

One Chattanooga Relief & Recovery Plan

American Rescue Plan – State and Local Fiscal Relief Funds (SLFRF) Allocation Plan

CITY OF CHATTANOOGA

Mayor Tim Kelly

Joda Thongnopnua, Chief of Staff

Values that Guided the Process

- Focus on equity and disproportionately affected communities
- Prioritize catalytic impact over existing operational funding
- Accessibility for smaller, community-rooted organizations
- Take calculated risks on high-impact ideas
- Provide a real opportunity for community input into priorities
- Proximity to the problem matters

Chattanooga Equitable Recovery Commission

- The CERC was comprised of **12 community members and leaders** selected by Mayor Kelly, in collaboration with area partners.
- The CERC **did not select or evaluate projects**, but rather helped focus and hone key priorities to inform the development of this one-time allocation plan.
- The CERC met eight times and offered a recommendation on Tuesday, April 26 and the Mayor adopted the framework with modifications on Friday, April 29.

Name	Affiliated Organization
Alondra Gomez-Nunez	TN United
Rev. Ann Pierre	NAACP Chattanooga
Dr. Shewanee Howard-Baptiste	UTC
Ericka DeBruce	Unum
Katie Wells	Chattanooga-Hamilton County Medical Society
Lakweshia Ewing	Unlearn Everything
Marcus Cade-Johnson	TVFCU
Miles Huff	Cempa Community Care
Rev. Ernest Reid	Second Missionary Baptist Church
Quentin Lawrence	Pathway Lending
Yolanda Putman	The Howard School
Ketha Richardson	EPB

Developing the Plan

Timeline

- **October 26, 2021** – Mayor Kelly opens initial funding requests and CERC applications
- **January 26, 2022** – CERC membership announced; CERC kickoff meeting
- **February 4, 2022** – Deadline to submit initial funding requests
- **January 2022-April 2021** – CERC met to discuss and determine framework
- **April 26, 2022** – CERC issues recommended framework for ARP investments
- **April 29, 2022** – Mayor Kelly adopts CERC framework;
Formal applications launched through the NOFO process
- **June 3, 2022** – Deadline to submit final applications
- **July 8, 2022** – Proposed Chattanooga Recovery & Relief Allocation Plan released

Evaluation Dimensions

- Federal Compliance Review
- Time to Complete
- Community Outcome
- Racial Equity & Inclusion
- Organizational Scale
- Budget
- Other External Resources

Highly Competitive Process

- **Over \$200 million in requests** for \$30 million in available funding
- Administration worked to ensure **a variety of organizations received funding** while maximizing impact
- Just **13%** of the funding volume requested was actually awarded
- **Administration was able to fund 31% of applications** by trimming and consolidating some requests
- Over 200+ initial applications, nearly 100 applications in final stage

Accountability & Compliance

- All sub-recipient organizations are required to submit measurable outputs and will be required to submit regular reports against those defined output goals
- Administration to appoint a dedicated staff member to provide technical support, accountability, and coaching to all sub-recipient organizations
- UHY and the City's Grants & Opportunities team to provide compliance support to administration for extensive federal requirements

Allocation Plan

Homelessness Prevention & Recovery

Homelessness Prevention & Recovery

Project	Organization	Amount
Low Barrier Shelter	City of Chattanooga	\$2,840,000
Supportive Services	Step Up	\$1,500,000
Eviction Prevention Initiative	CFGC	\$1,000,000
TOTAL		\$5,340,000

Eviction Prevention Initiative

The Eviction Prevention Initiative (EPI) serves all renters who seek legal assistance during an eviction case and strives to coordinate resources that make landlords whole financially while supporting housing stability for the tenant.

- Co-funded by Pew Research, National Center for State Courts, Footprint Foundation and Community Foundation of Greater Chattanooga
- **Key Output:** Reducing eviction rates in Chattanooga
- **Administration Recommended Investment:** \$1 million

Step Up on Second Street

Step Up on Second Street delivers compassionate support to people experiencing serious mental health conditions and chronic homelessness to help them recover, stabilize, and integrate into the community.

