to 80%.** As the girls' abilities and computer use improved, their confidence also soared. The percentage of girls who believed they could use computers without **help increased from 62% to 76%** and the percentage who felt comfortable when learning about computers **increased from 76% to 83%.** After taking Build IT, nearly 100% of

¹ U.S. Department of Commerce Economics and Statistics Administration

² NCWIT's Women in IT: By the Numbers

³ American Society of Mechanical Engineers

⁴ U.S. Department of Commerce Economics and Statistics Administration



City of Chattanooga

FY15 Offers

participants believed that learning about computers was worthwhile and exciting.

Girls Inc. seeks funding from the City to expand the Build IT program into the Chattanooga Girls Leadership Academy, where an additional 40 to 50 girls in the 6th, 7th and 8th grades would be able to participate. Doing so would provide an increase in the number of Chattanooga girls receiving this impactful program from approximately 160 in the coming year to more than 200.

As a potential investor in Build IT, you may ask, why girls only?

A publication by the United Way states that while society's expectations affect both boys and girls, studies show that girls are more disadvantaged by them. Research conducted by Harris Interactive found that 56% of girls – 78% of high school girls – said that, in school, boys think they have a right to discuss a girl's body in public; and 65% of all girls said girls are expected to spend a lot of their time on housework and taking care of younger children.

Harris Interactive also found that students and adults say that girls are more likely to express what they really feel, be listened to, be leaders, and try new things when they are in groups with girls only. Additionally, girls who participated in girls-only groups were more likely to say they read books, play sports, like school, and plan to go to college than girls who did not participate in such groups. Of the girls surveyed those who believe that boys and girls have the same abilities and strengths (82%) are more likely to plan to go to college than are girls who believe they are very different from boys (68%).

Girls Inc. programming addresses these and other areas of gender inequity by providing gender-specific and age appropriate curricula specifically designed for the ways girls learn. Programs are delivered in a safe, affirming, girls-only environment that fosters empowerment. Girls Inc. girls flourish and develop into the confident, compassionate, community-minded and empowered young women which we expect them to be, and which our community urgently needs them to be.

Identify Which Desired Outcomes This Offer Impacts:

1. More kids computer coding
- 2.
- 3.



City of Chattanooga

FY15 Offers

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Build IT – More girls Computer Coding	\$47,155	\$16,235	\$63,390	1.1

Capital Budget Impact? Yes No \$1,000.00 Amount

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount

PERFORMANCE DATA

Measurement 1:

Use of Computers to complete homework assignments

Historical Comparison Data?

The percentage of students who reported using computers to complete school assignments will increase year over year.

Measurement 2:

The percentage of girls that practice programming or coding.

Historical Comparison Data?

The percentage of girls that practice coding will increase year over year.

Measurement 3:

Reduction of the percentage of girls who feel uncomfortable when learning about computers.

Historical Comparison Data?

The percentage of girls who feel uncomfortable learning about computers will decrease year over year.

Return on Investment:

How do citizens benefit? More Chattanooga students receiving technology education than is currently provided in City schools, leading to more girls pursuing higher education and eventually careers in STEM related fields. This will result an increase of qualified women available to Chattanooga employers with these



City of Chattanooga

FY15 Offers

much sought after skills.

Does this activity leverage other financial resources? The Build IT program is supported by local charitable foundations and corporate underwriters who believe its impact has positive implications for the City

How does this activity decrease costs over time for the City? The benefits to the City are costs avoided with trying to create and implement a similar program. With the assistance of Girls Inc. national and our agency partners, including the Stanford Research Institutes involvement in the design of the Build IT curriculum, it would be expensive and time consuming for the City to acquire and implement this program.

How can this program become sustainable without City funding? The program currently receives funding from corporate, foundation and individual partners and likely would continue to do so. City funding is needed to increase the reach of the program. Lack of future city funds might only result in fewer students benefitting.

Attachment F: Budget Format	Agency Name:	Girls Inc. of Chattanooga - Build IT			Chattanooga Girls Leadership Academy		

CITY OF CHATTANOOGA
FY 2015 Agency Funding Financial Form

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES	(Not Applicable)	(Not Applicable)	(Not Applicable)	(Not Applicable)			
Contributions							
Individuals/Private							N/A
Corporate/Organizations/Churches							N/A
Fees/Grants from Governmental Agencies							
Federal							N/A
State							N/A
Hamilton County							N/A
City of Chattanooga					\$ 63,390	\$ 63,390	N/A
Other Cities (Please list)							N/A
United Way							
Foundations (including grants)							N/A
Gross Proceeds Special Events							N/A
Other UWs/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							N/A
Other Program Income							N/A
Sales to Public							N/A
Investment Income							N/A
Miscellaneous							N/A
Other Revenues - Girls Inc. national (Kellog Grant)					\$ -		N/A
Transfers in from other internal budgets							N/A
Income from Previous Year							N/A
TOTAL REVENUES	\$ -	\$ -			\$ 63,390		N/A
OPERATIONS	(Not Applicable)	(Not Applicable)	(Not Applicable)	(Not Applicable)			
Personnel Expenses							
Salaries					\$ 39,551		N/A
Fringe Benefits							N/A
Employee Health					\$ 3,482		N/A
Pension/Retirement					\$ 791		N/A
Payroll Taxes, etc.					\$ 3,026		N/A
Other (unemployment, life insurance, etc)					\$ 306		N/A
Total Personnel Expenses	\$ -	\$ -			\$ 47,155		N/A

Attachment F: Budget Format		Agency Name: Girls Inc. of Chattanooga - Build IT			Chattanooga Girls Leadership Academy		
CITY OF CHATTANOOGA							
FY 2015 Agency Funding Financial Form							
Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
OPERATING EXPENSES							
Administration							
Professional Fee & Contract service					\$ 500		N/A
Utilities							N/A
Other							N/A
Rent							N/A
Travel/Transportation							N/A
Insurance (not employee health)					\$ 2,010		N/A
Materials & Supplies					\$ 2,290		N/A
Telephone, Fax, ISP					\$ 780		N/A
Postage and Shipping							N/A
Occupancy/Building/Utilities					\$ 1,553		N/A
Equipment Rental and Maintenance (including contracts)					\$ 400		N/A
Outside Printing, Art Work, etc.					\$ 1,000		N/A
Conferences, Conventions, etc.					\$ 750		N/A
Special Assistance to Individuals							N/A
National Dues/Support Payments					\$ 707		N/A
Organization Dues (other than above)							N/A
Awards and Grants							N/A
Fund Raising/Self-Support Activities					\$ 500		N/A
Miscellaneous					\$ 314		N/A
Equipment Purchases (incl. capital expenses)					\$ 1,000		N/A
Depreciation					\$ 2,940		N/A
Other Expenses - Support Staff					\$ 1,490		N/A
							N/A
Operating Expenses Total	\$ -	\$ -			\$ 16,235		N/A
							N/A
TOTAL OPERATIONS	\$ -	\$ -			\$ 63,390		N/A
REVENUE OVER/ (UNDER) OPERATIONS	\$ -	\$ -			\$ -		N/A



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Chattanooga Innovation and Technology Center		
Offer Number:	Offer #6	Department	
Lead		Offer Rank:	6 of 6
Department:	Youth & Family Development	Collaboration:	Y X N
Administrator:	Lurone Jennings, Sr.		
Offer Cost:	\$5,482,300	Primary Results Area:	Innovation Fund

RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

The Department of Youth & Family Development has five important areas of focus that impact the daily lives of families and students the most: education, career development, leadership training, social services, and recreation. While the City's Youth & Family Development Centers have been charged with providing opportunities for learning as well as recreation, and have incorporated the Lexia learning systems into their facilities, much more is needed to fulfill the promise of stronger families and smarter students for the Chattanooga of the future. A place must be provided that nurtures creativity, ignites dreams, teaches follow-through, and scaffolds services around these future business owners, scientists, engineers, chefs, artists, and other professionals to ensure their success.

With the creation of the Chattanooga Innovation and Technology Center (CITC), to be housed in the former John P. Franklin School building, Chattanooga will be uniquely positioned to create a 21st century learning environment that will foster the creation of small businesses, the education of Chattanooga's youth, and provide opportunities for parents to engage and invest in the future of their children.

The lifetime cost to taxpayers for a single disengaged youth is \$704,020. Research has shown that "disengaged youth are ... more likely to be living in poverty, receiving public assistance, in prison, on death row, unhealthy, divorced, single parents, and, ultimately, high school drop outs with children who drop out of high school themselves." Further, each disengaged youth translates to approximately \$1,680 in lost tax revenue each year. Disengaged youth are also more likely



City of Chattanooga

FY15 Offers

to be involved in crime. Local governments spend approximately \$75 billion each year on crime-related costs for youth aged 16-24. These are precisely the reasons that it is imperative that Chattanooga engage at-risk youth in activities that prepare them for success, both academically and socially.

While disengaged youth represent a high cost to society each year, those who are high school graduates contribute fiscally and socially to government and society over their lifetime at a rate of approximately \$250,000 per individual. Engaging these at-risk youth in career readiness programs, and providing them with work skills and the tools they need for academic success, will represent a large return on the investment in their future.

The CITC will house a number of programs primarily targeted in the areas of youth and technology. Youth will have the opportunity to learn skills in the areas of computer technology, engineering, coding, and software development. Online learning specialists, housed in the former school's library, will implement and monitor virtual learning environments targeting reading and math literacy, career development, supplemental learning in all academic areas, diploma completion, GED, ACT, and Work Keys prep, English language learning, and much more. A Career Development component will target felons and violent reformed gang affiliates who desire a better future for themselves and their families. Parents will have the opportunity to participate in Baby College, learning the skills to parent their children effectively. Childcare will also be offered, giving parents the opportunity to further their education, begin building a small business with guidance from business leaders and nonprofit organizations, or learn new or improved parenting skills.

To address the twin crises of poverty and violence in the Chattanooga area, the Department of Youth and Family Development has entered into partnership with Village Virtual, Green Arc Labs, the Urban League, LAUNCH of Chattanooga, Chattanooga Technology Council, the Chamber of Commerce, the Chattanooga Home School Association, the Hamilton County Department of Education, the University of Tennessee at Chattanooga, the Chattanooga Housing Authority, and Chattanooga State. These partners will transform the space into a community headquarters that provides vital services to an area in need of growth and stability.

100% of the youth who participate in programs and services offered by the CITC will complete high school graduation requirements and will leave high school fully prepared for college and a future career.

Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:

1. Increase employment
2. Increase in new businesses created
3. Reduce juvenile crime
4. More students computer coding
5. Fewer students dropping out of school
6. More students graduating high school, college and career ready
7. Bridge the gap of "digital divide" for low-income and minority students

BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
YFD – Career Development	1,500,000.00			100%	n/a
YFD – Innovation & Technology				100%	n/a
Total	\$ 1,500,000	3,867,550	\$ 5,367,550	100%	n/a



City of Chattanooga

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***Amounts MUST agree with collaborating Department totals for this offer**

Capital Budget Impact? Yes No **\$2,500,900 \$Amount**

***Please prepare and attach Capital Budget Request Form**

Financial Offsets: (Please list any Revenue e.g. golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
TN State Food Program	\$150,000.00
Career Assessments & Training	\$100,000.00
Grants	\$550,000.00
Business Development & Leases	\$200,000.00
Conference Fees	\$100,000.00

PERFORMANCE DATA

Measurement 1: Increase Academic Performance of Those Students Attending the Center

FY2012	FY2013	FY2014	FY2015 Target
			100%

Measurement 2: Increase Technology Skills of Those Students Attending the Center

FY2012	FY2013	FY2014	FY2015 Target
			100%

Measurement 3: Increase Graduation Rates & Career Readiness of Those Students Attending the Center

FY2012	FY2013	FY2014	FY2015 Target
			100%

Return on Investment:

How do citizens benefit?

Citizens will benefit from the CITC in a number of ways: youth will develop skills necessary for employment, jobs will be created through the building of small businesses, and juvenile crime will be reduced through the engagement of youth in positive outlets and activities.

Does this activity leverage other financial resources? Yes

How does this decrease costs over time? As a business, service fees, and contributions increase, our operating costs will be minimized.



City of Chattanooga

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City of Chattanooga

Mayor Andy Berke

February 20, 2014

Honorable Mayor Andy Berke
101 East 11th Street
Chattanooga, TN 37402

RE: Support for Community Agency Support Grant
Girls Inc.

Dear Mayor Berke,

The Department of Youth and Family Development would like to give its support to Girls Inc. The agency's programs are in direct alignment with what our department is putting our focus on - "Smarter Students – Stronger Families".

We feel that this program would greatly benefit the citizens of Chattanooga as well as be a benefit to helping Youth & Family Development achieve its goals.

Sincerely,

A handwritten signature in cursive script that reads "Lurone Jennings, Sr.".

Lurone "Coach" Jennings, Sr.
Administrator
Youth & Family Development
City of Chattanooga

Bea Lurie
President & CEO

Board of Directors

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Honorary Lifetime Members

Dr. Dane Boyington
Sheila Boyington
Uneva Shaw
Dr. Sue Anne Wells

Dear Mayor Berke,

Girls Inc. of Chattanooga is pleased to submit a proposal to the City of Chattanooga for \$120,000 to fund our in-school, afterschool, and school break programs in the 2014-2015 school year. Girls Inc. has been producing the desired outcomes the City of Chattanooga seeks for 53 years. Through research-based and outcome-focused programming, our girls graduate high school and go on to college; youth are provided with information on how to prevent adolescent pregnancy; our girls are reading at grade level by third grade; they can create web sites and code in HTML, CSS and Java Script; and their parents are more engaged in their activities. Since we began tracking in 2007, **100% of the girls who complete our high school afterschool programs go on to college.**

The mission of Girls Inc. is to inspire and equip all girls to be strong, smart, and boldSM --healthy, educated, and independent -- on their journey to self-discovery. Girls Inc. offers in-school, afterschool, and school break programming for girls ages 6-18 that is age-appropriate, research-based, and outcome-focused.

Girls Inc.'s programs are successful and far-reaching because of our many partnerships within schools throughout Hamilton County, including Clifton Hills, Woodmore, and East Ridge Elementary Schools for girls ages 6-11 as well as East Lake Academy of Fine Arts, Chattanooga Girls Leadership Academy, Brainerd High School, Orchard Knob Middle, and Girls Preparatory Schools for girls ages 12-18. Additionally, we have partnerships with the Highland Park Neighborhood Association, and Harrison and Brainerd United Methodist Churches, whose facilities allow us to provide afterschool programming for our girls. We also engage volunteers from a several colleges and corporations throughout Chattanooga, including the University of Tennessee at Chattanooga, Chattanooga State Community College, and several others. Through these partnerships, we are able to provide girls with community support and a critical mass of supportive adults who understand what it takes to help children succeed. Girls Inc. understands that community partnerships are essential to the success of children.

Girls Inc. provides girls with tools to improve academically, make smarter choices, build self-confidence, and stay focused on higher education, careers, and a successful future. Since we were established in 1961, we have served more than 25,000 girls throughout Hamilton County. **We are proud that since we began tracking in 2007, 100 percent of girls who complete our high school afterschool programs in their senior year go on to college.**

Result area for which funding is requested: Smarter Students & Stronger Families

Amount of money requested: \$120,000

Knowledgeable Contact: Phil Trammell. Phone: (423) 624-4757. E-mail: ptrammell@girlsincofchatt.org

Sincerely,



Bea Lurie
President & CEO



Girls Inc. of Chattanooga requests investment in results from the City of Chattanooga of \$120,000 to fund a fraction of our total budget in support of our in school, afterschool, and school break programs. Girls Inc. of Chattanooga has been producing the desired outcomes the City of Chattanooga seeks for 53 years. Through research based and outcome focused programming, our girls graduate high school and go on to college, youth are provided with information to prevent adolescent pregnancy and to avoid unhealthy choices which negatively impact infant mortality, they show up at school regularly and their behavior when they are there is improved, they are reading at grade level by third grade, they can create web sites and code in HTML, CSS and Java Script and their parents are more engaged in their activities. **In fact, since we began tracking in 2007, 100% of the girls who complete our high school afterschool programs go on to college.** That is a truly remarkable statistic.

How do we know this? Because we measure our results, testing before and after programs to see if what we do is working and if it's not, we adapt based on those outcomes. We survey our parents and invite them to see the progress of their children. We work with the school administrators and teachers to promote cooperation and collaboration.

Our programs align perfectly with the results articulated in the Smarter Students & Stronger Families results area:

More kids graduating high school college and career ready, fewer kids dropping out of school, & decreased chronic absenteeism:

More pregnant women accessing prenatal care

Increase reading proficiency

More parental involvement

More kids computer coding

The programs outlined in this offer represent a fraction of the work Girls Inc. does for students in Chattanooga. Additionally, we offer afterschool programming for girls ages 6-11 in several schools and other sites throughout Chattanooga. This afterschool programming offers college and career exploration as well as training in leadership and life skills, public speaking, character education, and conflict resolution. Girls also receive homework help, physical fitness time, and engage in community service projects. We also offer several programs for teens including the Women's History Project, in which girls learn about American women's history and discover for themselves what it means to be a leader. As part of the Women's History Project, girls are connected with local women leaders who have the opportunity to serve as positive mentors and role models. Finally, we offer several educational camps that take place during school breaks (spring, summer, and fall). For the upcoming spring semester, we are offering GEOgirl, which teaches girls survival and life skills; Grassroots, in which girls learn about social justice movements from around the world and take on a service learning project of their own; and several other educational camps are being offered this year.

With support from Girls Inc. national, of which we are an affiliate, the United Way of Greater Chattanooga and a breadth of Chattanooga area organizations and companies, Girls Inc. of Chattanooga currently provides more than 15 programs to girls age 6 to 18 throughout Chattanooga, serving a total of nearly 1,000 girls this year and more than 25,000 since we opened in Chattanooga in 1961. We request that the City of Chattanooga invest in our highly effective programming which has long-term positive impacts on the stated results areas the City seeks. All of our programming uses research-based and outcome focused curriculum.

Girls Inc. staff who work directly with the girls are all trained professionals. We require a college degree and a minimum of two years of related experience to become a part of our team. Several of our staff have advanced degrees directly related to the programs which they teach and administer. Our programming provides sustained experiences, mentoring relationships, research based curricula, intentional programming and interactive activities, delivered in a girls only environment. Those factors result in measurable and tangible success for every girl, every day.

Girls Inc. of Chattanooga will at the close of each fiscal year for which we have received funding, provide a detailed accounting of how and for what purpose municipal funds have been spent as well as a list of accomplishments achieved with the use of municipal funding provided by the City of Chattanooga.

Additionally, Girls Inc. of Chattanooga will provide the City of Chattanooga with copies of our annual audit for each year that we spend funds appropriated by the City of Chattanooga to Girls Inc.

Sincerely,

A handwritten signature in black ink, appearing to read "Bea Lurie". The signature is fluid and cursive, with a long horizontal stroke at the end.

Bea Lurie

President and CEO



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Invest in Girls Inc. - Programs That Work
Lead Agency:	Girls Inc. of Chattanooga
Collaborating City Department(s):	
Contact Name:	Phil Trammell
Primary Results Area:	Smarter Students – Stronger Families
Offer Cost (Funding Request):	\$120,000

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Girls Inc. of Chattanooga is seeking \$120,000 in investment from the City of Chattanooga to support our research-based and outcome-focused in-school, afterschool, and school break programs in the 2014-2015 school year.

For over 53 years, Girls Inc. of Chattanooga has been producing significant results that are in direct alignment with several of the City's desired outcomes for Smarter Students and Stronger Families. We know this because we measure the results of our programs, testing students before and after programs to ensure success and monitoring participant progress through staff observations so programmatic adjustments can be made at any point. We also survey participant's parents and invite them to see the progress of their children. We work with school administrators and teachers to promote cooperation and collaboration and promote an open door policy to anyone to see the progress of our girls. Like the City, Girls Inc. believes it is important to help children as early in life as possible to create a critical mass of supportive adults who understand what it takes to help children succeed. So many of our programs do just this:



City of Chattanooga

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More kids graduating high school college and career ready, fewer kids dropping out of school, & decreased chronic absenteeism: Girls Inc. girls attend school regularly and their parents and teachers tell us they do so with improved behavior and performance. Through participation in our programs, girls consistently graduate high school and emerge prepared for college. In fact, since we began tracking in 2007, **100% of the girls who complete our high school afterschool programs have gone on to college.** Our programs give girls a reason to be engaged in their education. Starting at age six, we teach girls the importance of higher education and the steps they can begin taking now to improve their chances for a successful future.

More pregnant women accessing prenatal care: Our IMPACT program (Infant Mortality Public Awareness Campaign for Tennessee) provides the City's youth with information to help prevent adolescent pregnancy and to avoid unhealthy choices which negatively impact infant mortality. Now in its sixth year, IMPACT is a high school teen-led, peer-to-peer education campaign in which participants present to local middle and high school students to discuss the steps they can take now to prevent the death of their child if/when they have children as adults. The teens also create print, radio, and television ads that are broadcast throughout Chattanooga and used as part of their education campaign. Between December 2012 and November 2013, 730 students attended presentations made by our IMPACT team. Those who attended completed multiple-choice pre- and post-tests. Results from these tests indicate significant success: When asked to define infant mortality, 51% responded correctly on the pre-test whereas 92% responded correctly on the post-test. When asked what the number one cause of infant death is in the U.S., 31% responded with the correct answer of "birth defects" on the pre-test and 72% answered correctly on the post-test. When asked what supplement all women of child-bearing age should be taking, 49% responded with the correct answer of "folic acid" on the pre-test and 86% responded correctly on the post-test. There were ten questions asked in all and on each one, student responses improved.

Increase reading proficiency: Elementary girls' literacy skills are markedly improving through participation in our afterschool program, the Bookworm Club, which teaches literacy skills to in-need children from underserved and low-income communities in Chattanooga. We have seen significant results with this program over the past two years. Our goals in the first year were to 1) increase girls' reading scores to current grade level or above as evidenced by report cards; and 2) improve girls' reading comprehension as evidenced by pre/post-testing. The literacy assessment we conducted asked girls to circle what they recognized in five different categories: 1) recognition of the alphabet (upper and lower case); 2) recognition of the names of numbers; 3) recognition of color names, 4) recognitions of names of days of the week, and 5) recognition of names of the months.

Results: There was a **3.87% increase** from pre-test to post-test on recognition of ABC's. There was a **19.6% increase** in recognition of the names of numbers 1-20. There was a **6.26% increase** in the recognition of nine color names. There was an **11.63% increase** in recognition of names of days of the week. Finally, there was a **28.6% increase** in recognition of the names of the twelve months of the year. Girls Inc. staff also conducted timed reading tests. Between the pre-test and the post-test, the girls read **faster by 2 minutes and 28 seconds.** The average time for the pre-test was 4 minutes and 18 seconds. The average time for the post-test was 1 minute and 50 seconds. There was a **19.4%**



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increase in the number of correct word recognition from the pre-test to the post-test. These results show increased reading proficiency across several areas, and we have also seen a noticeable increase in girls' eagerness to read as evidenced by anecdotal staff and teacher observations.

More parental involvement: Our afterschool programming fosters parental involvement. We understand that children's success significantly depends upon early learning and family support in their academic, social and emotional development. Therefore, we work closely with parents to update them on their daughter's progress and provide them with guidance in how to support the improvement of their daughter's skills and how to address challenges.

More kids computer coding: Middle school girls are creating web sites and coding in HTML, CSS and JavaScript with our in-school Build IT program. Build IT is a design-based curriculum that promotes middle school girls' information technology (IT) fluency and incorporates the STEM content of mathematics and computer science. Build IT uses design to both engage and teach girls information technology and computer science concepts. All Build IT students learn fundamental computer-use skills, practice the design process, use Internet-based design and communication tools safely and responsibly, and design a variety of computer documents. Girls Inc. has seen great success with students who have completed the Build IT program. Data from the girls' post-program surveys this past school year reflect the girls' improved computer literacy and comfort with a variety of IT applications. The percentage of students who reported using computers to complete school assignments **increased from 53% to 88%**, and the percentage that practiced programming or coding **rose from 18% to 80%**. As the girls' abilities and computer use improved, their confidence also soared. The percentage of girls who believed they could use computers without **help increased from 62% to 76%** and the percentage who felt comfortable when learning about computers **increased from 76% to 83%**. After taking Build IT, nearly 100% of participants believed that learning about computers was worthwhile and exciting.

The programs outlined in this offer represent a fraction of the work Girls Inc. does for students in Chattanooga. Additionally, we offer afterschool programming for girls ages 6-11 in several schools and other sites throughout Chattanooga. This afterschool programming offers college and career exploration as well as training in leadership and life skills, public speaking, character education, and conflict resolution. Girls also receive homework help, physical fitness time, and engage in community service projects. We also offer several programs for teens including the Women's History Project, in which girls learn about American women's history and discover for themselves what it means to be a leader. As part of the Women's History Project, girls are connected with local women leaders who have the opportunity to serve as positive mentors and role models. Finally, we offer several educational camps that take place during school breaks (spring, summer, and fall). For the upcoming spring semester, we are offering GEOgirl, which teaches girls survival and life skills; Grassroots, in which girls learn about social justice movements from around the world and take on a service learning project of their own; and several other educational camps are being offered this year.

With support from Girls Inc. national, of which we are an affiliate, the United Way of Greater Chattanooga and a breadth of Chattanooga area organizations and companies, Girls Inc. of Chattanooga currently provides more than 15 programs to girls age 6 to 18 throughout Chattanooga,



City of Chattanooga

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serving a total of nearly 1,000 girls this year and more than 25,000 since we opened in Chattanooga in 1961. We request that the City of Chattanooga invest in our highly effective programming which has long-term positive impacts on the stated results areas the City seeks. All of our programming uses research-based and outcome focused curriculum.

Girls Inc. staff who work directly with the girls are all trained professionals. We require a college degree and a minimum of two years of related experience to become a part of our team. Several of our staff have advanced degrees directly related to the programs which they teach and administer. Our programming provides sustained experiences, mentoring relationships, research based curricula, intentional programming and interactive activities, delivered in a girls only environment. Those factors result in measurable and tangible success for every girl, every day.

In evaluating an investment in the results Girls Inc. delivers, you may ask, why girls only?

A publication by the United Way states that while society's expectations affect both boys and girls, studies show that girls are more disadvantaged by them. Research conducted by Harris Interactive found that 56% of girls – 78% of high school girls – said that, in school, boys think they have a right to discuss a girl's body in public; and 65% of all girls said girls are expected to spend a lot of their time on housework and taking care of younger children.

Harris Interactive also found that students and adults say that girls are more likely to express what they really feel, be listened to, be leaders, and try new things when they are in groups with girls only. Additionally, girls who participated in girls-only groups were more likely to say they read books, play sports, like school, and plan to go to college than girls who did not participate in such groups. Of the girls surveyed those who believe that boys and girls have the same abilities and strengths (82%) are more likely to plan to go to college than are girls who believe they are very different from boys (68%).

Girls Inc. programming addresses these and other areas of gender inequity by providing gender-specific and age appropriate curricula specifically designed for the ways girls learn. Programs are delivered in a safe, affirming, girls-only environment that fosters empowerment. Girls Inc. girls flourish and develop into the confident, compassionate, community-minded and empowered young women which we expect them to be, and which our community urgently needs them to be.



City of Chattanooga

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Identify Which Desired Outcomes This Offer Impacts:

1. More kids graduating high school college and career ready
2. More women accessing pre-natal care
3. Decrease chronic absenteeism
4. Fewer kids dropping out of school
5. More parental involvement
6. Increase reading proficiency
7. More kids computer coding

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Invest in Girls Inc. – Programs that Work	\$864,246	\$414,879	\$120,000	21

Capital Budget Impact? **Yes** **No** **\$Amount**

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount

PERFORMANCE DATA

Measurement 1:

Percentage of girls who complete our programming in their senior year of high school continuing to college.

Historical Comparison Data?

Since 2007, 100% of the girls who complete our high school afterschool programs go on to college.

Measurement 2:

Increase reading proficiency as measured by DIBELS (Dynamic Indicators of Basic Early Literacy Skills) for first, second and third grade students in Chattanooga who participate in the Girls Inc. Bookworm Club.

Historical Comparison Data?

In the last year, in the schools where the Bookworm Club has been offered there was a 3.87% increase from pre-test to post-test on recognition of ABC's. There was a 19.6% increase in recognition of the names of numbers 1-20. There was a 6.26% increase in the recognition of nine color names. There was an 11.63% increase in recognition of names of days of the week. Finally, there was a 28.6% increase in recognition of the names of the twelve months of the year. Girls Inc. staff also conducted timed reading tests. Between the pre-test and the post-test, the girls read faster by 2 minutes and 28



City of Chattanooga

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seconds.

Measurement 3:

Number of girls who participate in the Build IT program and advance to coding, including HTML, CSS and JavaScript.

Historical Comparison Data?

Return on Investment:

How do citizens benefit? The educational opportunities provided by Girls Inc. are unique and not widely available to the citizens of Chattanooga. Investing in these programs will provide the citizens of Chattanooga, particularly those in underserved populations, opportunities that they may not otherwise have available to them. The resulting term benefits to Chattanooga and its citizens are a better educated, career ready populace.

Does this activity leverage other financial resources? Girls Inc. programming is funded by the United Way of Greater Chattanooga and a breadth of Chattanooga area organizations, companies and individuals. City investment would leverage these investments building on the infrastructure already established with that funding.

How does this activity decrease costs over time for the City? A better prepared, richly diverse populace is an economic asset to the community and an attractive benefit to employers and other organizations who would consider Chattanooga as a place to invest and do business. More outside investment in Chattanooga will over time, reduce the costs to the city through a broader, more diverse tax base.

How can this program become sustainable without City funding? Girls Inc. programming is funded today by a diverse group of foundations, organizations, corporations and individual investors. These funders believe in the work of Girls Inc. and would continue to provide funding in the future. We are constantly seeking additional funders which would allow Girls Inc. to grow its programming and reach even more girls in Chattanooga.

