

Chattanooga's Housing Action Plan

Progress Report and Implementation Strategy

Executive Summary

Eight months ago, the Kelly Administration released the [Housing Action Plan](#), a policy playbook that provides a menu of best-practice policy options to draw from as we work toward delivering on our commitment to ensure that every Chattanooga can have an affordable place to call home. Supplemented by the [Housing Needs Assessment](#) and the [Market Value Analysis](#), we have a clear picture of the affordable housing challenges Chattanooga is facing and the tools to make targeted interventions to meet those challenges.

Like much of the country, Chattanooga has experienced skyrocketing home prices and surging interest rates, making homeownership out of reach for all but the highest income earners. High interest rates for construction financing and building costs continue to make it difficult to build new rental units that are affordable to our workforce: our teachers, police officers, paramedics, and grocery store clerks. By 2030, Chattanooga faces a deficit of 7,500 affordable units.

In the face of these challenges, we are leveraging new resources and developing new tools to create and protect affordable housing opportunities. The Chief Housing Officer has worked closely with our housing partners, advocates, and housing service providers to continue the important work that was underway even before the Housing Action Plan was released. In the last 6 months, we have achieved outcomes aligned with each of the goals defined in the Housing Action Plan:

- Build the Housing Ecosystem
- Increase the number of affordable, quality, rental homes
- Expand access to homeownership and protect existing homeowners
- Work to make homelessness rare, brief, and non-recurring
- Move towards equitable housing for all Chattanoogaans

The goals of the housing action plan will continue to be carried out through collaboration with other agencies and City teams whose work is also critical to addressing housing needs. At this time, the following agencies are conducting ongoing initiatives that intersect with the Housing Action Plan goals and are critical to addressing city's housing needs:

- The Housing and Community Investments – 5 Year Consolidated Plan
- Chattanooga Housing Authority – Westside Evolves Choice Neighborhood Initiative
- The Regional Planning Agency (RPA) – Updated zoning code and Plan Chattanooga Area Plans
- The Mayor's Office – Bloomberg Innovation Team and Community Change Grant

- Mayor's Office – Homelessness Strategy

All of these elements are critical to meeting the affordable housing needs of the City and its residents, and should be included in our implementation plan.

This implementation strategy and progress report provides an update on what the housing team and its partners have accomplished in the first 6 months since the plan was released and identifies our priorities for the next 6 months. Beyond these ongoing and immediate priorities, the plan provides a framework to ensure all recommended HAP policies, initiatives, and programs are accounted for and there is clear delegation for each action. Finally, this plan provides a framework for measuring and monitoring progress towards housing goals and recommendations to ensure there are systems in place for evaluating progress.

Implementation Strategy and Progress Report

Chattanooga's Housing Action Plan was released in August 2023. The plan is a policy play-book that provides best practices, policy recommendations, and strategic actions the City and its partners should pursue to address the City's growing housing challenges. The plan includes over 40 recommendations with 60 corresponding actions. Five different City departments and agencies are responsible for implementation of these recommendations and actions, under the leadership of Mayor Tim Kelly and Chief Housing Officer Nicole Heyman. The Chief Housing Officer leads the Office of Housing and Community Investments (HCI), which is composed of two divisions: a policy division led by the Director of Housing Policy and a division that manages entitlement grants from the Department of Housing and Urban Development. The Chief Housing Officer and Director of Housing Policy are the leads for implementation of the Housing Action Plan. The entire HCI team, housing and community partners, philanthropic organizations, lending organizations, and other housing agencies at the state and local levels are all critical to successful implementation of these goals.

We have made significant strides towards implementing major actions recommended in the HAP, and there have been many wins along the way. New strategies have emerged as we have worked towards implementing these recommendations and as the Chief Housing Officer has forged new partnerships. This Progress Report and Implementation Strategy serve two purposes as the City approaches a critical juncture, with the one year anniversary of the Housing Action Plan quickly approaching:

1. **Articulate progress and immediate priorities to the public and external stakeholders:** The progress report communicates the actions we have prioritized since the Plan was released and what we hope to achieve within 1 year of the HAP's release. As Mayor Kelly approaches the election for his second term in the Spring of 2025, conveying this progress to our stakeholders and the public is critical.
2. **Establish structures for measuring outcomes and continuing progress for internal stakeholders:** As the City makes investments, adopts new policies, and creates new funding mechanisms to support our HAP goals, ensure we are measuring the impact of these efforts. As new priorities emerge and partnerships are clarified, ensure there is a clear lead for implementation with identified stakeholders and partners, and the timeline is established. Once these frameworks are established, these metrics and strategies can be shared with members of the public and external stakeholders selectively.

Overview of Chattanooga's Housing Action Plan, Goals, and Progress

The Chattanooga Housing Action Plan is the City of Chattanooga's first comprehensive housing plan. The plan was developed by the consulting firm HR&A over the course of 8+ months, in partnership with the Chief Housing Officer, Nicole Heyman, and several other key internal stakeholders, including the Department of Economic Development's Housing and Community Investment division (HCI), the Regional Planning Authority (RPA), the Mayor's Office, the Office of Homelessness and Supportive Housing (OHS), and many others. Additionally, an advisory committee of housing developers, real estate professionals, local philanthropy and community development finance institutions, lenders, and community leaders also provided critical feedback and guidance for the plan.

The **Housing Action Plan is a living document**, which provides context, recommendations, and best practices to address Chattanooga's housing needs. The Housing Action Plan addresses 5 goals, which provide a framework for areas where the City and its partners should focus its efforts to address housing needs.

- Build the Housing Ecosystem
- Increase Affordable, Quality, Rental Homes
- Expand Access to Homeownership and Protect Existing Homeowners
- Work to Make Homelessness Rare, Brief, and Non-recurring
- Move Towards Equitable Housing for All Chattanoogaans

Progress Report and Implementation Strategy Components

This document is a framework for evaluating and reporting on the City's various actions towards achieving the goals of the Housing Action Plan on an ongoing basis. The progress report can be modified every six-months to one year to provide updates on the City's goals. This is intended to be a public facing document that can be borrowed from for presentations, social media, and the State of the City event.

The Implementation Strategy consists of a series of tools and recommendations to ensure the Housing team is prepared to stay accountable for the City's housing strategy beyond the first year of implementation. [Housing strategies should be accompanied by implementation plans that accomplish two things:](#)

1. Identify which people and stakeholders are responsible for implementing policies and new programs and communicate these roles
2. Establish metrics for success

The Implementation Strategy includes a tool called the HAP implementation tracker, which satisfies the purpose above. As the Chief Housing Officer and Policy Director continue to make

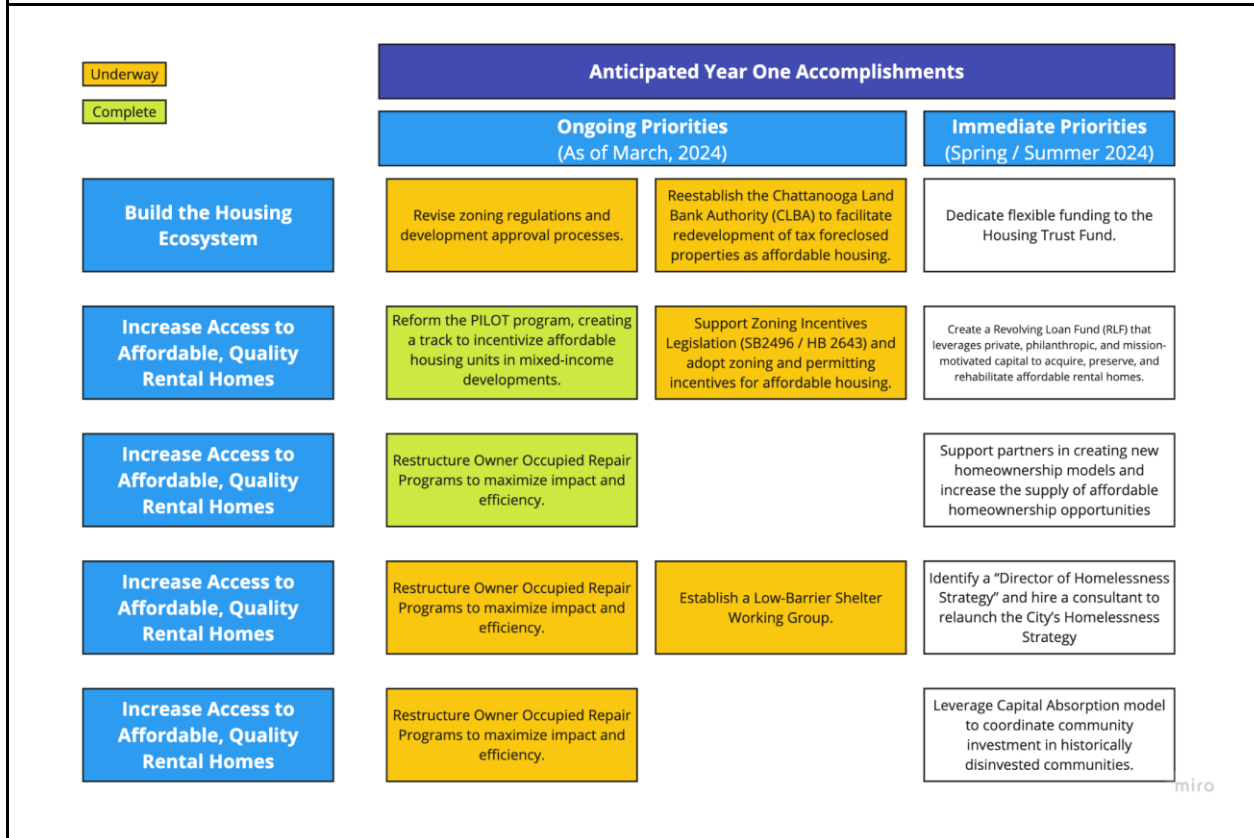
progress on implementing the immediate priorities of the HAP, the Implementation Tracker provides a structure for continuously tracking progress to goals, identifying and communicating new priorities internally, and maintaining accurate and up-to-date data. The Implementation Tracker can also be modified and added to as policies, resources, and strategies continue to emerge.