- Step Up acts as a co-developer of motel conversions to dramatically scale access to supportive housing, an essential resource in the effort to end chronic homelessness.
- **Key Output:** 95 percent retention rate of all housed residents
- **Administration Recommended Investment:** \$1.5 million

Low Barrier Shelter

Chattanooga does not currently have a low-barrier shelter and this is consistently identified as a major pain point for service providers in delivering coordinated and consistent outreach services to the homeless population.

- A low-barrier shelter would serve as the primary access point to housing resources and other services.
- **Key Output:** Percentage decrease in unsheltered population
- **Administration Recommended Investment:** \$2.84 million

Affordable Homeownership & Home Repairs

Affordable Homeownership & Home Repairs

Project	Organization	Amount
Purchase-Rehab-Resale Program	CNE	\$1,000,000
Home Repair Program	Department of Community Development	\$500,000
Home Repair Program	World Changers	\$60,000
TOTAL		\$1,560,000

Purchase-Rehab-Resale Program

Chattanooga Neighborhood Enterprise (CNE) will create homeownership opportunities by enabling CNE to compete with outside investors by paying cash to purchase properties.

- This project will purchase homes within the city of Chattanooga. The houses purchased will be in the \$50,000- \$200,000 range to keep them affordable to households earning 80% or less of the area median income
- **Key Output:** Create homeownership for a minimum of 20 first-time home buyers
- **Administration Recommended Investment:** \$1 million

Home Repair Program – DCD

The Department of Community Development will pilot a collective impact framework of private, community, state, and federally funded housing repair and rehab programs that stabilizes housing for a minimum of 90 households.

- There is a constant demand from elderly, poor and disabled homeowners who need significant repairs that could possibly result in their home being condemned i.e. plumbing, structural, and electrical issues.
- **Key Output:** Previously ineligible repairs converted to eligible
- **Administration Recommended Investment:** \$500,000

Home Repair Program – WC

World Changers seek to assist as many homeowners as possible by helping with small home repairs and yard work. These repairs may consist of painting, yard work, repairing porches, adding wheelchair ramps, repairing leaky roofs, etc.

- Since 2004, World Changers Chattanooga has worked on 45 homes each year bringing the total impact to approximately 700 families.
- **Key Output:** Home repairs completed
- **Administration Recommended Investment:** \$60,000

Affordable Rental Housing Creation

Affordable Rental Housing Creation

Project	Organization	Amount
Housing Development Group for FBOs	Kingdom Partners	\$1,800,000
Senior Housing	Greater Tucker Community Development Corp.	\$1,500,000
Espero Project	AIM Center	\$1,500,000
Highland Park + Oak Grove Housing	CNE	\$1,000,000
TOTAL		\$5,800,000

Housing Partnership with FBOs

Kingdom Partners' Housing Development Group will work with Faith-Based Organizations (FBO's) and Non-Profits to develop affordable housing in Chattanooga.

- The churches include Love Fellowship (Avondale), Seventh Day Adventist (Orchard Knob), Power of Touch (Clifton Hills & Hickory Hills), Greater 2nd Missionary Baptist (North Brainerd), and Fellowship Missionary Baptist (Oak Grove).
- **Key Outputs:** FBOs working on affordable housing, units created
- **Administration Recommended Investment:** \$1.8 million

Senior Housing

Greater Tucker Community Development Corporation will address the City's chronic lack of high-quality, long-term affordable housing and soaring rents during the Pandemic through a new construction, senior affordable housing community adjacent to their church.