Attachment F: Budget Format

Agency Name: Girls Inc. of Chattanooga

CITY OF CHATTANOOGA

FY 2015 Agency Funding Financial Form

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private	\$ 46,215	\$ 46,672	\$ 55,921	\$ 119,006	\$ 123,433	\$ 4,427	3.7%
Corporate/Organizations/Churches	\$ 86,473	\$ 69,999	\$ 72,786	\$ 234,034	\$ 188,715	\$ (45,319)	-19.4%
Fees/Grants from Governmental Agencies	\$ 31,562	\$ 30,343					
Federal						\$ -	N/A
State						\$ -	N/A
Hamilton County			\$ 34,022	\$ 18,190	\$ 28,554	\$ 10,364	57.0%
City of Chattanooga		\$ 10,499	\$ 21,561	\$ 6,200	\$ 120,000	\$ 113,800	1835.5%
Other Cities (Please list)						\$ -	N/A
United Way							
Foundations (including grants)	\$ 9,414	\$ 51,078	\$ 126,432	\$ 267,161	\$ 347,504	\$ 80,343	30.1%
Gross Proceeds Special Events	\$ 83,431	\$ 162,661	\$ 92,438	\$ 125,545	\$ 140,000	\$ 14,455	11.5%
Other UWs/Federations		\$ 3,619				\$ -	N/A
CFC/Designations received thru UWGC	\$ 4,652	\$ 7,897	\$ 11,872	\$ 12,424	\$ 13,000	\$ 576	4.6%
UWGC Program Allocation	\$ 246,659	\$ 246,659	\$ 246,659	\$ 246,659	\$ 246,659	\$ -	0.0%
UWGC Special Funding	\$ -	\$ 2,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	0.0%
Membership Dues						\$ -	N/A
Program Income		\$ 15,387	\$ 20,851	\$ 25,260	\$ 31,260	\$ 6,000	23.8%
Governmental Insurance						\$ -	N/A
Private Insurance						\$ -	N/A
Contracted Services						\$ -	N/A
Fee for Services						\$ -	N/A
Other Program Income						\$ -	N/A
Sales to Public						\$ -	N/A
Investment Income	\$ 6,430	\$ 7,015	\$ 14,975	\$ 30,000	\$ 15,000	\$ (15,000)	-50.0%
Miscellaneous						\$ -	N/A
Other Revenues (Please list separately any major item)						\$ -	N/A
Transfers in from other internal budgets						\$ -	N/A
Income from Previous Year				\$ 7,000	\$ -	\$ (7,000)	-100.0%
TOTAL REVENUES	\$ 514,836	\$ 653,829	\$ 722,517	\$ 1,116,479	\$ 1,279,125	\$ 162,646	14.6%
OPERATIONS							
Personnel Expenses							
Salaries	\$ 316,148	\$ 339,141	\$ 405,125	\$ 588,676	\$ 756,054	\$ 167,378	28.4%

Attachment F: Budget Format

Agency Name:	Girls Inc. of Chattanooga							
Fringe Benefits							\$ -	N/A
Employee Health	\$ 6,180	\$ 13,875	\$ 13,782	\$ 20,346	\$ 25,433	\$ 5,087		25.0%
Pension/Retirement	\$ -	\$ 2,104	\$ 2,500	\$ 3,607	\$ 6,000	\$ 2,393		66.3%
Payroll Taxes, etc.	\$ 27,808	\$ 22,771	\$ 24,824	\$ 45,277	\$ 57,838	\$ 12,561		27.7%
Other (unemployment, life insurance, etc)	\$ 9,981	\$ 11,197	\$ 14,122	\$ 15,137	\$ 18,921	\$ 3,784		25.0%
Total Personnel Expenses	\$ 360,117	\$ 389,088	\$ 460,353	\$ 673,043	\$ 864,246	\$ 191,203		28.4%
OPERATING EXPENSES								
Administration								
Professional Fee & Contract service	\$ 36,193	\$ 15,865	\$ 21,545	\$ 46,390	\$ 51,029	\$ 4,639		10.0%
Utilities						\$ -		N/A
Other						\$ -		N/A
Rent						\$ -		N/A
Travel/Transportation	\$ 16,358	\$ 18,088	\$ 24,554	\$ 54,863	\$ 60,349	\$ 5,486		10.0%
Insurance (not employee health)	\$ 16,096	\$ 17,527	\$ 24,520	\$ 21,787	\$ 22,000	\$ 213		1.0%
Materials & Supplies	\$ 20,137	\$ 22,486	\$ 23,187	\$ 65,991	\$ 60,000	\$ (5,991)		-9.1%
Telephone, Fax, ISP	\$ 7,489	\$ 9,368	\$ 10,891	\$ 15,892	\$ 16,000	\$ 108		0.7%
Postage and Shipping	\$ 2,920	\$ 2,011	\$ 3,584	\$ 2,598	\$ 4,000	\$ 1,402		54.0%
Occupancy/Building/Utilities	\$ 14,951	\$ 14,035	\$ 14,717	\$ 22,355	\$ 29,591	\$ 7,236		32.4%
Equipment Rental and Maintenance (including contracts)	\$ 3,687	\$ 7,999	\$ 4,518	\$ 51,372	\$ 10,000	\$ (41,372)		-80.5%
Outside Printing, Art Work, etc.	\$ 17,548	\$ 19,730	\$ 18,917	\$ 23,258	\$ 25,584	\$ 2,326		10.0%
Conferences, Conventions, etc.	\$ 1,524	\$ 3,400	\$ 8,573	\$ 16,225	\$ 16,000	\$ (225)		-1.4%
Special Assistance to Individuals						\$ -		N/A
National Dues/Support Payments	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,300	\$ 7,800	\$ 500		6.8%
Organization Dues (other than above)	\$ 455	\$ 386	\$ 733	\$ 2,680	\$ 3,000	\$ 320		11.9%
Awards and Grants						\$ -		N/A
Fund Raising/Self-Support Activities	\$ 11,625	\$ 40,763	\$ 30,598	\$ 22,352	\$ 30,000	\$ 7,648		34.2%
Miscellaneous - Marketing, Websites			\$ 14,000	\$ 16,298	\$ 17,928	\$ 1,630		10.0%
Equipment Purchases (incl. capital expenses)			\$ 2,007	\$ 37,476	\$ 15,000	\$ (22,476)		-60.0%
Depreciation	\$ 23,776	\$ 23,932	\$ 28,107	\$ 30,000	\$ 32,000	\$ 2,000		6.7%
Other Expenses - Bank Fees, Background Checks, Drug Tests	\$ 7,442	\$ 4,318	\$ 5,188	\$ 6,599	\$ 14,599	\$ 8,000		121.2%
Investment Expense			\$ 2,289			\$ -		N/A
Operating Expenses Total	\$ 187,201	\$ 206,908	\$ 244,928	\$ 443,436	\$ 414,879	\$ (28,557)		-6.4%
TOTAL OPERATIONS								
	\$ 547,318	\$ 595,996	\$ 705,281	\$ 1,116,479	\$ 1,279,125	\$ 162,646		14.6%
REVENUE OVER/ (UNDER) OPERATIONS								
	\$ (32,482)	\$ 57,833	\$ 17,236	\$ -	\$ (0)	\$ (0)		N/A

February 20, 2014

Honorable Mayor Andy Berke
City of Chattanooga
101 East 11th Street
Chattanooga, TN 37402

Dear Mayor Berke:

On behalf of On Point, we propose our results-driven Offer. Specifically,

Name/address of non-profit: On Point, Inc.
4509 Hixson Pike
Suite 1
Chattanooga, TN 37343

Contact Person: Lesley Searce
President & CEO, On Point, Inc.
4509 Hixson Pike
Suite 1
Chattanooga, TN 37343
423-899-9188

Agency Mission: To partner with schools and communities to cultivate the strengths in youth that guide them on their path to thrive.

Result Area: Smarter Students, Stronger Families

Amount Requested: \$68,864

We thank you for your consideration of our proposal and look forward to this opportunity on behalf of the City's citizens, in particular, our youth.

Kindly,



Lesley Searce
President & CEO

www.liveonpoint.org

423.899.9188



on point

DIRECTION FOR LIFE

4509 HIXSON PIKE, SUITE 1 // HIXSON, TENNESSEE 37343

ON POINT

Chattanooga, Tennessee

FINANCIAL STATEMENTS

Years Ended June 30, 2013 and 2012

JOHNSON, HICKEY & MURCHISON, P.C.
Certified Public Accountants
Chattanooga, Tennessee

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of On Point:

We have audited the accompanying statements of On Point (a nonprofit organization), which comprise the statements of financial position as of June 30, 2013 and 2012, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of On Point as of June 30, 2013 and 2012, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Johnson, Niskey & Menckson, P.C.

October 14, 2013

**ON POINT
STATEMENTS OF FINANCIAL POSITION
JUNE 30, 2013 AND 2012**

	<u>2013</u>	<u>2012</u>
<u>ASSETS</u>		
CURRENT ASSETS:		
Cash	\$ 283,349	\$ 320,155
Accounts receivable	37,542	46,869
Pledges receivable, net of allowance for uncollectible pledges of \$2,741 and \$8,199	129,634	139,395
Inventory	22,640	25,727
Prepaid expenses	29,098	2,800
Total current assets	502,263	534,946
 PROPERTY AND EQUIPMENT:		
Leasehold improvements	6,874	6,874
Computer equipment and software	106,634	105,839
Vehicles	-	2,880
	113,508	115,593
Less accumulated depreciation and amortization	104,375	97,847
	9,133	17,746
 DEPOSITS	1,085	1,085
	\$ 512,481	\$ 553,777
 <u>LIABILITIES AND NET ASSETS</u>		
CURRENT LIABILITIES:		
Accounts payable	\$ 21,605	\$ 18,791
Accrued payroll and payroll taxes	27,122	27,516
Unearned contributions	7,500	12,500
Other	910	854
Total current liabilities	57,137	59,661
 NET ASSETS	455,344	494,116
	\$ 512,481	\$ 553,777

(The accompanying notes are an integral part of these statements.)

**ON POINT
STATEMENTS OF ACTIVITIES
FOR THE YEARS ENDED JUNE 30, 2013 AND 2012**

	Unrestricted	
	2013	2012
SALES:		
Product sales	\$ 27,582	\$ 52,133
Training seminars	5,774	83,733
	33,356	135,866
COST OF PRODUCTS SOLD	13,835	20,739
Gross profit on sales	19,521	115,127
SUPPORT AND OTHER REVENUE:		
Contributions	975,526	1,038,708
Partnering income	1,994	26,292
Government grants and support	91,599	102,500
Total net sales, support and other revenue	1,088,640	1,282,627
EXPENSES:		
Program services	828,194	867,176
General and administrative	152,258	169,902
Fundraising	146,636	160,804
Total expenses	1,127,088	1,197,882
OTHER EXPENSES:		
Loss on sale of property	324	-
NET INCREASE (DECREASE) IN NET ASSETS	(38,772)	84,745
NET ASSETS:		
Beginning	494,116	409,371
Ending	\$ 455,344	\$ 494,116

(The accompanying notes are an integral part of these statements.)

ON POINT
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2013

	Program Services	General & Adminis- trative	Fund- raising	Total
Business and				
professional insurance	\$ 5,926	\$ 1,115	\$ 760	\$ 7,801
Community education	62,918	-	-	62,918
Computer supplies and expense	6,189	1,164	793	8,146
Depreciation and amortization	6,673	1,255	856	8,784
Maintenance and repairs	807	152	103	1,062
Marketing and development	-	-	53,293	53,293
Miscellaneous	-	5,834	-	5,834
Office and postage	21,980	4,134	2,818	28,932
Professional fees	-	9,488	-	9,488
Program supplies	4,479	-	-	4,479
Other program expenses	4,747	-	-	4,747
Rent	33,730	6,345	4,325	44,400
Salaries	507,195	95,434	65,015	667,644
Payroll taxes and				
employee benefits	119,910	22,562	15,371	157,843
Student support groups	19,859	-	-	19,859
Telephone and utilities	10,540	1,983	1,351	13,874
Training	8,978	109	122	9,209
Travel	14,263	2,683	1,829	18,775
	<u>\$ 828,194</u>	<u>\$ 152,258</u>	<u>\$ 146,636</u>	<u>\$ 1,127,088</u>

(The accompanying notes are an integral part of these statements.)

ON POINT
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2012

	Program Services	General & Adminis- trative	Fund- raising	Total
Business and				
professional insurance	\$ 4,082	\$ 913	\$ 494	\$ 5,489
Community education	91,785	-	-	91,785
Computer supplies and expense	6,243	1,397	756	8,396
Depreciation and amortization	8,101	1,813	981	10,895
Maintenance and repairs	1,210	271	147	1,628
Marketing and development	-	-	76,768	76,768
Miscellaneous	-	5,939	-	5,939
Office and postage	19,552	4,375	2,366	26,293
Professional fees	-	8,893	-	8,893
Program supplies	2,444	-	-	2,444
Other program expenses	12,554	-	-	12,554
Rent	33,016	7,389	3,995	44,400
Salaries	485,057	108,549	58,700	652,306
Payroll taxes and				
employee benefits	110,449	24,713	13,366	148,528
Student support groups	18,834	-	-	18,834
Telephone and utilities	10,645	2,382	1,288	14,315
Training	49,899	290	333	50,522
Travel	13,305	2,978	1,610	17,893
	<u>\$ 867,176</u>	<u>\$ 169,902</u>	<u>\$ 160,804</u>	<u>\$ 1,197,882</u>

(The accompanying notes are an integral part of these statements.)

ON POINT
STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED JUNE 30, 2013 AND 2012

	2013	2012
CASH FLOWS FROM OPERATING ACTIVITIES:		
Increase (decrease) in net assets	\$ (38,772)	\$ 84,745
Adjustments to reconcile increase (decrease) in net assets to net cash used by operating activities -		
Depreciation and amortization	8,784	10,895
Loss on sale of property	324	-
Net (increase) decrease in operating assets -		
Accounts receivable	9,327	(11,077)
Pledges receivable	9,761	(112,139)
Inventory	3,087	8,944
Prepaid expenses	(26,298)	1,009
Net increase (decrease) in operating liabilities -		
Accounts payable	2,814	1,376
Accrued payroll and payroll taxes	(394)	1,832
Other	(4,944)	(19,107)
Net cash used by operating activities	(36,311)	(33,522)
 CASH FLOWS FROM INVESTING ACTIVITIES:		
Cash received from sale of property	300	-
Purchases of property and equipment	(795)	(3,374)
Net cash used by investing activities	(495)	(3,374)
 NET DECREASE IN CASH	 (36,806)	 (36,896)
 CASH:		
Beginning	320,155	357,051
Ending	\$ 283,349	\$ 320,155

(The accompanying notes are an integral part of these statements.)

ON POINT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013 AND 2012

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

Operations and organization -

On Point partners with schools and communities to cultivate the strengths in youth and guide them on their path to thrive.

The Organization is a not-for-profit corporation exempt from federal and state income taxes under the provisions of Section 501(c)(3) of the Internal Revenue Code.

Accounting -

The financial statements of the Organization have been prepared on the accrual basis of accounting and, accordingly, reflect all significant receivables, payables, and other liabilities.

Estimates -

Management uses estimates and assumptions in preparing these financial statements in accordance with accounting principles generally accepted in the United States of America. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported support, revenues and expenses. Actual results could vary from the estimates that were used.

Basis of presentation -

The Organization reports information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. At June 30, 2013 and 2012, the Organization had no temporarily restricted nor permanently restricted net assets.

Unconditional promises to give are recognized as revenues or gains in the period received and as assets, decreases of liabilities, or expenses depending on the form of the benefits received. Conditional promises to give are recognized when the conditions on which they depend are substantially met.

ON POINT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013 AND 2012

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued):

Accounts receivable -

In connection with the sale of its products, the Organization grants credit, on a limited basis, to customers nationwide. Accounts receivable is reported at the outstanding principal amount. The Organization uses the direct write-off method to account for bad debts, which produces no material differences from the allowance method. Uncollectible accounts are determined based upon the aging of the account, the customer explanation for nonpayment and the financial condition of the customer.

Pledges receivable -

Pledges receivable is recorded net of an estimated allowance for uncollectible pledges.

Inventory -

Inventory consists of program materials for resale and is stated at the lower of cost (first-in, first-out basis) or market.

Property and depreciation -

The Organization capitalizes significant acquisitions of property and equipment, including computer software, at cost if purchased or fair value if contributed. Depreciation is provided over the estimated useful lives of the individual assets by the straight-line method. Software is amortized over 36 months. Depreciation and amortization for the years ended June 30, 2013 and 2012, was \$8,784 and \$10,895, respectively.

Noncash contributions-

Donations of supplies, and other miscellaneous items, are not recorded because their value is questionable or uncertain, and they have no alternative use that is meaningful to the financial statements.

Donated services -

The Organization receives a significant amount of donated services from unpaid volunteers. Those services requiring specialized skills, which otherwise would have to be purchased, are considered insignificant in amount for the years ended June 30, 2013 and 2012, and, therefore, are not recorded in these financial statements. No amounts have been recognized for those donated services requiring no specialized skills, as the criteria for recognition has not been satisfied.

**ON POINT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013 AND 2012**

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued):

Advertising costs -

Advertising costs consist primarily of marketing and development expenses and are expensed as incurred. Advertising costs for the years ended June 30, 2013 and 2012, totaled \$53,293 and \$76,768.

Uncertain tax positions -

The Organization follows professional guidance in accounting for uncertain tax positions. The Organization does not believe there are any material uncertain tax positions and, accordingly, it will not recognize any liability for uncertain tax positions. For the years ended June 30, 2013 and 2012, there were no interest or penalties recorded or included in its financial statements.

The Organization's information returns for tax years 2009 and beyond remain subject to examination.

(2) NET ASSETS:

At June 30, 2013 and 2012, the balance in net assets is entirely unrestricted.

(3) STATE GRANTS:

The Organization receives financial assistance, as a direct award from the State of Tennessee Department of Health "Abstinence Education Program". Details of the awards for the years ended June 30, 2013 and 2012, are as follows -

<u>Year</u>	<u>CFDA No.</u>	<u>Grant ID No.</u>	<u>Beginning Receivable</u>	<u>Receipts</u>	<u>Expenses</u>	<u>Ending Receivable</u>
2013	93.235	34347-36612	\$ 42,784	\$103,331	\$ 91,599	\$ 31,052
2012	93.235	34347-36612	\$ -	\$ 57,216	\$100,000	\$ 42,784

ON POINT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013 AND 2012

(4) FUNDRAISING EXPENSES:

The Organization produces correspondence and newsletters that are mailed throughout the year to individuals requesting to receive them. These materials are intended to encourage those receiving them by sharing the Organization's vision, challenges and successes. Occasionally this information may contain comments regarding a particular financial need. The comments are considered insignificant in relation to the entire content of the newsletters; therefore, none of the cost of production and mailing is considered fundraising expense.

The administrative costs of the development department, including salaries and benefits and operating expenses, and the costs associated with specific fundraising appeals are reported as fund-raising expenses.

(5) LEASE COMMITMENT:

The Organization rents its operating premises under a five year lease expiring October 31, 2013, at a monthly cost of \$3,700. Future minimum lease payments for the year ending June 30, 2014, are \$14,800. Rental expense under this operating lease was \$44,400 and \$44,400 for the years ended June 30, 2013 and 2012.

(6) SUBSEQUENT EVENTS:

Management has evaluated subsequent events through October 14, 2013, the date which these financial statements were available for issue.

ON POINT-BOARD OF DIRECTORS

Chair	Mr. Dale Tuder PlayCore 2101 Ashmore Avenue Chattanooga, TN 37415 H: 423-876-8631 dtuder@playcore.com	Mr. Jim Gilliland JG Communications Group 398 Magnolia Vale Drive Chattanooga, TN 37419 H: 423-822-0406 W: 423-894-7145 ext. 711 jim@jgcomgroup.com
Vice Chair	Mr. Mike Harrell Latitude Advisors P.O. Box 71 Lookout Mountain, TN 37350 H: 423-505-8973 W: 706-413-5388 C: 423-505-8973 mikeharrell@latitudeadvisors.com	Mr. Kevin Moore AXA Professionals 3015 Princeton Hills Drive Cleveland, TN 37312 423-715-7212 kevin.moore@axa-advisors.com
Secretary	Mrs. Cam Born Novo Nordisk 1244 Duane Road Chattanooga, TN 37405 C: 413-207-2883 camborn1@gmail.com	Mr. Chris Collins Polsinelli 1110 Market St. Ste 514 Chattanooga, TN 37402 w: 423-321-7904 ccollins@polsinelli.com
Treasurer	Mr. Bart Rolan FSG Bank 9711 Valley Springs Drive Brentwood, TN 37027 h: 423-316-0066 brolan@fsgbank.com	Mrs. Jennifer Young 1282 Enclave Road Chattanooga, TN 37415 H: 423-876-0037 jennifer.young@smpinstore.com
	Ms. Lakweshia Ewing HCDE 3074 Hickory Valley Road Chattanooga, TN 37421 W: 423-209-8400 ewing_lakweshia@hcde.org	Rev. Jim Gibson Cleveland First Baptist Church P.O. Box 2368 Cleveland, TN 37320 w: 423-476-5526 ext.3 c: 284-8409 jgibson@clevelandfbc.com
	Mr. Todd McCain Cumberland Title and Guarantee Co. 1416 Winding Way Chattanooga, TN 37405 w: 423-643-4001 tmccain@ctandg.com	Mrs. Shannon Scarce 4 Fairhills Drive Chattanooga, TN 37405 H: 423-267-7383 sgscarce@gmail.com
		Mr. Mark Burgess PlayCore 401 Chestnut Street Suite 410 Chattanooga, TN 37402 w: 423-762-7563 mburgess@playcore.com



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Community Developmental Assets ® Trainer
Lead Agency:	On Point, Inc.
Collaborating City Department(s):	Youth & Family Development
Contact Name:	Lesley Searce
Primary Results Area:	Smarter Students, Stronger Families
Offer Cost (Funding Request):	\$68,864

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

PROGRAM/SERVICE: Community Developmental Assets ® Trainer

Investing in educating others can rarely be argued and we at On Point have more than **22 years of experience serving youth** and positively impacting families. Our proposed service offers a full-time Community Developmental Assets ® Trainer to elevate the impact youth workers have with their students. The following research and On Point’s experience has taught us that, in order to reverse teen involvement in risk behaviors, communities *should collaboratively* examine and address “root” issues affecting teen behaviors. Stakeholders must purposely and intentionally infuse positive qualities into teen lives rather than justifying unacceptable behaviors as a series of fragmented stand-alone issues.

Concentrating on root issues of **support** positively *reverse* well-known negative behaviors. In fact, social scientists agree that “risk and protective factors related to community, family, peers, and self heavily influence an adolescent’s behavior.”

We also know that risk behaviors cluster together. Sex, drugs, aggression, alcohol consumption,



City of Chattanooga

FY15 Offers

depression and self-destructive choices are all connected and create potentially disastrous formulas for youth in any combination. Driven by this, On Point aggressively pursues a **connected strategy** to drive our work specific to dysfunctional “family issues affecting risky teen behaviors.”

Currently, On Point delivers effective decision making and life skills training to more than 14,000 students in Chattanooga area middle and high schools. The On Point model is based in part on data-driven research from the Search Institute (see attachment). This **common sense and evidence-based research** demonstrates that children who possess more positive developmental assets ®, including attachment to learning, vision, and constructive use of time, are *significantly* less likely to get involved in sex, substance abuse, violence, and truancy. Youth are also more likely to possess positive attributes and behaviors, such as leadership and healthy living.

Implementing an asset development approach for Chattanooga youth directly correlates to the Office of Youth and Family Development’s focus on:

- Increased leadership
- Academic success
- Healthy choices
- Decreased dropout rates, and
- Reduced juvenile delinquency.

HOW WILL IT BE PROVIDED?

For training to be effective, interventions must have stated goals, content, and strategies for instruction. The On Point training model incorporates these critical elements into this offer to ensure a high degree of success. Specifically, *weekly* training workshops will target a host of Chattanooga “asset champions” who commit their time and resources to youth and families.

A full-time Developmental Asset ® Trainer will focus 100% of their time (1 FTE), expertise, and efforts on educating and equipping adults about the critical elements of building assets in our youth.

This Offer is presented via a two-tiered approach:

Tier 1: BROAD:

Delivery includes 3 hours of hands-on, professional development for 1,600 *youth workers* throughout the City. This training incorporates the basic scaffold of Search Institute’s 40 Developmental Assets ® in an evidence-based, yet practical, framework for Smarter Students and Stronger Families.

The work will build on this approach:

1. Identify “asset champions” from diverse spheres of influence to host the trainings, including nonprofits, congregations, family and youth development centers, education, and for-profit partners’,
2. Equip each “asset champion” with marketing tools and comprehensive training, including host job descriptions,
3. Deliver 3 hour training sessions, including assessment and individualized asset development plans, and
4. Follow-up in one month with trainees regarding their progress implementing their plans and coaching on next steps.



City of Chattanooga

FY15 Offers

Tier 2: DEEP:

Delivery includes 13 hours of developmental asset-focused training *specific to families* utilizing the “Raising Highly Capable Kids” curriculum. This tested curriculum tailors the asset approach to help parents be the *first and most influential* asset builder in their children’s lives.

The work will build on this approach:

1. Identify “asset champions” eager to serve as facilitators for the 16 hour program,
2. Host a “train the trainer” event conducted by both On Point and the curriculum developers, Focus on the Family and Resilient Kidz,
3. Lead (via facilitators) small groups of parents through the program. We will focus on parents in Chattanooga Housing Authority programs, families involved in the Office for Youth and Family Development’s Parent Academy, along with reaching parents involved in partner organizations across the city, and
4. Evaluate increases in children’s levels of developmental assets using pre/post assessments.

It is imperative that we build upon a foundation of existing work in our most vulnerable communities and our experience well prepares us to push forward the momentum. Fortunately, On Point has reputable healthy relationships in almost all struggling neighborhoods through school interventions, mentoring programs, and strong relationships with others targeting youth and families. We are also proud to share that outcomes from a rigorous study of our rigorous curriculum were recently published in the *Journal of Adolescent and Family Health* (January 2014). This is a strong indicator that our efforts have quantifiable results and impact youth.

On Point seeks to grow an asset-rich community through diverse partnerships utilizing core training with youth as the ultimate beneficiaries.

WHAT INNOVATION AND SUSTAINABILITY PRACTICE DOES THIS LEVERAGE?

Highly-respected ‘Ready by 21’ data research confirms that innovative strategies help communities “improve the odds that children and youth will be ready for college, work, and life.” Asset-driven best practices substantiate that “leaders build broader partnerships, set bigger goals, collect and use better data, and take bolder actions.” On Point’s work is visibly aligned with this fact and its proposed research-based 40 Developmental Assets ® framework is “the most frequently cited and widely utilized in the world, creating what Stanford University’s William Damon described as a ‘sea of change’ in adolescent development.”

Our innovative and sustainable approach engages both the “grass tops” and the “grassroots” community in a shared vision, shared goals, and shared accountability for youth success. This train-the-trainer model also creates ownership and sustainability while ‘paying it forward’ to future leaders and growing youth.

An asset-driven approach is also beneficial for stakeholders of various ages and stages. The 40 Developmental Assets ® common language and approach are empowering, simple, and easy to replicate. This in and of itself is a sustainable practice with national success. On the Chattanooga landscape, the “what is simple is scalable” approach will enable thousands to benefit with reasonable costs and solid returns on investments.



City of Chattanooga

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To validate the inputs and outcomes as part of this offer, On Point reviewed several case studies specific to the Developmental Assets ® framework. Notable case studies include:

- ✓ Empowering Youth Throughout the Community; Stratford, CT
- ✓ Infusing Asset Building Throughout McNicoll Park Middle School; Penticton, British Columbia
- ✓ It Takes a Village to Build Assets; Wadsworth, OH
- ✓ Providing Grants to Asset-Building Youth Organizations; Louisville, KY
- ✓ Seattle YMCA Leads The Way; Seattle, WA
- ✓ The Barnacle Approach to Asset Building at HEART of OKC; State of Oklahoma
- ✓ Youth Honoring Adults for Asset-Building Actions; Conyers, GA

WHAT DIFFERENCE DOES THIS OFFER MAKE? HOW WILL WE KNOW IT?

Targeting non-profits, congregations, youth development centers, and for-profit partners, the On Point training model prepares adult leaders to effectively engage and impact vulnerable youth. With successful training, individuals will be able to successfully connect with teens during out-of-school time – when youth struggle the most. While 17% of youth development occurs during school hours, critical asset development building *must* be spent during the other 83% of teens' time. Evidence also suggests that assets are directed linked to smarter students¹. Knowing this, equipping 1,600 adults to build assets will move the needle on youth behavior.

Tracking the asset impact on youth and families in “Raising Highly Capable Kids” will also make a notable difference in Chattanooga. To confirm this, On Point analyzed the Santa Ana pilot program in a high poverty, high crime California city. The outcomes were impressive: Youth demonstrated up to 8% gains (pre/post tests) in eight asset categories: Support, Empowerment, Boundaries & Expectations, Constructive Use of Time, Commitment to Learning, Positive Values, Social Competencies, and Positive Identity. We, too, will collect this data.

Additionally, this offer will make a difference on evidenced-based research in our own community. The national non-profit, Focus on the Family, selected On Point (Chattanooga-based) to replicate the Santa Ana model. Our 40 Developmental Assets ® work coupled with our long-term relationship with Search Institute lends itself to great opportunities for moving the City forward. We are eager to collect data and confirm community changes.

The data is also unmistakable for *investing* in at-risk youth. Outputs are measured and outcomes are alarming if we fail to engage. For children who fail to receive a high-quality early childhood education, they are²:

- 25% more likely to drop out of school
- 40% more likely to become a teen parent
- 50% more likely to be placed in special education
- 60% more likely to never attend college
- 70% more likely to be arrested for a violent crime

¹ Benson, P., All Kids Are Our Kids. 2nd Edition. 2006.

² <http://www.ounceofprevention.org/about/why-early-childhood-investments-work.php>



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We will also know we are “making a difference” based on feedback. Recently, a local executive director shared that “This training completely changed my perspective on how to view youth. I have served in youth development and education for 15 years, yet this common sense approach opened my eyes to what youth need and how I can support them. Plus, my staff and I had a great time.” On Point will continue to collect important stakeholder feedback and share with those invested in youth.

Identify Which Desired Outcomes This Offer Impacts:

1. Increase in knowledge of developmental asset framework as a protective strategy for smarter students / stronger families
2. Ability to identify the key assets / protective factors and risk factors for youth in Chattanooga community
3. Ability to create an asset building strategy that relates to each organization's context
4. Improve the developmental assets ® for families and youth

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Community Developmental Assets ® Trainer	\$52,000	\$16,864	\$68,864	1

Capital Budget Impact? Yes **No** \$Amount

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
Raising Highly Capable Kids Curriculum & Evaluation	\$41,000
Host sites – Facility Use	\$6,000
Host sites – Provided Meals	\$1,280
Celebration Dinner	\$1,400

PERFORMANCE DATA

Measurement 1:

of adults trained in Developmental Assets ®

Target: 1,600 as measured by attendance sheets

Historical Comparison Data? 1,571 (2012-2013)



City of Chattanooga

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Measurement 2:**# of Developmental Assets ® training sessions**

Target: 40 as measured by calendar documentation at respective training sites

Historical Comparison Data? 30 (2012-2013)

Measurement 3:**# of parents trained in “Raising Highly Capable Kids” program**

Target: 75 as measured by attendance sheets

Historical Comparison Data? 0. This is a new program.

Measurement 4:**# of “Raising Highly Capable Kids” training sessions**

Target: 13 as measured by calendar documentation at respective training sites

Historical Comparison Data? 0. This is a new program.

Measurement 5:**# of champions secured as part of the overall Development Assets ® program**

Target: 20 as measured by champion partnership commitment letters

Historical Comparison Data? 10 (2012-2013)

Measurement 6:**% of increased developmental assets**

Target: 8% as measured by pre/post assessments

Historical Comparison Data? 0. This is a new program in Chattanooga. 8% gains; Santa Ana, CA case study

Return on Investment:***How do citizens benefit?***

Citizens of all ages will benefit in that the curriculum reaches youth, adults, and future leaders in our community. This pay-it-forward approach serves teens well by sufficiently preparing adults to meet their needs, on their terms, at their socio-cognitive and emotional levels.

Research confirms the value of helping parents and aligns with the City’s desired outcome of “More parental involvement.” Long-term outcomes will also positively impact academics, kid readiness, and access to healthy choices on multiple levels. Purposely developing a framework to build resiliency is a strong benefit to any community. Chattanooga youth and families deserve the opportunity to learn new behaviors and build community support for success.