The purpose of the Progress Report is to articulate progress and immediate priorities to the public and external stakeholders. Since the Housing Action Plan was released, the Chief Housing Officer and Policy Director have achieved outcomes aligned with each of the goals defined in the Housing Action Plan. We are working on several ongoing efforts that will result in significant accomplishments on some of our most ambitious goals outlined in the plan. In the Progress Report, these actions are described as “ongoing priorities” - actions we have been focused on in the first 6 months of the HAP - and “immediate actions” - actions that will be prioritized for the coming 6 months.

The following sections comprise the progress report, corresponding with each of the 5 goals of the Housing Action Plan:

- **Wins:** These are tangible accomplishments that have transpired since the housing action plan was released. Some of these efforts were already underway as of August, 2023.
- **Ongoing Priorities:** These are efforts currently underway, which can be expected to be implemented or adopted by September, 2024.
- **Immediate Priorities:** These are efforts that are being formulated, which we expect to implement in Summer or Fall 2024.
- **Implementation Needs:** Who are the individuals and key stakeholders responsible for implementing immediate priorities? Are there additional capacity needs? What will success look like?

Figure 1 : Summary of Priorities for Yr. 1 of Housing Action Plan Implementation



The purpose of the Implementation Strategy is to establish structures for measuring outcomes and accountability for continued progress for internal stakeholders. While not all actions recommended in the Housing Action Plan can be prioritized at once, several of these actions are underway. This tool ensures each action is accounted for and there is clarity on the assigned staff and agencies responsible for implementing the actions.

For each HAP goal, I established a high-level datapoint as a benchmark for our progress for the next 5 years, and I will provide a framework for how the City can easily collect these data and track progress annually. These data points are intended to inform internal strategy and adjustments over time, but they may be shared publicly at the discretion of the Mayor’s Office and the Chief Housing Officer.

Components:

- **Implementation Tracker (Appendix A)** - Provides an overview of implementation leads (the team/ individuals responsible for leading this initiative), key stakeholders (teams/individuals who should be involved with developing the initiative in a consulting role), and milestones for each HAP recommendation

- **Stakeholder Overview** - Captures the City agencies and lead staff responsible for implementation of the Housing Action Plan, along with the other policy documents intersecting with Chattanooga's Housing Strategy
- **Funding Overview** – Provides an overview of available funding to implement the Housing Action Plan, including new resources, incentives, and partnerships the Chief Housing Officer is pursuing to increase impact and build the housing ecosystem
- **Evaluation Framework and Templates (Appendix B)** - Establishes high-level data points as benchmarks for each HAP goal
- **Recommendations** - Provides guidance on next steps to improve evaluation and monitoring of HAP goals

Housing Action Plan Progress Report

Goal 1: Build the Housing Ecosystem

In order to ensure all Chattanoogaans have a quality, affordable place to call home, we need to increase the amount of resources dedicated to affordable housing, and we need to leverage new public and private partnerships to maximize our impact with those resources. We must continue to bring new partners to the table and ensure there is a clear path forward for high-impact and high-quality housing. This is why our year one priorities are focused on ensuring Chattanooga is ready to grow equitably and sustainably by assembling public land to support future development of affordable homeownership and rental properties and updating our zoning code. We are also focused on getting our staff and internal processes ready to support increased volume of projects and funding through the Housing Trust Fund.

2023 Wins

- Increased the overall amount of funding awarded to housing providers more than 300% relative to FY 2022-2023
- Funded three new nonprofit housing providers and one new housing related public service provider, Chattanooga Credit Counseling, relative to FY 2022-2023
- Strengthened existing partnerships and improved coordination
- Provided eight faith based organizations with pre-development grants to evaluate use of their land for affordable housing development and supported Tucker Baptist in providing over 60 units of senior housing

Ongoing Priorities (HAP recommended actions currently underway)

Revise zoning regulations and development approval processes.

The Regional Planning Agency finalized the new Zoning Code in Fall 2023. The Zoning Code adds new zoning districts that allow mixed-use and small multifamily development, and it will reduce the number of rezoning cases necessary to build more affordable and diverse housing opportunities. The City Council is currently considering the revised Zoning Code for approval. It will be implemented in Spring or Summer 2024, in conjunction with the Plan Chattanooga Comprehensive Plan.

Reestablish the Chattanooga Land Bank Authority (CLBA) to facilitate redevelopment of tax foreclosed properties as affordable housing.

The CLBA resumed regularly scheduled meetings in December 2023, and it adopted policies and procedures in its February meeting. The City anticipates issuing Requests for Proposals to solicit development partners for sites that do not present major environmental barriers or

tangled title issues by the end of Summer 2024. Going forward, HCI will utilize Neighborhood Stabilization Program funds for site preparation and title clearing on more challenging sites. Land bank properties located in high-opportunity communities and areas experiencing increased market pressure and public investment will be prioritized for redevelopment as affordable rental and homeownership through the land bank.

Immediate Priorities (Next 6 months)

Secure recurring funding for the Housing Trust Fund.

The Housing Trust Fund is a critical resource for increasing the scale and impact of the City's affordable housing efforts. The City of Chattanooga receives less than \$3 million in total funding for affordable housing from the Department of Housing and Urban Development, and there are regulatory hurdles to quickly and effectively deploying those funds to housing partners.

According to the Housing Action Plan, with \$10 M dedicated to the Housing Trust Fund, the City can fund the creation of 300-500 additional affordable homes per year. The Housing Trust Fund may be used for uses such as:

- Gap financing for multifamily housing
- Increasing the supply of affordable homeownership opportunities
- Scaling up the City's impact through its active programs such as:
 - Homebuyer Downpayment Assistance
 - Owner-occupied Repairs for low and moderate income homeowners
 - Rental Rehabilitation to improve housing quality and preserve affordability in small rentals

Next Steps: As the Housing Team plans for its forthcoming budget year and release of the 5 Year Consolidated Plan for use of HUD funds and City resources, it will continue to evaluate its programs, goals, and housing needs to further define the goals for the Housing Trust Fund.

Implementation Needs and Goals for Immediate Priority

Implementation Lead / leads: Chief Housing Officer, Housing Policy Director

Stakeholders: Lenders, housing providers, housing advocates

Capacity Needs:

- Develop a budget season timeline and strategy
- Identify areas where flexible, general fund dollars are most needed

Goals: By the end of the 2023-24 Fiscal Year...

- The Housing Policy Director will write program descriptions demonstrating the value of a Housing Trust Fund for addressing the City’s housing needs and establish a structure for accountability and transparency for use of the Housing Trust Fund Dollars annually.
- The Chief Housing Officer will secure at least \$5 million in Housing Trust Fund dollars in FY 2025-26.
- The Chief Housing Officer and Housing Policy Director will identify a dedicated revenue source to continue to supply the Housing Trust Fund.

Goal 2: Increase the Number of Affordable, Quality, Rental Homes

The increase in Chattanooga’s median rent has outpaced income growth for individual households. According to the Housing Needs Assessment, the median rent was \$1,537 in 2022. This is \$570 more than what the typical renter household can afford, according to the most recent Census data. While rental data continues to fluctuate, Zillow rental data indicates median rents are not coming down; as of March 2024, median rent was \$1,644.¹ Currently, about 42% of renters in Chattanooga earn less than \$35,000.² The Housing Needs Assessment predicts there will be a shortfall of 7,500 units affordable to these households without significant interventions.

For these reasons, **our year one priorities are focused on creating more incentives to produce rental housing aligned with what renters can actually afford.** We continue to prioritize available funding for mixed-income multifamily projects with deeply affordable units, while removing procedural barriers to increasing the overall supply of affordable rental homes.

2023 Wins:

- Commitment of over \$3 million in funding to support initial phases of One Westside, which is critical to improving housing quality for public housing residents and increasing the overall supply of quality rental homes in Chattanooga

¹ Zillow Chattanooga, TN Rental Market. <https://www.zillow.com/rental-manager/market-trends/chattanooga-tn/>

² U.S. Census Bureau. "Financial Characteristics." American Community Survey, ACS 5-Year Estimates Subject Tables, Table S2503, 2022. Accessed on March 2, 2024.

- Increased funding allocation to support construction of 82 new rental units across three new developments in the Oak Grove neighborhood and Mill Town, in partnership with Chattanooga Neighborhood Enterprise
 - At least one-third of units will be affordable to households earning 60% Area Median Income and below
- Invested in over 36 rapid rental repairs in 2023, improving housing quality in existing affordable rental units

Ongoing Priorities (HAP recommended actions currently underway)

The City should reform the PILOT program, including creating a track to incentivize affordable housing units in mixed-income developments.

The City Council unanimously adopted the Housing Policy Division’s recommendations for an innovative, new approach to awarding tax abatement under the PILOT in March, 2024. The updated program creates incentives for any new multifamily development to include units affordable to Chattanooga renters earning 80% Area Median Income (AMI) or less, including private developments and affordable housing deals.

Support Zoning Incentives Legislation (SB2496 / HB 2643) and adopt zoning and permitting incentives for affordable housing

In September, the Chief Housing Officer convened a statewide coalition of municipal leaders and nonpartisan think tanks and advocacy groups to identify legislative priorities for affordable housing in the 2024 Tennessee legislative session. The group identified the need for amendments to state law to allow zoning and land use incentives for affordable housing as a top priority. The City worked with stakeholders to draft legislation and secure a sponsor in the Tennessee legislature. Senator Gardenhire is the bill sponsor, with Senator Dale Carr sponsoring in the House of Representatives. The bill was adopted by the Senate in March 2024 and the Senate in 2025, and it will be signed by the Governor by June. This legislation will allow Chattanooga to develop a menu of incentives for multifamily developers adding to the City’s supply of affordable rental units.

Immediate Priorities (Next 6 months)

Create a Revolving Loan Fund (RLF) that leverages private, philanthropic, and mission-motivated capital to acquire, preserve, and rehabilitate affordable rental homes.