- The 63-unit community will be affordable to seniors with incomes below 60% & 50% AMI.
- **Key Outputs:** Number of new construction units available and affordable to very low (<50% AMI) and low (<60% AMI) income
- **Administration Recommended Investment:** \$1.5 million

Espero Housing

Espero Chattanooga will provide 60 units of affordable, permanent and supported housing to the City's most vulnerable and marginalized citizens improving the lives of residents and reducing the cost of care to the City and community systems of care currently accessed daily.

- Espero Chattanooga will be located at 1815 East Main Street, a 2.41 acre site located on one of the main arteries to downtown Chattanooga, in an area currently under redevelopment
- **Key Outputs:** Construction of 52 1-bedroom and 8 2-bedroom units.
- **Administration Recommended Investment:** \$1.5 million

Highland Park + Oak Grove Housing

CNE will create 82 new affordable and high-quality living units in two neighborhoods, 32 in Highland Park and 50 units in Oak Grove.

- This project will serve 82 households earning at or less than 80% of the area median income. Household size will range from one to five persons.
- **Key Outputs:** 82 income-restricted units created.
- **Administration Recommended Investment:** \$1.5 million

Expanding Local Access To Entrepreneurship

Expanding Local Access to Entrepreneurship

Project	Organization	Amount
Minority Business Resource Center	City of Chattanooga	\$1,400,000
Chattanooga Founder's Fund	CO.LAB	\$800,000
Revitalizing Alton Park	Net Resource Foundation	\$250,000
The Teaching Kitchen	RISE	\$250,000
Kitchen Incubator	LAUNCH	\$200,000
TOTAL		\$2,900,000

Minority Business Resource Center

The Minority Business Resource Center will be a city-led initiative with a non-profit partner to provide technical assistance, access to capital, and support to minority entrepreneurs to scale and expand local jobs and businesses.

- RFP issued and being scored to determine non-profit partner, will be located in the Kelly Building on MLK Blvd.
- **Key Outputs:** New business starts, local jobs created.
- **Administration Recommended Investment:** \$1.4 million

Chattanooga Founder's Fund

CO.LAB will develop the Chattanooga Founder's Fund to provide \$1 million of direct investment into under-represented founders. This \$1,000,000 direct investment into founders and their businesses will be leveraged into a \$4,000,000 regional seed fund from LaunchTN via US Treasury's SSBCI program.

- Founders/companies selected to participate in the fund will receive mentorship from the program's Entrepreneur-in-Residence (EIR).
- **Key Outputs:** 3x growth in capital of startup businesses, 3x growth in jobs from the selected startups.
- **Administration Recommended Investment:** \$800,000

Revitalizing Alton Park

The Net Resource Foundation proposes the “618 Project” with the purpose of revitalizing the Alton Park community and business district. The goal of the project is to turn an unsightly building situated in the heart of the community at the corner of 38th Street and Alton Park Boulevard, into the catalyst of a thriving community corridor.

- The community investment project will become a catalyst for business growth in the area.
- **Key Outputs:** Increased investment in the Alton Park community
- **Administration Recommended Investment:** \$250,000

The Teaching Kitchen

RISE will establish a working kitchen in our community space to address health challenges and food scarcity, while simultaneously providing opportunities for training in the culinary arts and job creation through partnerships with local restaurants and restaurateurs.

- RISE is in the early stages of establishing a workforce partnership pipeline with local restaurants and restaurateurs, specifically minority-owned establishments in and around East Chattanooga and downtown.
- **Key Outputs:** Increase in healthy food access
- **Administration Recommended Investment:** \$250,000

Kitchen Incubator

LAUNCH will increase economic equity and business opportunities for underrepresented populations by creating a kitchen incubator program that will elevate black and women owned businesses in the food industry.