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Chattanooga residents will also benefit from the assets focused on for all participants at the most core level of human engagement. Asset categories align with basic human needs, including:

- ✓Support: Youth surrounded by people who love, care and accept them
- ✓Empowerment: Feelings of value, safety, and respect
- ✓Boundaries & Expectations: Clear sets of rules and encouragement to do well
- ✓Constructive Use of Time: Outside of school opportunities to learn new skills
- ✓Commitment to Learning: Youth believing in their own abilities to learn
- ✓Positive Values: Young people developing strong guiding values/principles
- ✓Social Competencies: Vital skills to effectively interact with others and cope
- ✓Positive Identity: Belief in one's self worth and control of what happens

Imagine the benefits if thousands are taught these assets and the impact they could make when practiced throughout neighborhoods, homes, schools, developmental centers, and other places important to the Chattanooga Way.

Does this activity leverage other financial resources?

Yes. Professional development is imperative for anyone working with youth or in contact with youth. Naturally, this affects almost all Chattanooga citizens. This offer creates a common foundation by laying a community-wide framework for how we view, educate, and interact with youth. An intentionally unique atmosphere is created for each participant in group workshops to deliberately identify and build developmental assets. Not only is the participant a student of building assets, but she is a coach, mentor, role-model, and facilitator for building assets in our youth.

Additional leverages sources include On Point's current reach and impact in Chattanooga-area schools. We have strong relationships with middle and high schools which can be leveraged for future education and community opportunities. This partnership is strongly in place and ready to be deepened.

On Point also collaborates with more than 50 local organizations serving youth and families. The value of shared resources is worth thousands in experience, time, and resource sharing. Many times, On Point steps up and donates time for 'kid causes' to ensure that youth are served regardless of situation or challenge.

We also bring financial resources with this offer. On Point's national partnership with both Search Institute and Focus on the Family will impact this project. Focus on the Family has committed \$41,000 in the "Raising Highly Capable Kids" curriculum for facilitators and parents. They have also committed funds to evaluate all program elements using pre and post assessments. This project will also be a part of a comparative study with 3 other cities; thrusting the project unto a national level. Other sources of leveraging include training facility space, participant meals, and a celebration dinner.

How does this activity decrease costs over time for the City?

Developmental Assets ® have the power to protect and the power to promote. Through research conducted by the [Search Institute](#), it has been proven that the more assets a child has, the more likely he/she is to succeed later in life.



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The impact on the child who has very few assets compared to the child who has treasure chest full is enormous. Survey data suggests that youth who have 0-10 assets have a 61% chance of “being violent” compared to youth armed with 31-40 assets and only a 7% chance of “being violent.” In terms of time, crime and violence rates will decrease and impact City costs.

Moreover, having more assets helps youth succeed. For example, youth with 0-10 assets have an 8% chance of “succeeding in school” while asset rich (31-40) youth have a 47% chance of academic success. We know that school success is directly linked to higher graduation rates, fewer dropouts, and hopeful youth.

Cost-savings are far reaching in many capacities. The *Every Child Every Promise* data (authored by Economist James Heckman) confirms “early investment in children because society reaps the greatest returns”:

- ✓ High school graduation and college attendance rates rise dramatically among those young people generally regarded as most ‘at risk’
- ✓ Welfare dependency and involvement with the criminal justice system decrease dramatically, and
- ✓ Economic benefits to society grow. Economic costs to society decrease

Indeed, assets do make a large impact in a child's development.

How can this program become sustainable without City funding?

Currently, asset development training is provided to youth in our local middle and high schools through a broad range of programs and funding support via highly capable On Point staff.

In addition, to date, 1,571 adults have been trained using the proposed 3 hour training model. This offer will reach an additional 1,600 stakeholders over the course of one year via 40 training sessions and dive deeper to provide tailored content for families. As a result, an empowered group of citizens will then deliver the asset model via their respective organizations and/or families. This trickle-throughout effect will be captured using quantifiable metrics and pre-post assessments.

On Point is familiar with addressing sustainability requirements as part of its operating and budgetary plans. While the City would make the investment in the trainer, in-kind resources allocate thousands of dollars to our community. Additionally, On Point has been extremely effective in securing support for all of its results-driven curricula and impact-driven outcomes. We will continue this approach during year 1 activities and beyond to ensure long-term success.

We also have a vast pool of community partners poised to support this model in terms of sustainability and replication. Volunteers and champions are keys to sustaining the program as it gains momentum throughout non-profit and for-profit sectors, faith-based organizations, and other youth-focused entities.

On Point is a highly capable organization with the capacity, drive, and mission to help youth thrive. We also have published results confirming our work. A letter of support from the Department of Youth & Family Administrator on behalf of Mr. Lurone "Coach" Jennings is also attached with this Offer.



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We believe others will be empowered to help youth and families through funding support and donated time. We also invite every Youth & Family employee to build assets and join in the opportunity!

ⁱ Kirby, Douglas. Emerging Answers: Research Findings on Programs to Reduce Teen Pregnancy, National Campaign to Prevent Teen Pregnancy, 2001.



City of Chattanooga

Mayor Andy Berke

February 20, 2014

Honorable Mayor Andy Berke
101 East 11th Street
Chattanooga, TN 37402

RE: Support for Community Agency Support Grant
On Point

Dear Mayor Berke,

The Department of Youth and Family Development would like to give its support to On Point. The agency's programs are in direct coalition to what our department is putting our focus on - "Smarter Students - Stronger Families".

We feel that this program would greatly benefit the citizens of Chattanooga as well as be a benefit to helping Youth & Family Development achieve its goals.

Sincerely,

Lurone "Coach" Jennings, Sr.
Administrator
Youth & Family Development
City of Chattanooga

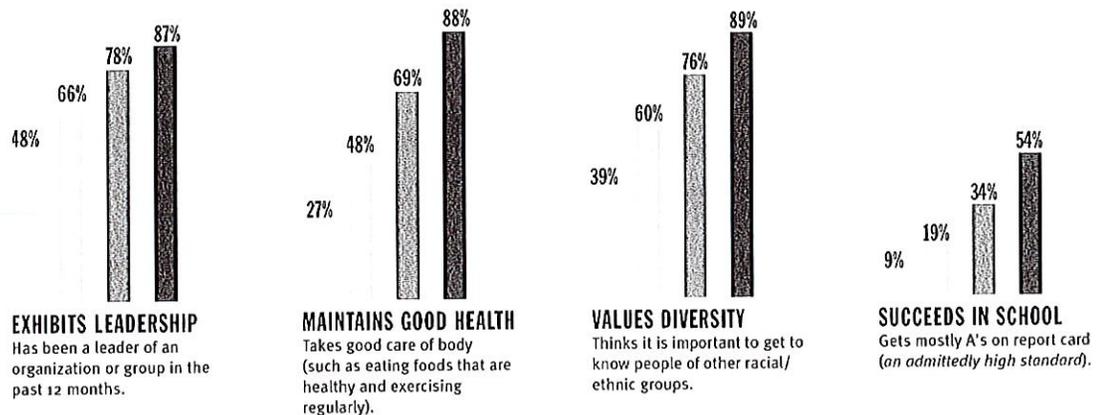
THE POWER OF ASSETS

On one level, the 40 Developmental Assets represent common wisdom about the kinds of positive experiences and characteristics that young people need and deserve. But their value extends further. Surveys of almost 150,000 students in grades 6–12 (ages approximately 11–18 years) reveal that assets are powerful influences on adolescent behavior. Regardless of gender, ethnic heritage, economic situation, or geographic location, these assets both promote positive behaviors and attitudes and help protect young people from many different problem behaviors.



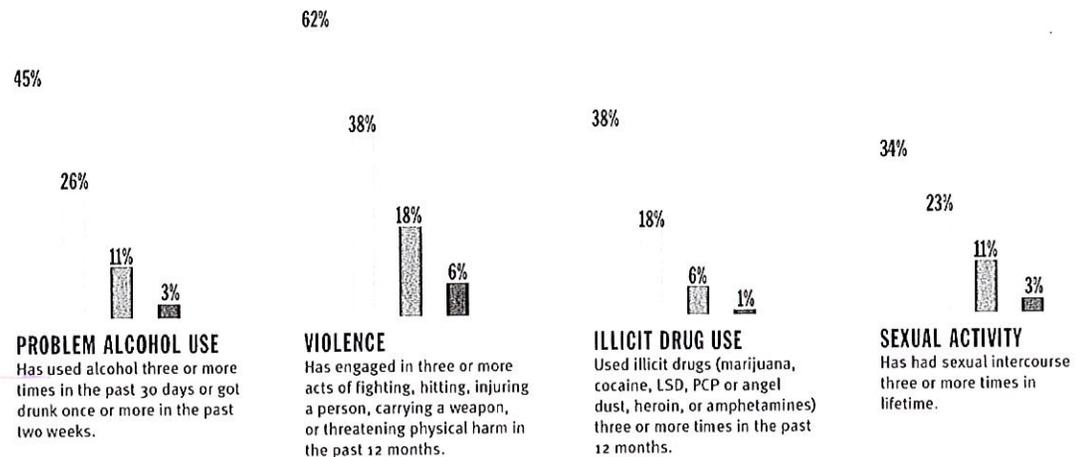
PROMOTING POSITIVE BEHAVIORS AND ATTITUDES

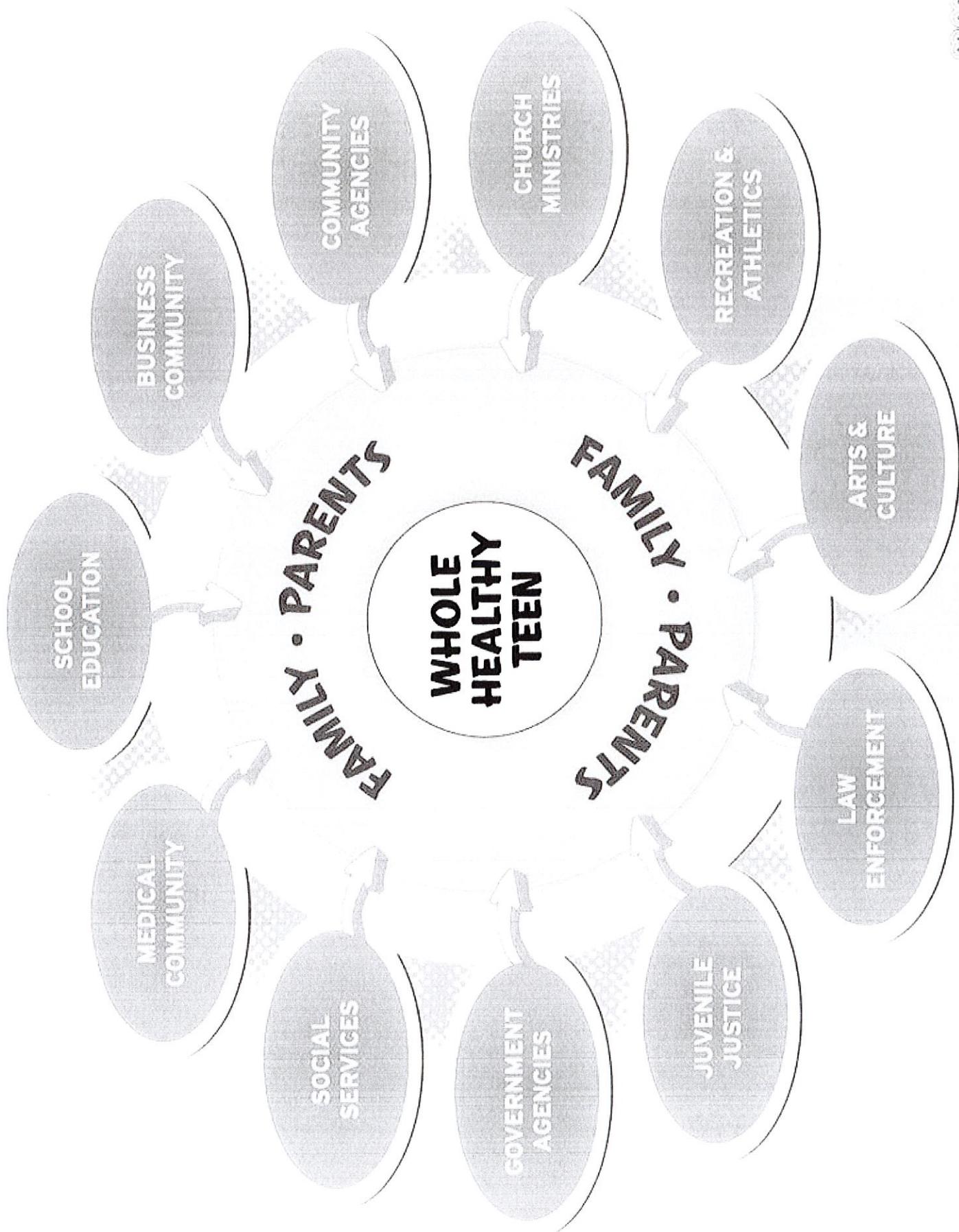
Our research shows that the more assets students report having, the more likely they are to also report the following patterns of thriving behavior:



PROTECTING YOUTH FROM HIGH-RISK BEHAVIORS

Assets not only promote positive behaviors, they also protect young people: The more assets a young person reports having, the less likely he or she is to make harmful or unhealthy choices. (Note that these definitions are set rather high, suggesting ongoing problems, not experimentation.)





Attachment B: Comparative Financial Information

Agency Name: On Point

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 2014 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga		49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)	100%	
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga	30.57%	49.83%
Unincorporated Hamilton County	12.42%	30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge	3.54%	6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank	4.08%	3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy	9.53%	3.78%
Walden		0.56%
Other (Outside Hamilton County)	39.86%	
	Above percentages should total 100%	

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

Attachment C: Program Beneficiary Statistics

Agency Name: On Point

Program: Think On Point

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
1. Unduplicated Count of Program Beneficiaries TOTAL	10338	7000	10000
a) Total Continuing From Previous Fiscal Year	Not Tracked	Not Tracked	Not Tracked
b) Total New for the Year	Not Tracked	Not Tracked	Not Tracked
c) Total Terminated During the Year	Not Tracked	Not Tracked	Not Tracked
2. Age Group TOTAL	10338	7000	10000
a) Infants – Under 5	0	0	0
b) Between 5 and 12	171	116	165
c) Between 13 and 17	9924	6720	9600
d) Between 18 and 29	243	164	235
e) Between 30 and 64	0	0	0
f) 65 and over	0	0	0
g) Not Known	0	0	0
3. Sex TOTAL	10338	7000	10000
a) Male	5284	3640	5200
b) Female	4849	3360	4800
c) Not Known	205	0	0
4. Ethnic Background TOTAL	10338	7000	10000
a) White	6824	4760	6800
b) Black	2638	1890	2700
c) Hispanic	439	280	400
d) Asian	129	70	100
e) Other – Ethnic Minority	0	0	0
f) Not Known	308	0	0
5. % Income Level TOTAL	10338	7000	10000
a) Below 9,999	Not Tracked	Not Tracked	Not Tracked
b) 10,000 –19,999	Not Tracked	Not Tracked	Not Tracked
c) 20,000 – 29,999	Not Tracked	Not Tracked	Not Tracked
d) 30,000 and Over	Not Tracked	Not Tracked	Not Tracked
e) Not Known	Not Tracked	Not Tracked	Not Tracked
6. Location of Residence TOTAL	10338	7000	10000
a) Chattanooga	2909	1970	2800
b) Outside of Chattanooga	7429	5030	7200
c) Not Known	0	0	0

Attachment D: Schedule of Positions, Salaries & Wages

Agency Name: On Point

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

Title of Position	Last Name, Initial	Full Time or Part Time	Number of Years Employed	Current – FY 2014			Projected – FY 2015		
				Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
Chief Executive Officer	Scearce, L.	Full Time	12	52	74,121	74,121	52	74,121	74,121
Executive Director	Pearson, A.	Full Time	16	52	64,505	64,505	52	64,505	64,505
Lead Educator	Lindsey, W.	Full Time	16	52	47,462	47,462	52	47,462	47,462
Director of Research & Development/HR	Cunningham, T.	Full Time	8	52	44,010	44,010	52	44,010	44,010
Program Director	Davis, T.	Full Time	2	52	41,616	41,616	52	41,616	41,616
Community Developmental Asset Trainer	Open	Full Time	0	0	-	-	52	40,000	40,000
Financial Officer	McCollum, E.	Full Time	3	52	38,938	38,938	52	38,938	38,938
Educator	Hines, E.	Full Time	10	52	36,424	36,424	52	36,424	36,424
Business Development Specialist	Thomas, K.	Full Time	8	52	36,335	36,335	52	36,335	36,335
Educator	Moreland, T.	Full Time	1	52	35,700	35,700	52	35,700	35,700
Educator	Sims, F.	Full Time	7	52	35,700	32,815	52	35,700	35,700
Office Manager	Kean, B.	Full Time	5	52	33,683	33,683	52	33,683	33,683
Educator	Talley, J.	Full Time	5	52	32,815	32,815	52	32,815	32,815
Educator	Lombard, T.	Full Time	2	52	32,640	32,640	52	32,640	32,640
Educator	Price, L.	Full Time	1	52	30,000	30,000	52	30,000	30,000
Educator	Preston, T.	Full Time	1	52	29,000	29,000	52	29,000	29,000
Educator	Knox, A.	Part Time	1	39	9,360	9,360	39	9,360	9,360
Educator	McDaniel, M.	Part Time	1	39	15,600	15,600	39	15,600	15,600
Educator	Rausch, M.	Part Time	6	50	8,750	8,750	50	8,750	8,750

Note: List all employees in order of responsibility.

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

Agency Name: On Point

Program/Project Title	Name of Funding Source	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 (Projected)
Community Asset Trainings	City of Chattanooga Community Agency Support Grant	-	-	-	-	-	68,864
Think On Point and Life On Point	U.S. Department of Health an Human Services Grant	613,474	137,900	-	-	-	-
Think On Point and Life On Point	TN Department of Maternal and Adolescent Health Grant	-	-	100,000	91,599	100,000	-
Think On Point and Life On Point	Tucker Foundation	-	-	5,000	27,083	26,344	25,000
Think On Point and Life On Point	New Hope Center, Cleveland TN	-	40,000	22,333	-	-	-
Growth of Life On Point and National Expansion	The Maclellan Foundation	44,157	650,843	300,000	275,000	275,000	275,000
Evaluation, Special Projects and Training	RL and KH Maclellan Foundation	-	30,000	41,000	16,000	20,000	20,000
Life On Point	Hamico Foundation	25,000	102,500	75,000	75,000	75,000	75,000
Life On Point	SDA Foundation	-	30,000	25,000	35,000	30,000	30,000
Life On Point	M&M Industries	-	22,500	30,000	30,000	35,000	35,000
Life On Point and Graduate on Point	Community Foundation of Greater Chattanooga	-	-	10,000	12,500	19,325	-
Life On Point	LB and Helen P Austin Foundation	10,000	15,000	22,500	7,500	-	-
Life On Point	Suntrust Foundation	-	5,000	5,000	15,000	15,000	15,000
Life on Point	George R Johnson Foundation	-	-	-	-	25,000	25,000
General Program Support	Kingdom Site Ministries	-	-	25,000	75,000	-	-
General Program Support	Weldon F Osborne Foundation	25,000	16,224	15,000	23,500	23,500	25,000
General Program Support	Yerbey Concrete	13,000	15,900	20,350	25,200	25,200	25,000
General Program Support	McKenzie Foundation	-	-	25,000	-	25,000	25,000
General Program Support	Gene and Jo Nowell	10,000	20,000	15,000	2,000	1,000	5,000
General Program and Operating Support	Annual Fundraising Dinner - Chattanooga	197,497	166,854	177,759	254,379	250,000	250,000
General Program and Operating Support	Annual Fundraising Dinner - Cleveland	-	-	-	-	57,299	60,000
General Operating Support	Community Trainings & Speaking Revenue	13,541	18,490	50,578	5,774	21,199	25,000
Subtotal, Major Funding Sources		951,669	1,271,211	964,520	970,534	1,023,867	983,864
Total, All Revenue Sources		1,065,307	1,429,168	1,282,627	1,088,640	1,329,800	1,398,664

Attachment F: Budget Format

Agency Name: On Point

CITY OF CHATTANOOGA

FY 2015 Agency Funding Financial Form

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private	\$ 162,992	\$ 239,940	\$ 190,533	\$ 210,330	\$ (210,330)		-100.0%
Corporate/Organizations/Churches	\$ 54,912	\$ 35,909	\$ 18,350	\$ 25,000	\$ (25,000)		-100.0%
Fees/Grants from Governmental Agencies							
Federal	\$ 137,900	\$ -	\$ -	\$ -	\$ -		N/A
State	\$ -	\$ 100,000	\$ 91,599	\$ 100,000	\$ (100,000)		-100.0%
Hamilton County	\$ 14,000	\$ 2,500	\$ -	\$ -	\$ -		N/A
City of Chattanooga	\$ -	\$ -	\$ -	\$ -	\$ 68,864	\$ 68,864	N/A
Other Cities (Please list)	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
United Way							
Foundations (including grants)	\$ 831,697	\$ 613,792	\$ 513,583	\$ 603,500	\$ (603,500)		-100.0%
Gross Proceeds Special Events	\$ 186,866	\$ 175,360	\$ 254,379	\$ 348,500	\$ (348,500)		-100.0%
Other UW's/Federations	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
CFC/Designations received thru UWGC	\$ 873	\$ -	\$ 674	\$ 1,370	\$ (1,370)		-100.0%
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	\$ 18,715	\$ 83,733	\$ 5,774	\$ 20,000	\$ (20,000)		-100.0%
Fee for Services	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
Other Program Income	\$ 20,978	\$ 31,393	\$ 13,748	\$ 21,100	\$ (21,100)		-100.0%
Sales to Public	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
Investment Income	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
Miscellaneous	\$ 235	\$ -	\$ -	\$ -	\$ -		N/A
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	\$ 1,429,168	\$ 1,282,627	\$ 1,088,640	\$ 1,329,800	\$ 68,864	\$ (1,260,936)	-94.8%
OPERATIONS							
Personnel Expenses							
Salaries	\$ 662,096	\$ 661,565	\$ 667,645	\$ 696,544	\$ 40,000	\$ (656,544)	-94.3%
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
Employee Health	\$ 95,831	\$ 95,365	\$ 103,704	\$ 124,406	\$ 8,881	\$ (115,525)	-92.9%
Pension/Retirement	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
Payroll Taxes, etc.	\$ 50,672	\$ 48,939	\$ 51,091	\$ 52,926	\$ 3,060	\$ (49,866)	-94.2%
Other (unemployment, life insurance, etc)	\$ 4,265	\$ 4,224	\$ 3,049	\$ 3,214	\$ 59	\$ (3,155)	-98.2%
Total Personnel Expenses	\$ 812,864	\$ 810,092	\$ 825,488	\$ 877,090	\$ 52,000	\$ (825,090)	-94.1%

Attachment F: Budget Format

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
OPERATING EXPENSES							
Administration							
Professional Fee & Contract service	\$ 75,054	\$ 16,206	\$ 5,983	\$ 19,000	\$ 1,200	\$ (17,800)	-93.7%
Utilities	\$ 8,597	\$ 8,374	\$ 8,832	\$ 9,800		\$ (9,800)	-100.0%
Other	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Rent	\$ 44,400	\$ 44,400	\$ 44,400	\$ 52,200		\$ (52,200)	-100.0%
Travel/Transportation	\$ 17,747	\$ 18,569	\$ 19,169	\$ 23,000	\$ 564	\$ (22,436)	-97.5%
Insurance (not employee health)	\$ 5,136	\$ 5,335	\$ 7,801	\$ 8,580		\$ (8,580)	-100.0%
Materials & Supplies	\$ 4,766	\$ 5,437	\$ 6,325	\$ 6,600	\$ 1,600	\$ (5,000)	-75.8%
Telephone, Fax, ISP	\$ 6,278	\$ 5,941	\$ 5,042	\$ 5,580		\$ (5,580)	-100.0%
Postage and Shipping	\$ 2,717	\$ 3,742	\$ 2,238	\$ 7,800		\$ (7,800)	-100.0%
Occupancy/Building/Utilities	\$ 1,056	\$ 1,247	\$ 1,022	\$ 1,780		\$ (1,780)	-100.0%
Equipment Rental and Maintenance (including contracts)	\$ 20,944	\$ 22,843	\$ 21,238	\$ 19,800		\$ (19,800)	-100.0%
Outside Printing, Art Work, etc.	\$ 2,643	\$ 2,367	\$ 345	\$ 4,500		\$ (4,500)	-100.0%
Conferences, Conventions, etc.	\$ 23,227	\$ 6,774	\$ 8,989	\$ 4,500		\$ (4,500)	-100.0%
Special Assistance to Individuals	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
National Dues/Support Payments	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Organization Dues (other than above)	\$ 6,135	\$ 2,045	\$ 7,277	\$ 7,200		\$ (7,200)	-100.0%
Awards and Grants	\$ 5,500	\$ 9,000	\$ 5,000	\$ 5,000		\$ (5,000)	-100.0%
Fund Raising/Self-Support Activities	\$ 2,392	\$ 15,847	\$ 5,467	\$ 19,600		\$ (19,600)	-100.0%
Miscellaneous	\$ 1,752	\$ 2,264	\$ 1,942	\$ 3,950		\$ (3,950)	-100.0%
Equipment Purchases (incl. capital expenses)	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Depreciation	\$ 12,196	\$ 10,895	\$ 8,784	\$ 8,000		\$ (8,000)	-100.0%
Other Expenses (Please list separately any major item)						\$ -	N/A
Life On Point Program Cost	\$ 4,813	\$ 18,834	\$ 19,823	\$ 36,450		\$ (36,450)	-100.0%
Think On Point Program Cost	\$ 1,068	\$ 700	\$ 4,134	\$ 1,775		\$ (1,775)	-100.0%
Teen Advisory Board Support	\$ 10,494	\$ 1,892	\$ 4,141	\$ 6,500		\$ (6,500)	-100.0%
Legal & Accounting	\$ 9,463	\$ 8,893	\$ 9,488	\$ 9,500		\$ (9,500)	-100.0%
Bank Charges & Credit Card Processing Fees	\$ 6,988	\$ 4,171	\$ 4,365	\$ 4,500		\$ (4,500)	-100.0%
Expenses Related to Special Events	\$ 69,662	\$ 61,709	\$ 47,877	\$ 86,500		\$ (86,500)	-100.0%
Website Hosting & Maintenance	\$ 33,376	\$ 42,181	\$ 27,854	\$ 36,160		\$ (36,160)	-100.0%
Advertising	\$ 2,631	\$ 28,900	\$ 17,245	\$ 24,020	\$ 5,000	\$ (19,020)	-79.2%
Expenses Related to Training	\$ 13,099	\$ 33,777	\$ 4,954	\$ 19,600	\$ 8,500	\$ (11,100)	-56.6%
Curriculum Development	\$ -	\$ -	\$ -	\$ 6,500		\$ (6,500)	-100.0%
Staff Training & Development	\$ 4,460	\$ 5,448	\$ 2,190	\$ 9,500		\$ (9,500)	-100.0%
Operating Expenses Total	\$ 396,596	\$ 387,789	\$ 301,924	\$ 447,895	\$ 16,864	\$ (431,031)	-96.2%
TOTAL OPERATIONS	\$ 1,209,460	\$ 1,197,882	\$ 1,127,412	\$ 1,324,985	\$ 68,864	\$ (1,256,121)	-94.8%
REVENUE OVER/ (UNDER) OPERATIONS	\$ 219,708	\$ 84,745	\$ (38,772)	\$ 4,815	\$ 0	\$ (4,815)	-100.0%

CITY OF CHATTANOOGA

FY 2015 Agency Funding Financial Form

Agency Name: On Point

February 16, 2014

Honorable Mayor Andy Berke
City of Chattanooga
101 East 11th Street
Chattanooga, TN 37402

Re: Executive Summary for Agency Support

Dear Mayor Berke:

On Point presents an Offer to the City of Chattanooga in the amount of \$68,864 to support a full-time Community Developmental Assets ® Trainer as part of targeting the Office of Youth and Family Development's focus on "Smarter Students, Strong Families." Implementing an asset development approach for Chattanooga youth directly correlates to the Office of Youth and Family Development's focus on:

- Increased leadership
- Academic success
- Healthy choices
- Decreased dropout rates, and
- Reduced juvenile delinquency

Part of Chattanooga's rich history for the last 22 years, On Point has made it our daily promise to collaboratively examine and address "root" issues affecting teen behaviors. We intentionally infuse positive qualities into teen lives rather than justifying unacceptable behaviors as a series of fragmented stand-alone issues. On Point drives our work with evidenced-based curricula, strong community leadership, and sustained partnerships. We currently work in area middle and high schools to support more than 14,000 youth and families. Our Life On Point, Think On Point, and Grad On Point curricula have been part of students' development for many years. We view this developmental assets ® opportunity bridge our community and deepen our investment in the lives of children and families.

I affirm that On Point will provide a detailed accounting of how and for what purpose municipal funds were spent by the non-profit organization 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 On Point; along with the list of the accomplishments scheduled by use of the municipal funding.



On Point confirms that our non-profit organization will provide the City of Chattanooga with copies of our annual audits for each year that On Point spends funds appropriate to us by the City of Chattanooga.

If you need additional information, please do not hesitate to contact me. My contact information is provided.