The Chief Housing Officer is working to structure the Revolving Loan Fund. The terms of the fund’s loan products and the development pipeline it fits into are critical elements to ensure the fund effectively meets Chattanooga’s housing needs. The revolving loan fund will allow the City to make meaningful investments in the creation of new units and/or long-term

preservation of naturally affordable housing. The fund will provide low-cost capital to subsidize affordable units in mixed-income developments. After long-term financing is secured, the fund will revolve, putting capital to work in the next deal.

Next Steps: This effort is a top priority for the next 6 months. There will be an announcement when the program structure has been finalized.

Implementation Needs and Goals for Immediate Priority

Implementation Lead /leaders: Chief Housing Officer and Bloomberg Harvard Fellow

Stakeholders: Philanthropy and mission-oriented investors, borrowers

Capacity Needs:

- **City Staffing** Depending on the structure of the loan fund, the Housing Division may need to hire a Housing Finance Director.
- **Organizational Structure:** The fund's long-term success relies on the City's ability to issue bonds and hold properties tax exempt long-term. This may require the City to work with the fund manager to set up a quasi-governmental entity under an existing organization such as the Chattanooga Housing Authority or Health and Education Board (HEB).

Goals: By the end of Summer 2024...

- The Chief Housing Officer will have approval for a formal partnership with a fund manager.
- The Housing Policy Team will establish the programmatic goals of the fund in a contract between the City and fund manager.
- The Chief Housing Office will secure a match and additional funding for the City's \$20 million investment in affordable housing from both philanthropy and investors, representing at least \$100 million potential investment in total.

Goal 3: Expand Access to Homeownership and Protect Existing Homeowners

Supporting homeowners is critical to helping Chattanooga build wealth and furthering the One Chattanooga goals to address racial and economic inequality. Yet it is a challenging time for prospective homeowners in Chattanooga. Interest rates on a typical 30-year mortgage have nearly doubled since 2019, and home prices are skyrocketing. These national housing and economic trends are reflected in Chattanooga's market. According to the Housing Needs

Assessment, home prices have increased 30% since 2020, and an income of \$72,000 is needed to purchase a median-priced home.³

Despite these challenges, we have made progress on this goal. **The Chief Housing Officer has been laser focused on establishing programs to help Chattanoogaans become homeowners and stay homeowners.** In Summer of 2023, the Kelly administration provided \$1.5 million for the City's first Down Payment Assistance program, which provides 0% interest loans and closing cost assistance to low- and moderate- income households. Since then, our year one priorities have been focused on monitoring this program and setting up additional programs that ensure families can stay in their homes and pass on their assets to future generations. **Looking forward, we remain dedicated to providing resources to expand and preserve homeownership, and we will work with our housing partners to develop creative solutions that make homeownership possible despite prevailing market challenges.**

2023 Wins:

- Through the Downpayment Assistance Program, 16 new homeowners have closed on purchasing their first home, and 22 have qualified for a mortgage through the program
 - More than nearly 70% of funds have been granted to qualified homeowners less than eight months from program launch
- HCI funded Chattanooga Consumer Credit Counseling to provide credit counseling to 250 low-moderate income Chattanoogaans

Ongoing Priorities (HAP recommended actions currently underway)

Restructure Owner Occupied Repair Programs to maximize impact and efficiency.

Historically in Chattanooga, there have been multiple programs running at one time to assist homeowners with repairs and maintenance. Many of these services were duplicative and failed to meet homeowner's holistic needs. The City is working with its partners to restructure owner occupied rehabilitation programs to achieve the following outcomes:

- Eliminate programs that are low-impact and do not address holistic health and safety needs of homeowners
- Create a new program through Habitat for Humanity that provides grants and forgivable loans to low-income seniors
- Work with local lenders to ensure homeowners who do not qualify for grants and forgivable loans have a range of options for home repair loans

³ HR&A, City of Chattanooga. *Chattanooga's Housing Needs Assessment*. May 23, 2023. Pg. 11.

- Increase opportunities for homebuyer education and homebuyer counseling, including legal assistance, resources, and training on succession planning to ensure homeowners are able to pass on wealth to future generations

Immediate Priorities (Next 6 months)

Support partners in creating new homeownership models and increasing the supply of affordable homeownership opportunities that make entrance to homeownership more feasible for moderate income buyers.

The homebuying market is likely more competitive than ever before in Chattanooga. Data from the Downpayment Assistance Program underscores this reality. More than half of program participants who are prequalified for a loan are unable to find a home they can afford, and many have been in the homebuying process for over 6 months. Conversely, data from the Housing Needs Assessment indicates the length of time homes are on the market has decreased. This indicates **we need more new homes affordable to low and moderate income buyers**, in addition to the tools we have in place.

The Office of Housing and Community Development will pursue the following strategies to scale production of affordable homeownership opportunities.

- Leverage Chattanooga Land Bank property for development of homes sold at an affordable price point to first time buyers.
- Encourage affordable development typologies through the adoption of the new zoning ordinance.
- Identify funding sources through HUD entitlement funds, city resources, grants, and creative financing to support and scale production of affordable homes for sale through local developers.

Next steps: Conduct internal evaluation on how we fund homeownership opportunities and reform policies to focus on increasing the supply of affordable homes for purchase. Consider prioritization for shared equity models that preserve affordability of home in the long-term.

Implementation Needs and Goals for Immediate Priority

Implementation Lead /leaders: Chief Housing Officer and Housing Policy Director

Stakeholders: Land Bank Director, Housing and Community Investment Staff

Capacity Needs:

- **Developer partner capacity is limited:** Consider conveying properties to builders rather than developers to reduce inefficiencies. Consider leveraging Housing Trust Fund dollars as short term construction loans.

Goals: The Housing Policy team will aim to...

- Secure at least \$1 million to continue the Down Payment Assistance program in FY 2024-25.
- Leverage land bank properties to create at least 20 new homes affordable to buyers earning less than 80% Area Median Income in the next 2 years.

Goal 4: Work to Make Homelessness Rare, Brief, and Non-recurring

In the face of an increasingly severe housing crisis, the number of unhoused families and individuals in Chattanooga has sharply increased. According to the Housing Action Plan, the number of unhoused individuals doubled each year between 2000 and 2022.⁴ Chattanooga has struggled to provide adequate shelter beds and transitional housing to those experiencing chronic homelessness, and there is an urgent need to increase the number of permanent supportive housing units available in the City. Permanent supportive housing is a model that provides stable, long term housing connected to health care, career counseling, and other supportive services.

2023 Wins:

- OSHS housed 300 people July 2023 - February 2024
- Launched pilot with Branch Technology to create 2 3D printed tiny homes for people experiencing chronic homeless as a transitional housing pilot
- Held annual OSHS Landlord conference
 - More than 70 landlords attended this annual conference
 - The conference focused on informing landlords about a variety of resources they can access in hopes to recruit more landlords to ensure OSHS is able to continue housing individuals in permanent units
 - Attendees were provided information about vouchers, landlord assistance funding, codes enforcement, and other relevant topics

Ongoing Priorities (HAP recommended actions currently underway)

Select a new contract for Permanent Supportive Housing Operator

⁴ HR&A, City of Chattanooga. *Chattanooga's Housing Action Plan*. August 29, 2023. Pg. 13

In 2022, the Administration purchased a vacant hotel, the Airport Inn, to be converted into Permanent Supportive Housing. A Request for Proposals for an operator and developer for Airport Inn closes in late March. The RFP committee will evaluate responses at that time and determine whether or not there is a credible proposal to move forward with.

Establish a Low-Barriers Shelter Working Group

The shelter working group kicked off on March 18th. The group will work over the coming months to determine the best path forward for the creation of a low-barrier homeless shelter in Chattanooga. At this time, the group will meet bi-weekly to maintain momentum, share ideas, and bring a variety of solutions to the table for evaluation.

The group will help support next steps for identifying the site and model for a shelter, contemplating the following questions:

- What are the alternative processes to achieve the same goal? Are those alternatives feasible currently?
- Where is the ideal location for a shelter? Conduct a cost/benefit analysis for three proposed sites?
- What are the metrics and measures for accountability to ensure the shelter is meeting its goals and objectives and the partner is making best efforts to be a good neighbor to surrounding communities?

Immediate Priority (Next 6 months)

Develop a strategy for replacing HOME ARP to bolster emergency housing funds

OHSB has been able to utilize HOME ARP funds to provide emergency housing to individuals through the Tenant Based Rental Assistance (TBRA) function. HOME ARP also funds 2 FTE positions (Service Coordinators) and 1 PT position (Fiscal Analyst). As these funds run out (tentatively projected to be around July 2024), the Mayor's Office and OHSB are working to establish a strategy for replacing these funds. Without this funding mechanism, OHSB will have limited resources for getting unsheltered individuals off the streets and into rental housing.

Implementation Needs and Goals for Immediate Priority

Next Steps: Set up a working group focused on securing funding for emergency rental assistance.

Implementation Lead / leads: Mayor's Office

Stakeholders: Philanthropy

Capacity Needs: The City will need to hire a “Director of Homelessness Strategy” and Consultants to relaunch the City’s Homelessness Strategy

Goals: By the end of 2024, OHS and the Mayor’s Office will aim to...

- Select a site for city- sponsored shelter.
- Get a pilot for the tiny home community up and running.
- Come to consensus on homeless development strategy.
- Empower new staff to coordinate homeless services with the Continuum of Care and in partnership with the Housing division.

Goal 5: Move Towards Equitable Housing for All Chattanooga

Across the income ladder, whether considering rental housing opportunities or homeownership, deep racial disparities persist in Chattanooga. According to the 2023 Market Value Analysis, the typical Black household in Chattanooga can only afford a home in weaker markets based on their income.⁵ Additionally, the Housing Needs assessment indicates Black and Hispanic rental households are more likely to experience cost burden, spending more than 30% of their income on housing costs, relative to white households.⁶

We remain committed to “intentionally designing housing policies and programs to address racial inequities and provide wealth building opportunities for all,” as recommended in the Housing Action Plan.⁷ For example, multifamily incentives policy initiatives tied to Goal 2 of the HAP focus on designing mixed-income multifamily development and deconcentrating poverty to bring affordable rental housing to strong markets and amenity rich neighborhoods.