- The Kitchen Incubator of Chattanooga (KIC) is more than a typical commercial kitchen; offering subsidized rent, programming, and support, specifically targeting underrepresented entrepreneurs
- **Key Outputs:** Increase in black and women-owned food businesses
- **Administration Recommended Investment:** \$200,000

Workforce Development Initiatives

Workforce Development Initiatives

Project	Organization	Amount
Partnership with HCS	Hamilton County Schools	\$2,900,000
EdConnect Expansion	The Enterprise Center	\$1,500,000
Family Prosperity Initiative	Urban League of Greater Chattanooga	\$1,000,000
Capital Investment	Urban League of Greater Chattanooga	\$500,000
TOTAL		\$5,900,000

Partnership with Hamilton County Schools

The City of Chattanooga and Hamilton County Schools will pursue multiple innovative, school-based workforce development initiatives that create pathways to career opportunities in the early learning and technology sectors.

- This would expand the City of Chattanooga's partnership with Hamilton County Schools and create a pipeline of high-demand talent.
- **Key Outputs:** Job placements, increased postsecondary opportunity
- **Administration Recommended Investment:** \$2.9 million

EdConnect Expansion

The Enterprise Center will build on the success of EdConnect by further expanding low/no-cost home broadband connectivity to low-income households, focusing specifically on opening access to families in enrolled in reskilling or early childhood programs.

- Initiative will significantly increase home broadband access to neighborhoods that have the lowest connectivity rates, including East Lake, East Chattanooga, and Brainerd.
- **Key Outputs:** Increased number of residents connected
- **Administration Recommended Investment:** \$1.5 million

Family Prosperity Initiative

The Urban League will offer intensive case management with wraparound support to ensure low-skilled, low wage, or non-credentialed workers of color have the opportunity to gain credentials in high growth industries.

- Participants persist and complete industry recognized credentials, financial literacy bootcamps, credit repair, and homebuyer education.
- **Key Outputs:** Increased earnings for participants
- **Administration Recommended Investment:** \$1 million

ULGC Center for Education, Workforce, and Family Empowerment – Capital Investment & Improvements

The Urban League has launched a new Center for Education, Workforce, and Family Empowerment, to create an easily accessible location to serve the community with training and credentialing programs.

- The City of Chattanooga is working closely with the Urban League to expand a wide range of workforce development services and views ULGC as a key reskilling partner.
- **Key Outputs:** Increase in postsecondary credentials
- **Administration Recommended Investment:** \$500,000

Improving Access to Mental Healthcare

Improving Access to Mental Healthcare

Project	Organization	Amount
Pediatric Mental Health Initiative	LifeSpring Community Health	\$600,000
Mental Health Outreach Initiative	First Baptist Cares	\$250,000
Mental Health Diversity Initiative	Richmont Graduate University	\$200,000
Mental Health Support in Emergency Departments	Volunteer Behavioral Health Care System	\$175,000
TOTAL		\$1,225,000

Pediatric Mental Health Initiative

LifeSpring Community Health will design and implement a mental health program for our pediatric patients and their families for conditions prevalent in youth and exacerbated by the pandemic such as anxiety, depression and substance use disorders.

- The initiative will serve an estimated 5,800 people. The vast majority of whom will be from low-income homes with low-access to quality healthcare and more likely to suffer from chronic diseases.
- **Key Outputs:** Increased number of patient referrals for mental health services
- **Administration Recommended Investment:** \$600,000

Mental Health Outreach Initiative

First Baptist Cares will partner with churches, non-profits, schools, and law enforcement to provide resources for critical mental health services for those who have traditionally lacked access.

- The proposed FBC Mental Health Outreach Initiative expands to partner with a network of 10 licensed clinicians and the clinical services will be located in a clinical setting or a trusted community space.
- **Key Outputs:** Increased cognitive and emotional performance among participating children and adults
- **Administration Recommended Investment:** \$250,000

Mental Health Diversity Initiative

Richmont Graduate University will increase the availability of mental health services to Black and other underserved, minority populations in the Chattanooga area short- and long-term by investing in the training and development of licensed counselors to serve these populations

- The program will support dozens of graduate students and interns in clinical mental health counseling programs to increase accessibility to representative mental health professionals.
- **Key Outputs:** Increase in minority licensed professional counselors
- **Administration Recommended Investment:** \$200,000

Emergency Department Mental Health

Volunteer Behavioral Health Care System (VBH) will serve adults who are uninsured or underinsured with low incomes who are experiencing a mental health (MH) crisis at Emergency Department in order to reduce response time for people who may be experiencing a crisis.