Sincerely,



Lesley Searce
President & CEO



On Point	
Agency-wide Budget	
Fiscal Year Ending June 30, 2014	
Account Category	Budget FY 2014
REVENUES	
Contributions	
Individuals/Private	\$ 210,330
Corporate/Organizations/Churches	\$ 25,000
Fees/Grants from Governmental Agencies	
Federal	\$ -
State	\$ 100,000
Hamilton County	\$ -
City of Chattanooga	\$ -
Other Cities (Please list)	\$ -
United Way	
Foundations (including grants)	\$ 603,500
Gross Proceeds Special Events	\$ 348,500
Other UW's/Federations	\$ -
CFC/Designations received thru UWGC	\$ 1,370
UWGC Program Allocation	\$ -
UWGC Special Funding	\$ -
Membership Dues	\$ -
Program Income	\$ -
Governmental Insurance	\$ -
Private Insurance	\$ -
Contracted Services	\$ 20,000
Fee for Services	\$ -
Other Program Income	\$ 21,100
Sales to Public	\$ -
Investment Income	\$ -
Miscellaneous	\$ -
Other Revenues (Please list separately any major item)	\$ -
Transfers in from other internal budgets	\$ -
Income from Previous Year	\$ -
TOTAL REVENUES	\$ 1,329,800
OPERATIONS	
Personnel Expenses	
Salaries	\$ 696,544
Fringe Benefits	\$ -
Employee Health	\$ 124,406
Pension/Retirement	\$ -
Payroll Taxes, etc.	\$ 52,926
Other (unemployment, life insurance, etc)	\$ 3,214
Total Personnel Expenses	\$ 877,090
OPERATING EXPENSES	
Administration	
Professional Fee & Contract service	\$ 19,000
Utilities	\$ 9,800
Other	\$ -
Rent	\$ 52,200
Travel/Transportation	\$ 23,000
Insurance (not employee health)	\$ 8,580
Materials & Supplies	\$ 6,600
Telephone, Fax, ISP	\$ 5,580
Postage and Shipping	\$ 7,800
Occupancy/Building/Utilities	\$ 1,780
Equipment Rental and Maintenance (including contracts)	\$ 19,800
Outside Printing, Art Work, etc.	\$ 4,500
Conferences, Conventions, etc.	\$ 4,500
Special Assistance to Individuals	\$ -
National Dues/Support Payments	\$ -
Organization Dues (other than above)	\$ 7,200
Awards and Grants	\$ 5,000
Fund Raising/Self-Support Activities	\$ 19,600
Miscellaneous	\$ 3,950
Equipment Purchases (incl. capital expenses)	\$ -
Depreciation	\$ 8,000
Other Expenses (Please list separately any major item)	
Life On Point Program Cost	\$ 36,450
Think On Point Program Cost	\$ 1,775
Teen Advisory Board Support	\$ 6,500
Legal & Accounting	\$ 9,500
Bank Charges & Credit Card Processing Fees	\$ 4,500
Expenses Related to Special Events	\$ 86,500
Website Hosting & Maintenance	\$ 36,160
Advertising	\$ 24,020
Expenses Related to Training	\$ 19,600
Curriculum Development	\$ 6,500
Staff Training & Development	\$ 9,500
Operating Expenses Total	\$ 447,895
TOTAL OPERATIONS	\$ 1,324,985
REVENUE OVER/ (UNDER) OPERATIONS	\$ 4,815

State of Tennessee



Department of State
Corporate Filings
312 Rosa L. Parks Avenue
6th Floor, William R. Snodgrass Tower
Nashville, TN 37243

ARTICLES OF AMENDMENT
TO THE CHARTER
(Nonprofit)

FILED

For Office Use Only

RECEIVED
STATE OF TENNESSEE

2011 OCT -5 AM 9:48

TRE HARGETT
SECRETARY OF STATE

Corporate Control Number (If Known) 000438496

Pursuant to the provisions of section 48-60-105 of *The Tennessee Nonprofit Corporation Act*, the undersigned corporation adopts the following articles of amendment to its charter:

1. Please insert the name of the corporation as it appears of record:
Why Know Abstinence Education, Inc.
If changing the name, insert the new name on the line below:
On Point

2. Please check the block that applies:
 Amendment is to be effective when filed by the secretary of state.
 Amendment is to be effective, _____ (month, day, year)
(Not to be later than the 90th day after the date this document is filed.) If neither block is checked, the amendment will be effective at the time of filing.

3. Please insert any changes that apply:
a. Principal address: _____ (Street) _____ (City) _____ (State/County) _____ (Zip Code)
b. Registered agent: _____
c. Registered address: _____ (Street) _____ (City) _____ (State/County) _____ (Zip Code)
d. Other changes: _____

4. The corporation is a nonprofit corporation.

5. The manner (if not set forth in the amendment) for implementation of any exchange, reclassification, or cancellation of memberships is as follows:

6. The amendment was duly adopted on September 24, 2011 (month, day, year)
by (please check the block that applies):
 The incorporators without member approval, as such was not required.
 The board of directors without member approval, as such was not required.
 The members

7. Indicate which of the following statements applies by checking the applicable block:
 Additional approval for the amendment (as permitted by §48-60-301 of the Tennessee nonprofit corporation act) was not required.
 Additional approval for the amendment was required by the charter and was obtained.

Board Chair
Signer's Capacity

[Signature]
Signature

9-24-2011
Date

DALE TUDER
Name of Signer (typed or printed)

6946-1238

CHARTER OF
WHY KNOW ABSTINENCE EDUCATION, INC.

RECORDED
INDEXED
2002 DEC 19 AM 11:42
SECRETARY OF STATE

The undersigned, being qualified to act as incorporator under the Tennessee General Corporation Act, adopts the following charter for the purpose of organizing a nonprofit corporation under the Act:

- Name 1. The name of the corporation is "Why kNOW AbstInence Education, Inc."
- Public Benefit 2. This corporation is a public benefit corporation.
- Registered Office and Registered Agent 3. The complete address of the corporation's initial registered office in Tennessee is 6181 Vance Road, Chattanooga, Tennessee, 37421, in Hamilton County. The name of the initial registered agent at that address is Kris Frainie.
- Incorporator 4. The name and complete address of the incorporator is:
Kris Frainie
6181 Vance Road
Chattanooga, Tennessee 37421
- Principal Office 5. The address of the principal office of the corporation in the State of Tennessee shall be 6181 Vance Road, Chattanooga in Hamilton County.
- Nonprofit 6. The corporation is nonprofit.
- Purposes 7. The purposes for which this corporation is organized are the establishment and support of educational activities within the meaning of Section 501(c)(3) of the Internal Revenue Code, that will promote the advancement or well-being of mankind, either directly or indirectly through its

FILED

cooperation with public or private agencies having like purposes or objects, including, but not limited to:

To solicit, collect, receive, accumulate, administer and disburse funds and property in such a manner as will, in the sole discretion of the board of directors, most effectively operate to further religious, charitable, literary, or educational purposes, either directly or by contributions to any organization described in Section 501(c)(3) of the Internal Revenue Code, with the exception of organizations testing for public safety.

To do any or all of the things hereinabove set forth, and all things usual, necessary or proper in furtherance of or incidental to said purposes.

Powers

8. As a means of accomplishing the purposes for which it is organized, the corporation shall have the rights and powers now or hereafter conferred upon nonprofit corporations by the laws of the State of Tennessee, including but not by way of limitation, those enumerated in Sections 48-53-102 and 48-53-103 of the Tennessee Code Annotated (Official Edition), and limited in certain respects as follows:

The purposes for which the corporation is organized are exclusively religious, charitable, literary, and educational within the meaning of Section 501(c)(3) of the Internal Revenue Code or the corresponding provisions of any future United States internal revenue law.

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

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

Except as may be permitted from time to time under Section 501 of the Internal Revenue Code, no substantial part of the activities of the corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation; nor shall it in any manner or to any extent

participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office; nor shall the corporation engage in any activities that are unlawful under applicable federal, state, or local laws.

Notwithstanding the other provisions of this charter, during any period that the corporation is a "private foundation" as defined in Section 509 of the Internal Revenue Code, the following provisions shall be applicable:

(a) The corporation shall distribute so much of its income and such amount of its property for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code;

(b) The corporation shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code;

(c) The corporation shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code;

(d) The corporation shall not make any investments in such manner as to subject it to tax under Section 4944 of the Internal Revenue Code; and

(e) The corporation shall not make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code.

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

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

But if this corporation shall undertake to do any of the things hereinabove set forth in any state other than Tennessee, in the District of Columbia, in any territory, colony or dependency of the United States, or in any foreign country or any colony or dependency thereof, then

as to such jurisdictions and to each of them, this corporation shall be deemed to have such powers insofar as such jurisdictions respectively permit such corporations within their several respective jurisdictions to execute such powers.

Notwithstanding the other provisions of this charter, the corporation shall only conduct or carry on activities permitted to be conducted or carried on by an organization exempt under Section 501(c)(3).

No
Members

9. This corporation shall have no members.

Directors

10. There shall be no fewer than three (3) members of the board of directors. The bylaws may provide that the directors be divided into two (2) or more classes for terms of office which may expire at different times. At least one member of the board shall also be a current member of the board of directors of AAA Women's Services, Inc., a Tennessee §501(c)(3) non-profit corporation. Any member of the board may be removed and replaced at any time by a two-thirds (2/3) vote of the board of directors of AAA Women's Services, Inc.

Limited
Liability
of
Directors

11. The personal liability of each director of the corporation for monetary damages for breach of fiduciary duty as a director shall be eliminated to the full extent permitted by Section 48-58-601 of the Tennessee Code Annotated.

Indemni-
fication

12. The corporation shall indemnify an individual who is a party to a proceeding because such individual is or was a member of the Board of Directors, an officer of the corporation, or an employee or agent of the corporation against any liability incurred in the proceeding and, prior

to the disposition thereof, advance the reasonable expenses incurred by such individual to the extent permitted under Sections 48-58-502, 48-58-504, and 48-58-507 of the Tennessee Code Annotated. The determination of entitlement to indemnification and advancement of expenses shall be made in accordance with Section 48-58-506 of the Tennessee Code Annotated. Every reference herein to a member of the Board of Directors, officer, employee or agent of the corporation shall include every director, officer, employee and agent thereof and former director, officer, employee and agent thereof. The right of indemnification herein provided shall be in addition to any and all rights to which any director, officer, employee or agent of the corporation might otherwise be entitled and provisions hereof shall neither impair nor adversely affect such rights.

Dissolution 13. In the event of dissolution, the residual assets of the organization will be turned over to AAA Women's Services, Inc., if it exists at that time as an organization which is exempt as an organization described in Sections 501(c)(3) and 170(c)(2) of the Internal Revenue Code or corresponding sections of any prior or future Internal Revenue Code. If AAA Women's Services, Inc. is not so qualified at the time of dissolution, then the residual assets may be turned over to any such other organization which is then so qualified, or to the federal, state, or local government for

exclusively public purposes.

Amendments 14. The provisions of this charter are subject to amendment as provided under the laws of the State of Tennessee; provided that Paragraphs 10 and 14 may not be amended absent the written consent of AAA Women's Services, Inc., and no provision shall be changed, modified or repealed in such a manner as to be inconsistent with the objects and purposes for which this corporation is formed.

Other Provisions 15. This corporation shall enjoy and be subject to the benefits privileges and immunities, restrictions, liabilities and obligations, as provided for nonprofit corporations generally by the law of the land and which are held applicable to nonprofit corporations organized under the provisions of Title 48 of the Tennessee Code Annotated (Official Edition) or such title as amended or modified.

Internal Revenue Code and Regulations All references in this charter to the Internal Revenue Code shall include the Internal Revenue Code of 1986 as it now exists, future amendments to the sections cited, and corresponding sections of future laws, together with all valid regulations thereunder.

Executed December 17, 2002.

Kris Frainie
(Kris Frainie)
INCORPORATOR

Secretary of State
Division of Business Services
312 Eighth Avenue North
6th Floor, William R. Snodgrass Tower
Nashville, Tennessee 37243

DATE: 12/19/02
REQUEST NUMBER: 4679-0872
TELEPHONE CONTACT: (615) 741-2286
FILE DATE/TIME: 12/19/02 0842
EFFECTIVE DATE/TIME: 12/19/02 0842
CONTROL NUMBER: 0438495

Macl
TO:
SAMPLES JENNINGS & GIBBONS PLLC
130 JORDAN DR
CHATTANOOGA, TN 37421-6731

Instrument: 2003010200218
Book and Page: 61 6499 782
Charter Fee \$6.00
Data Processing F \$2.00
Total Fees: \$8.00
User: KLYNN
Date: 02-JAN-2003
Time: 03:44:54 P
Contact: Pam Hurst, Register
Hamilton County Tennessee

RE:
"WHY KNOW ABSTINENCE EDUCATION, INC."
CHARTER - NONPROFIT

CONGRATULATIONS UPON THE INCORPORATION OF THE ABOVE ENTITY IN THE STATE OF TENNESSEE, WHICH IS EFFECTIVE AS INDICATED.

ct 9951
A CORPORATION ANNUAL REPORT MUST BE FILED WITH THE SECRETARY OF STATE ON OR BEFORE THE FIRST DAY OF THE FOURTH MONTH FOLLOWING THE CLOSE OF THE CORPORATION'S FISCAL YEAR. ONCE THE FISCAL YEAR HAS BEEN ESTABLISHED, PLEASE PROVIDE THIS OFFICE WITH THE WRITTEN NOTIFICATION. THIS OFFICE WILL MAIL THE REPORT DURING THE LAST MONTH OF SAID FISCAL YEAR TO THE CORPORATION AT THE ADDRESS OF ITS PRINCIPAL OFFICE OR TO A MAILING ADDRESS PROVIDED TO THIS OFFICE IN WRITING. FAILURE TO FILE THIS REPORT OR TO MAINTAIN A REGISTERED AGENT AND OFFICE WILL SUBJECT THE CORPORATION TO ADMINISTRATIVE DISSOLUTION.

WHEN CORRESPONDING WITH THIS OFFICE OR SUBMITTING DOCUMENTS FOR FILING, PLEASE REFER TO THE CORPORATION CONTROL NUMBER GIVEN ABOVE. PLEASE BE ADVISED THAT THIS DOCUMENT MUST ALSO BE FILED IN THE OFFICE OF THE REGISTER OF DEEDS IN THE COUNTY WHEREIN A CORPORATION HAS ITS PRINCIPAL OFFICE IF SUCH PRINCIPAL OFFICE IS IN TENNESSEE.

FOR: CHARTER - NONPROFIT

ON DATE: 12/19/02

FROM:
AAA WOMEN'S SERVICES, INC.
6237 VANCE RD STE 2
CHATTANOOGA, TN 37421-0000

RECEIVED: FEES \$100.00 \$0.00
TOTAL PAYMENT RECEIVED: \$100.00
RECEIPT NUMBER: 00003182033
ACCOUNT NUMBER: 00050078



SS-4458

Riley C Darnell
RILEY C. DARNELL
SECRETARY OF STATE
Gm



STATE OF TENNESSEE
Tre Hargett, Secretary of State
Division of Business Services
William R. Snodgrass Tower
312 Rosa L. Parks AVE, 6th FL
Nashville, TN 37243-1102

On Point

October 5, 2011

4509 HIXSON PIKE
HIXSON, TN 37343

Filing Acknowledgment

Please review the filing information below and notify our office immediately of any discrepancies.

Control # : 438496 Status: Active
Filing Type: Corporation Non-Profit - Domestic

Document Receipt

Receipt # : 549863 Filing Fee: \$20.00
Payment-Check/MO - ON POINT, HIXSON, TN \$20.00

Amendment Type: Articles of Amendment Image # : 6946-1238
Filed Date: 10/05/2011 9:48 AM

This will acknowledge the filing of the attached articles of amendment with an effective date as indicated above. When corresponding with this office or submitting documents for filing, please refer to the control number given above.

You must also file this document in the office of the Register of Deeds in the county where the entity has its principal office if such principal office is in Tennessee.

Tre Hargett
Secretary of State

Processed By: Carol Dickerson

Field Name	Changed From	Changed To
Filing Name	"WHY KNOW ABSTINENCE EDUCATION, INC."	On Point



Department of the Treasury
Internal Revenue Service
P.O. Box 2508, Room 4010
Cincinnati OH 45201

In reply refer to: 4077550279
Jan. 27, 2012 LTR 4168C 0
68-0533402 000000 00

00035375

BODC: TE

ON POINT
ON POINT
% KRIS FRAINIE
4509 HIXSON PIKE STE 1
HIXSON TN 37343-5062

Employer Identification Number: 68-0533402
Person to Contact: Sophia Brown
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Nov. 17, 2011, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in April 2003.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section 509(a)(2).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

016856

4077550279
Jan. 27, 2012 LTR 4168C 0
68-0533402 000000 00
00035376

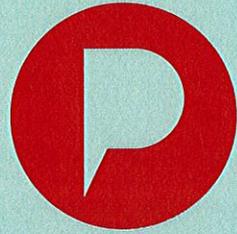
ON POINT
ON POINT
% KRIS FRAINIE
4509 HIXSON PIKE STE 1
HIXSON TN 37343-5062

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

Sincerely yours,

Cindy Thomas

Cindy Thomas
Manager, EO Determinations



on point

ANNUAL REPORT

2012

4509 HIXSON PIKE SUITE 1 // HIXSON, TN 37343

423.899.9188 // WWW.LIVEONPOINT.ORG

MISSION STATEMENT

On Point partners with schools and communities to cultivate the strengths in youth and guide them on their path to thrive.



A LETTER FROM THE PRESIDENT

LESLEY
SCEARCE

I WISH I COULD GO BACK

Can you recall a moment in your teenage years that, positively or negatively, altered the direction of your life? Maybe it was receiving the dream college scholarship. Perhaps it was the day parents split up. Maybe it was a first broken heart.

A FAITHFUL ON POINT INVESTOR AND VOLUNTEER RECALLS:

"I got into a lot of trouble as a teenager. I made some pretty poor choices and there were no adults in my life that stepped in and questioned what I was doing. My parents gave me "the talk" by handing me a book and never bringing up the subject of sex and relationships again. My teachers observed my negative behavior, but they never reported it to my parents or took the time to talk to me about the consequences of my choices. My negative choices resulted in an unplanned pregnancy and my decision to obtain an abortion.

I have since healed from that painful choice but I wish just one person, one adult, had tried to rationalize with me. On Point provides something I needed as a teenager. I wonder how my life would have been different if I had caring adults guiding me in my choices."

CHANGES IN DIRECTION

This year, On Point conducted a rigorous, randomized controlled trial evaluation of our *Life On Point* program. The results, found on page 4, are clear and compelling. Left alone, the culture ensures teens will regress in critical areas. It takes concerted effort to increase healthy choices including the ability to resist violence, sex, drug and alcohol use. On Point's strategy is holistic, and the results demonstrate we

also increase academic attachment, the ability to resist peer pressure, and positive support systems and hope for the future. With On Point, the trajectory of teen's life is positively altered.

The opportunity to reach more youth is urgent. Consider the following:

Area school systems have chosen *Think On Point* as their approved, primary partner in risk avoidance education. While teaching over 13,000 students in 52 schools a year is significant, schools in Hamilton, Walker, Bradley, Catoosa, and Dade counties are requesting more. Last year, we taught 43% of Hamilton County middle and high students. We have a tremendous opportunity to close this gap, and increase the percentage to 75%.

From East Ridge Middle School and Soddy Daisy Middle School to schools in Cleveland, we have a list of schools desiring *Life On Point*. We plan to expand from 16 to 26 schools in the next three years.

Research shows that youth with three or more positive adults in their life are far more likely to succeed in life. We do not attempt to work alone. This year, On Point is poised to expand into out of school arenas with experienced collaborative partners - ensuring youth with the greatest need have access to life changing mentors and skill building experiences.

I'M GLAD YOU WERE THERE --KATIE'S STORY

"There were days my life became overwhelming. I had all these adult responsibilities, but I was still just a teenager. I needed somewhere to fit in. One day a friend at school suggested I come to the *Life On Point* group that met during my lunch hour.

Not only did I end up liking the group, but it proved to be something that kept me centered. Honestly, I really felt like it was the only good influence I was receiving. I can say my life has really changed since I started attending the *Life On Point* group. My grades are improved and I am motivated to work hard toward my goals."

For every future story, we want to turn "I wish I could go back" to "I'm glad you were there."

On Point is facilitating the adolescent journey. At these critical moments, thanks to you, we'll be there.

For Youth,

Lesley Searce

THE ON POINT TEAM

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YEAR IN REVIEW

THINK ON POINT

A critical thinking and healthy choices curricula designed to decrease sexual activity and linked risk behaviors. This year, On Point reached 13,177 students in 52 schools in Bradley, Catoosa, Dade, Hamilton and Walker counties.



LIFE ON POINT

A weekly "life education" course designed to give students the support, accountability and skills needed to thrive. In the 2011/2012 school year, On Point built close relationships with over 850 students in 20 schools in Bradley, Hamilton and Walker counties.



TEEN BOARD

A diverse group of students living out the On Point message through leadership and service to others. Meeting monthly, the teen board meets to discuss up-coming events, give input on new On Point programs, serve the community and have fun! Sixteen students representing 11 area schools served on our teen board last year.



HIGHLIGHTS

On Point staff conducted **24** local trainings across broad sectors in the **40** *Developmental Assets*®, the building blocks all youth need to thrive. Building assets in youth requires coordination and true partnership – this year, we partnered with over **70** organizations in various ways.

Thanks to the support of our generous community, the Annual Dinner raised over **\$175,000** which directly supports the thousands of teenagers On Point reaches each year through our programs. Over **700** attendees listened intently as Wes Moore shared his powerful testimony which addressed the impactful difference positive role models play in a teenager's life.

In partnership with the *TN Department of Health*, we equipped **20** organizations statewide to launch *Life On Point* in their communities.

The 2011 Summer Conference, *What's Next*, featured keynote speaker *Ruby Payne*, an international speaker most known for her success in educating communities to overcome the obstacles of poverty. The conference was a success, bringing an audience of nearly **400** people who gathered for the week to learn best practices in youth development, parent involvement, developmental asset building in teens and many other topics.

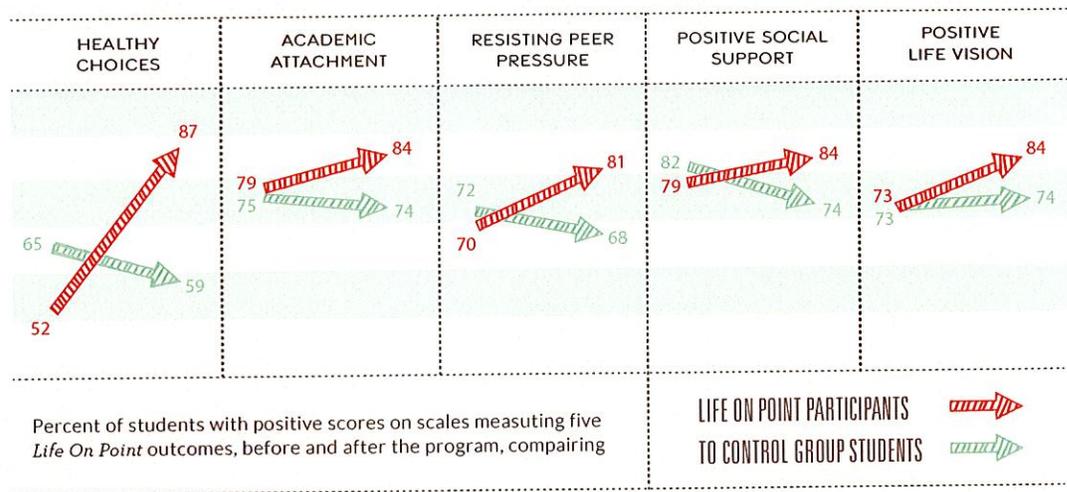
Through our partnership with *Urban Youth Workers Institute*, we successfully equipped **20** youth workers impacting over **600** Atlanta youth with the *Life On Point* curriculum.

A service learning component of the *Life On Point* curriculum was launched this year at Hixson High School, in which **20** students participated in several service projects throughout the school year. Students at Hixson had the opportunity to serve with *Orange Grove*, *The Interfaith Homeless Network*, *The Community Kitchen*, *Life Care Centers*, and *Bethany*.

2011/2012 PROGRAM

EVALUATION RESULTS

In our first-ever experimental design evaluation conducted during the 2011/2012 school year, we compared students involved in *Life On Point* to students who did not receive the program during the evaluation period:

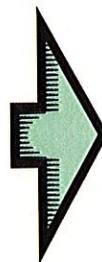


THE EVIDENCE IS CLEAR

ON POINT HELPS YOUTH

- FLOURISH -

When compared to students who did not receive the program, On Point program recipients increased in every area. Students who have the On Point program are significantly more likely than students who don't have the program to:



Make healthy choices, including positive attitudes and intentions, about avoiding sex, alcohol, drug use and violence

Commit to work hard and stay in school

Resist negative peer pressure

Possess positive support from peers and adults

Have a hopeful attitude and decision making abilities to affect their future

RESULTS IN ACTION!



I COMMITTED TO RESISTING PEER PRESSURE. I'M JAYLEN. THIS IS MY STORY.

"Peer pressure. I'm sure to some it seems like such a minor issue for high school students. For me, the effects of peer pressure are much bigger than you would think. I've seen it push my friends to do things they never dreamed they'd do, like underage drinking and becoming parents for the first time. In fact, I've even seen peer pressure push me to do things.

It's been challenging, but I feel like I've really matured. Now I'm focused on making good decisions. Being on the On Point Teen Board is a great way for me to meet and work with teens that are positive and motivated to make a difference. On Point helped me resist peer pressure!"



I COMMITTED TO MAKE HEALTHY CHOICES. I'M SARAH. THIS IS MY STORY.

"Having the courage to stand up for what you believe in can be real tough at times. You may be the lone voice in the room. Your peers avoid you, even make fun of you. It can be awfully lonely and you begin to wonder if it's worth it. Despite constant peer pressure, I feel very strongly about not drinking alcohol or taking drugs.

It's been easy to not participate in negative influences because of the strong group of friends I've made on the Teen Board. My peers on the teen board support me. Thanks to my involvement in On Point, I've found my voice—I feel confident saying "no" to things I know aren't the best for me!"

RESULTS IN ACTION!



I COMMITTED TO WORK HARD AND STAY IN SCHOOL. I'M CHRIS. THIS IS MY STORY.

"I had friends that were doing drugs. For them, life was a black hole every day. You never knew what was going to happen. Your best friend could get kidnapped walking to the bus stop. I struggled...especially in high school. Going into 10th grade my self-esteem was pretty low. I was so ashamed of my grades.

On the outside, I was the guy who had it all together, but on the inside I knew better. I even considered not graduating at my lowest point.

Good thing I had a friend named Whitney. She was a member of On Point's teen board and she encouraged me to join. My peers on the teen board along with the adult leaders gave me the confidence to pull my grades up and graduate with my class. On Point changed my life; I'll never forget that."

MORE STORIES
CAN BE FOUND AT

LIVEONPOINT.ORG



SHARE YOUR STORY AT LIVEONPOINT.ORG #GLADYOUWERETHERE

NEW IN 2012

URBAN YOUTH PARTNERSHIP

As a result of our results in Chattanooga, we are replicating our *Life On Point* curricula and training in major cities across the U.S. through a like minded national organization, Urban Youth Workers Institute. This allows us to increase our “boots on the ground,” as we positively impact the lives of thousands of high risk youth. The partnership rolled out the pilot program in the spring of 2012, training 20 metro Atlanta youth leaders, who would, in turn, bring the *Life On Point* curriculum to over 600 youth. Up next, Urban Youth On Point will impact Memphis and Los Angeles.

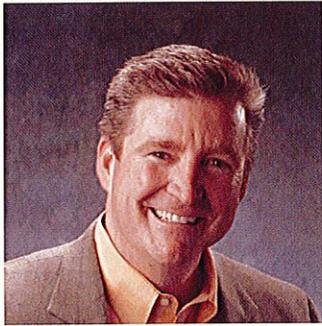
DEVELOPMENTAL ASSET® TRAINING IN THE COMMUNITY

In the last several years, we've worked on building sustainability through a strong emphasis on community collaboration, building our network of partners up to 70 youth development agencies, churches and businesses. Additionally, we've collaborated with a growing number of national partners, many of whom are providing critical leadership in research and application of best practices in the youth development field. As we team up with these national partners, we are enthusiastic to present what is working with youth in other parts of the country with our fellow Chattanooga partners. In 2012, On Point hosted a series of trainings on the 40 Developmental Assets®, or the building blocks that all youth need to thrive, training nearly 700 people from community agencies all over Chattanooga.

BRADLEY INITIATIVE FOR CHURCH AND COMMUNITY PARTNERSHIP

On Point is partnering with the Bradley Initiative for Church and Community to provide support for students in the transitions years. Research shows that the transitions from elementary school to middle school and from middle school to high school are critical periods for our youth, when they are most likely to experience a decrease in adult support and be influenced by negative peer pressure. Through the partnership, On Point will serve students in the schools through *Life On Point* and refer students and their families to the after-school transitions programs.

2013 ANNUAL DINNER



SPEAKER - JIM DALY

Jim Daly is the President of Focus on the Family, an international organization dedicated to helping families thrive. In addition, Daly hosts the National Radio Hall of Fame-honored daily broadcast, heard by more than 2.9 million listeners every week on more than 1,000 radio stations across the U.S.

Daly's personal journey from orphan to head of Focus on the Family is a powerful story. Abandoned by his alcoholic father at age 5, Daly lost his mother to cancer four years later – a wound deepened when his grieving stepfather emptied the family home and took off with almost everything while Daly, the youngest of five children, and his siblings were at their mother's funeral.

Several tough years in foster care followed, before Daly found meaning, purpose and a sense of belonging in high school. Join us February 28th as Jim Daly and On Point students share what it takes for this generation to thrive!

FEBRUARY

6:30pm

CHATTANOOGA
TRADE &
CONVENTION CENTER

28

BEFORE JAN 14TH

\$350

EARLY BIRD
TABLE (SEATS 8)

AFTER JAN 14TH

\$750

VIP/CORPORATE TABLE

\$400

TABLE (SEATS 8)

\$75

INDIVIDUAL TICKET

FINANCIALS

FOR THE YEAR ENDED JUNE 30, 2012

(With Comparative Totals for June 30, 2011)

REVENUE & OTHER SUPPORT

	JUNE 30, 2012	JUNE 30, 2011
Community Support		
Contributions	\$ 863,348	\$ 986,750
Banquet and donor events	\$ 175,360	\$ 186,866
Community partnerships	\$ 19,000	\$ 65,000
	\$1,057,708	\$1,238,616
Government grants and contracts	\$ 109,792	\$ 150,624
Training and product sales revenue	\$ 115,127	\$ 39,693
Miscellaneous Income	\$ --	\$ 235
Total Revenue	\$1,282,627	\$1,429,168

EXPENSES

Program Services:		
Think & Life On Point Programs, and community education	\$ 867,176	\$ 937,705
Supporting Services:		
Management and general	\$ 169,902	\$ 119,019
Development and fundraising	\$ 160,804	\$ 152,736
Total Expenses	\$1,197,882	\$1,209,460
INCREASE IN NET ASSETS	\$ 84,745	\$ 219,708
NET ASSETS <i>beginning of year</i>	\$ 409,371	\$ 189,663
NET ASSETS <i>end of year</i>	\$ 494,116	\$ 409,371

87% Programs
and Administration



13% Fundraising

WITH GRATITUDE

On Point extends our sincerest thanks as we recognize those who have given generously to support our programs. Every gift received directly helps change the lives of teens in our community. The following contributors have invested during the 2011/2012 fiscal year (July 1, 2011 - June 30, 2012). We've worked hard to ensure the accuracy of this list; if your name has been omitted or misspelled, please call us at 899.9188.