2023 Wins:

- More than half of buyers that have purchased a home with the Down Payment Assistance Program identify as Black or bi-racial.
- The City hosted 4 housing resource fairs since Summer of 2023, connecting over 500 residents with over 25 housing partners. This includes events specifically tailored to homeowners who need assistance maintaining their home and succession planning for their family home.

⁵ The Reinvestment Fund. *Chattanooga’s Market Value Analysis*. September 12, 2023. Pg. 32.

⁶ HR&A, City of Chattanooga. *Chattanooga’s Housing Needs Assessment*. May 23, 2023. Pg. 22

⁷ HR&A, City of Chattanooga. *Chattanooga’s Housing Action Plan*. August 29, 2023. Pg. 14

Ongoing Priorities (HAP recommended actions currently underway)

Continue hosting housing resource fairs in targeted neighborhoods, especially those identified as being at high displacement risk.

Education and access to resources are both critical to fighting inequities in the housing system. Chattanooga has a strong ecosystem of partners that can assist residents with a range of housing challenges, whether a homeowner in need of repairs or energy efficiency upgrades, an aspiring first time home buyer who wants to improve their credit to qualify for a better mortgage, or learn about their rights under the Fair Housing Act, there are partners who are available to support. To ensure resources and information are reaching communities most impacted, the HCI team will plan regular resource and education fairs tailored to the needs of specific communities and groups of residents.

Immediate Priority (Next 6 months)

Leverage Capital Absorption model to coordinate community investment in historically disinvested communities.

A collaborative team of City officials is developing a strategy to focus financial resources in communities facing risk of displacement due to significant investments and shifting demographics. Priority will be given to historically Black communities in Chattanooga where it is especially critical to protect and preserve affordable housing, while expanding access to homeownership as property values increase. Taking into account existing amenities and strengths of the community, the HCI and staff from the Regional Planning Authority will develop a strategy for available land and development sites where affordable housing and other community investments are feasible. This strategy will be presented to the Chattanooga lending community as a guide for future investments to combat displacement and increase local wealth in these communities.

Next Steps: Identify pipeline of possible projects and identify needed changes in the regulatory environment to enable investment. Then, convene Chattanooga lenders to present recommended strategies for investments.

Implementation Needs and Goals for Immediate Priority

Implementation Lead / leads: Housing Policy Director

Stakeholders: Regional Planning Authority, Office of Equity and Inclusion, Director of Entrepreneurship, Mayor's Office

Capacity Needs: None

Goals: By the end of 2024, the Policy Team will work with the HCI team and Division of Real Property to...

- Define two geographic areas for investment and collate data.
- Identify one City or publicly owned property in each area to leverage additional investment for affordable housing and / or achieve economic development goals.

Implementation Strategy

The Housing Action Plan scope is robust, with over 60 unique recommended actions. Implementation of any one of these actions requires staff capacity, coordination and alignment amongst agencies, additional resources, new resources or partnerships, and political will. While the Mayor, Chief Housing Officer, and HCI team are dedicated to urgently addressing the City’s housing needs, it is not feasible for all recommended strategies to be a priority at once. The Housing Action Plan Tracker is intended to provide a high level overview of expected milestones, responsible agencies, and stakeholders who should be engaged as each recommendation is implemented.

In the first year since the Housing Action Plan’s release, the Administration has pursued actions that are expected to have the greatest impact, focusing on:

- Expanding partnerships and community outreach
- Developing a “toolbox” of incentivize programs aimed at getting more developers to contribute to the production of quality, affordable rental units
- Mobilizing resources to support homeowners and provide emergency housing for unhoused individuals

Figure 2: Summary of Priorities for Yr. 1 of Housing Action Plan Implementation

| | Anticipated Year One Accomplishments | | |
|--|--|--|---|
| | Ongoing Priorities (As of March, 2024) | | Immediate Priorities (Spring / Summer 2024) |
| Build the Housing Ecosystem | Revise zoning regulations and development approval processes. | Reestablish the Chattanooga Land Bank Authority (CLBA) to facilitate redevelopment of tax foreclosed properties as affordable housing. | Dedicate flexible funding to the Housing Trust Fund. |
| Increase Access to Affordable, Quality Rental Homes | Reform the PILOT program, creating a track to incentivize affordable housing units in mixed-income developments. | Support Zoning Incentives Legislation (SB2496 / HB 2643) and adopt zoning and permitting incentives for affordable housing. | Create a Revolving Loan Fund (RLF) that leverages private, philanthropic, and mission-motivated capital to acquire, preserve, and rehabilitate affordable rental homes. |
| Increase Access to Affordable, Quality Rental Homes | Restructure Owner Occupied Repair Programs to maximize impact and efficiency. | | Support partners in creating new homeownership models and increase the supply of affordable homeownership opportunities |
| Increase Access to Affordable, Quality Rental Homes | Restructure Owner Occupied Repair Programs to maximize impact and efficiency. | Establish a Low-Barrier Shelter Working Group. | Identify a "Director of Homelessness Strategy" and hire a consultant to relaunch the City's Homelessness Strategy |
| Increase Access to Affordable, Quality Rental Homes | Restructure Owner Occupied Repair Programs to maximize impact and efficiency. | | Leverage Capital Absorption model to coordinate community investment in historically disinvested communities. |

Officer and her team have the tools to evaluate and measure the success of these new programs and policies while continuing to pursue other actions needed to address housing needs. This implementation strategy provides a framework for both of these components of implementation.

Housing Action Plan Implementation Tracker (Appendix A)

The HAP Implementation Tracker is an inventory of all recommended policies, initiatives, and programs from the HAP. While not all actions recommended in the Housing Action Plan can be prioritized at once, several of these actions are underway. This tool ensures each action is accounted for and there is clarity on the assigned staff and agencies responsible for implementing the actions. It establishes a timeframe for each action and provides a high-level status overview. These assignments and timelines were established by the Chief Housing Officer, with my support.

This tool answers the key questions to guide implementation in the next 2+ years:

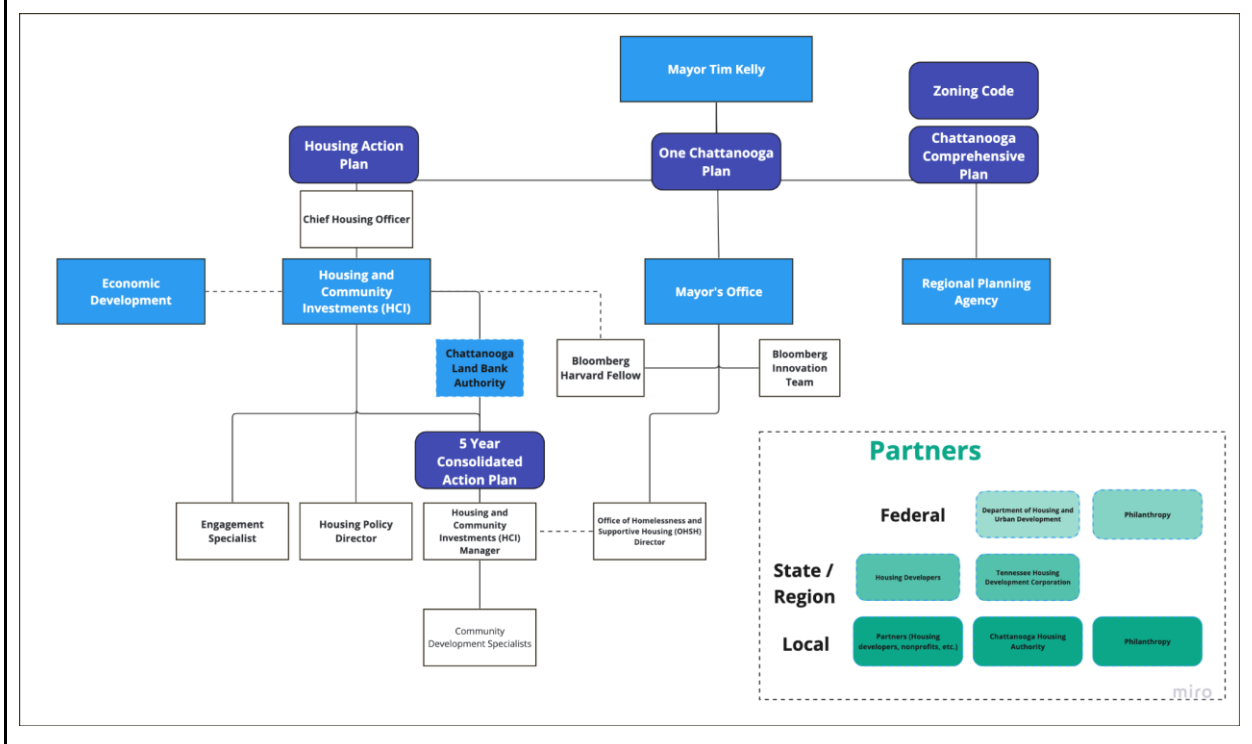
- What is the current status of each recommendation and action included in the Housing Action Plan? What are the key milestones for policy and programmatic recommendations?
- Which person or people are responsible for implementing each action? Which agencies should support?
- What is the timeline for each action?
- What new actions can be added or modified in alignment with the Housing Staff's learnings, capacity, and housing needs?

Maintenance and Access: The Mayor and Chief of Staff can access this tool to get a high-level overview of progress towards housing goals at any given time. This tool is designed to capture priorities in 6-month increments for up to 2 years. This document can be built out to include new goals, recommendations, and actions beyond those documented in the Housing Action Plan. **The Housing Policy Director should work with the Chief Housing Officer to revisit and update this tool every 6-months** or with greater frequency if necessary so that the Mayor has accurate information on progress towards housing goals and key stakeholders.

Overview of Implementation Stakeholders

As indicated in the HAP Implementation Tracker, the housing action plan goals will continue to be carried out through collaboration with other agencies and City teams whose work is also critical to addressing housing needs.