- This will reduce the amount of waiting and provide more timely access to the most clinically appropriate, safest, and least restrictive level of care for those visiting the ED for a mental health issue.
- **Key Outputs:** Improved mental health response times
- **Administration Recommended Investment:** \$175,000

Public Safety & Youth Engagement

Public Safety & Youth Engagement

Project	Organization	Amount
Violence Interruption Initiative	Community Haven	\$1,000,000
Public Safety Community Grants	Chattanooga City Council	\$900,000
FBO Mentoring Initiative	Kingdom Partners	\$500,000
Youth Trauma Interruption Initiative	The Pursuit of Happiness	\$500,000
YCAP Expansion - East Lake	YMCA	\$300,000
Mobile Production Lab	Dynamo Studios	\$200,000
Choices with Chess	Kingship Chess Group	\$150,000
Youth Development Program	Reach One, Teach One	\$75,000
Communicate, Chattanooga Project	Chattanooga School of Language	\$45,000
TOTAL		\$3,670,000

Violence Interruption Initiative

Community Haven will coordinate closely with the City of Chattanooga to design an evidence-based violence interruption program that deploys a street outreach team and resources to individuals at the highest-risk of being a victim or perpetrator of gun violence.

- The City of Chattanooga will provide robust technical assistance from experts in CVI (community violence interruption) initiatives and organizations.
- **Key Outputs:** Referrals to services, reduction in reported shootings
- **Administration Recommended Investment:** \$1,000,000

Public Safety Community Grants

The City of Chattanooga will administer a Council-directed funding opportunity for small, community-rooted organizations for public safety and youth mentorship/engagement initiatives.

- The administration will provide guidelines to Council on how these dollars can be allocated, as they must meet federal restrictions and guidelines.
- **Key Outputs:** TBD
- **Administration Recommended Investment:** \$900,000

FBO Mentorship Initiative

Kingdom Partners will launch a multi-organization mentorship network to create partnerships between youth, families, churches, schools, and communities.

- Mentoring Coordinators will be selected from at least 30 local churches and non-profits to recruit potential 300 mentors. Mentors will be paired through local organizations and community partners.
- **Key Outputs:** Increased academic performance for participating youth, number of mentors recruited
- **Administration Recommended Investment:** \$500,000

Youth Trauma Interruption Initiative

The Pursuit of Happiness will focus on interrupting cycles and patterns of trauma in youth by supporting their complete healing through improving and increasing access to opportunities for work and economic advancement while providing supportive role models from engaged community leaders.

- Its holistic, evidence-based approach rests on three key program pillars: Counseling, Mentoring, and Paid Internships
- **Key Outputs:** 175 youth in Chattanooga will have access to proven career pathways, increased school attendance, job placement
- **Administration Recommended Investment:** \$500,000

YCAP Expansion – East Lake

Y-CAP's main objective is to interrupt youths' progressive steps to school failure and dropout, delinquency, and other negative behaviors by addressing the underlying reasons behind their poor performance academically, absence from school, and negative, self-defeating behaviors.

- This project will create a new Y-CAP site in East Lake
- **Key Outputs:** Increased daily school attendance, achievement rates, decreased truancy and disciplinary infractions
- **Administration Recommended Investment:** \$300,000

Mobile Production Lab

Dynamo Studios will create a mobile production lab — a modular lab of production equipment that can be set up or packed up for educational programming. The mobility of the lab ensures that quality music+media production programming can be accessed through community centers and trusted community spaces.