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WITH GRATITUDE

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Equipping teenagers to be socially and emotionally ready for life is a big task—from discovering strengths, to teaching critical thinking skills, to exposing them to opportunities for college and the work place, *Life On Point* impacts over 850 students each week. School Sponsors make it possible! *To inquire about sponsoring a school, please call Shannon Mathews or fill out the enclosed card.* Thank you to the following individuals:

ANONYMOUS

LEWIE AND BECKY CARD

THE AUSTIN FAMILY FOUNDATION

MT. VIEW FORD

BOB AND SUSAN BOSWORTH

MT. VIEW CHEVROLET

CHARLES AND JOANNE ZEISER

M & M INDUSTRIES

CHARLES AND RENEE MONROE

TERENINE TECHNOLOGY SOLUTIONS

LITTLE CAESARS

WELDON F. OSBORNE FOUNDATION

WITH GRATITUDE

2011/2012 TEN FOR TEENS SPONSORS

The following individuals supported the thousands of teens we reach each year by giving monthly through our Ten for Teens program. Thank you! Our goal is to have all 13,000 students sponsored! *If you would like to sponsor a student for \$10 per month fill out the enclosed pledge card and return it in the envelope provided.*

Dr. and Dr. John and Kathrin Nunes
Dr. and Mrs. Andy and Marla McDaniel
Dr. and Mrs. Blaise and Leslie Baxter
Dr. and Mrs. James and Susan Holloway
Dr. and Mrs. Tom and Rhonda Bovine
Embellish/ Mrs. Terri Holly
Mr. and Mrs. Alan and Alison Lebovitz
Mr. and Mrs. Arthur and Dorothy Grisham
Mr. and Mrs. Bill and Janice Stiles, Jr.
Mr. and Mrs. Brian and Erin May
Mr. and Mrs. Brian and Tammy Spray
Mr. and Mrs. Bruce Young
Mr. and Mrs. Bruce and Regina Zeiser
Mr. and Mrs. Chris and Elizabeth Collins
Mr. and Mrs. Chris and Sue Kelley
Mr. and Mrs. Chris and Embree Poole
Mr. and Mrs. Dale and Sara Rutmeyer
Mr. and Mrs. Daniel and Lesley Searce
Mr. and Mrs. Dennis and Tracy Cunningham
Mr. and Mrs. Fletcher and Nancy Sims
Mr. and Mrs. Glenn and May Lauree Baird
Mr. and Mrs. Grady and Amy Morris
Mr. and Mrs. Jim and Karen Gilliland
Mr. and Mrs. John and Toni Willoughby
Mr. and Mrs. John and Anita Zeiser
Mr. and Mrs. Kenneth and Ellen McCollum
Mr. and Mrs. Kevin and Pamela Moore
Ms. Tammy Bridenstine
Mr. and Mrs. Michael and Amanda Maxey
Mr. and Mrs. Michael and Denise Taylor
Mr. and Mrs. Mickey and Marlyn Robinson
Mr. and Mrs. Patrick and Chelsea Long
Mr. and Mrs. Paul and Laura Adams
Mr. and Mrs. Paul and Gwen Green
Mr. and Mrs. Paul and Donyale Grove
Mr. and Mrs. Phillip and Sandy Brockwell

Mr. and Mrs. Rick and Shannon Mathews
Mr. and Mrs. Robert and Jami Killian
Mr. and Mrs. Ryan and Vivian Schorle
Mr. and Mrs. Tony and Rhonda Souder
Mr. and Mrs. Tshombe and Christina High
Mr. and Mrs. William and Sherryl Oellerich
Mr. and Mrs. William and Missy McDonald
Mr. and Mrs. Wy and Shirley Plummer
Mr. and Mrs. Wyatt and Claire McVay
Mr. Anthony Sims
Mr. Ben Cairns
Mr. Brian and Kristie Cook
Mr. Eddie McCoy
Mr. Frank Pazera and Mrs. Laura Blodgett
Mr. George and Darlene Nelson
Mr. Jack Parks
Mr. Jonathan Emanuel
Mr. Patrick Emanuel
Mrs. Juanita Loundmonday
Ms. Angela Montgomery
Ms. Ashley Lattier
Ms. Debora Wilson
Ms. Jennifer Sanders
Ms. Kathi Kniegge
Ms. Kelly Fitzgerald
Ms. Kristin Smith
Ms. Liana Bean
Ms. Marianne Davis
Ms. Mary Rausch
Ms. Rachel Daigh
Ms. Stacey Watson
Ms. Tammy Combs
Ms. Virginia Richards
Reverend and Mrs. Walter and Hilda Lindsey, Sr.
Vaudeville Cafe, LLC-Mr. Chris Hampton

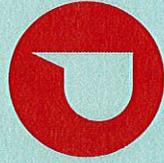
5+ YEARS OF FAITHFUL GIVING

ON POINT ADVOCATES

The following individuals have faithfully given to On Point for 5 or more consecutive years. Consistency is a core value for On Point. Your consistent giving has helped to make a major difference in the lives of thousands of youth in our community!

Mr. and Mrs. Phil and Arlene Ledbetter
Dr. and Mrs. David and Elaine Bosshardt
Mr. and Mrs. Greg and Dinna Spradlin
Mr. and Mrs. Marc and Greta Erickson
Mr. and Mrs. Michael and Lisa Revenig
Mr. and Mrs. Mickey and Marlyn Robinson
Mr. and Mrs. Richard and Jean Botto
Mr. and Mrs. Scott and Karen Ossewaarde
Mrs. Felicia Barbee
Dr. and Mrs. Guy and Ellen Fain, III
Hamico, Inc.
Mr. and Mrs. J. Pat and Donna Williams
Mr. and Mrs. Kenneth and Barbara Still
Mr. and Mrs. William and Marcie Haisten
Ms. Leesa Merriman
Mr. and Mrs. Phillip and Sandy Brockwell
Mr. and Mrs. Hugh O. and Nancy MacLellan, Jr.
Mr. and Mrs. Charles Renee Monroe
Mr. and Mrs. Tom and Karol Getz
Anonymous
Dr. and Mrs. Tom and Rhonda Bovine
Mr. and Dr. Matthew and Tricia McLelland
Mr. and Mrs. Gary and Darlene Yerbey
Mr. and Mrs. James and Dabney Millwood
Mr. and Mrs. Robert and Susan Bosworth
Mr. and Mrs. William and Louise Edwards
North Shore Fellowship Church
Mr. and Mrs. Raymond and Jill Clark
Mr. and Mrs. Robert and Deborah Peck
The MacLellan Foundation
Mr. and Mrs. Sam and Donna Smartt
Mr. and Mrs. Terry and Nancy Womack
Chattanooga Shooting Supplies, Inc.
Dr. and Mrs. Larry Mullinax
Mr. and Mrs. Dale Tuder
Mr. and Mrs. Dennis and Tracy Cunningham

Mr. and Mrs. William and Brenda Sneed
Ms. Reidun Paulsen
Mr. and Mrs. Frank and Dottie Brock
Girls Preparatory School
Mr. and Mrs. Richard and Linda Williams
Mr. and Mrs. Camden and Becky Scarce
Mr. and Mrs. Fletcher and Nancy Sims
Mr. and Mrs. John and Gale Blount
Mr. and Mrs. John and Regina Word
Mr. and Mrs. Kenneth and Wilma Hall
Mr. and Mrs. Robert and Bobbie Kwasnik
Mr. and Mrs. Ron and Lanis Littlefield
Mr. and Mrs. Warren and Cleyta Andrews
Ms. Donna Raulston
Ms. Ellen Thompson
Mr. and Mrs. Joe and Cheryle Miller
Ms. Joan S. Sullivan
Mr. and Mrs. George and Naomi Brown
Mr. and Mrs. James and Lynda Sattler
Mr. and Mrs. John and Merrile Stroud
Mr. and Mrs. Loren and Lois Watson
Mr. and Mrs. Thomas and Margaret May
Dr. and Mrs. David and Stephanie Wharton
Lookout Mountain Presbyterian Church
Mr. and Mrs. Thomas and Karen Collins
Woodland Park Baptist Church
Mrs. Clara Ward
Mr. and Mrs. Chris and Sue Kelley
Mr. and Mrs. Bill and Janice Stiles, Jr.
Mr. and Mrs. C. B. and Shannon Scarce, Jr.
Mr. and Mrs. Daniel and Lesley Scarce
Mr. and Mrs. Eugene and Joellen Nowell
Mrs. Melba Blount
Yerbey Concrete
Mr. and Mrs. B.H. and Phillis Yerbey
Mr. and Mrs. Mark and Rebecca Settles



ON POINT

4509 HIXSON PIKE SUITE 1

HIXSON, TN 37343

SPLASH

This letter is to request funding in the amount **\$47,484.05** for one year operating funds for SPLASH. SPLASH covers “the results are : **Smarter Students and Stronger Families.**”

“SPLASH” is a Young Artist Community Workshop with an arts apprenticeship component. The motivation behind “Splash” comes from the ancient Proverb “Your gift will make room for you”. Low-income kids of all ages are impacted through our open-door art appreciation and enrichment workshops which serve as a bridge to the apprenticeship program which introduces entrepreneurship to the kids. Bringing an art school into the community will bring patrons from all social strata of our city, encouraging economic development.

It is our mission to create a safe professional art studio environment for young artists including urban, rural, low-income and disadvantaged at-risk youth to grow and express themselves through the fine arts via free art classes and workshops. The art studio workspace environment encourages art education, entrepreneurship, focus, relaxation, introspection, and creativity. Art making increases hand eye coordination, critical thinking, research and productivity causing a sense of well being and accomplishment as well brain growth. The attributes of art making addresses issues of healthy (beautification) environments and mental health. Students in the past have seen an improvement of grades in other subjects because of increased discipline and focus. Negative behavior patterns change because of new found interest, achievement and validation. The murals and personal works of art will revitalize and beautify homes and neighborhoods. Teaching preschoolers will prepare them for school life affecting the direction of their lives, creating broader educational, social and career goals and opportunities. Many will go to art school and college. Parents will learn to value art and their child's gift. The apprenticeship nature of SPLASH encourages and teaches entrepreneurship and self employment. SPLASH will educate the entire Chattanooga Community about the importance and power of art for everyone and the potential in poor and disadvantaged youth and the powerful and wonderful art that they are capable of creating.

SPLASH will:

1. Nurture, develop and encourage young artists to use their gifts and talents in pursuit of their dreams of becoming artists through professional training, mentorship and apprentice programs, art classes, workshops and activities.
2. Present student art exhibitions in order to offer opportunities for students to experience, demonstrate, display and sell their artwork and assist in funding “Splash”.
3. Provide exhibition and performance space for community art events and promote the arts in Chattanooga to a diversified audience.
4. Outreach to schools, churches, recreation centers and other community gathering places with fine arts enrichment programming.

ART MAKES CHILDREN POWERFUL.

Thank You,

Charlie Newton

SPLASH Charlie Newton newtonstudio@aol.com 1814 wheeler Ave. Chattanooga, TN 37406

423-320-6738 mobile

SPLASH

EXECUTIVE SUMMARY FOR SPLASH.

I am requesting the amount of **\$47,484.05** to assist in one year operating funds for SPLASH. We currently have 113 kids officially registered for SPLASH but we are only able to teach around 35-40 per week. We serve a snack or meal each class. Financial Assistance will enable us to continue teaching free art classes at the James A. Henry School starting May through August 2014. The funds will expand the number of kids SPLASH can reach by financing administration salaries, art supplies, meals, transportation, and artist and assistants salaries for one year. SPLASH serves kids at risk to the influence of gangs, drug pushers and other negative activities that prevail in the community. The art studio is a safe place keeping kids off the streets reaching kids traditionally under-served, whose parents cannot pay for art classes and have little appreciation or education in the Fine Arts. SPLASH will teach two 2 hour classes per week totaling 4 hours (Friday after school and Saturday). The after school class will include three age levels; pre-school, 6-9, and 10-17 years of age. Literacy is incorporated into this class. The weekend class will focus entirely on production, fabrication, criticism and quality - creating art to be sold for a profit. I believe that this class will arouse the interests of parents. The children will become little artists. After four months, the duration of this project, their art will go on display in a public venue to be revealed later as discussions are presently in progress. There is not an urban art institution quite like SPLASH in the entire state of Tennessee.

In 2010 I began teaching free art classes on the Westside, the community I grew up in via an art competition put on by the Chattanooga Housing Authority at the Westside Community Center. To fund the project I expanded a project I created for the Chattanooga Girls Leadership Academy (the entire 4th through the 6th grade) called the "I Am" project funded by Allied Art's of Greater Chattanooga. In 2011 I along with some 80 girls from CGLA concluded part II of the "I Am" project with a school mural consisting of famous women of color alongside reproductions of the portraits created the previous year. I also created the Arts and Literacy ("Reading") program at the Westside Center for three years.

SPLASH officially began in my studio (then located on the campus of Tennessee Temple University) in the summer of 2012 with the "200. Art Introduction to Art Studio for Teens" meeting on Saturdays from June – July 2012. This class was a real success so we offered a part II winter version Saturdays, November 10-December 15, 2012 also offering the class at Chattanooga Girls Leadership Academy in a free after school art program sponsored by myself and Jim Collins also an executive board member.

Currently SPLASH teaches two weekly Friday and Saturday art class for upto to 34 kids ranging in age from 4 to 17 funded by a gift from the Benwood Foundation and a grant from the Community Foundation of Greater Chattanooga. SPLASH just received an Arts Build Community Connections Grant to help launch our new arts and literacy project which is an evolution of three years of our reading program in the Westside.

One of the benefits of this project is that it will allow low income and disadvantaged children to become artist. Other benefits include Creating extra income for poor families, encouraging higher educational goals, developing the right brain or creative side of the individual enhancing cognitive symphonic thinking processes, seeing the big picture, combining disparate pieces into a new whole.

Creating empathetic thinking giving a person the ability to appreciate our differences and humanity forging relationships outside one's normal cultural environment. Creates a sense of play thereby relieving stress that impedes one's education and personal growth. Liberates the child and frees the mind to pursue more significant desires and achieve fulfillment in life.

At the end of the project an evaluation will be completed by teachers, students, parents, and residents. The Chattanooga Housing Authority supports SPLASH leasing the school to us to help kick start the program. Trina DeSouza in the College Hill Court management office allowed me to announce the program in their monthly news letter and I have partnered with Reconciliation Ministries Network, Inc.(a consortium of various ministries on the Westside) to set up an art tent at their community barbecue in October 2013 where I drew free portraits and introduced SPLASH to a broader audience, the result of which has led to over 100 kids registered for art classes. We hope to obtain an additional class room in order to accommodate more students. My own church FLO is temporarily giving to help pay the lease on the school until we can get more funding.

Sustainability

Funding will springboard us into our fund raising campaigns which includes memberships, partners, private and public donations and charitable events including a children's art auction. Apprentices will produce art for sale with a small percentage (25%) going back into SPLASH to purchase supplies. Tony the owner of Art Creations has donated supplies in the past and his continued help will benefit us.

SPLASH Leadership

SPLASH's board is made up of artists Charlie Newton, MFA, Art Professor Belhaven University, Pastor, In His Hand Church, Iantha Newton, BA ,Professional Artist, River Gallery, Jim Collins, M, Professional Artist, Who's Who in American Art, Reginald Ruff, III, BA, Architect, owner SSRR and Assoc. and Carolyn Towns, M Ed., former principal, Whitefield County schools all who are very familiar with and invested in this community having spent their careers in service to this population. The board is active in planning all stages of SPLASH's development, programing and staffing needs. Monthly meetings and weekly consultations with members and reports from the Executive Director keep the board informed about SPLASH's progress.

SPLASH will provide a detailed accounting of how and for what purpose municipal funds were spent along with the list of the accomplishments scheduled by use of the municipal funding

SPLASH will provide the City of Chattanooga with copies of annual audits or reviews (satisfactory to the council's fiscal advisor) for each year that it spends funds appropriated to it by the City of Chattanooga.

Thank you,

Charlie Newton, Founder, Director
SPLASH



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Venture 4th
Lead Agency:	
Collaborating City Department(s):	Youth and Family Development, Parks and Recreation, Chattanooga Ambassadors Program, Therapeutic Recreation Services
Contact Name:	Creech Hardee, Scott Graham
Primary Results Area:	Smarter Students and Stronger Families
Offer Cost (Funding Request):	\$175,350.00

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

The *Venture 4th* recognizes that the natural resources within Hamilton County and the surrounding areas have contributed to the recent prosperity and revitalization of Chattanooga. The combination of the Tennessee River and the adjacent mountains provides us with boundless opportunities for outdoor recreation. Hiking, mountain-biking, rock climbing, canoeing, kayaking and other water sports are all readily available here in Chattanooga for those with the knowledge and means to access these activities. Tourism has increased, and business relocations to our area are on the rise. Unfortunately, while certain business sectors and other private entities have benefitted from this outdoor renaissance, a significant segment of the population has felt no effect. For this group, Chattanooga's new moniker: "Boulder of the East" has no meaning. Chattanooga's low-income areas, and those school districts where educational advancement is a challenge, are essentially excluded from these outdoor activities and all of the benefits that flow from them because of a lack of exposure, education, and general knowledge of how one engages the natural environment.

With the support of extensive research, *Venture 4th* sees an opportunity to bring the known benefits of wilderness education and experiential learning to the inner city schools and community centers. Outdoor activities and "academic adventures" will support the state-wide adopted core curriculum and allow students to



City of Chattanooga FY15 Offers

apply their newly acquired outdoor skills to specific classroom subjects. Conversely, academic subjects that might seem dry and irrelevant when presented in a textbook or classroom setting can become interesting and relevant when their application and usefulness in the real world is demonstrated. Components and outcomes of wilderness education and experiential learning typically include: leadership development, community building and service, individual responsibility and character development, and critical thinking skills.

Through canoeing, hiking, rock-climbing and overnight camping, the *Venture 4th Project* will expose kids from middle through high school to the surrounding natural environment. They will be provided with leadership opportunities and learn all the skills that accompany these activities. This will be a chance for them to enhance their innate curiosity about the natural world and their place in it. In order to support the schools and their curriculum, an academic component will be included with each activity:

- Arts: sketching, painting, videography, and editing
- Writing: journals, observation, and creative narratives
- Science: plant and wildlife identification, ornithology, and ecosystem studies
- Math: basic mathematical calculations, geometry, and various problems related to physics
- History: significance of local landmarks: Chickamauga National Park and affiliated sites, Friends of Moccasin Bend, Cherokee Trail of Tears, Civil Rights Movement.

There are programs throughout the country with missions similar to what the *Venture4th Project* will bring to the Chattanooga schools and community centers. One such program is the Fresh Air Fund out of New York City. The Fresh Air Fund has been a prominent model for outdoor adventure for students with limited access to nature. Although Chattanooga is filled with possibilities, there is currently no such program providing options for our youth to explore the outdoors and natural world unless they have the economic resources to participate. The Tennessee River, and the surrounding mountains, together with the various land trusts and non-profit organizations, provide us with ready access to hiking trails, rock-climbing sites, canoeing and camping, nature preserves and wildlife habitats. Access to the physical and spiritual benefits of nature should not be limited to only those with financial means, and once exposed to the outdoors activities, many of its benefits will last a lifetime and can be done for free.

All activities and expeditions will occur under supervision of experienced educators, community center leaders, and qualified wilderness guides. All activities will take place on properties that currently operate as land trusts or nonprofits: Chattanooga Nature Center, Lula Lake Land Trust, Tennessee River Gorge Trust, Lookout Mountain Conservancy, Chickamauga and Chattanooga National Military Park, and Moccasin Bend National Park.



City of Chattanooga

FY15 Offers

Identify Which Desired Outcomes This Offer Impacts:

1. Increased educational opportunities and environmental awareness /smarter students
2. Mental and physical health benefits / community health
3. Safer neighborhoods and streets by providing kids summer opportunities, parental involvement in some programs will strengthen ties in the community and within families

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Venture 4th	N/A	\$47,900.00 excluding employee wages and salaries	\$175,350.00	

Capital Budget Impact? **Yes** **No** **\$Amount**

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
*** Venture 4th is a new program and will be seeking additional funding from foundations, grants, and private donations.	

PERFORMANCE DATA

Measurement 1:

Historical Comparison Data? Venture 4th is a new program and as of now, we have no data for our program. Attached at the end of the application is a list of sources and research material that confirm the positive outcomes of existing outdoor programs and experiential education models. The graduate assistantship that is budgeted will allow a scholarship for a student and that individual will assist Venture 4th in compiling data for the City and other donating entities. Academic research will also be produced in order to submit findings to scholarly education journals.

Measurement 2:

Historical Comparison Data? See above

Measurement 3:

Historical Comparison Data? See above



City of Chattanooga

FY15 Offers

Return on Investment:

How do citizens benefit? The students will benefit from the exposure to new environments in conjunction with an educational component. As a community, families will have the comfort of knowing that their children are participating in supervised activities with a multitude of personal and social benefits, thus keeping them from potentially less gratifying endeavors.

Does this activity leverage other financial resources? Venture 4th intends to seek additional and substantial funding from other foundations, grant, and private donations.

How does this activity decrease costs over time for the City? Venture 4th believes that the additional funding in following years will supplant City funding. Furthermore, we believe that the long-term benefits of Venture 4th will have a positive impact on public safety, and economic growth.

How can this program become sustainable without City funding? As stated above, Venture 4th foresees that in the future funding will come from foundations, grants, and private donations.

FILED

CHARTER
OF
SECOND LIFE OF CHATTANOOGA, INC.

The undersigned natural person having capacity to contract and acting as the incorporator of a corporation under the Tennessee Nonprofit Corporation Act, TCA §48-51-101, et. seq., adopts the following Charter for such corporation:

ARTICLE I

The name of the corporation is *SECOND LIFE OF CHATTANOOGA, Inc.*

ARTICLE II

This corporation is a public benefit corporation.

ARTICLE III

This corporation is not a religious corporation.

ARTICLE IV

This corporation will not have members.

ARTICLE V

The name and complete street address, city, county and zip code of the corporation's initial registered agent and office in Tennessee is:

Jerry Redman
3744 Hilldale Drive,
Cleveland, Bradley County, Tennessee 37312

RECEIVED
STATE OF TENNESSEE
2011 NOV -3 PM 2:07
TRE HARGETT
SECRETARY OF STATE

ARTICLE VI

The name, address and zip code of the incorporator is:

Jerry Redman
3744 Hilldale Drive
Cleveland, Bradley County, Tennessee 37312

ARTICLE VII

The street and zip code of the initial principal office of the corporation is:

3744 Hilldale Drive
Cleveland, Bradley County, Tennessee 37312

ARTICLE VIII

The corporation is not for profit.

ARTICLE IX

DISTRIBUTION OF ASSETS UPON DISSOLUTION

In the event of the dissolution of the corporation, all of the corporation's assets, real and personal, shall be distributed to such charitable organization or organizations as are qualified as tax-exempt under Section 501(c)(3) of the Code or corresponding provisions of any subsequent federal income tax laws, as the board of directors of the corporation shall determine. Any such assets not so disposed of, for whatever reason, shall be disposed of by the order of the court to such organization or organizations, as said court shall determine, which are organized and operated exclusively for charitable purposes.

ARTICLE X

MISCELLANEOUS PROVISIONS

A. The officers of SECOND LIFE OF CHATTANOOGA, Inc. shall appoint the Board of Directors.

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STATE OF TENNESSEE
TRE HARGETT
SECRETARY OF STATE
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1. By an organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended, or corresponding provisions of any subsequent federal tax laws, or

2. By an organization, contributions to which are deductible under Section 170(c)(2) of the Code, or corresponding provisions of any subsequent federal tax laws.

G. No substantial part of the activities of the corporation shall be to carry on propaganda or otherwise attempt to influence legislation.

H. The corporation shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office.

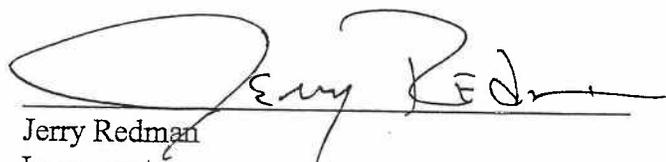
I. The corporation is organized under a non-stock basis.

J. The corporation is to be financed by gifts, contributions from churches, individuals, businesses and other organizations and by various fund raising activities.

K. The corporation does not nor will it solicit or use government funds to pay administrative costs.

L. The term of the corporation's existence is perpetual.

IN WITNESS WHEREOF, the incorporator of the above-named corporation, has hereunto signed these articles of incorporation on the 31 day of October, 2011.


Jerry Redman
Incorporator

RECEIVED
STATE OF TENNESSEE
2011 NOV -3 PM 2:02
TERRY HARGRETT
SECRETARY OF STATE

Second Life of Chattanooga City of Chattanooga Request-Cover Letter

Annette Flynn
Second Life Chattanooga
6400 Lee Highway, Suite 109
Chattanooga, TN 37421

The mission of Second Life of Chattanooga is to create awareness that drives action through collaborative relationships with like-minded organizations and individuals in order to end human sex trafficking in greater Chattanooga and Southeast Tennessee.

Second Life of Chattanooga is requesting \$150,000 from the Innovation Fund for the purpose of engaging the Manchester-Bidwell Corporation of Pittsburgh, PA for a study to determine the feasibility of replicating their social enterprise model in Chattanooga.

Please contact Annette Flynn, 3311 Windsor Court, Chattanooga, TN 37411 (865) 806-1985 regarding this request for funds.

Best Regards,

Annette Flynn

Second Life of Chattanooga City of Chattanooga Request-Executive Summary

February 21, 2014

Chattanooga is facing a crisis of domestic abuse, sex trafficking and prostitution, and chronic unemployment of those seeking to come out of these circumstances. These complex issues can be innovatively addressed by a Social Enterprise solution. With an Innovation Fund grant from the city, Second Life of Chattanooga proposes to engage The Manchester-Bidwell Corporation to determine the best possible social enterprise for our community. This is the first and most important step in addressing complex social needs in a collaborative and multi--agency way.

Jerry Redman, Senior Managing Partner

Attachment F: Budget Format	Agency Name:	Second Life of Chattanooga					
CITY OF CHATTANOOGA							
CY 2015 Agency Funding Financial Form							
Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private			\$ 60,000			\$ -	N/A
Corporate/Organizations/Churches			\$ 54,750			\$ -	N/A
Fees/Grants from Governmental Agencies			\$ -				
Federal						\$ -	N/A
State						\$ -	N/A
Hamilton County						\$ -	N/A
City of Chattanooga						\$ -	N/A
Other Cities (Please list)						\$ -	N/A
United Way							
Foundations (including grants)						\$ -	N/A
Gross Proceeds Special Events			\$ 7,000			\$ -	N/A
Other UWs/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						\$ -	N/A
Other Program Income						\$ -	N/A
Sales to Public						\$ -	N/A
Investment Income						\$ -	N/A
Miscellaneous						\$ -	N/A
Other Revenues (Please list separately any major item) Endowment			\$ 5,000			\$ -	N/A
Transfers in from other internal budgets						\$ -	N/A
Income from Previous Year						\$ -	N/A
TOTAL REVENUES	\$ -	\$ -	\$ 126,750	\$ -	\$ -	\$ -	N/A
OPERATIONS							
Personnel Expenses							
Salaries			\$ 73,800			\$ -	N/A
Fringe Benefits						\$ -	N/A
Employee Health						\$ -	N/A

Attachment F: Budget Format	Agency Name:	Second Life of Chattanooga						
Pension/Retirement						\$ -	N/A	
Payroll Taxes, etc.			\$ 8,100			\$ -	N/A	
Staff Development			\$ 1,750					
Other (unemployment, life insurance, etc)						\$ -	N/A	
Total Personnel Expenses	\$ -	\$ -	\$ 83,650	\$ -	\$ -	\$ -	N/A	
OPERATING EXPENSES								
Administration								
Professional Fee & Contract service			\$ 1,000			\$ -	N/A	
Utilities						\$ -	N/A	
Other						\$ -	N/A	
Rent						\$ -	N/A	
Travel/Transportation						\$ -	N/A	
Insurance (not employee health)						\$ -	N/A	
Materials & Supplies						\$ -	N/A	
Telephone, Fax, ISP			\$ 3,000			\$ -	N/A	
Postage and Shipping						\$ -	N/A	
Occupancy/Building/Utilities						\$ -	N/A	
Equipment Rental and Maintenance (including contracts)						\$ -	N/A	
Outside Printing, Art Work, etc.						\$ -	N/A	
Conferences, Conventions, etc.						\$ -	N/A	
Special Assistance to Individuals			\$ 4,000			\$ -	N/A	
National Dues/Support Payments						\$ -	N/A	
Organization Dues (other than above)						\$ -	N/A	
Awards and Grants						\$ -	N/A	
Fund Raising/Self-Support Activities			\$ 3,000			\$ -	N/A	
Miscellaneous						\$ -	N/A	
Equipment Purchases (incl. capital expenses)						\$ -	N/A	
Depreciation						\$ -	N/A	
Other Expenses (Please list separately any major item)						\$ -	N/A	
Collaboration/Partnerships/GCCAHT			\$ 2,000					
Operations			\$ 9,600					
Program: Awareness			\$ 8,000			\$ -	N/A	
Volunteer Development			\$ 2,500					
Operating Expenses Total	\$ -	\$ -	\$ 33,100	\$ -	\$ -	\$ -	N/A	
TOTAL OPERATIONS	\$ -	\$ -	\$ 116,750	\$ -	\$ -	\$ -	N/A	
REVENUE OVER/ (UNDER) OPERATIONS	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	N/A	



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OFFER SUMMARY

Offer Name:	Innovation Fund Social Enterprise
Lead Agency:	Second Life of Chattanooga
Collaborating City Department(s):	Youth and Family Development
Contact Name:	Annette Flynn
Primary Results Area:	Innovation Fund
Offer Cost (Funding Request):	150,000.

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

PROBLEM STATEMENT

Social needs (gaps between socially desirable conditions and the existing reality) hinder the quality of life for all citizens of Chattanooga. Poverty, homelessness, domestic violence, gang activity, prostitution, and chronic unemployment are not only individually challenging social issues, they form a complex web of interrelated crises. While individual agencies can address the social needs created by several of these issues, no agency can fill in all the gaps created by the web.

Complex problems require creative and innovative solutions. Two of the complex problems facing Chattanooga are related: chronic unemployment and violence against women.

Recent census data indicates the scope of chronic unemployment in Chattanooga. The City



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of Chattanooga suffers with high unemployment rates:

- age 16-19 27.6%
- age 20-24 17.9%
- age 25-44 9.7%

29% of Chattanoogans are living at or below the poverty level. While unemployment among whites is 7%, unemployment among blacks is more than double that at 16.9%.

(http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_afpt=tbl)

An array of services is necessary to deal with the problem of violence against women. The private agencies delivering these services are already overwhelmed. According to the Partnerships for Families, Children and Adults, one contributing factor to the issue of violence against women is the lack of adequate preparation for abused women to enter the workforce. If given no alternative for sustainable economic survival, an abused woman has no choice but to remain with her abuser. Many women in the Domestic Violence shelter have been unemployed for years. When they do want a job, they face a variety of problems. They have chronic low self-worth as a result of being beaten down verbally and physically, resulting in poor interview skills. Since they have not attained post-high school education or training, few positions are available. The Partnerships has a 90-day window for women to use their services. While ongoing case management is available, the women are pressed in that short time period they must overcome the trauma that brought them to the facility, find housing, and find a job to pay for housing and living expenses. It is difficult enough to meet these goals without a criminal record. If they do have a record, securing a job is almost impossible.

PROGRAM DESCRIPTION

Solution: Social Enterprise

Social Enterprise is the missing piece between the problem of chronic unemployment and our shared greater good for the City of Chattanooga.

Recent trends in the social sector have led to a blurring of the distinctions between business, nonprofit and government organizations. Social Enterprise leverages traditional governmental and charitable approaches to social problems by prompting social sector leaders to tap into the strengths of the business and entrepreneurial world in their search for more sustainable and systemic solutions. Thus, homeless shelters are starting businesses to train and employ their residents. Numerous nonprofits are adopting the language and tools of business. This rash of sector-



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blurring activity has created an opportunity for local governments and non-profits to have significant social impact by constructively exploring the adaptation of business concepts for the social sector. (<http://www.caseatduke.org/about/>)

The Manchester-Bidwell Corporation (MBC) in Pittsburg, PA is a long established social enterprise with a mission to develop communities through hope, inspiration, and innovation.” MBC has the capacity to replicate their model in other locations. It is our contention that, rather than “reinvent the wheel,” money would be well spent to bring the MBC replication team to lead the feasibility study.