Figure 3: Organizational Chart



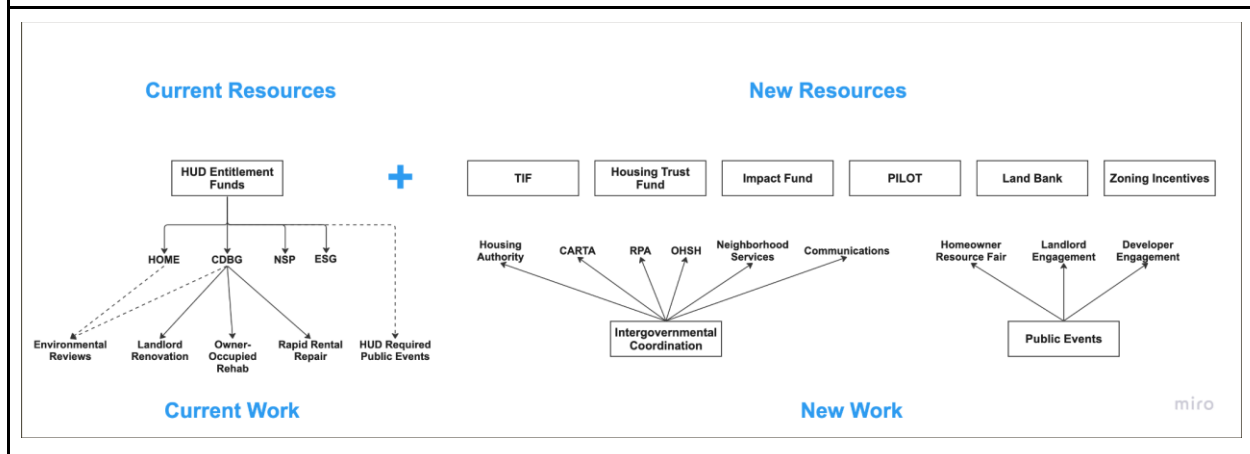
The Housing and Community Investments division of the housing office will develop its 5 year comprehensive plan in 2024 and 2025, which is a framework for how grant funds from the Department of Housing and Urban Development are prioritized. The Regional Planning Association is rolling out a new zoning code and area plans as part of its comprehensive plan this summer. These efforts will have significant implications for housing production in the future. The City will be onboarding 3 additional Bloomberg fellows who are working on anti-displacement, racial justice, and energy efficiency. Finally, the Mayor’s strategy for addressing homelessness is shifting to ensure we are employing best practices and involving business leaders and community input as we address service needs for our most vulnerable residents. All of these elements are critical to meeting the affordable housing needs of the City and its residents, and the Housing Team should continue to work closely with the individuals leading these efforts to ensure there is alignment and efforts are not duplicated.

Overview of New Funding, Resources, and Incentives

As a qualifying jurisdiction, Chattanooga receives about \$3 million in federal entitlement funds through the Department of Housing and Urban Development (HUD) annually. This amount fluctuates annually according to HUD’s budget and community needs, which are adjusted annually. The Housing Action Plan makes recommendations for several new programs and sources of funding that will contribute to the tools and resources available to address the

City's housing challenges. The chart below provides a summary of how HCI's scope of work and opportunity for impact will expand with HAP implementation.

Figure 4: The Office of Housing and Community Investment's Expanded Impact Under the Housing Action Plan



HUD Entitlement Funds:

- **HOME Investment Partnerships Program**: This is the largest federal block grant exclusively for the creation of affordable rental housing and homeownership. These funds can be used to subsidize new construction or preservation of affordable housing. These funds can also be used as direct assistance for homeowners and tenants.
 - **Approximate Annual Allocation to Chattanooga:** \$915,068
- **Community Development Block Grants (CDBG)**: CDBG funds can be used to support a range of community development activities. Affordable housing related activities include rehabilitation and preservation of housing for low and moderate income households, homeowner assistance, acquisition and disposition of land, and public services to support housing access.
 - **Approximate Annual Allocation to Chattanooga:** \$1,548,118
- **Neighborhood Stabilization Program (NSP)**: Establishing land banks for foreclosed homes and residential properties, demolition, rehabilitation and preservation of abandoned or foreclosed homes, redevelopment of vacant properties.
 - **Funds available (No more direct allocations):** \$773,572

- **Emergency Services Grant (ESG):** ESG provides funding to help those who have experienced eviction or homelessness regain rental housing.
 - **Approximate Annual Allocation to Chattanooga:** \$120,000

New and Updated City Resources

- **Tax Increment Financing:** A funding mechanism that captures future value from increased tax revenue to fund infrastructure and other site improvements. This is a way cities can help reduce the cost of construction.
- **Housing Trust Fund:** The Housing Trust Fund is an allocation from the general fund to a special fund managed by the Health and Education Board. In contrast to federal funds from HUD which are inefficient and limited in their use, housing trust fund allocations are a flexible funding source to address a range of housing needs.
- **Impact Fund / Revolving Loan Fund:** This is a sum of funds that can be leveraged to attract additional funding and investment in high-impact affordable housing development and preservation of existing affordable housing through a public private partnership.
- **Payment in Lieu of Taxes (PILOT):** This is a local, tax abatement program that provides an abatement of property taxes in exchange for affordable housing development.
- **Land Bank:** These quasi-governmental entities have authority to acquire, buy, donate and/or sell land with specific terms and conditions attached. Leveraging land below market value is another way Chattanooga can drive investment in affordable housing in specific areas of the city.
- **Zoning Incentives:** This is a program that allows developers to build more units and expedite development in exchange for provision of units at a certain level of affordability.

Evaluation Framework (Appendix B.)

The HCI team should be prepared to measure the impact increased housing activity and new City programs have on our progress towards Housing Action Plan Goals. **Measuring our progress will not only help the Chief Housing Office and Mayor clearly articulate wins and outcomes, this data-informed approach will empower HCI to more strategically meet housing needs.** While HCI regularly collects data from grantees and subrecipients, the Policy Division has not gone through the process of analyzing HCI data through the lens of HAP goals. Further, there are no protocols for aggregating HCI data for HUD and non-HUD programs and resources to accurately capture our holistic impact and analyze data year-over

year. This evaluation framework seeks to establish such a protocol. As HCI is approaching its HUD-mandated 5 year action planning cycle, now is an ideal time to look at our housing goals as defined by the Housing Action Plan and analyze benchmark data in consort.

Methodology for Benchmark Measures and Evaluation Templates

For each HAP goal, I established a high-level datapoint as a benchmark for our progress for the next 5 years, and I provide a framework for how HCI can easily collect these data and track progress annually. For each HAP goal, I sought to **identify benchmark measures that are regularly collected by the Housing and Community Investments’ federal grants division, or could easily be systematically collected in the future.**

I first evaluated the Affordable Housing and Homelessness **indicators established through the [5 Year Consolidated Action Plan \(Consolidated Plan\)](#)**. Like the HAP, the Consolidated Plan is a stakeholder-driven process that sets priorities, determines available resources, and sets goals for HUD funds for the coming 5 years. Progress towards these goals is reported each year through specific indicators in the Comprehensive Annual Performance Evaluation Report (CAPER). The final CAPER for the 2019-2023 Consolidated Plan will be released in August of this year, as HCI prepares to establish new goals and metrics for the coming 5 years (2024-2029). Fortunately, the current consolidated plan measures also serve well as high-level indicators for many of the Housing Action Plan Goals (Figure 5). The Consolidated Plan will be updated this year, and the measures

| Figure 5: HAP and Consolidated Plan Data Measure Alignment | | | |
|---|---|--|-------------------------|
| Housing Action Plan Goal | Consolidated Plan Goal | Consolidated Plan Indicator | Measure |
| Goal 2: Increase the number of affordable, quality, rental homes | Increase Affordable Housing Opportunities | Rental Units Constructed | Household Housing Units |
| | | Rental Units Rehabilitated | Household Housing Units |
| | | Suggested for 2024-29 Consolidated Plan: Affordable Rental Units Preserved | Household Housing Units |
| Goal 3: Expand Access to | Increase Affordable | Homeowner Housing Added | Household Housing Units |

| | | | |
|--|---|--|-------------------------|
| Homeownership and Protect Existing Homeowners | Housing Opportunities | Homeowner Housing Rehabilitated | Household Housing Units |
| | | Direct Financial Assistance to Homebuyers | Households Assisted |
| Goal 4: Make Homelessness Rare, Brief, and Non-recurring | Services and Housing for Homeless and At-Risk | Housing for Homeless Added | Household Housing Units |
| | | Public Service Activities other than Low / Moderate Income Housing Benefit | Persons Assisted |
| | | Tenant Based Rental Assistance / Rapid Rehousing | Households Assisted |
| | | Homelessness Prevention | Persons Assisted |

Second, I examined other data required by HUD through the CAPER and Annual Action Plan. In addition to the consolidated plan measures, HCI must collect data on the racial and ethnic demographics of families / households directly assisted by HUD funds each year (HOME, CDBG, ESG). Racial and ethnic data of program beneficiaries against Chattanooga’s aggregate racial and ethnic demographics is a good way to measure general progress towards Chattanooga’s racial equity goal stated in Goal 5. Unfortunately, such person- and household-specific data can be difficult to obtain from private developers and for programs that are not beholden to HUD’s standards. Fortunately, the Chief Housing Officer took initiative to require the partner running our Down Payment Assistance Program, CNE, collects and reports monthly data, including beneficiary racial demographics.

Next, I devised new measures and indicators for Goal 1 : Build the Housing Ecosystem. Goal 1 is largely aimed at growing partner capacity and level of investment towards all housing goals. Therefore, I chose to evaluate the amount of funding allocated as a percent of funds made available each year to each HAP housing production and service related goal and indicator (Goals 2, 3, and 4). This will be a helpful benchmark to show how HCI resources are prioritized across the spectrum of needs year over year, and to demonstrate which areas are lacking investment. Additionally, by measuring percent of total funds available, HCI can glean information on partner capacity. In a typical year, applications for HUD programs are denied for a variety of reasons that can indicate lack of capacity. For example, organizations can be

turned away if they have failed to fulfill grant requirements in previous years or are unable to demonstrate adequate organizational capacity to remain compliant with City or HUD guidelines. If a greater percentage of resources are expended each year, this can be an indicator of a healthy ecosystem.