- Adding music and media production programming to the City's community centers will make them more appealing to youth
- **Key Outputs:** Over 1,000 impacted individuals, increased academic performance, improved student behavior
- **Administration Recommended Investment:** \$200,000

Choices With Chess

Kingship Chess will positively impact kids and teens by introducing chess to participants. Additionally, Kingship Chess Academy will intentionally target 40-55 Seniors in an effort to use chess as a deterrent to first stage dementia and Alzheimer's disease

- Evidence demonstrates that school-based chess programs saw statistically significant improvements in academic performance and improved conflict resolution skills.
- **Key Outputs:** Nearly 300 impacted children, increased academic performance, improved student behavior
- **Administration Recommended Investment:** \$150,000

Youth Development Program

Reach One, Teach One serves as an early intervention resource for disenfranchised youth. Through leadership programs, mentors teach the youth to hold each other accountable for their actions. Peer-to-peer coaching and mentorship helps inspire the youth with resources that are used to improve the mental health of the kids in the community.

- This initiative will add chromebooks to engage youth in technology programs and provide staff training for trauma-informed care
- **Key Outputs:** Children served, improved academic performance
- **Administration Recommended Investment:** \$75,000

Communicate, Chattanooga Project

Chattanooga School of Language will provide customized language training (in Spanish and American Sign Language) to professionals on the front lines of community work, specifically educators, healthcare workers, public servants, first responders and social service workers.

- Helping local workers and organizations develop language and cultural skills will increase accessibility for our community members whose first language is not English.
- **Key Outputs:** Increase confidence and capability of first responders
- **Administration Recommended Investment:** \$45,000

Strengthening Our Early Learning System

Strengthening Our Early Learning System

Project	Organization	Amount
James A. Henry Renovation	Chattanooga Housing Authority	\$2,000,000
Early Learning Expansion	Purpose Point Learning Academy	\$750,000
Quality Matters Fund	Chattanooga 2.0	\$500,000
Early Learning Expansion	Pneuma Ministries	\$355,000
TOTAL		\$3,605,000

James A. Henry Renovation

The Chattanooga Housing Authority will renovate the historic James A. Henry school to allow for a significant expansion of Head Start seats in the Westside Community as a part of the Westside Evolves project.

- The requested funds will be used to renovate the existing James A. Henry School and to expand the footprint of the building to create a neighborhood hub. The community hub will be anchored by a 100-seat Head Start facility for young children.
- **Key Outputs:** Expand Head Start capacity by 40 seats
- **Administration Recommended Investment:** \$3 million (\$2 million from ARP)

Early Learning Expansion – PPLA

Purpose Point Learning Academy will build out 14,000 square feet at its early learning facility, adding 100 additional early childhood seats by October 2023.

- This would bring PPLA capacity to 196 students, providing quality seats in and for communities that need them most (37406, 37416 and 37411) and supporting the One Chattanooga early learning initiative.
- **Key Outputs:** Expand early learning seats by 100
- **Administration Recommended Investment:** \$750,000

Quality Matters Fund

Chattanooga 2.0 will address the childcare crisis and bolster the local child care workforce by reinstating the Quality Matters Fund.

- The 2022 QMF will fund best-fit recruitment and retention strategies for childcare businesses and provide stipends to new childcare subs in training
- **Key Outputs:** Number of child care teachers that receive professional development; number of new child care teachers eligible for WAGE\$ stipend from TDHS
- **Administration Recommended Investment:** \$500,000

Early Learning Expansion – Pneuma Ministries

Pneuma Ministries will construct a new licensed childcare facility to serve additional children.

- This would bring Pneuma Ministries' capacity to 100 students per year, expanding the number of seats by 76.
- **Key Outputs:** Expand early learning seats by 76
- **Administration Recommended Investment:** \$355,000

In closing, this plan:

- Prioritizes catalytic impact
- Ensures accountability
- Invests in community-rooted organizations
- Focuses on closing the gaps