Second Life of Chattanooga is asking for \$150,000 to engage the Manchester-Bidwell Corporation to initiate a feasibility study to determine what type of social enterprise will work for Chattanooga. Manchester-Bidwell’s replication team will do a thorough assessment of Chattanooga to determine if a National Center for Arts and Technology (NCAT) social enterprise model will work here. Their study is done over 12-18 months. Even if it is determined the NCAT model is inadequate for the greater Chattanooga area, the data collected by the feasibility study will provide the information necessary to determine the best possible social enterprise for our region.

Process and Methods Employed in the Study

The steering committee for the initial part of this project will be comprised of MBC staff, Second Life staff, and the Chattanooga Social Enterprise Team. The feasibility phase follows the process established in the Manchester Bidwell Corporation’s Replication Business Plan.

Research:

- Review of organizations in Chattanooga pertinent to the scope of work of the project
- Familiarization with private and public sectors of the community
- Scheduling and preparation for interviews

Interviews and Presentations:

- A series of open-ended questions will be asked in each interview. All interviews are pre-scheduled and preceded by information about the project.

Analysis:

- Upon the completion of all the defined interviews, respondents’ perceptions and concerns will be gathered and, with other materials and information data, will be assessed and evaluated by members of



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the Feasibility core team. (Detailed outlines of the Manchester Bidwell Corporation and the services they provide to their clients and replication cities can be found in the attachments to this proposal).

Identify Which Desired Outcomes This Offer Impacts:

Social Enterprise gives people the opportunity to gain the hard and soft skills necessary for today's workforce. Participants learn how to be a good employee while earning a living wage, in a safe, secure, nurturing and friendly environment. After a set period of time participants are able to transition into the larger economy and become self-sufficient contributing members of the community.

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Social Enterprise			150,000.	

Capital Budget Impact? **Yes** **No** **\$Amount**

Financial Offsets: *(Please list other revenues associated with the specific program for which funding is requested)*

Name	Amount
none at this time	

PERFORMANCE DATA

Measurement 1:

completed feasibility study t within 12-18 months of receiving the grant.

Historical Comparison Data?



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Measurement 2:

Business plan for social enterprise project that is tailored to Chattanooga for maximum success including creating jobs providing self-sustaining income for the social enterprise project.

Historical Comparison Data?

Measurement 3:

Historical Comparison Data?

Return on Investment:

How do citizens benefit?
benefit...

With this city grant, the citizens of Chattanooga will

- Economically: job development and economic self-sufficiency
- Politically: moving to self-determination
- Socially: drug-free, crime-free community living
- Morally: moving to social responsibility and self respect

Does this activity leverage other financial resources?

This project has the potential to engage city government, private for profit enterprises, faith communities and any not for profit agency desiring to utilize its services. In October 2013, Christ United Methodist Church sent a team of people to a conference at Magdalene and Thistle Farms in Nashville to learn about transitional housing and social enterprise for women desiring to move out of prostitution. This team has continued to meet monthly to determine how to develop a similar response for women in Chattanooga who are victims of domestic violence, women desiring to transition out of prostitution, and women who have been rescued from sex trafficking.

Social Enterprise is one of two areas on which this team is focusing.

The team members include real estate agents, a social worker/counselor, a lawyer, Christ United Methodist Church members and staff, a financial planner, and non-profit leaders from Second Life of Chattanooga and The Partnerships for Families, Children and Adults. Support for this endeavor has been expressed from Barry Kidwell of Mustard Tree Ministries, Signal Crest United Methodist Church, and Lurone Jennings of the Department of Youth and Family Development. This team has already developed strong partnerships throughout Chattanooga and continues to expand this collaboration.



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This project will leverage participation from community collaborators, including the service providers that are already working on these many social needs in Chattanooga: Youth and Family Development; Partnerships for Families, Children and Adults; Second Life Chattanooga; Mustard Tree Ministries faith communities; and other agencies who are in collaborative relationships with these organizations.

How does this activity decrease costs over time for the City? By empowering the chronically unemployed, individuals served by a social enterprise are more likely to move away from government funded assistance programs and toward jobs where they pay taxes.

How can this program become sustainable without City funding? The model this program desires to replicate has a proven track record of sustainability through private donations, funds generated by the social enterprise, and government funding at the state and federal levels.

Request for Taxpayer Identification Number and Certification

**Give form to the
requester. Do not
send to the IRS.**

Print or type See Specific Instructions on page 2.	Name (as shown on your income tax return) Second Life of Chattanooga, Inc	
	Business name, if different from above	
	Check appropriate box: <input type="checkbox"/> Individual/Sole proprietor <input type="checkbox"/> Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Limited liability company. Enter the tax classification (D=disregarded entity, C=corporation, P=partnership) ▶	
	<input checked="" type="checkbox"/> Other (see instructions) ▶ 501(c)3 Charity	
	<input type="checkbox"/> Exempt payee	
Address (number, street, and apt. or suite no.) 6400 Lee Hwy, Suite 109		Requester's name and address (optional)
City, state, and ZIP code Chattanooga, TN 37421		
List account number(s) here (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on Line 1 to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number	
or	
Employer identification number	27 0354722

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
- I am a U.S. citizen or other U.S. person (defined below).

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the Certification, but you must provide your correct TIN. See the instructions on page 4.

Sign Here	Signature of U.S. person ▶	Date ▶ <i>October 23, 2013</i>
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

Note. If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

The person who gives Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States is in the following cases:

- The U.S. owner of a disregarded entity and not the entity,

- The U.S. grantor or other owner of a grantor trust and not the trust, and
- The U.S. trust (other than a grantor trust) and not the beneficiaries of the trust.

Foreign person. If you are a foreign person, do not use Form W-9. Instead, use the appropriate Form W-8 (see Publication 515, Withholding of Tax on Nonresident Aliens and Foreign Entities).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items:

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if his or her stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first protocol) and is relying on this exception to claim an exemption from tax on his or her scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity not subject to backup withholding, give the requester the appropriate completed Form W-8.

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 28% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester,
2. You do not certify your TIN when required (see the Part II instructions on page 3 for details),
3. The IRS tells the requester that you furnished an incorrect TIN,

4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only), or

5. You do not certify to the requester that you are not subject to backup withholding under 4 above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See the instructions below and the separate Instructions for the Requester of Form W-9.

Also see *Special rules for partnerships* on page 1.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of \$50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a \$500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Name

If you are an individual, you must generally enter the name shown on your income tax return. However, if you have changed your last name, for instance, due to marriage without informing the Social Security Administration of the name change, enter your first name, the last name shown on your social security card, and your new last name.

If the account is in joint names, list first, and then circle, the name of the person or entity whose number you entered in Part I of the form.

Sole proprietor. Enter your individual name as shown on your income tax return on the "Name" line. You may enter your business, trade, or "doing business as (DBA)" name on the "Business name" line.

Limited liability company (LLC). Check the "Limited liability company" box only and enter the appropriate code for the tax classification ("D" for disregarded entity, "C" for corporation, "P" for partnership) in the space provided.

For a single-member LLC (including a foreign LLC with a domestic owner) that is disregarded as an entity separate from its owner under Regulations section 301.7701-3, enter the owner's name on the "Name" line. Enter the LLC's name on the "Business name" line.

For an LLC classified as a partnership or a corporation, enter the LLC's name on the "Name" line and any business, trade, or DBA name on the "Business name" line.

Other entities. Enter your business name as shown on required federal tax documents on the "Name" line. This name should match the name shown on the charter or other legal document creating the entity. You may enter any business, trade, or DBA name on the "Business name" line.

Note. You are requested to check the appropriate box for your status (individual/sole proprietor, corporation, etc.).

Exempt Payee

If you are exempt from backup withholding, enter your name as described above and check the appropriate box for your status, then check the "Exempt payee" box in the line following the business name, sign and date the form.

Generally, individuals (including sole proprietors) are not exempt from backup withholding. Corporations are exempt from backup withholding for certain payments, such as interest and dividends.

Note. If you are exempt from backup withholding, you should still complete this form to avoid possible erroneous backup withholding.

The following payees are exempt from backup withholding:

1. An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2),
2. The United States or any of its agencies or instrumentalities,
3. A state, the District of Columbia, a possession of the United States, or any of their political subdivisions or instrumentalities,
4. A foreign government or any of its political subdivisions, agencies, or instrumentalities, or
5. An international organization or any of its agencies or instrumentalities.

Other payees that may be exempt from backup withholding include:

6. A corporation,
7. A foreign central bank of issue,
8. A dealer in securities or commodities required to register in the United States, the District of Columbia, or a possession of the United States,
9. A futures commission merchant registered with the Commodity Futures Trading Commission,
10. A real estate investment trust,
11. An entity registered at all times during the tax year under the Investment Company Act of 1940,
12. A common trust fund operated by a bank under section 584(a),
13. A financial institution,
14. A middleman known in the investment community as a nominee or custodian, or
15. A trust exempt from tax under section 664 or described in section 4947.

The chart below shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 15.

IF the payment is for . . .	THEN the payment is exempt for . . .
Interest and dividend payments	All exempt payees except for 9
Broker transactions	Exempt payees 1 through 13. Also, a person registered under the Investment Advisers Act of 1940 who regularly acts as a broker
Barter exchange transactions and patronage dividends	Exempt payees 1 through 5
Payments over \$600 required to be reported and direct sales over \$5,000 ¹	Generally, exempt payees 1 through 7 ²

¹See Form 1099-MISC, Miscellaneous Income, and its instructions.

²However, the following payments made to a corporation (including gross proceeds paid to an attorney under section 6045(f), even if the attorney is a corporation) and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, and payments for services paid by a federal executive agency.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have and are not eligible to get an SSN, your TIN is your IRS individual taxpayer identification number (ITIN). Enter it in the social security number box. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN. However, the IRS prefers that you use your SSN.

If you are a single-member LLC that is disregarded as an entity separate from its owner (see *Limited liability company (LLC)* on page 2), enter the owner's SSN (or EIN, if the owner has one). Do not enter the disregarded entity's EIN. If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note. See the chart on page 4 for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local Social Security Administration office or get this form online at www.ssa.gov. You may also get this form by calling 1-800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at www.irs.gov/businesses and clicking on Employer Identification Number (EIN) under Starting a Business. You can get Forms W-7 and SS-4 from the IRS by visiting www.irs.gov or by calling 1-800-TAX-FORM (1-800-829-3676).

If you are asked to complete Form W-9 but do not have a TIN, write "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, generally you will have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note. Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon.

Caution: A disregarded domestic entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if items 1, 4, and 5 below indicate otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). Exempt payees, see *Exempt Payee* on page 2.

Signature requirements. Complete the certification as indicated in 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account)	The actual owner of the account or, if combined funds, the first individual on the account ¹
3. Custodian account of a minor (Uniform Gift to Minors Act)	The minor ²
4. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee ¹
b. So-called trust account that is not a legal or valid trust under state law	The actual owner ¹
5. Sole proprietorship or disregarded entity owned by an individual	The owner ³
For this type of account:	Give name and EIN of:
6. Disregarded entity not owned by an individual	The owner
7. A valid trust, estate, or pension trust	Legal entity ⁴
8. Corporate or LLC electing corporate status on Form 8832	The corporation
9. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
10. Partnership or multi-member LLC	The partnership
11. A broker or registered nominee	The broker or nominee
12. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity

¹ List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

² Circle the minor's name and furnish the minor's SSN.

³ You must show your individual name and you may also enter your business or "DBA" name on the second name line. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

⁴ List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.) Also see *Special rules for partnerships* on page 1.

Note. If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records from Identity Theft

Identity theft occurs when someone uses your personal information such as your name, social security number (SSN), or other identifying information, without your permission, to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax preparer.

Call the IRS at 1-800-829-1040 if you think your identity has been used inappropriately for tax purposes.

Victims of identity theft who are experiencing economic harm or a system problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 1-877-777-4778 or TTY/TDD 1-800-829-4059.

Protect yourself from suspicious emails or phishing schemes.

Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to phishing@irs.gov. You may also report misuse of the IRS name, logo, or other IRS personal property to the Treasury Inspector General for Tax Administration at 1-800-366-4484. You can forward suspicious emails to the Federal Trade Commission at: spam@uce.gov or contact them at www.consumer.gov/idtheft or 1-877-IDTHEFT(438-4338).

Visit the IRS website at www.irs.gov to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons who must file information returns with the IRS to report interest, dividends, and certain other income paid to you, mortgage interest you paid, the acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA, or Archer MSA or HSA. The IRS uses the numbers for identification purposes and to help verify the accuracy of your tax return. The IRS may also provide this information to the Department of Justice for civil and criminal litigation, and to cities, states, the District of Columbia, and U.S. possessions to carry out their tax laws. We may also disclose this information to other countries under a tax treaty, to federal and state agencies to enforce federal nontax criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism.

You must provide your TIN whether or not you are required to file a tax return. Payers must generally withhold 28% of taxable interest, dividend, and certain other payments to a payee who does not give a TIN to a payer. Certain penalties may also apply.



WelcomeHome
of Chattanooga

City of Chattanooga
City Council Office
1000 Lindsey Street
Chattanooga, TN 37402

Dear City of Chattanooga:

We are respectfully submitting our application for Community Agency Support Funds. Welcome Home of Chattanooga's mission is *to provide shelter, healing and compassionate end of life care for those in need*. We will provide shelter and 24/7 care for those who are terminally ill, working with local hospices to visit and provide medical care.

The result area we would like to be considered for is "Smarter Students, Stronger Families", for providing an impact on community health in Chattanooga, helping those who are frail and in need have the best end of life care. There is no other shelter of this kind in Chattanooga or Tennessee. It is also our mission to provide end of life care education for area nursing and social work students, working with area universities and colleges to learn and to help in providing care at Welcome Home. We are requesting \$30,000 to help with operational costs in our first year.

Thank you for your consideration.

Sincerely,

Sherry Campbell, LMSW
Director and Contact Person
P.O. Box 4247
Chattanooga, TN 37405
(423)486-4001

P.O Box 4247
Chattanooga, TN 37405

**Welcome Home of Chattanooga
City of Chattanooga Community Agency Support
Executive Summary**

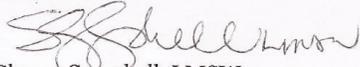
We are meeting an unmet need in Chattanooga- shelter for those who are seriously ill and have nowhere to go for end of life care. We have identified property and are currently working on our capital campaign to purchase our home. Our goal is to be open by July 2014. We have found the paradox- that donors would like to have the home up and running before investing, but we need funding to have the home. We have been successful in creating partnerships with many local agencies, including a local hospital in the area, as well as a large employer in Chattanooga that believes in our mission. Our capital campaign will be successful through collaboration with others and donors. We are **requesting \$30,000 to help with operating costs in our first year of operation**. We will combine this funding with matching grants and funding from area and state agencies as well as local financial and in-kind donations.

Welcome Home of Chattanooga will provide shelter and 24/7 care to Chattanooga's most frail, those who are terminally ill and are homeless or in need. We will also be providing an opportunity for area residents to volunteer and we will serve as an educational program for area social work and nursing students.

Welcome Home of Chattanooga will respectfully provide a detailed accounting of how we spent municipal funds 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. We will provide a list of our accomplishments, which will include how many residents we have been able to serve and how many volunteer/student hours were provided for the year.

Welcome Home of Chattanooga will provide the City of Chattanooga with copies of annual audits or reviews, satisfactory to the council's fiscal advisor, for each year that it spends funds appropriated to it by the City of Chattanooga.

Submitted by:



Sherry Campbell, LMSW
Executive Director (CEO)
(423)486-4001

Return to:
Bryson M. Kirksey
P.O. Box 236
Cleveland, TN
37304

FILED

Book and Page: GI 9918

This Instrument Prepared By:
Bryson M. Kirksey, Attorney
175 Spring Street NW
Cleveland, TN 37311

Book and Page: GI 9918 716
Book and Page: GI 9918 716

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CHARTER OF

WELCOME HOME OF CHATTANOOGA

The undersigned, being qualified to act as an incorporator under the Tennessee Nonprofit Corporation Act (the "Act"), adopts the following Charter for the purpose of organizing a nonprofit corporation under the Act:

1. **Name.** The name of the nonprofit corporation is:

Welcome Home of Chattanooga.

2. **Public Benefit.** This corporation is a public benefit corporation.

3. **Initial Registered Office and Registered Agent.** The street address and zip code of the corporation's registered office are 175 Spring Street NW, Cleveland, Tennessee 37311, in Bradley County, Tennessee. The corporation's initial registered agent at that address is Bryson M. Kirksey.

4. **Incorporator.** The name, address and zip code of the incorporator are Bryson M. Kirksey, 175 Spring Street NW, Cleveland, Tennessee 37311.

5. **Principal Office.** The street address and zip code of the principal office of the corporation are 3815 Oakland Terrace, Red Bank, Tennessee 37415, in Hamilton County, Tennessee.

6. **Not for Profit.** The corporation is not for profit.

7. **Purposes.** The purposes for which this corporation is organized are the establishment and support of any charitable, religious, scientific, literary or educational activities within the meaning of Section 501(c)(3) of the Internal Revenue Code (the "Code"), either directly or indirectly through its cooperation with public or private agencies having like purposes or objectives, including, but not limited to:

To provide a welcoming home, a place of healing, compassionate care, support, and community, at the end of life for those in need of hospice care.

To solicit, collect, receive, accumulate, administer and disburse funds and property in such a manner as will, in the sole discretion of the board of directors, most effectively operate to further charitable, religious, scientific, literary, or

educational purposes, either directly or by contributions to any organization described in Section 501(c)(3) of the Code.

To do any or all of the things hereinabove set forth and all things usual, necessary or proper in furtherance of or incidental to said purposes.

8. **Powers.** As a means of accomplishing the purposes for which it is organized, the corporation shall have the rights and powers now or hereafter conferred upon nonprofit corporations by the laws of the State of Tennessee, including but not by way of limitation, those enumerated in Sections 48-53-102 and 48-53-103 of the Tennessee Code Annotated (the "TCA"), and limited in certain respects as follows:

The purposes for which the corporation is organized are exclusively charitable, religious, scientific, literary, and educational within the meaning of Section 501(c)(3) of the Code.

The corporation shall not be operated for the primary purpose of carrying on a trade or business for profit. No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to, its members, trustees, directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the corporate purposes.

Except as may be permitted from time to time under Section 501 of the Code, no substantial part of the activities of the corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation; and the corporation shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of or in opposition to any candidate for public office; nor shall the corporation engage in any activities that are unlawful under applicable federal, state, or local laws.

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

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

If this corporation shall undertake to do any of the things hereinabove set forth in any state other than Tennessee, in the District of Columbia, in any territory, colony or dependency of the United States, or in any foreign country or any colony or dependency thereof, then as to such jurisdictions and to each of them,

7178-0106, 03/27/2013, 14:52:37, Received by Tennessee Secretary of State Tre Hargett

this corporation shall be deemed to have such powers insofar as such jurisdictions respectively permit such corporations within their several respective jurisdictions to execute such powers.

Notwithstanding any other provision of this Charter, the corporation shall not carry on activities not permitted to be carried on: (i) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code, and (ii) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code, so long as such Sections may be in effect.

9. **No Members.** The corporation shall not have members.

10. **Directors.** There shall be no fewer than three (3) nor more than nine (9) members of the board of directors. The bylaws may provide that the directors be divided into two (2) or more classes for terms of office which may expire at different times.

11. **Limited Liability of Directors.** The personal liability of each director of the corporation for monetary damages for breach of fiduciary duty as a director shall be eliminated to the full extent permitted by Section 48-52-102(b)(3) of the TCA.

12. **Indemnification.** The corporation shall indemnify any individual who is a party to a proceeding because such individual is or was a member of the Board of Directors, or an officer of the corporation, or an employee or agent of the corporation against any liability incurred in the proceeding and, prior to the disposition thereof, advance the reasonable expenses incurred by such individual to the extent permitted under Sections 48-58-502, 48-58-504, and 48-58-507 of the TCA. The determination of entitlement to indemnification and advancement of expenses shall be made in accordance with Section 48-58-506 of the TCA. Every reference herein to a member of the Board of Directors, officer, employee or agent of the corporation shall include every director, officer, employee and agent thereof, and every former director, officer, employee and agent thereof. The right of indemnification herein provided shall be in addition to any and all rights to which any director, officer, employee or agent of the corporation might otherwise be entitled and provisions hereof shall neither impair nor adversely affect such rights.

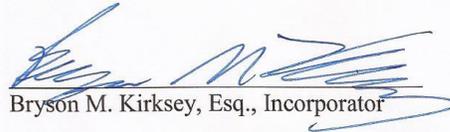
13. **Dissolution.** In the event of dissolution, the residual assets of the corporation will be turned over to one or more organizations which themselves are exempt as organizations described in Section 501(c)(3) and 170(c)(2) of the Code or to the federal, state, or local government for exclusively public purposes.

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

15. **Other Provisions.** This corporation shall enjoy and be subject to the benefits, privileges and immunities, restrictions, liabilities and obligations as provided for nonprofit corporations generally by the law of the land and which are held applicable to nonprofit corporations organized under the provisions of the Act as amended or modified.

16. **References.** All references in this Charter to the Code, the Act, or the TCA shall include such references as they not exist, future amendments to the sections cited, and corresponding sections of future laws, together will all valid regulations thereunder.

Dated this the 25th day of March, 2013.


Bryson M. Kirksey, Esq., Incorporator

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: NOV 20 2013

WELCOME HOME OF CHATTANOOGA
PO BOX 4247
CHATTANOOGA, TN 37405

Employer Identification Number:
46-2613489
DLN:
17053221349023
Contact Person:
CARA D FRANZAK ID# 31452
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
March 27, 2013
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Letter 947 (DO/CG)



**Welcome Home of Chattanooga
Annual Report
2013-2014**

Our mission began as simple conversation, recognizing a need in Chattanooga - a home for those who are terminally ill and have nowhere to go for end of life care. Our thought is that no one should die alone or without value. Area hospitals are overwhelmed with lack of discharge options in the area for those in need. Nursing homes can provide wonderful care but they are having to become more restrictive in admissions and are often full. Where would you want to be at end of life? Many would want to be in a home where they are valued and cared for, where they feel safe and not alone.

In our first year we have worked diligently to build partnerships and collaborate with area agencies and interested individuals in forming **our mission- providing shelter, healing and compassionate end of life care for those in need.** We will continue to collaborate with others in the new year, recognizing the importance of this and for a successful home. Cultivating, involving and providing end of life care training for volunteers and area students will also lead to our success.

Current partnerships and mentoring/advisory agencies include:

- Community Foundation of Greater Chattanooga
- Hospice of Chattanooga
- Homeless Health Care Clinic
- Brother Ron Fender

- Memorial Foundation
- Blue Cross Blue Shield of Tennessee Foundation
- AIM Center
- Joseph's House (Washington, D.C.)
- Home Place
- Chattanooga Center for Non-Profits

In May 2013, we had a very successful community conversation event, inviting individuals from the community to dinner to share our mission. The response was wonderful and has helped us begin our volunteer and committee base. We strongly believe that we will be able to sustain our mission through building a strong volunteer base. We have also had interested donors who are willing to match funds.

We are currently working on our grant proposal for the State of Tennessee Competitive Housing Trust Fund which appreciates and encourages matching grants and using smaller donations to leverage other funds. We are finding that this is important to our mission.

It has also been important to spend time researching best practice methods for caring for those who are terminally ill and homeless. Joseph's House in Washington, D.C., is a model that we are following. They have provided mentoring and guidance for us over the year and will continue over the next few years. Joseph's House has been successful in the innovative way they use local and national volunteers/missionaries. There is not a model like this in the State of Tennessee and our goal is to have a successful home in Chattanooga that can be replicated by others across the state. Our wish is to be innovative in how we provide care and how we sustain Welcome Home over the long run. We are focusing much of our time in our new year on research and best practice.

For this year, we have developed a Strategy and Implementation Quarterly Summary. Our goals include:

- Beginning our Capital Campaign through community and church outreach.
- Continued collaboration and relationship building with key stakeholders
- Developing policy and protocol for accounting, admissions/criteria, hiring and development/training for volunteers and staff
- Community Event for Update
- Purchase of identified home and modifications completed
- Opening Event/Housewarming
- First residents move in July 2014!

We will continually assess how we are doing, working on plans to sustain our program 2-3 years into the future, reviewing and updating our budget and plans.

With regard to an Audited Financial Statement, we are a new organization that has not received an audited statement so we do not have historical financial information at this time. Here, I have included our most recent simple Treasurer's Report for this month and our proposed budget. Our proposed budget is our best case scenario, with grants that we have submitted proposals being approved – at lowest estimate.

**Welcome Home of Chattanooga
February 13, 2014 Treasurer's Report**

• Suntrust Bank Account	\$407.05
• Paypal Account	\$246.10
• Community Foundation	<u>\$125.00</u>
Total:	\$778.15

Expenses

- Suntrust Bank Account \$12 monthly

Submitted by:

Sherry Campbell, LMSW

Welcome Home of Chattanooga

Statement of Revenue and Expenditures

Period Covered: from April 1, 2013 (business est.) to November 30, 2013

Support and Revenue

Contribution Income	1200.00
Grants	0
Fees for services	0
Fundraisers	0
Interest	0
Total	1200.00

Expenses

Accounting/Bookkeeping	
Assistance to Individuals	
Fundraising Expenses	
Insurance	
Legal Fees	
IRS Fee	850.00 (paid out of revenue)
Postage	
Printing	
Rent	
Salaries	
Supplies	
Tax & License	
Telephone	74.69
Other:	
Total	924.69

Net Revenue Less Expenses \$275.31

Welcome Home of Chattanooga

Balance Sheet

Balance as of: November 30, 2013

Assets

Cash & Checking	275.31
Savings	0
Inventories	0
Investments	0
Equipment	0
Land & Buildings	0
	Total 275.31

Liabilities

Accounts Payable	0
Loans	0
Other:	
	Total 0

Net Assets 275.31

**Welcome Home of Chattanooga
Projected Budget**

Start Up/Year One

**First Year
4/1/13-6/30/14**

Support and Revenue

Current balance (2/20/14)	778.15
Contribution Income	12000.00
Grants	0
Fees for Services	0
Fundraisers	0
Interest	0
Total	19778.15

Expenses

Accounting/Bookkeeping	0
Assistance to Individuals	0
Fundraising expenses	0
Insurance	0
Legal Fees/Tax & License	3075.00
Postage	150.00
Printing	0
Rent	0
Salaries	0
Supplies	300.00
Telephone	1000.00
Other: Community Event	500.00
Membership dues	50.00
Banking fees	<u>84.00</u>

Total \$5159

Net Revenue Over Expenses First Year \$14619.15

Welcome Home of Chattanooga

Projected Budget Year 2 & Year 3

	Capital Campaign Year Two <u>6/2014-7/2015</u>	Third Year <u>7/2015-6/2016</u>
Support and Revenue		
Balance from Previous Year	14619.15	152,919
Contribution Income	12000.00	15000
Grants	245,000.00	150000
City Community Support	30,000	0
Housing Trust Fund	225000.00	0
Fees for Services	36,000	36000
Fundraisers	25,000	20000
Interest	20,000	0
Donated Items	5000	5000
Total	612,619.15	378,919
Expenses		
Accounting/Bookkeeping	0	0
Salaries/benefits	182,000	200,000
Assistance to Individuals (see attachment for details)	22500	17500
Fundraising expenses	2500	2500
House Purchase/Associated Costs	227000	1500
Home Insurance	1200	1300
Liability Insurance	1000	1200
Car/Van Insurance	1500	1500
Home Maintenance/Repairs	10000	5000
Home Inspections	500	0
Utilities	7200	7500
Cleaning Supplies	1200	1200
Legal Fees	0	0
Postage	200	300
Printing	0	300
Office supplies	200	200

Welcome Home of Chattanooga

Projected Budget (Cont'd)

Year 2 and Year 3

	Capital Campaign Year Two	Third Year
	<u>4/2014-7/2015</u>	<u>7/2015-6/2016</u>
Brochures/Marketing	500	500
Tax & License	000	800
Telephone	600	600
IT Equipment	600	600
Total	459,700	242,500
Net Revenue Over Expenses	152,919	136,419

Welcome Home of Chattanooga

Assistance to Individuals

Attachment for Specific Costs

	Second Year	Third Year
	6/2014-7/2015	4/2015-3/2016
Expenses		
Furniture	10000**	4500
Food/Meals	8000	8500
Transportation	500	500
Personal Care Items	2500	2500
Clothing	1500	1500
Total	22500	17500

***Please note, we have recently been informed that several organizations will donate furniture and household items for our home, decreasing the "furniture" costs. We also plan to hold a housewarming party with the goal of gathering donations at this event.*

This is a budget in progress, still being reviewed by our Board of Directors.

**Welcome Home of Chattanooga
Board of Directors
2014**

Sherry Campbell, Executive Director

One year on Board, Co-Founder

(423)486-4001

sherry@welcomehomeofchattanooga.org

224 W. 18th Street

Chattanooga, TN 37408

•Rachel Smith, Vice President/Secretary

One year on Board, Co-Founder

Rsmith32907@gmail.com

8603 Surry Circle

Chattanooga, TN 37421

•Steve Coulter, M.D.

Two months on Board

P.O. Box 39

Signal Mtn, TN 37377

•Corinne Henderson, Treasurer

Two months on Board

871 McCallie Ave

Chattanooga, TN 37403

•Kathy Lennon

Two months on Board

(423)326-7966

Kathy.lennon@chattanooga.market.org

2417 Hickory Drive

Cleveland, TN 37311

•Mary Beth Lynch, Attorney

Two months on Board

Mary_Lynch@bcbst.com

698 Traditions Drive

Chattanooga, TN 37415

•Duane Wade

Six months on Board

wmistad@aol.com

1016 Summer Street

Chattanooga, TN 37405

•Monique Wagner

Two months on Board

(731)336-5131

Monique.wagner@live.com

621 Memorial Drive #802

Chattanooga, TN 37415



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Sherry Campbell, LMSW
Lead Agency:	Welcome Home of Chattanooga
Collaborating City Department(s):	n/a
Contact Name:	Sherry Campbell, LMSW
<u>Primary</u> Results Area:	Smarter Students, Stronger Families
Offer Cost (Funding Request):	\$30,000

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Our mission at Welcome Home of Chattanooga is to provide shelter, healing and compassionate end of life care for those in need. Our focus is caring for those who are terminally ill and have nowhere to go for end of life care. Currently, there is only one shelter in the area for those who are homeless. This is an emergency shelter only and not for those who are seriously ill. The Community Kitchen reported that over the past three years there have been an average of 20 deaths a year of the population they serve. This does not include those who die alone in hospital emergency rooms or ICU. We will collaborate with key stakeholders (hospitals, local hospices, agencies who serve the homeless and fragmented) in the community in new and innovative ways to ensure sustainability of our program.

We are modeling our program based on a very innovative program in Washington, D.C., Joseph’s House. They have been a great mentor for us and shared ways they have been successful. We will provide not only a place of respite for those who are dying, but will work with local universities and colleges to be a facility of education regarding the sacredness of end of life care. Social work and nursing students will be invited to help with care and complete internships and practicums at Welcome Home. Volunteers will be cultivated and specially trained to provide assistance and support. National volunteer programs such as AmeriCorps will be invited to stay.