Finally, new revenue sources will be added as goals of housing trust fund and housing impact fund are further defined. “Data trackers” should be devised to easily extract measures of success for new City programs and policies as they are adopted. For example, I created a “tracker” for the PILOT program which collects measures for inputs, outputs, and impacts such as:

- Total number of units created (output)
- Affordable housing units created at various income levels
- Required period of affordability
- Other funds and programs leveraged to support project

Ideally, all HCI programs will collect robust evaluation measures such as this, though not all data will need to be reported annually for the purpose of HAP benchmarks. Similar tools should be created and maintained by a designated HCI team member for the following programs currently prioritized for implementation.

- Zoning Incentives
- Housing Trust Fund
- Impact Fund

Creating systems for collecting and “tracking” data for evaluation purposes should become a routine part of policy development for the HCI team.

Maintenance and Access:

These data points are intended to inform internal strategy and adjustments over time, but they may be shared publicly at the discretion of the Mayor’s Office and the Chief Housing Officer.

| Figure 6: Overview of Benchmark Measures for HAP Goals | | | |
|---|---|---|--|
| HAP Goal | Measure Selected | Source Data | New Data / Protocol Needed |
| Goal 1: Building the Housing Ecosystem | By Activity / Funding Source for Each HAP Indicator: | HCI Annual Action Plan, HOME applications and | - System for logging applications received |

| | | | |
|--|--|---|--|
| | Funds Requested / Funds Awarded by Program Area | resolutions, HCI records | |
| Goal 2: Increase the number of affordable, quality, rental homes | By Activity / Funding Source: - Units preserved / built annually - Total Funds committed annually | CDBG Quarterly Reports (Housing), HOME Annual Status Updates, CAPER, HCI records | - New data collection systems for large multifamily projects assisted by more than one funding source / programs, especially HOME and PILOT projects. |
| Goal 3: Expand Access to Homeownership and Protect Existing Homeowners | By Activity / Funding Source: - Units preserved / built / homeowners assisted - Total Funds committed annually | CDBG Quarterly Reports (Housing), HOME Annual Status Updates, CAPER, HCI records | - Continue tracking client demographic information |
| Goal 4: Make Homelessness Rare, Brief, and Non-recurring | By Activity / Funding Source: - Household Housing Units created (for unhoused populations) - Persons Assisted (with CDBG emergency housing / shelter services) - Households Assisted (with tenant based rental assistance) | OHS and ESG Quarterly Reports, CDBG Quarterly Reports (Public Service), CAPER, HCI records, HCI records | - Impact survey or Annual Status Update for 2021-2023 ARP and HTF recipients |
| Goal 5: Move Towards Equitable Housing for All Chattanooga | By Funding Source: - Racial and Ethnic Composition of Families Assisted by Program | CDBG Quarterly Reports, CAPER, DPA monthly reports | - Modify to measure individuals assisted rather than families - Disaggregate CAPER data by housing activity or indicator - Give subrecipients option to report racial and ethnic data for non-HUD programs - Develop a standard |

| | | | |
|--|--|--|--|
| | | | form for subrecipients enter data into for non-HUD program as able |
|--|--|--|--|

Limitations for Benchmarking

Data collection and benchmarking for programs is historically inconsistent.

HCI Team does not have strong systems in place to consistently gather data on applications, dollars spent on programs, and impact throughout the year in an organized, consolidated manner. As a result, it has been challenging to gather accurate benchmarking data for fiscal years 2022-23 and 2023-24. HUD reporting cycles begin with the CAPER in August, at which point the grant division is often scrambling to pull together data. There are not strong systems in place to collect and verify data consistently throughout the year, so consistency is a limitation for this baseline data.

While the CAPER requires the City to report on all HUD funded programs, HCI has not developed systems for reporting on Housing Trust Fund and American Rescue Fund allocations and impact. While HCI keeps record of projects that have received allocations, follow-up to monitor the outcome of these programs has been inconsistent. For example, while Chattanooga Neighborhood Enterprises has provided consistent reporting on the Down Payment Assistance Program, methods for monitoring milestones and outcomes resulting from pre-development grants awarded to Faith Based Organizations have not been clearly defined.

Additionally, processes for allocating one-time funds resulting from COVID-19 (ARPA funds, HOME-ARP funds, CDBG-CV funds) were not deployed in a systematic manner that requires consistent data collection. As a result, it is difficult to capture “the big picture” and develop a clear narrative about the HCI’s team.

Recommendations for Ongoing Implementation Strategies

These recommendations are based on my evaluation of the existing data available for the Housing and Community Investments Team, as well as key takeaways from a recent strategic planning.

Recommendation 1. Plan and calendar regular updates to the benchmarking data and HAP implementation tracker.

- Update benchmarking data each year in conjunction with HCI's Consolidated Annual Performance Evaluation Report, which is typically released for public review and comment at the end of August
- The Housing Policy Director should work with the Chief Housing Officer to revisit and update the implementation tracker every 6-months
- If there is appetite for an updated Progress Report, this update should be coordinated with the Mayor's Communication's Team in advance of the annual State of the City in August.
 - **Note:** State of the City typically takes place before CAPER is released, but HCI should aim to have data prepared prior to this address.

Recommendation 2A. Continue to develop and improve systems for evaluating impact of HUD and City-funded programs, in alignment with HAP goals.

Build the Housing Ecosystem

- Develop a tool for recording total annual funding requested vs. funding allocated
 - By grant/city program
 - By activity (aligned with HAP goals)
 - Include a summary of total HUD Funds, City Funds, and Tax Abatement allocated to each activity

Increase Access to Affordable, Quality Rental Homes

- Record benchmarking data for units built / preserved annually
 - Annual year is the HUD program year, which begins slightly after the Chattanooga Fiscal Year
 - Built / produced should be defined by whether a Certificate of Occupancy has been obtained or renovation work is completed

Expand Access to Homeownership and Protect Existing Homeowners

- Record benchmarking data for homeowners assisted in buying a home

- Homeowners assisted should count those who have purchased a home, not just those pre-approved for a loan
- Record benchmarking data for units built / preserved annually
 - Annual year is the HUD program year, which begins slightly after the Chattanooga Fiscal Year
 - Built / produced should be defined by whether a Certificate of Occupancy has been obtained or renovation work is completed

Make Homelessness Rare, Brief, and Non-recurring

- Record benchmarking data for housing units created for persons transitioning out of homelessness
- Record benchmarking data on persons assisted through CDBG and ESG for emergency housing

Move Towards Equitable Housing for All Chattanoogaans

- Record benchmarking data on racial and ethnic composition of families assisted by funding source / program

Recommendation 2B. HCI team members should also consider collecting additional data and creating tools to measure program impact beyond what is required by HUD for the CAPER. Move beyond counting individuals served and counting units towards evaluating impact.

ESG

- Work with case managers to collect data on long-term outcomes of emergency housing / TBRA recipients through exit interviews. Report on data such as:
 - Baseline data on number of months/ years unhoused prior to receiving assistance
 - Baseline data on number of months/ years unhoused prior to receiving assistance
 - Number who secured permanent housing through voucher or
 - Period of time before securing a voucher
 - Number who became self sufficient (paying own rent)
 - Number who found new employment while receiving TBRA

CDBG and HOME Funds - New Construction and Renovation

- Level of affordability and period of affordability for total project (not just according to HUD program)
- Ratio of HUD dollars to program-required affordable units

- Ratio of HUD dollars to total affordable units
- Ratio of HUD dollars to total units
- Other funds and public resources leveraged

CDBG Public Service Programs (Partners)

- Work with subrecipients to develop measures of successful outcomes
- Percent of funds utilized for operations for staffing vs. operations for program delivery vs. direct assistance to beneficiaries
- Develop systems to evaluate whether programs are effectively addressing root causes of housing barriers

Recommendation 2C. Create tools to record data on allocations / awards and develop unique measures of success for each City program:

- PILOT
- Impact Fund
- Housing Trust Fund
- Downpayment Assistance Program
- Rapid Rental Repair
- Landlord Renovation

Recommendation 3. Collaborate with the City’s GIS and data team to create data visualizations, maps, and dashboards demonstrating impact of the HCI’s investment in housing, utilizing the above data.

Recommendation 4. Develop a clearer policy for goal setting and evaluating HCI’s success in driving equitable, place-based investments that affirmatively further fair housing opportunities.

- Establish benchmarks and measures for HCI investments in amenity rich, high opportunity neighborhoods, and those at risk of gentrification and displacement.
- Adopt a place-based theory of change for place-based programs:
 - Chattanooga Land Bank Authority
 - Zoning incentives
- Consider establishing racial equity audits for developers taking advantage of City-funded or locally sponsored programs. Develop incentives and rewards for developers that volunteer racial demographic data for beneficiaries of the following programs (in alignment with data required from HUD subrecipients):
 - PILOT properties
 - Impact Funded properties

- Properties taking advantage of zoning incentives

Conclusion:

The accomplishments articulated in the HAP Progress Report and successful allocation of HUD dollars to meet housing goals are laudable accomplishments that are hard-won. With new housing policies, programs, and resources in place, there will be a substantial increase in resources available to support housing activities in Chattanooga. It is likely this will yield many positive outcomes for our impact in the City, such as:

1. **Increased production and preservation of affordable units.** These new resources should dramatically increase the number of affordable units created and preserved within 3 years.
2. **Attracting new developers and partners to Chattanooga.** With new incentives and resources, Chattanooga will become an increasingly desirable place to do business for affordable housing developers. The HCI team should anticipate increased interest in HUD entitlement funds and increased responsibility for enforcement and compliance monitoring of housing projects participation in new City programs such as the PILOT and Housing Impact Fund.
3. **Expediting resources and housing development.** The flexibility to deploy funds with few regulatory compliance requirements will ensure housing units can be produced more efficiently. HCI programs should be designed to prioritize strong enforcement of program guidelines while reducing administrative burden to participate in housing programs.
4. **Diversifying the housing market and create more equitable, place based strategies for housing.** Through local policy, HCI has the ability to drive investment in affordable housing in amenity rich, high opportunity neighborhoods, and those at risk of gentrification and displacement. Place-based tools like the land bank and zoning incentives will be impactful in this area in particular. By the end of year one, the Housing Team should adopt a place-based theory of change for these programs.

If these predictions come to fruition, fidelity to the Housing Action Plan Tracker and benchmarking and measuring progress towards our goals will become even more important. As new tools and resources are available to address the urgent housing challenges Chattanooga faces, we should continue analyzing our data to ensure HAP implementation is helping us be more efficient and impactful. This approach to public management is a new way of thinking about the role of HCI, and it is my hope that this document will provide the rationale for adopting these tools and moving forward more strategically and in a more coordinated manner.

APPENDIX A. Housing Action Plan Implementation Tracker

| Goal 1: Build the Housing Ecosystem | | | | | |
|--|--|--|---|-----------------|-----------------------------|
| Recommendation | Action | Implementation Lead/s | Stakeholders | Status | Timeline for Implementation |
| 1. Adopt a new public land disposition policy and processes to support large multifamily and mix-use development | 2a. Identify a broad portfolio of publicly-controlled land | Housing Policy Director | Chattanooga Land Bank Authority, HCI Staff, RPA, Mayor's Office, | In Progress | First 6 months |
| | 2b. Follow a defined selection process | Land Record Division, HCI Staff, Housing Policy Director | Parks and Recreation, RPA, Economic Development, Department of Public Works | In Progress | Summer 2024 (June - August) |
| 2. Reestablish the Chattanooga Land Bank Authority to facilitate redevelopment of tax foreclosed properties as affordable housing. | 3a. Reconstitute the Chattanooga Land Bank Authority. | Chief Housing Officer, Housing Division Staff | Law Department | Complete | First 6 months |
| | 3b. Identify tax foreclosed properties to transfer to the land bank. | Housing Policy Director, Housing Division Staff | Real Property Division, Brownfields Manager | In Progress | Spring 2024 (March - May) |
| 3. Update local tax increment financing (TIF) policy to include housing affordability requirement. | 4a. Align TIF policy with that of state law and include affordable housing set aside to help meet its housing goals. | Chief Housing Officer, Bloomberg Harvard Fellow | Mayor's Office | Not yet started | Summer 2024 (June - August) |
| | 4b. Identify specific neighborhoods that meet state and local standards and are likely to experience rising property values that | Chief Housing Officer, Bloomberg Harvard Fellow | Mayor's Office, RPA | Not yet started | Summer 2024 (June - August) |

| | | | | | |
|---|---|---|----------------|-----------------|-----------------------------|
| | could be tapped to create or preserve affordable housing. | | | | |
| | 4c. Determine the specific activities that will be supported. | Chief Housing Officer, Bloomberg Harvard Fellow | Mayor's Office | Not yet started | Summer 2024 (June - August) |
| | 4d. Determine the duration of the TIF District. | Chief Housing Officer, Bloomberg Harvard Fellow | Mayor's Office | Not yet started | Summer 2024 (June - August) |
| 5. Scale up City staffing capacity to align with existing and new housing programs and process increased volume of housing deals | 1a. Evaluate, streamline, and restructure Environmental Review Process | Housing Policy Director, HCI Staff | | In Progress | Summer 2024 (June - August) |
| | 1b. Coordinate trainings on HUD grant management | Housing Policy Director, HCI Staff | HCI Staff | In Progress | Summer 2024 (June - August) |
| | 1c. Coordinate and conduct evaluation of grants management workflow. Support housing division staff in devising processes that support strategic decision making, program monitoring, and evaluation. | Chief Housing Officer, Housing Policy Director | HCI Staff | In Progress | Summer 2024 (June - August) |
| | 1d. Evaluate and update Housing Division org chart to align with areas | Chief Housing Officer, Housing Policy Director | HCI Staff | In Progress | Summer 2024 (June - August) |

| | | | | | |
|--|---|---|-----------|------------------------|------------------------------------|
| | of greatest needs and staff's strengths | | | | |
| 6. Align available resources with highest needs and establish processes to more efficiently deploy Housing and Community Investment funds | 6a. Establish a transparent and competitive process for reviewing applications to increase efficiency of the use of public funds. | Chief Housing Officer, Housing Policy Director, HCI Staff | | In Progress | Spring 2024 (March - May) |
| | 6b. Build Housing Division Capacity to assess proposals and ensure public dollars are maximizing public benefit by training or hiring staff or contracting with subject matter experts. | Chief Housing Officer, Housing Policy Director, HCI Staff | | In Progress | Ongoing |
| 7. Fully fund and strategically use Chattanooga's Housing Trust Fund (HTF) | 7a. Prepare an implementation plan for the HTF | Housing Policy Director, HCI Staff | HCI Staff | Not yet started | Summer 2024 (June - August) |
| | 7b. Secure a funding source for the HTF | Housing Policy Director, HCI Staff | HCI Staff | Not yet started | Summer 2024 (June - August) |
| 8. Strengthen partners such as local developers, lenders, philanthropies, and nonprofit organizations. | | Chief Housing Officer | | In Progress | Summer 2024 (June - August) |

Goal 2: Increase the Number of Affordable, Quality, Rental Homes

| Recommendation | Action | Implementation Lead/s | Stakeholders | Status | Timeline for Implementation |
|--|--|--|--|------------------------|------------------------------------|
| 1. Support LIHTC development by providing gap financing, engagement with the state, and streamlining local approvals. (Pg. 37-42) | 1a. The City should work with THDA to modify the regulations and scoring criteria in the state QAP | Chief Housing Officer, THDA | LIHTC developers | Not yet started | Spring 2024 (March - May) |
| | 1b. Prioritize streamlining PILOT approval process | Chief Housing Officer, Housing Policy Director, Bloomberg Harvard Fellow | Mayor's Office, Hamilton County Commission, HEB | In Progress | Spring 2024 (March - May) |
| | 1c. Identify available public land to support LIHTC development. | Housing Policy Director, HCI Staff | Chattanooga Land Bank Authority, RPA, Mayor's Office | Complete | Summer 2024 (June - August) |
| | 1d. Consider allowing the Revolving Loan Fund to acquire land and buildings for LIHTC projects. | Chief Housing Officer, Bloomberg Harvard Fellow | | Not yet started | Spring 2024 (March - May) |
| | 1e. Negotiate extended affordability periods for projects, moving towards permanent affordability. | Chief Housing Officer, Housing Policy Director, Bloomberg Harvard Fellow | | Not yet started | Spring 2024 (March - May) |
| 3.. Reform PILOT program to increase citywide affordable housing supply. (Pg. 43- | 2a. Reform PILOT program to create a mixed-income PILOT program that provides cash-flow surplus to | Chief Housing Officer, Housing Policy Director, Bloomberg Harvard Fellow | City Council, Housing development partners | In Progress | Spring 2024 (March - May) |

| | | | | | |
|---|---|--|----------------|-----------------|-----------------------------|
| 46) | developers. | | | | |
| 4. Launch Revolving Loan Fund (RLF) to provide acquisition and long term financing to preserve existing affordable rental homes. (Pg. 47-52) | 3a. Allocate \$10-20 M with the goal of leveraging \$40-80 M in private, mission-motivated investment, for a total \$50-100 M. | Bloomberg Harvard Fellow, Chief Housing Officer | | In Progress | Spring 2024 (March - May) |
| | 3b. Conduct competitive process to select a strong partner to manage the fund, or co-lend | Bloomberg Harvard Fellow, Chief Housing Officer | | In Progress | Spring 2024 (March - May) |
| | 3c. Determine the products that can be accessed through the fund . The Fund should target properties where there is highest risk of losing affordable homes, either to higher rents or poor conditions. | Chief Housing Officer, Housing Policy Director, Bloomberg Harvard Fellow | | In Progress | Spring 2024 (March - May) |
| | 3d. The City should require long-term affordability commitments and preference mission-based ownership to support stewardship of affordable housing units. | Chief Housing Officer, Housing Policy Director, Bloomberg Harvard Fellow | | Not yet started | Summer 2024 (June - August) |
| 5. Change State Law to allow place-based zoning incentives for affordable housing production | 5a. Convene a coalition of statewide housing partners to identify needs and build strategy. Identify key stakeholders, Identify | Chief Housing Officer | Mayor's Office | Complete | First 6 months |

| | | | | | |
|--|--|---|--|-----------------|-----------------------------|
| | sponsors | | | | |
| | 5b. Engage coalition to drive support and engagement to pass legislation at the State | Chief Housing Officer, Housing Policy Director | Mayor's Office | In Progress | Spring 2024 (March - May) |
| | 5c. Devise zoning incentives | Chief Housing Officer, Housing Policy Director | RPA, LDO, Bloomberg Harvard Fellow, Mayor's Office | Not yet started | Summer 2024 (June - August) |
| 6. Evaluate Housing and Community Investment Rental Rehabilitation Programs and modify to increase utilization | 6a. Evaluate what is and is not working as part of the rental rehabilitation program | Housing Policy Director, Housing Division Staff | | In Progress | Ongoing |
| | 6b. Modify program expenditure caps to make more flexible and appealing for landlords | Housing Policy Director, Housing Division Staff | | In Progress | Spring 2024 (March - May) |
| | 6c. Establish a lead abatement capacity building strategy | Housing Policy Director, Housing Division Staff | | Not yet started | Summer 2024 (June - August) |
| 7. Improve zoning to allow for soft density in single family neighborhoods, building code, and related policies to increase the supply and reduce the cost of new for-sale homes. | 3a. Partner with RPA to identify opportunities to increase soft density and enact related incentives to support affordable housing development as part of soft density development. | Regional Planning Agency (RPA), Bloomberg Harvard Fellow | Housing Policy Director, Mayor's Office, City Council | In Progress | Summer 2024 (June - August) |