We will be able to measure our success by how many people we are able to serve and how many volunteer hours are provided. We will include key stakeholders in annual assessments of how we are doing in serving the community.



City of Chattanooga

FY15 Offers

Identify Which Desired Outcomes This Offer Impacts:

1. Welcome Home of Chattanooga is a solution in providing much needed shelter and care to our city's most vulnerable and frail population; a referral source for area hospitals and agencies who serve the homeless and those in need.
2. Welcome Home of Chattanooga will engage and organize volunteers and students, providing much needed education regarding the importance of end of life care and hospice; this will also help increase capacity and sustain our program.
3. Welcome Home of Chattanooga will collaborate and network with key stakeholders to ensure integrity in utilizing resources, working together to care for those in need, a piece of the puzzle that is currently missing.

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Welcome Home of Chattanooga Year Two	\$182,000 (year two)	\$263,650	\$30,000	

Capital Budget Impact? **Yes** **No** **\$Amount**

Financial Offsets: *(Please list other revenues associated with the specific program for which funding is requested)*

Name	Amount
Memorial Hospital (pending)	\$50,000
BC/BS Tennessee Foundation (pending)	\$300,000 (over two years)
State of TN Competitive Housing Trust Fund (pending)	\$225,000
Osborne Foundation (pending)	\$25,000
Community Foundation of Greater Chattanooga (pending)	\$20,000
Private donors	\$12,000

PERFORMANCE DATA

Measurement 1:

How many are served monthly
Historical Comparison Data?

Measurement 2:

How many volunteer and student hours are provided monthly
Historical Comparison Data?



City of Chattanooga

FY15 Offers

Measurement 3:

*Key stakeholder annual assessment of how we are doing
Historical Comparison Data?*

Return on Investment:

How do citizens benefit? We are serving an unmet need in our city. We will provide shelter and care for our citizens who are terminally ill and have nowhere to go for end of life care. We will provide an answer for hospitals and local agencies for searching for placement. We will provide very important education and volunteer opportunities for the citizens of Chattanooga.

Does this activity leverage other financial resources? Yes.

How does this activity decrease costs over time for the City? There are many studies that have shown that providing affordable housing for those who are homeless, especially those in poor health, save cities and states money. Many utilize high costs emergency rooms or at risk for danger on the streets. We will be happy to share this information with you.

How can this program become sustainable without City funding? We will spend our first year collaborating with others and developing a skilled volunteer and student program. Our paradox is that donors are willing to give to our home, but we have to get the home up and running to attract donors.

Attachment B: Comparative Financial Information

Agency Name: Welcome Home of Chattanooga

*****We have not asked adjoining governmental entities for funding. Our home is in the City of Chattanooga and will primarily serve Chattanooga citizens who have nowhere to go for end of life care. In our first year of operation, we will track resident status for measurement and assessment. We are only asking for a small percentage of our operational funding.***

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 2014 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga		49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga		49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		

	Above percentages should total 100%	
--	--	--

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

Attachment C: Program Beneficiary Statistics

Agency Name: Welcome Home of Chattanooga
 Program: Welcome Home of Chattanooga Year Two

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
1. Unduplicated Count of Program Beneficiaries TOTAL	0	0	45
a) Total Continuing From Previous Fiscal Year	0	0	0
b) Total New for the Year	0	0	45
c) Total Terminated During the Year	0	0	35
2. Age Group TOTAL	0	0	45
a) Infants – Under 5	0	0	0
b) Between 5 and 12	0	0	0
c) Between 13 and 17	0	0	0
d) Between 18 and 29	0	0	0
e) Between 30 and 64	0	0	20
f) 65 and over	0	0	25
g) Not Known			
3. Sex TOTAL			
a) Male	0	0	0
b) Female	0	0	0
c) Not Known	0	0	45
4. Ethnic Background TOTAL	0	0	45
a) White	0	0	0
b) Black	0	0	0
c) Hispanic	0	0	0
d) Asian	0	0	0
e) Other – Ethnic Minority	0	0	0
f) Not Known	0	0	45
5. % Income Level TOTAL	0	0	45
a) Below 9,999	0	0	0
b) 10,000 –19,999	0	0	0
c) 20,000 – 29,999	0	0	0
d) 30,000 and Over	0	0	0
e) Not Known	0	0	45
6. Location of Residence TOTAL	0	0	45
a) Chattanooga	0	0	0
b) Outside of Chattanooga	0	0	0
c) Not Known	0	0	45

Attachment F: Budget Format	Agency Name:	Welcome Home of Chattanooga						
CITY OF CHATTANOOGA								
FY 2015 Agency Funding Financial Form								
Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget	
REVENUES								
Contributions	n/a	n/a	\$ -					
Individuals/Private	n/a	n/a	\$ 1,850	\$ 12,000	\$ 12,000	\$ -	0.0%	
Corporate/Organizations/Churches	n/a	n/a	\$ -	\$ -	\$ 200,000	\$ 200,000	N/A	
Fees/Grants from Governmental Agencies	n/a	n/a	\$ -					
Federal	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
State	n/a	n/a	\$ -	\$ -	\$ 250,000	\$ 250,000	N/A	
Hamilton County	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
City of Chattanooga	n/a	n/a	\$ -	\$ -	\$ 30,000	\$ 30,000	N/A	
Other Cities (Please list)	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
United Way	n/a	n/a	\$ -	\$ -	\$ -	\$ -		
Foundations (including grants)	n/a	n/a	\$ -	\$ -	\$ 45,000	\$ 45,000	N/A	
Gross Proceeds Special Events	n/a	n/a	\$ -	\$ -	\$ 20,000	\$ 20,000	N/A	
Other UWGs/Federations	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
CFC/Designations received thru UWGC	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
UWGC Program Allocation	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
UWGC Special Funding	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
Membership Dues	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
Program Income	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
Governmental Insurance	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
Private Insurance	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
Contracted Services	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
Fee for Services	n/a	n/a	\$ -	\$ -	\$ 36,000	\$ 36,000	N/A	
Other Program Income	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
Sales to Public	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
Investment Income	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
Miscellaneous	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
Other Revenues (Please list separately any major item)	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
Transfers in from other internal budgets	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
Income from Previous Year	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A	
TOTAL REVENUES	n/a	n/a	\$ 1,850	\$ 12,000	\$ 593,000	\$ 581,000	4841.7%	
OPERATIONS								
Personnel Expenses	n/a	n/a	\$ -					
Salaries	n/a	n/a	\$ -	\$ -	\$ 140,000	\$ 140,000	N/A	

Attachment F: Budget Format	Agency Name:	Welcome Home of Chattanooga					
Fringe Benefits	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A
Employee Health	n/a	n/a	\$ -	\$ -	\$ 14,000	\$ 14,000	N/A
Pension/Retirement	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A
Payroll Taxes, etc.	n/a	n/a	\$ -	\$ -	\$ 28,000	\$ 28,000	N/A
Other (unemployment, life insurance, etc)	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A
Total Personnel Expenses	n/a	n/a	\$ -	\$ -	\$ 182,000	\$ 182,000	N/A
OPERATING EXPENSES							
Administration	n/a	n/a	\$ -				
Professional Fee & Contract service	n/a	n/a	\$ -	\$ 3,000		\$ (3,000)	-100.0%
Utilities	n/a	n/a	\$ -	\$ -	\$ 7,200	\$ 7,200	N/A
Other: IRS Filing Fee, government	n/a	n/a	\$ 850	\$ 75	\$ -	\$ (75)	-100.0%
Rent	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A
Travel/Transportation	n/a	n/a	\$ -	\$ -	\$ 1,500	\$ 1,500	N/A
Insurance (not employee health)	n/a	n/a	\$ -	\$ -	\$ 1,200	\$ 1,200	N/A
Materials & Supplies	n/a	n/a	\$ -	\$ 300	\$ 200	\$ (100)	-33.3%
Telephone, Fax, ISP	n/a	n/a	\$ -	\$ 1,000	\$ 1,200	\$ 200	20.0%
Postage and Shipping	n/a	n/a	\$ -	\$ 150	\$ 200	\$ 50	33.3%
Occupancy/Building/Utilities	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A
Equipment Rental and Maintenance (including contracts)	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A
Outside Printing, Art Work, etc.	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A
Conferences, Conventions, etc.	n/a	n/a	\$ 100	\$ -	\$ -	\$ -	N/A
Special Assistance to Individuals	n/a	n/a	\$ -	\$ -	\$ 22,500	\$ 22,500	N/A
National Dues/Support Payments	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A
Organization Dues (other than above)	n/a	n/a	\$ 50	\$ 50	\$ 150	\$ 100	200.0%
Awards and Grants	n/a	n/a	\$ -	\$ -	\$ -	\$ -	N/A
Fund Raising/Self-Support Activities	n/a	n/a	\$ -	\$ 500	\$ 2,500	\$ 2,000	400.0%
Miscellaneous	n/a	n/a	\$ 84	\$ 84	\$ -	\$ (84)	-100.0%
Equipment Purchases (incl. capital expenses)	n/a	n/a	\$ -	\$ -	\$ 2,000	\$ 2,000	N/A
Depreciation	n/a	n/a	\$ -	\$ -	unknown	#VALUE!	N/A
Other Expenses (Please list separately any major item)	n/a	n/a	\$ -	\$ -		\$ -	N/A
purchase of home	n/a	n/a	n/a		\$ 225,000	\$ 225,000	N/A
Operating Expenses Total	n/a	n/a	\$ 1,084	\$ 5,159	\$ 263,650	#VALUE!	N/A
TOTAL OPERATIONS	#VALUE!	#VALUE!	\$ 1,084	\$ 5,159	\$ 445,650	#VALUE!	N/A
REVENUE OVER/ (UNDER) OPERATIONS	n/a	n/a	\$ 766	\$ 6,841	\$ 147,350	#VALUE!	N/A



City of Chattanooga
Community Agency Support
1000 Lindsay Street
Chattanooga, TN 37402

February 19, 2014

Dear Friends,

Thank you for considering the attached funding requests from WTCL, our Tennessee Valley PBS. We are excited to be considered as a partner in the City's work on outcomes-based budgeting and are especially excited about the innovative offers we enclose in this application.

For all offers, please contact Susan Cates, our Vice President of Business and Finance. She can be reached by email at SCates@wtciTV.org or by telephone at 423-702-7807. Her mailing address is: WTCL, Attn: Susan Cates, 7540 Bonnyshire Drive, Chattanooga, TN 37416.

WTCL-PBS is a locally owned and licensed PBS affiliate serving the entire Tennessee Valley. The majority of our work is centered in the City of Chattanooga and all services directly benefit Chattanooga citizens. Through unique programs, services and emerging technologies, WTCL empowers people to discover their world, broaden their horizons and become active participants in shaping the future.

Mission: WTCL enriches lives through quality programs and services that educate, engage and inspire a lifetime of learning and exploration.

The three attached offers fall into the result areas of High Performing Government and Innovation with respective request amounts of \$119,190 for High Performing Government (City Council Meetings), \$50,000 for the Innovation Proximity1 Project and \$40,000 for the Innovation Frederick Documentary/OVEE engagement series.

Thank you for your work in making Chattanooga a stronger and more successful city.

Sincerely,

A handwritten signature in blue ink that reads 'Paul Grove'.

Paul Grove
President and CEO

7540 Bonnyshire Drive
Chattanooga, TN 37416

423.702.7800
wtciTV.org

Executive Summary

WTCL, the Tennessee Valley PBS requests funding from the City of Chattanooga for three projects, all of which are designed to meet specific outcomes desired by the City.

1.) City Council meeting recording, editing and production.

With the City's remarkable focus on open government and the exceptional efforts taking place to provide citizens with immediate access to governmental happenings, WTCL sees an opportunity to further increase the efficiency of government while increasing citizen satisfaction by televising the essential decision making process of our City Council. By delivering City Council meetings over the air and with proper captioning, all citizens of Chattanooga can engage in the governing process regardless of income, disability or transportation. For a total cost of \$119,190, WTCL offers services that will lead to increased citizen satisfaction and higher performing government through the open governance initiative of televised council activities.

2.) Proximity1 local content aggregator application

As a leader in trusted content, WTCL-PBS has re-envisioned the way Chattanoogaans consume local content. Through a new business model, the WTCL team has designed and is in production of a local content aggregation app called "Proximity1". The Proximity1 app will be curated by our trusted PBS brand and will offer content through various channels – all of which will deliver easily consumed Chattanooga specific material on various subjects. Specific channels will include arts, outdoors, sports and even open government. We are offering a partnership in this App at a \$50,000 funding request in the Innovation category to support the open government and innovation initiatives in Proximity1. While the overall project can be duplicated in any area, the Proximity1 app will first service Chattanooga. The total development cost will exceed \$150,000. Initial funding is already secured through the Maclellan, McKenzie and Community Foundations.

3.) Online Video Engagement Experience and Fredrick documentary

Fredrick Davis is a 27 year-old African-American man who was raised in the projects of East Lake. When faced with the streets and gangs, Fredrick turned to the City's rec centers. There he found a dance program. The rest is history. Rather than turning back to the streets, Fredrick became a world-renowned dancer, working with troupes throughout the country. Now in New York, Fredrick still mentors youth here in East Lake and is a true testament to the success of the City of Chattanooga, our Parks and Rec programs and the Arts.

WTCI is making a documentary of Fredrick's story and is offering results of safer streets and healthier youth through the sharing of this story and engaging activities using emerging technology such as OVEE, an online engagement system that connects audiences anytime, anywhere allowing them to discuss pressing issues and engaging content regardless of location. Through OVEE and other mechanisms, WTCI offers to inspire youth in the inner city, expose Chattanooga nationally as a leader, and engage the Parks and Rec programming in transforming lives for a cost of \$40,000.

In consideration of and positive funding response (full or partial) for any or all of these requests, WTCI 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.

Additionally, WTCI will provide a list of accomplishments as well as annual audits and reviews for each year of municipal appropriation and spending.

Thank you for the opportunity to offer these services and their related outcomes to the City of Chattanooga for consideration.

Sincerely,



Paul Grove

President and CEO, WTCI

2-19-14

Date

Attachment F: Budget Format Agency Name: **WTCI**

CITY OF CHATTANOOGA
FY 2015 Agency Funding Financial Form

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	PRELIMINARY** Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private	\$ 384,713	\$ 392,818	\$ 430,092	\$ 486,947	\$ 486,000	\$ (947)	-0.2%
Bequests	\$ 90,000						
Corporate/Organizations/Churches							N/A
Fees/Grants from Governmental Agencies							
Federal	\$ 727,636	\$ 704,794	\$ 687,542	\$ 711,849	\$ 712,000	\$ 151	0.0%
State	\$ 546,732	\$ 508,085	\$ 469,439	\$ 450,132	\$ 450,132	\$ -	0.0%
State face to the Top Grant	\$ -	\$ 49,540	\$ 50,000	\$ 428,000			
Hamilton County	\$ 30,000						N/A
City of Chattanooga	\$ 50,650	\$ 80,000	\$ 85,000	\$ 85,000	\$ 209,190	\$ 124,190	146.1%
Other Cities (Please list)							N/A
United Way							
Foundations (including grants)							N/A
Gross Proceeds Special Events	\$ 55,545	\$ 37,785	\$ 30,004	\$ 38,215	\$ 40,000	\$ 1,785	4.7%
Other UWGs/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							N/A
Other Program Income							N/A
Sales to Public	\$ 402,116	\$ 398,478	\$ 422,920	\$ 486,333	\$ 487,000	\$ 667	0.1%
Investment Income							N/A
Miscellaneous	\$ 93,139	\$ 43,445	\$ 72,680	\$ 87,000	\$ 88,000	\$ 1,000	1.1%
Other Revenues (Please list separately any major item)		\$ 62,428	\$ 58,511	\$ 27,217	\$ 30,000	\$ 2,783	10.2%
In-kind Contributions	\$ 247,297	\$ 294,215	\$ 189,716				
Capital contributions	\$ 40,696	\$ 100,980	\$ 21,358				
Capital Grants	\$ 94,607	\$ 64,004					
Transfers in from other internal budgets							N/A
Income from Previous Year							N/A
TOTAL REVENUES	\$ 2,763,131	\$ 2,736,572	\$ 2,517,262	\$ 2,800,693	\$ 2,502,322	\$ 129,629	4.6%
OPERATIONS							
Personnel Expenses							
Salaries	\$ 873,215	\$ 868,663	\$ 962,758	\$ 950,848	\$ 950,848	\$ -	0.0%

Attachment F: Budget Format

	Agency Name:	WTCI				WTCI			WTCI	
Fringe Benefits										
Employee Health	\$ 85,234	\$ 82,366	\$ 101,790	\$ 61,632	\$ 70,000	\$ 8,368				N/A
Pension/Retirement	\$ (20,480)									N/A
Payroll Taxes, etc.	\$ 61,092	\$ 68,959	\$ 71,248	\$ 70,381	\$ 70,381					0.0%
Other (unemployment, life insurance, etc)	\$ 19,793	\$ 10,538	\$ 12,376	\$ 11,533	\$ 12,000	\$ 467				4.0%
Total Personnel Expenses	\$ 1,018,854	\$ 1,030,526	\$ 1,148,172	\$ 1,094,394	\$ 1,103,229	\$ 8,835				0.8%
OPERATING EXPENSES										
Administration										
Professional Fee & Contract service	\$ 85,148	\$ 82,599	\$ 71,949	\$ 179,873	\$ 70,000	\$ (109,873)				-61.1%
Utilities										N/A
Other	\$ 20,898	\$ 15,082	\$ 9,164	\$ 8,784	\$ 7,000	\$ (1,784)				-20.3%
Rent	\$ 17,134	\$ 16,790	\$ 14,079	\$ 14,462	\$ 15,000	\$ 538				3.7%
Travel/Transportation	\$ 9,654	\$ 9,338	\$ 8,401	\$ 10,626	\$ 10,000	\$ (626)				-5.9%
Insurance (not employee health)	\$ 36,863	\$ 32,535	\$ 33,460	\$ 36,282	\$ 38,000	\$ 1,718				4.7%
Materials & Supplies	\$ 63,747	\$ 47,804	\$ 44,632	\$ 47,433	\$ 47,000	\$ (433)				-0.9%
Telephone, Fax, ISP	\$ 39,110	\$ 42,436	\$ 45,788	\$ 46,566	\$ 46,000	\$ (566)				-1.2%
Postage and Shipping	\$ 14,741	\$ 15,762	\$ 15,840	\$ 16,673	\$ 17,000	\$ 327				2.0%
Occupancy/Building/Utilities	\$ 166,466	\$ 165,438	\$ 182,216	\$ 188,380	\$ 190,000	\$ 1,620				0.9%
Equipment Rental and Maintenance (including contracts)										N/A
Outside Printing, Art Work, etc.	\$ 7,032	\$ 3,589	\$ 9,410	\$ 10,573		\$ (10,573)				-100.0%
Conferences, Conventions, etc.	\$ 4,880	\$ 8,599	\$ 8,173							N/A
Special Assistance to Individuals										N/A
National Dues/Support Payments										N/A
Organization Dues (other than above)	\$ 31,815	\$ 33,648	\$ 36,746	\$ 40,765	\$ 41,000	\$ 235				0.6%
Awards and Grants										N/A
Fund Raising/Self-Support Activities	\$ 34,003	\$ 33,369	\$ 38,709	\$ 38,302	\$ 39,000	\$ 698				1.8%
Miscellaneous										N/A
Equipment Purchases (incl. capital expenses)										N/A
Depreciation	\$ 426,352	\$ 443,491	\$ 440,482	\$ 407,021	\$ 381,611	\$ (25,410)				-6.2%
Other Expenses (Please list separately any major item)										N/A
Programming	\$ 574,306	\$ 540,976	\$ 547,956	\$ 582,191	\$ 595,000					
Interest expenses	\$ 157,312	\$ 155,856	\$ 121,618	\$ 103,677	\$ 100,000					
In-kind expenses	\$ 247,297	\$ 264,806	\$ 189,716							
Operating Expenses Total	\$ 1,936,758	\$ 1,912,118	\$ 1,818,339	\$ 1,731,608	\$ 1,596,611	\$ (144,129)				-8.3%
TOTAL OPERATIONS	\$ 2,955,612	\$ 2,942,644	\$ 2,966,511	\$ 2,826,002	\$ 2,699,840	\$ (135,294)				-4.8%
REVENUE OVER/ (UNDER) OPERATIONS	\$ (192,481)	\$ (206,072)	\$ (449,249)	\$ (25,309)	\$ (197,518)	\$ 264,923				-1046.8%

** This is a very preliminary budget. We are just now beginning our budgeting process.

State of Tennessee



Department of State

CERTIFICATE

The undersigned, as Secretary of State of the State of Tennessee, hereby certifies that the attached document was received for filing on behalf of THE GREATER CHATTANOOGA PUBLIC TELEVISION CORPORATION,
(Name of Corporation)

was duly executed in accordance with the Tennessee General Corporation Act, was found to conform to law and was filed by the undersigned, as Secretary of State, on the date noted on the document.

THEREFORE, the undersigned, as Secretary of State, and by virtue of the authority vested in him by law, hereby issues this certificate and attaches hereto the document which was duly filed on May Fifth, 1982.

Betty Crowell
Secretary of State mh



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 SECRETARY OF STATE
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ARTICLES OF INCORPORATION
 OF
 THE GREATER CHATTANOOGA
 PUBLIC TELEVISION
 CORPORATION

The undersigned persons, acting as the incorporators of a corporation under the Tennessee General Corporation Act, hereby adopt the following Articles of Incorporation:

1. The name of the Corporation is The Greater Chattanooga Public Television Corporation.
2. The duration of the Corporation is perpetual.
3. The address of the principal office of the Corporation in Tennessee is:

4411 Amnicola Highway
 Chattanooga, Hamilton County, Tennessee 37406
4. The Corporation is a not-for-profit corporation.
5. The purposes for which the Corporation is organized are:

To bring about the orderly transfer of the licenses and operational responsibilities of Station WTCI, Channel 45 to the Corporation from the Board of Education of the State of Tennessee, and upon said transfer to operate Station WTCI as a public television station. The Corporation is organized and operated exclusively for educational purposes as a tax-exempt organization within the meaning of 26 U.S.C. Section 501(c)(3).

To own or lease the facilities, establish the policies, promote the funding and facilitate the operation of Station WTCI.

To solicit funds, gifts and endowments from individuals, corporations, trusts, foundations and other donors and to seek funding from the State of Tennessee to be used solely for the operation and improvement of the said public television station, WTCI, now being operated as a part of Tennessee Educational Television Network.

The entire income, assets and endowment shall be held and distributed solely for the purposes set out above and no part of the income, funds, property or assets of the Corporation shall inure to the benefit of any individual. No part of the activities of the Corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation

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 and it shall not participate nor intervene in (including the publishing or distributing of statements) any political campaign on behalf of any candidate for public office or any referendum.

6. The Corporation will have members of two classes, voting and non-voting, but will issue no stock.
7. Subject to its purposes as described in Section 5 hereof, the Corporation shall have all the rights, powers, privileges and benefits conferred upon corporations by the laws of the State of Tennessee.
8. In the event of the liquidation, dissolution or winding up of the Corporation, whether voluntary, involuntary or by operation of law any disposition made of the assets of the Corporation, shall not be made to any member, officer or trustee of the Corporation but shall be distributed in such a way as is calculated exclusively to carry out the objects and purposes for which the corporation is formed.

Dated April 28, 1982.

Nancy R. Hale
 Nancy R. Hale, Incorporator

Robert C. Hunt
 Robert C. Hunt, Incorporator

David W. Wiley
 David W. Wiley, Incorporator

Sam McConnell
 Dr. Sam McConnell, Incorporator

Walter A. Alley
 Walter A. Alley, Incorporator

Internal Revenue Service
District Director

Department of the Treasury

Date: **AUG 30 1985**

Our Letter Dated:
April 15, 1983
Person to Contact:
L. Hamilton/lrj
Contact Telephone Number:
(404) 221-4516
Employer Identification
Number:
62-1137597
File Folder Number:
580006457

The Greater Chattanooga
Public Television
Corporation
4411 Amnicola Highway
Chattanooga, TN 37406

Dear Taxpayer:

This modifies our letter of the above date in which we stated that you would be treated as an organization which is not a private foundation until the expiration of your advance ruling period.

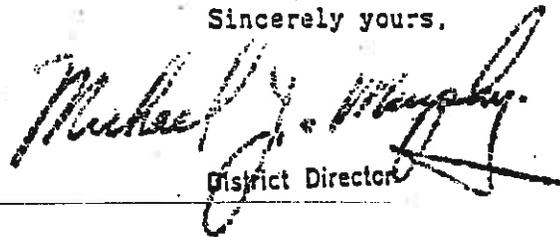
Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Internal Revenue Code, because you are an organization of the type described in section * . Your exempt status under section 501(c)(3) of the code is still in effect.

Grantors and contributors may rely on this determination until the Internal Revenue Service publishes notice to the contrary. However, a grantor or a contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act that resulted in your loss of section * status or acquired knowledge that the Internal Revenue Service had given notice that you would be removed from classification as a section * organization.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,


District Director

* 170(b)(1)(A)(vi) & 509(a)(1)

cc: George L. Mitchell

WTCL does not prepare an annual report

WTCI BOARD OF DIRECTORS 2013-14

Warren Barnett, Chair – 6 years
Barnett & Company Investment
Counsel
1300 Broad St, Suite 303
Chattanooga, TN 37402
warren@barnettandcompany.com
423.756.0125

Mary Kilbride, Vice Chair – 5 years
1602 Riverview Rd
Chattanooga, TN 37305
mhkilbride@aol.com
423.718.7471

Cole Powell, Treasurer – 7 years
Joseph Decosimo & Company, PLLC
224 N Hermitage Ave
Lookout Mountain, TN 37350
colepowell@decosimo.com
423.756.7100 ext 1262

Jo Coke , Secretary - 2 years
1208 Lower Brow Rd
Chattanooga, TN 37377
jocoke@comcast.net
423.886.1607

Larry Buie – 3 years
AGL Resources
2207 Olan Mills Road
Chattanooga, TN 37421
lbuie@aglresources.com

Tracey Carisch – 1 year
50 Frazier Ave Suite 300
Chattanooga, TN 37405
traceycarisch@sagetechgroup.com
423-903-3484

Mel Cooper – 6 years
110 Windmere Drive
Chattanooga, TN 37411
Melcooper110@gmail.com
423.240.1563

Nick Coussoule – 6 years
Blue Cross Blue Shield of TN
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Chattanooga, TN 37402
coussoule@bcbst.com
423.535.7972

Rose Decosimo – 6 years
Joseph Decosimo & Company, PLLC
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Signal Mountain, TN 37377
rosedecosimo@decosimo.com
423.756.7100

Lou Garcia – 6 years
21 Stonedge
100 Scenic Hwy
Lookout Mountain, TN 37350
louandsuz@gmail.com
423.821.0808

Steve Gatlin – 2 years
UBS Financial
Krystal Building
One Union Square, Suite 100
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City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: **City Council Meetings Recording and Editing for Air**

Lead Agency: **WTCI-PBS**

Collaborating City Department(s): **City Council**

Contact Name: **Susan Cates; SCates@wtciTV.org; 423-702-7807**

Primary Results Area: **High Performing Government**

Offer Cost (Funding Request): **\$119,190**

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

WTCI, the Tennessee Valley Public Broadcasting Service, proposes to record and edit for air each of the weekly City Council Meetings. In addition, WTCI will edit and produce thirty minute weekly segments covering the Council Meetings to be aired on Sundays, both over the digital airwaves and through cable, satellite and digital providers.

As a Public Service Media station, WTCI is uniquely poised to offer this critical service to the residents of Chattanooga. By offering free, over-the-air access to City Council meetings, with included captioning and proper editing, all residents can have equal access to these essential governmental meetings regardless of disability or income. These televised programs will be captioned for the hard of hearing and the same captioned programs will be available at wtciTV.org for online viewing via desktops, laptops, smart phones and tablets. WTCI will also upload the highlights to EPB for on-demand viewing by EPB television customers. Citizens that use the Roku set-top box and Apple TV will also be able to access the programs for free through their respective PBS apps.

While some Chattanooga citizens might access City Council meetings through existing mediums such as in-person participation or even the City's own web-stream, with 99% of all households having access to television, only WTCI can offer equal access to all of the City's citizens regardless of income, disability, access to high speed internet or even transportation.



City of Chattanooga

FY15 Offers

By offering free, over-the-air access as well as proper captioning, WTCI will aid tax-payers in making data-driven decisions while aiding the City in providing exceptional customer service to those same tax-payers.

Multi-platform presentation of Highlights of Chattanooga City Council Meetings informs citizens, tourists and prospective business leaders about decisions that drive economic growth, provide for public safety, and serve the needs of the Chattanooga community. Broadcast, online streaming, and on-demand television viewing through EPB and the PBS app on Roku and Apple TV meet the needs of viewers in every demographic.

Through this offer, WTCI-PBS will aid the City's own open government initiatives while bringing the governing process closer to the people that comprise this great City. By offering asynchronous web access to these same meetings, the City's exceptional governing process will be available to all for viewing when considering possible relocation or visitation of the City of Chattanooga.

As a collaborating body, the City Council has shown support for this initiative with specific written support from Jerry Mitchell, Yusuf Hakeem and Moses Freeman as well as verbal support from others.

By supporting this essential open-government project, the City becomes a partner in WTCI's mission of being the local story-teller for all of Chattanooga; through local programming, arts and culture, WTCI is a center of exploration for all ages and is an essential Chattanooga pillar.

Identify Which Desired Outcomes This Offer Impacts:

1. Increase citizen satisfaction with services
- 2.
- 3.

BUDGET REQUEST

Summary: **(Please complete based on information contained in Attachment F)**

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
City Council Recording	\$119,190		\$119,190	n/a

Capital Budget Impact? **Yes** **No** **\$Amount**

Financial Offsets: *(Please list other revenues associated with the specific program for which funding is requested)*

Name	Amount

PERFORMANCE DATA



City of Chattanooga

FY15 Offers

Measurement 1:

Capturing and editing for air of all City Council meetings. Meetings will be aired weekly. All Chattanooga residents that own televisions will be able to view the meetings (99% of households).

Historical Comparison Data? With over 99% of all households having access to television, WTCI is the only available platform for comprehensive City coverage.

Measurement 2:

Increased participation in government activities through open access to the decision making process.

Historical Comparison Data? By making all Council Meetings available to all citizens, barriers to participation are removed.

Measurement 3:

Historical Comparison Data?

Return on Investment:

How do citizens benefit? Citizens benefit by having direct access to the decision making process and by living in a community that supports open government and clear representation. By supporting open government, Chattanooga brings the citizens directly into the governing process and creates a more vibrant and healthy City for all.

Does this activity leverage other financial resources? With a budget of \$2.5 million, this investment leverages all other WTCI activities including substantial educational outreach, local and national programming, as well as considerable community engagement through a variety of platforms.

How does this activity decrease costs over time for the City? This essential service has an ongoing cost.

How can this program become sustainable without City funding? City funding is critical to this program; the program is a direct City service providing open government to City citizens and to potential residents, businesses and tourists who can access the City Council process over the medium of Public Television.

Attachment F: Budget Format	Agency Name:	WTCI					
CITY OF CHATTANOOGA							
FY 2015 Agency Funding Financial Form							
Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	PRELIMINARY Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private						\$ -	N/A
Bequests							
Corporate/Organizations/Churches						\$ -	N/A
Fees/Grants from Governmental Agencies							
Federal						\$ -	N/A
State						\$ -	N/A
State Race to the Top Grant							
Hamilton County						\$ -	N/A
City of Chattanooga					\$ 119,190	\$ 119,190	N/A
Other Cities (Please list)						\$ -	N/A
United Way							
Foundations (including grants)						\$ -	N/A
Gross Proceeds Special Events						\$ -	N/A
Other UW's/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						\$ -	N/A
Other Program Income						\$ -	N/A
Sales to Public						\$ -	N/A
Investment Income						\$ -	N/A
Miscellaneous						\$ -	N/A
Other Revenues (Please list separately any major item)						\$ -	N/A
In-kind Contributions							
Capital contributions							
Capital Grants							
Transfers in from other internal budgets						\$ -	N/A
Income from Previous Year						\$ -	N/A
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 119,190	\$ 119,190	N/A
OPERATIONS							
Personnel Expenses							

Attachment F: Budget Format		Agency Name:	WTCI				
Salaries						\$ -	N/A
Fringe Benefits						\$ -	N/A
Employee Health						\$ -	N/A
Pension/Retirement						\$ -	N/A
Payroll Taxes, etc.						\$ -	N/A
Other (unemployment, life insurance, etc)						\$ -	N/A
Total Personnel Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	N/A
OPERATING EXPENSES							
Administration							
Professional Fee & Contract service						\$ -	N/A
Utilities						\$ -	N/A
Other						\$ -	N/A
Rent						\$ -	N/A
Travel/Transportation						\$ -	N/A
Insurance (not employee health)						\$ -	N/A
Materials & Supplies						\$ -	N/A
Telephone, Fax, ISP						\$ -	N/A
Postage and Shipping						\$ -	N/A
Occupancy/Building/Utilities						\$ -	N/A
Equipment Rental and Maintenance (including contracts)						\$ -	N/A
Outside Printing, Art Work, etc.						\$ -	N/A
Conferences, Conventions, etc.						\$ -	N/A
Special Assistance to Individuals						\$ -	N/A
National Dues/Support Payments						\$ -	N/A
Organization Dues (other than above)						\$ -	N/A
Awards and Grants						\$ -	N/A
Fund Raising/Self-Support Activities						\$ -	N/A
Miscellaneous						\$ -	N/A
Equipment Purchases (incl. capital expenses)						\$ -	N/A
Depreciation						\$ -	N/A
Other Expenses (Please list separately any major item)						\$ -	N/A
City Council meetings - shooting, editing and captioning					\$ 90,000		
Additional services - WTCI web upload, duplication, caption extraction, EPB upload, online publishing & promotion					\$ 29,190		
Operating Expenses Total		\$ -	\$ -	\$ -	\$ 119,190	\$ -	N/A
TOTAL OPERATIONS		\$ -	\$ -	\$ -	\$ 119,190	\$ -	N/A
REVENUE OVER/ (UNDER) OPERATIONS		\$ -	\$ -	\$ -	\$ -	\$ 119,190	N/A



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: **Proximity1**

Lead Agency: **WTCI.PBS**

Collaborating City Department(s): **Economic and Community Development**

Contact Name: **Susan Cates – Scates@wtciTV.org - 423-702-7807**

Primary Results Area: **Innovation Fund**

Offer Cost (Funding Request): **\$50,000**

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Proximity1 is a web, tablet and smartphone-based content aggregator that will push local content to subscribers based on channel preferences. Voted the #1 “Best Vision for the Future of Chattanooga” at Hackanooga 2012, Proximity1 is being developed by a WTCI-led team with the following goals: to re-invent public media by changing the way local providers share their information and learn from each other. According to Paul Grove, WTCI President and CEO, “While broadcast is still where the majority of people go to watch the content they care about, WTCI understands that to truly serve the people as this community’s PBS station, we have to reach them across all platforms—cable, satellite, web and mobile media. We believe digital media’s role is in creating greater opportunities for creativity and civic engagement.”

With the explosion of information in the 21st century, it has become more difficult to navigate simply through the vast body of knowledge. By developing a central site where information is readily available, all citizens are able to navigate and explore, take media into their own hands, learn from each other, contribute to the body of knowledge exploding in our city, and embrace change.

Visitors to the site will be able to choose a category & view and browse content that is of interest to them. Users will be able to create personalized channels for their preferred content such as Arts, Civic Innovation (open Government), Education, Entrepreneurship & Startups, Faith, Government, Greater Good, Health and Wellness, Music, Outdoor, and Visitors. Content would include video clips, audio clips, images, data and training materials that will be organized into useful groups to be easily ‘consumed’ by the users. The initial



City of Chattanooga

FY15 Offers

Proximity1 release will include a responsive web-based administrative portal where administrators can manage what categories of content are offered and add/or subtract content to each individual category. The immediate goals are to secure at least 50 content partners; recruit college students in the IT, design, media and related fields to help with content curation.

Proximity1 is in the development stages and has received a total of \$65,000 to date from the Maclellan, McKenzie and Community Foundations and is in contention for other funding opportunities. WTCI has contracted with a web developer who anticipates the site will be ready for review and beta testing in April. Plans are to launch the site by hosting Daniel X O'Neill from Smart Chicago and everyblock.com for an open forum to be held in WTCI's 4200 square foot studio with UStream/Ovee streaming to other parts of the city, such as the 4th floor of the Library. A panel of beta users would include bloggers, city open government representatives, educators, outdoors experts, healthcare leaders and entrepreneurs. The event is planned for May 15th and will be coordinated with community partners like CoLab/GigTank, City Hall, and the Library.

WTCI is seeking funds from the City of Chattanooga to develop the prototype for Proximity1, the app that will revolutionize the way local communities receive and share high quality content. The platform is being designed so that additional communities can be easily brought online with no additional programming required. Through discussion with PBS and community PBS stations, we have learned that P1 is a platform that they will use in their communities. Kansas City in particular is interested in working with us through the Beta phase of this project.

By expanding Proximity1 to other markets, we become ambassadors for the City of Chattanooga, showing how this visionary project has evolved through the collaboration of public/private funding, further illustrating the aggressive, 'can do' attitude of the City, which attracts entrepreneurs and new business growth.

Identify Which Desired Outcomes This Offer Impacts:

1. increase citizen satisfaction with services
2. increase in new business created
3. increase awareness of existing employment opportunities

BUDGET REQUEST

Summary: **(Please complete based on information contained in Attachment F)**

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Proximity1	\$50,000		\$50,000	

Capital Budget Impact? **Yes** x **No** **\$Amount**

Financial Offsets: *(Please list other revenues associated with the specific program for which funding is requested)*

Name:	Amount:
Maclellan Foundation (received)	\$20,000
Community Foundation (received)	\$20,000
McKenzie Foundation (received)	\$20,000
Anonymous (received)	\$5,000

PERFORMANCE DATA



City of Chattanooga

FY15 Offers

Measurement 1:

"The digital age is creating an information and communications renaissance. But it is not serving all Americans and their local communities equally. It is not yet serving democracy fully. How we reach, individually and collectively, to this democratic shortfall will affect the quality of our lives and the very nature of our communities."

Comment from the Knight Commission report, Waldman et al., p. 10

Measurement 2:

"Public broadcasting, newspapers, magazines, and network newscasts have all played a central role in our democracy, informing citizens and guiding public conversation. But the top-down dissemination technologies that supported them are being supplanted by an open, many-to-many networked media environment."

Public Media 2.0: Dynamic, Engaged Publics, White Paper from the Center for Social Media at the School of Communications, American University, February 2009

Measurement 3:

"In general, studies indicate that public television stations....have offered high-quality educational, cultural, and national news and public affairs programming. PBS is currently the most trusted and neutral source for news, according to polls. However, public TV plays a minimal role in providing local programming including news and accountability journalism. Further, the FCC presents a vision in which a local public television station could serve as the leader or focal point of a Community Media Center. They should consider shifting their mission towards teaching digital literacy; partnering with other institutions that provide nonprofit programming; and working to increase the transparency of government and other civic institutions."

White Paper from the Center for Social Media at the School of Communications, American University, February 2009

Return on Investment:

How do citizens benefit? Citizens are better informed and engaged and therefore will have the necessary skills to process, evaluate, and act upon the knowledge in circulation. This technology allows for diversity of input and mutual respect necessary for democratic deliberation.

Does this activity leverage other financial resources? With Proximity1 as the hyper-local aggregator where everyone goes to gather information, the users will become more aware of WTCL, its programs and services that serve the community. The success of the app would likely enhance ancillary revenue streams for WTCL.

How does this activity decrease costs over time for the City? Transforming civic knowledge into civic action is an essential part of democracy. Better informed citizens are able to make more strategic decisions about what is essential to the running of the city government. They are better able, therefore, to understand cost-cutting decisions.

How can this program become sustainable without City funding? As the dominant purveyor of locally-focused, high quality, digital content for Chattanooga, WTCL will be able to develop new revenue streams based on marketing this new resource. After the app is built and beta-tested and content partners are on-board, WTCL will be able to share/rent its content production capability with other nonprofits and new media ventures that need multimedia support. We plan to be sustainable through modest fees for users who choose to participate with in-app purchases, content partners' revenue sharing for viral content, founding sponsorships for the app and various channels, donations, and licensing fees to PBS stations and non-PBS communities who want Proximity1 as a vehicle for information sharing.

Attachment F: Budget Format

Agency Name: **WTCl**

CITY OF CHATTANOOGA

FY 2015 Agency Funding Financial Form

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private				\$ 5,000	\$ 5,000	\$ 5,000	N/A
Bequests							
Corporate/Organizations/Churches						\$ -	N/A
Fees/Grants from Governmental Agencies							
Federal						\$ -	N/A
State						\$ -	N/A
State Race to the Top Grant							
Hamilton County						\$ -	N/A
City of Chattanooga				\$ 50,000	\$ 50,000	\$ 50,000	N/A
Other Cities (Please list)						\$ -	N/A
United Way							
Foundations (including grants)					\$ 60,000	\$ 60,000	N/A
Gross Proceeds Special Events						\$ -	N/A
Other UWs/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						\$ -	N/A
Other Program Income						\$ -	N/A
Sales to Public						\$ -	N/A
Investment Income						\$ -	N/A
Miscellaneous						\$ -	N/A
Other Revenues (Please list separately any major item)						\$ -	N/A
In-kind Contributions							
Capital contributions							
Capital Grants							
Transfers in from other internal budgets						\$ -	N/A
Income from Previous Year						\$ -	N/A
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 115,000	\$ 115,000	N/A
OPERATIONS							
Personnel Expenses							

Attachment F: Budget Format		Agency Name:		WTCI				
Salaries							\$ -	N/A
Fringe Benefits							\$ -	N/A
Employee Health							\$ -	N/A
Pension/Retirement							\$ -	N/A
Payroll Taxes, etc.							\$ -	N/A
Other (unemployment, life insurance, etc)							\$ -	N/A
Total Personnel Expenses		\$ -	\$ -	\$ -	\$ -		\$ -	N/A
OPERATING EXPENSES								
Administration								
Professional Fee & Contract service						\$ 170,000	\$ 170,000	N/A
Utilities							\$ -	N/A
Other							\$ -	N/A
Rent							\$ -	N/A
Travel/Transportation							\$ -	N/A
Insurance (not employee health)							\$ -	N/A
Materials & Supplies							\$ -	N/A
Telephone, Fax, ISP							\$ -	N/A
Postage and Shipping							\$ -	N/A
Occupancy/Building/Utilities							\$ -	N/A
Equipment Rental and Maintenance (including contracts)							\$ -	N/A
Outside Printing, Art Work, etc.							\$ -	N/A
Conferences, Conventions, etc.							\$ -	N/A
Special Assistance to Individuals							\$ -	N/A
National Dues/Support Payments							\$ -	N/A
Organization Dues (other than above)							\$ -	N/A
Awards and Grants							\$ -	N/A
Fund Raising/Self-Support Activities							\$ -	N/A
Miscellaneous							\$ -	N/A
Equipment Purchases (incl. capital expenses)							\$ -	N/A
Depreciation							\$ -	N/A
Other Expenses (Please list separately any major item)							\$ -	N/A
Programming								
Interest expenses								
In-kind expenses								
Operating Expenses Total		\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 170,000	N/A
TOTAL OPERATIONS		\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 170,000	N/A
REVENUE OVER/ (UNDER) OPERATIONS		\$ -	\$ -	\$ -	\$ -	\$ (55,000)	\$ (55,000)	N/A



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Fredrick Davis Documentary and outreach using OVEE (Online Video Engagement Experience)
Lead Agency:	WTCL.PBS
Collaborating City Department(s):	Youth and Family Development
Contact Name:	Susan Cates - SCates@wtciTV.org - 423-702-7807
Primary Results Area:	Innovation Fund
Offer Cost (Funding Request):	\$40,000

RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description: *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

WTCL has secured partial funding for a documentary, "From the Streets to the Stage", the story of Fredrick Davis, a 27 year-old African-American dancer, who as a child from the projects in East Lake, found salvation through the Dance Alive Program at the City's Recreation center. His strength and will, combined with the community of caring, motivated people, helped him rise up and make his dreams a reality. Davis' life is an inspiring success story that exemplifies both the powerful life-saving impact of dance and the City of Chattanooga's innovative approach to the arts, crime reduction and cultural value.

As individuals and organizations learned about Davis and his personal difficulties, recognized his dancing abilities and witnessed his determination, they were inspired to become involved and provide support and encouragement for him to succeed. At age 11, Davis' first exposure to dance was life-changing. In 1998, he was encouraged to audition for the Department of Chattanooga Parks and Recreation's Dance Alive Program, offered in collaboration with Ballet Tennessee. The program reflects diversity in cultural programming, provides positive alternatives for at-risk youth and provides mentoring and personal empowerment so that youth may realize their unique gifts and achieve their highest potential. Telling his story will give other at-risk youth the hope and desire to accomplish their life's goals

Davis found hope and purpose through ballet, fostered by the guidance provided by Chattanooga Parks and Recreation Center at East Lake, Ballet Tennessee, the Center for Creative Arts and a caring community. Keith Sanford, First Tennessee Bank says, "The Fredrick story showcases that 'can do' attitude that Chattanooga has had of a public-private



City of Chattanooga

FY15 Offers

partnership of working together to get fabulous results and I think Fred exemplifies that 'can do' spirit in that he has come from exhausting circumstances to be somebody. Funds have been raised to produce the documentary and engage Fredrick in master classes with the youths at the Family and Youth Development Centers.

WTCI proposes that the City share Fredrick's journey by utilizing the airwaves through the documentary; the web through PBS' own OVEE web technology and other online tools, and local discussion and activities here in town. OVEE is the innovative online social media screening platform that enhances the TV experience by serving public media with streaming videos from PBS, YouTube and UStream.

In late 2010 the Independent Television Service launched OVEE, the online engagement tool that ITVS calls "the world's first fully functional social screening platform." *WTCI has been one of the beta testing stations.* OVEE is like a traffic management tool. The concept is simple: gather viewers online in one spot to converse electronically as they watch PBS and local station content. It lines everyone up so the individual streams on PBS.org are all synched within three seconds of each other. It connects audiences anytime, anywhere, allowing them to watch together online and interact with quality, trusted content. Live chat, polls, emoticons and panel moderators make this unique, online viewing experience ideal for connecting people through technology in a safe, moderated forum, expanding the viewing experience into a wider public discussion.

These discussions can connect people *anytime, anywhere* in constructive conversations about challenging social topics, cultural experiences and community goals. Recently WTCI hosted a multi-event screening of Ken Burns' *Central Park Five*, a documentary exploring the complex issues of racism, media sensationalism and legal and civil rights. The event introduced Howard High School students to a complex issue, allowing them to experience the documentary while interacting online with a member of the Chattanooga Police Department, one of the documentary's producers and of the wrongfully-convicted. Students were empowered to share their experiences with Chattanoogaans through a radio call-in experience and were engaged through resources and online commentary.

Through OVEE screenings and on-air at WTCI-PBS, "From the Streets to the Stage" will be made available to all City Family and Youth Development Centers, appropriate schools (such as Chattanooga Center for Creative Arts, Fredrick's high school) Ballet Tennessee, the Arts and Education Council Back Row Film Series, other arts organizations and churches. Fredrick will interact through on-line chats in New York from the Dance Theatre of Harlem with youths from the city, offering hope and inspiration to at-risk youth.

Paul Grove, President and CEO of WTCI says, *"The efforts to reach our audience through more venues than just TV, such as the OVEE platform, are critical to our station's goal of servicing today's audience."*

Anna Van Cura with Ballet Tennessee states, *"Fredrick's story shows us everything that's right within the arts and the community-from supporters of the program where Fredrick got his start, to the city of Chattanooga, corporations, schools, churches, and Fredrick's own determination and motivation. We are celebrating it all."*

To further highlight this powerful story, Fredrick will travel back to Chattanooga, offering master classes to youth at the Youth and Family Development Centers and speaking at schools. He says, *"I come back every year to teach at Dance Alive; to help give something back to the program that has nourished me and given me the foundation to be able to dance in New York."*

As Fredrick says, *"Let no one tell you what you can't be."*

* For an overview of the Fredrick Davis story log onto: <http://www.youtube.com/watch?v=0xFOl3LwjSM>

Identify Which Desired Outcomes This Offer Impacts:

1. reduce juvenile crime
2. fewer kids dropping out of school
3. more kids graduating high school and career ready

BUDGET REQUEST

Summary: (Please complete based on information contained in Attachment F)



City of Chattanooga

FY15 Offers

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
OVEE	\$40,000		\$40,000	n/a

Capital Budget Impact? Yes x No Amount

Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name: First Tennessee Bank	Amount: \$20,000
George R Johnson Family Foundation	\$10,000
Epb	\$10,000
Blood Assurance	\$7,800

PERFORMANCE DATA

Measurement 1:

The arts reach students who are not otherwise being reached. "Young people who are disengaged from schools and other community institutions are at the greatest risk of failure or harm. A key outcome for youth engaged with the arts is not just academic development, but also work opportunity--the chance for youth to apply skills, techniques and habits of mind through employment in the arts and/or community-related fields."

Shirley Brice Heath, Stanford University and Carnegie Foundation for the Advancement of Teaching

Measurement 2:

"Arts integrated lessons contribute more to skills- from speaking, to motivation to decision-making- beyond what shows up on report cards or in standardized test scores. High arts participation makes a more significant difference to students from low-income backgrounds than for high-income students."

Professor James S. Catterall, School of Education & Information Studies, Los Angeles, CA 90095

Measurement 3:

Engage community leaders and resources. "The single most critical factor in sustaining arts education in (their) schools is the active involvement of influential segments of the community in shaping and implementing the policies and programs of the district." Effective arts learning out of school also requires the active engagement of the community."

Champions of Change Studies, Professor James S. Catterall

Return on Investment:

How do citizens benefit? Reduced crime rate; lower amount of taxes spent on social-services.

Does this activity leverage other financial resources? Yes, it allows funds to bring Fredrick to Chattanooga to conduct master classes for youth and to allow the documentary to be produced and aired locally.

How does this activity decrease costs over time for the City? By decreasing funds spent on crime-reduction. Often "problem" students become the high-achievers in arts learning settings. Success in the arts becomes a bridge to learning and eventual success in other areas of learning.

How can this program become sustainable without City funding? As this is a one-time project, sustainability is not a consideration. This proposed application of the web-based technology through OVEE is designed to enhance the powerful documentary one young man, Fredrick Davis, so that his story can inspire other at-risk youth to fulfill their full potential, and make smart choices. Community screenings, after-school OVEE screenings and facilitated engagement and discussions will continue to allow other programs' messages to resonate in the community.

Attachment F: Budget Format	Agency Name:	WTCI					
CITY OF CHATTANOOGA							
FY 2015 Agency Funding Financial Form							
Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private						\$ -	N/A
Bequests							
Corporate/Organizations/Churches					\$ 17,800	\$ 17,800	N/A
Fees/Grants from Governmental Agencies							
Federal						\$ -	N/A
State						\$ -	N/A
State Race to the Top Grant							
Hamilton County						\$ -	N/A
City of Chattanooga					\$ 40,000	\$ 40,000	N/A
Other Cities (Please list)						\$ -	N/A
United Way							
Foundations (including grants)					\$ 30,000	\$ 30,000	N/A
Gross Proceeds Special Events						\$ -	N/A
Other UW's/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						\$ -	N/A
Other Program Income						\$ -	N/A
Sales to Public						\$ -	N/A
Investment Income						\$ -	N/A
Miscellaneous						\$ -	N/A
Other Revenues (Please list separately any major item)						\$ -	N/A
In-kind Contributions							
Capital contributions							
Capital Grants							
Transfers in from other internal budgets						\$ -	N/A
Income from Previous Year						\$ -	N/A
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 87,800	\$ 87,800	N/A
OPERATIONS							
Personnel Expenses							

Attachment F: Budget Format		Agency Name:		WTCl				
Salaries						\$ -		N/A
Fringe Benefits						\$ -		N/A
Employee Health						\$ -		N/A
Pension/Retirement						\$ -		N/A
Payroll Taxes, etc.						\$ -		N/A
Other (unemployment, life insurance, etc)						\$ -		N/A
Total Personnel Expenses		\$ -	\$ -	\$ -	\$ -	\$ -		N/A
OPERATING EXPENSES								
Administration								
Professional Fee & Contract service						\$ -		N/A
Utilities						\$ -		N/A
Other						\$ -		N/A
Rent						\$ -		N/A
Travel/Transportation						\$ 2,000		N/A
Insurance (not employee health)						\$ -		N/A
Materials & Supplies						\$ 1,000		N/A
Telephone, Fax, ISP						\$ -		N/A
Postage and Shipping						\$ -		N/A
Occupancy/Building/Utilities						\$ -		N/A
Equipment Rental and Maintenance (including contracts)						\$ -		N/A
Outside Printing, Art Work, etc.						\$ -		N/A
Conferences, Conventions, etc.						\$ -		N/A
Special Assistance to Individuals						\$ -		N/A
National Dues/Support Payments						\$ -		N/A
Organization Dues (other than above)						\$ -		N/A
Awards and Grants						\$ -		N/A
Fund Raising/Self-Support Activities						\$ -		N/A
Miscellaneous						\$ -		N/A
Equipment Purchases (incl. capital expenses)						\$ -		N/A
Depreciation						\$ -		N/A
Other Expenses (Please list separately any major item)						\$ -		N/A
Production and technical services						\$ 37,000		N/A
Production						\$ 110,000		N/A
						\$ -		N/A
Operating Expenses Total		\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	N/A
TOTAL OPERATIONS		\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	N/A
REVENUE OVER/ (UNDER) OPERATIONS		\$ -	\$ -	\$ -	\$ -	\$ (62,200)	\$ (62,200)	N/A

ATTACHMENT B: COMPARATIVE FINANCIAL INFORMATION

Agency Name: **WTCI**

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 2012 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County population*
Chattanooga \$ 179,190	8.0%	49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)	0.0%	
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	
Percentage of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga	As a TV station our	49.83%
Unincorporated Hamilton County	services are	30.22%
Hamilton County Government's (General funds)	available to our	
Collegedale	entire viewing	2.46%
East Ridge	area which includes	6.24%
Lakesite	100% of the	0.54%
Lookout Mountain	City of Chattanooga	0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	

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

Attachment D: Schedule of Positions, Salaries & Wages

Agency Name: WTCI

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

Title of Position	Last Name, Initial	Full Time or Part Time	Years Employed	Current - FY 2014			Projected - FY 2015 (3)		
				Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
Pres./CEO	Grove, P	FT	8	52	145,033	Yes	52	145,033	Yes
VP Business & Finance	Cates, S	FT	9	52	59,472	Yes	52	59,472	Yes
VP Development	Christensen, J (1)	FT	<1	31	75,000	Yes	52	75,000	Yes
VP Technical Services	Fuqua, B	FT	26	52	66,066	Yes	52	66,066	Yes
VP Content & Digital Strategy	Vacant (2)	FT		15	62,016	Yes	52	62,016	Yes
Director of Education	Ballard, A	FT	<1	47	55,000	Yes	52	55,000	Yes
Director of Corporate Sales	Cater, A	FT	6.5	52	25,345	Yes	52	25,345	Yes
Membership Manager	Ross, C	FT	<1	43	32,000	Yes	52	32,000	Yes
Traffic Director	Carpenter, P	FT	37	52	41,768	Yes	52	41,768	Yes
Public Relations	Crutchfield, J	FT	2	52	40,296	Yes	52	40,296	Yes
Production Manager	Townley, S	FT	6.5	52	35,056	Yes	52	35,056	Yes
Creative Director	Plecas, S	FT	10	52	36,423	Yes	52	36,423	Yes
Executive Assistant	Burkett, J	FT	2	52	27,518	Yes	52	27,518	Yes
Accounting Asst	McDowd, L	PT	6.5	52	20,790	Yes	52 (FT)	30,000	Yes
Videographer/Prod	Tilghman, R	FT	4	52	31,930	Yes	52	31,930	Yes
Videographer/Prod	Compton, E	FT	4.5	52	28,340	Yes	52	28,340	Yes
Producer/Reporter	Elliott, K	PT	18	52	20,800	Yes	52	20,800	Yes
Master Control Operator	Eustice, J	FT	6	52	20,800	Yes	52	20,800	Yes
Master Control Operator	Davis, M	FT	19	52	29,952	Yes	52	29,952	Yes
Master Control Operator	Davenport, M	PT	3.5	52	15,600	Yes	52	15,600	Yes
Master Control Operator	Holland, J.	PT	10.5	52	13,650	Yes	52	13,650	Yes
(1) - Position vacant as of 3/6/14									
(2) - The person holding this position is deceased and position has not yet been filled									

(3) - Our budgeting process has just begun, on going personnel needs have not been determined at this point.

List positions of all employees in order of responsibility

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

Agency Name: WTCI

Program/Project Title	Name of Funding Source	FY 2010	FY 2011	FY 2012	FY 2013	FY2014	FY 2015 (Projected)
CSG, LSG & INTERCONNECT	CPB	\$ 762,030	\$ 727,637	\$ 704,795	\$ 687,542	\$ 711,849	**
DEPT OF ED	State of TN	\$ 508,085	\$ 546,732	\$ 508,085	\$ 469,439	\$ 450,132	\$ 450,132 ***
WTCI	Viewers	\$ 390,977	\$ 384,713	\$ 392,818	\$ 430,092	\$ 450,947	\$ 460,000 *
CITY COUNCIL	City of Chatt	\$ 45,000	\$ 50,650	\$ 80,000	\$ 85,000	\$ 85,000	\$ 119,190
COUNTY COMMISSION	Hamilton Cty	\$ 30,000	\$ 30,000				
RACE TO THE TOP	State of TN				\$ 50,000	\$ 274,000	\$ -
Subtotal, Major Funding Sources		\$ 1,736,092	\$ 1,739,732	\$ 1,685,698	\$ 1,722,073	\$ 1,971,928	\$ 1,029,322
Total, All Revenue Sources		\$ 2,682,544	\$ 2,763,131	\$ 2,736,572	\$ 2,517,262	\$ 2,800,693	\$ 2,502,322
* Current year rec'd from viewers is a projection for the end of the year - 6/30/13. Next years is a rough estimate being as the budgeting process is just getting started.							
** CPB is determined by a funding formula. Until all of the pieces to the formula are available it is difficult to know what that funding will be.							
*** State funding amounts are not requested. The amounts received are determined by the state budgeting process. There is the possibility that this funding could be reduced or eliminated. However we are expecting flat funding							



City of Chattanooga

FY15 Offers

OFFERSUMMARY

Offer Name: **Chattanooga Hybrid Intervention Program (CHIP)**

Offer Number: **5** Department: _____ Offer Rank: **5**

Lead Department: **Youth and Family Development** Collaboration: **Y ___ N_X__**

Administrator: **Lurone Jennings**

Offer Cost: **\$146,239.86** Primary Results Area: **Smarter Studentss, Stronger Families**

RESULTS AREA

1. **Safer Streets** –Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** –Data-driven decision-making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** –Something different – processes, services, technologies, ideas. Shifting the way government operates.

DETAILS

Description:*(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

This program will be a collaborative effort with Village Virtual and IVY Academy. The target students are ones that are not progressing in their current school and are creating an environment that causes the school to be less productive. We will provide an avenue for the student to catch up on their work and earn a Tennessee diploma. Village Virtual will provide the online classes, the courses will be completed in our centers, and IVY Academy will oversee the credits and issue the diploma. Most of the cost will be the funded from state FTE funds. The money will go to IVY Academy and they will pay Village Virtual. This request is for 2 staff members to work as coaches and be the link between the schools and IVY/Village Virtual, and to monitor the progress. Also, a part time person will complete necessary paperwork and track the students. We are requesting 10 computers that can be placed in the centers that this program creates a burden on in order to maintain their current programs.

This result of this program will be determined by the number of graduates. However, there will be multiple other indicators that will be less concrete. Schools will become more productive due to the removal of disruptive students, our streets will be better due to less dropouts, and our economy will increase due to more employable citizens.

We expect this program to revolutionize how we address struggling students. Most schools have limited options and must choose to continue dealing with disruptions, or kick students out of school with no other means for bettering themselves. This program provides another, more positive option. If we do not address these students and meet them at a time of their greatest need, then they will become a greater burden to the city.



City of Chattanooga

FY15 Offers

Identify Which Desired Outcomes from Request for Offer(s) that Offer Impacts:

1. Smarter Students, Stronger Families – We will provide a path for students that have fallen so far behind that they cannot earn a diploma through traditional means. They will be able to access courses year round and earn the required credits to graduate on time.
2. Safer Streets – This program provides an alternate pathway to dropping out of school and working on the streets. Students will have a renewed sense of hope and therefore choose a path that will be better for the community.
3. Growing Economy – Increasing the number of citizens with high school diplomas will attract more businesses.

BUDGET REQUEST

Summary:(Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Youth and Family Development	\$129,239.86	\$17,000	\$146,239.86	100%	2
				0%	
Total	\$ 129,23239.86	17,000	\$ 146,239.86	100%	2

\$ *Amounts MUST agree with collaborator totals for this offer

Department
Capital Budget Impact? Yes X No \$Amount
**Please prepare and attach Capital Budget Request Form*

Financial Offsets:(Please list any Revenue e.g. golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
State and Local FTE Dollars	\$6800 per child

PERFORMANCE DATA

Measurement 1:Students earning diploma on time

FY2012	FY2013	FY2014	FY2015 Target
			25

Measurement 2:Percentage of students finishing the program

FY2012	FY2013	FY2014	FY2015 Target
			85%



City of Chattanooga

FY15 Offers

Measurement 3: Completed courses over 1 year per student

FY2012	FY2013	FY2014	FY2015 Target
			10

Return on Investment:

How do citizens benefit? The students enrolled in the program will have a chance to earn a high school diploma. This will provide a new path in which they will be able to see success. This will increase their willingness to participate in school. This will also keep the students off the streets where they would be involved in unlawful activities. Also, the schools will improve their operations because the number of disruptions will be reduced.

Does this activity leverage other financial resources? Student funding from the state of Tennessee will follow the student to IVY Academy. This money will be used to pay for a majority of the program, including the classes from Village Virtual.

How does this decrease costs over time? Computers will be a 1 time purchase.