Goal 3: Expand Access to Homeownership and Protect Existing Homeowners

| Recommendation | Action | Implementation Lead/s | Stakeholders | Status | Timeline for Implementation |
|---|--|---|----------------------|-----------------|-----------------------------|
| 1. Increase available down-payment assistance (DPA) provided to potential homebuyers (Pg. 55-59) | 1a. Relaunch DPA program and set new expectations for program evaluation | Chief Housing Officer | Housing Division | Complete | First 6 months |
| | 1b. Identify continued funding source for DPA program, monitor and evaluate program | Chief Housing Officer | CNE | In Progress | Ongoing |
| 2. Consolidate and streamline Owner Occupied Repair Programs to maximize impact and efficiency (Pg. 60-63) | 2a. Develop new program that prioritizes major repairs for households most in need | Housing Division | Habitat for Humanity | Complete | Spring 2024 (March - May) |
| | 2b. Map resources and align with needs | Housing Policy Director | | In Progress | Spring 2024 (March - May) |
| | 2c. Develop neighborhood focus, targeting areas facing market pressures and high prevalence of code violations and aging homes | Housing Policy Director, Housing Division Staff | | Not yet started | Summer 2024 (June - August) |
| | 2d. Build administrative processes and capacity. | Housing Policy Director, Housing | | In Progress | Summer 2024 (June - August) |

| | | | | | |
|--|--|---|---|-----------------|---------------------------|
| | | Division Staff | | | |
| | 2e. Explore options for providing pro-bono estate and successions planning and legal assistance for OOR beneficiaries and identify funding | Housing Policy Director, Housing Division Staff | CNE, Habitat | In Progress | Spring 2024 (March - May) |
| 4. Provide best practice examples and standard plans for Accessory Dwelling Units (ADUs) and engage lenders to expand construction financing . | 4a. Provide design assistance to assist and incentivize the development of accessory dwelling units | Housing Policy Director | Design Studio, RPA | Not yet started | Fall 2024 (Sept - Nov) |
| | 4b. Engage lenders to develop speciality products and provide supporting services to households facing systemic barriers. | Housing Policy Director | | Not yet started | Fall 2024 (Sept - Nov) |
| 5. Expand the availability of home improvement and purchase mortgages from traditional lenders. | 4a. Launch Pinnacle Bank Home Equity Line of Credit for majority minority neighborhoods | Chief Housing Officer | | Complete | First 6 months |
| | 4b. Publish OOR programs funded through the City and eligibility requirements for each on an annual basis. | Housing Policy Director, Housing Division Staff | | In Progress | Ongoing |
| 6. Encourage large companies to provide support for employer assisted housing . | 6a. Connect with Chamber of Commerce to Develop EAH program | Chief Housing Officer, Housing Policy Director | River City Company, Chamber of Commerce | In Progress | Ongoing |
| | 6b. Identify funding source for matching assistance to leverage the impact of public dollars and | Chief Housing Officer, Housing Policy Director | | In Progress | Ongoing |

| | | | | | |
|--|--|--|--|--|--|
| | encourage more employers to participate in the program | | | | |
|--|--|--|--|--|--|

| Goal 4: Work to Make Homelessness Rare, Brief, and Non-recurring | | | | | |
|---|--|-----------------------|--------------|---------|-----------------------------|
| Recommendation | Action | Implementation Lead/s | Stakeholders | Status | Timeline for Implementation |
| 1. Open a low-barrier shelter that makes shelter more accessible to those in need, eliminating obstacles to shelter and homelessness services. (Pg. 66-68). | 1a. Identify sources of one-time and recurring public, private, and philanthropic funding to finance the acquisition and sustain long-term operation of the shelter. | Mayor's Office | OHSH | On Hold | 2025 |
| | 1b. Low-barrier to entry: A low barrier shelter must be free of traditional barriers that prevent people experiencing homelessness from entry: substance use (alcohol and other drugs); | Mayor's Office | OHSH | On Hold | 2025 |

| | | | | | |
|--|--|-----------------------|-------------|----------------|-------------|
| | <p>separation from family or a couple, pets, comfort animals, and service animals; storage; required religious participation, and other exclusive rules.</p> | | | | |
| | <p>1c. Meeting Needs of Various Population Groups Experiencing Homelessness: A low-barrier shelter, where possible, should decrease barriers for and have appropriate shelter resources for survivors of domestic violence, for people identifying as part of the LGBTQ community, unaccompanied youth, older adults, and families.</p> | <p>Mayor's Office</p> | <p>OHSH</p> | <p>On Hold</p> | <p>2025</p> |
| | <p>1d. Partners: A low-barrier shelter may require a partnership with an agency that has experience and staff capacity to run the shelter. It may also require partnering with other community-based organizations or health providers that can provide resources and assistance in helping people locate housing, work with</p> | <p>Mayor's Office</p> | <p>OHSH</p> | <p>On Hold</p> | <p>2025</p> |

| | | | | | |
|--|---|----------------|------|---------|------|
| | landlords, secure documentation for housing, or find employment. | | | | |
| | <p>1e. Housing Focus: The shelter should provide opportunities and staff support for people experiencing homelessness to find permanent housing.</p> | Mayor's Office | OHSH | On Hold | 2025 |
| | <p>1f. Performance Metrics: A successful low barrier shelter should have average length of targeted stays that are as short as possible, achieve positive exits from shelter to positive destinations, and examine returns from positive destinations to the shelter. Collecting data on these metrics can help inform improvements in the shelter and broader homelessness services system.</p> | Mayor's Office | OHSH | On Hold | 2025 |

| | | | | | |
|--|--|----------------|------------------------|-------------|------------------------|
| <p>2. Build permanent supportive housing (PSH) to support people with housing stability and wellbeing, obtain housing quickly, and stay housed. (Pg. 69-72)</p> | <p>2a. Funding: Identify sources of one-time recurring funding to finance the acquisition and sustain long-term operation of the property and related services. Long-term operating subsidies will be critical for the success of PSH</p> | Mayor's Office | OHSH, Housing Division | In Progress | Fall 2024 (Sept - Nov) |
| | <p>2b. Partners: determine organization(s) responsible for managing the PSH. Consider: level of experience, to meet the service needs of people experiencing chronic homelessness, ability to retain qualified staff, and provide quality services.</p> | Mayor's Office | OHSH, Housing Division | In Progress | Fall 2024 (Sept - Nov) |
| | <p>2c. Location: Choose a location for the PSH units that is transit-connected, resource-rich, and accessible to people experiencing unsheltered homelessness</p> | Mayor's Office | OHSH, Housing Division | In Progress | 2025 |
| | <p>2d. Quality supportive services: Select a program of support services aligned with the needs of the PSH residents with sufficient, quality resources, such as the availability of trained mental health professionals.</p> | Mayor's Office | OHSH, Housing Division | In Progress | 2025 |

| | | | | | |
|--|---|------------------------------|---|-------------|---------|
| | 2e. Served population: Decide on the populations served: multiple distinct populations or a single population? | Mayor's Office | OHSH, Housing Division | In Progress | 2025 |
| | 2e. Scale: Establish building size that maximizes resources and impact. Larger buildings are more cost efficient | Mayor's Office | OHSH, Housing Division | In Progress | 2025 |
| 3. Continue conducting landlord education and outreach to expand the pool of landlords that will accept vouchers. | | OHSH, Housing Division Staff | Mayor's Office, Housing Policy Director | In Progress | Ongoing |
| 4. Expand emergency response resource , such as street outreach. | | OHSH | Mayor's Office | In Progress | Ongoing |

| Goal 5: Move Towards Equitable Housing for All Chattanooga | | | | | |
|---|--------|---|--------------|-------------|-----------------------------|
| Recommendation | Action | Implementation Lead/s | Stakeholders | Status | Timeline for Implementation |
| 1. Proactively reach out to households and communities that face higher barriers to access homeownership to encourage participation in DPA and OOR programs. | | Housing Policy Director, Housing Division Staff | | In Progress | Ongoing |

| | | | | | |
|--|---|--|--|-----------------|---------------------------|
| 2. Establish an advisory committee that is reflective of the racial diversity of Chattanooga to strengthen the capacity of partners to implement the HAP. | | Chief Housing Officer, Housing Division Staff | | On Hold | Re-evaluate |
| 3. Establish a capacity building program for new developers in coordination with the RLF. | | Housing Division Staff | | Not yet started | Ongoing |
| 4. Engage lenders to adapt their mortgage products to address barriers for households facing systemic barriers. | 4a. Launch Pinnacle Bank Home Equity Line of Credit for majority minority neighborhoods | Housing Policy Director, Housing Division Staff | | Complete | First 6 months |
| | 4a. Host events and provide information through the City website to connect community members to this resource. | Housing Policy Director, Housing Division Staff | | In Progress | Spring 2024 (March - May) |
| 5. Improve Education and Access to Fair Housing Protections | | Housing Policy Director, Housing Division Staff | | In Progress | Ongoing |

APPENDIX B. Evaluation Templates

| Goal 1: Build the Housing Ecosystem | | | | | | |
|--|-----------|---------------|---------------|---------------|---------------|---------------|
| Measure Rental Units Constructed | | | | | | |
| Funding Source | | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| HOME Investments Partnership | Requested | | | | | |
| | Allocated | | | | | |
| Housing Trust Fund / ARPA | Requested | | | | | |
| | Allocated | | | | | |
| Goal 2 - Rental Units Rehabilitated | | | | | | |
| Funding Source | | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| Community Development Block Grant | Requested | | | | | |
| | Allocated | | | | | |
| COVID - Community Development Block Grant | Requested | | | | | |
| | Allocated | | | | | |
| Total Allocated to Rental Housing | | | | | | |
| | | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |

| | | | | | | |
|---|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | HUD Funds | \$288,178 | | | | |
| | City Funds | ? | | | | |
| | Tax Abatement (PILOT) | \$ 79,837 | | | | |
| Goal 3 - Homeowner Housing Added | | | | | | |
| Funding Source | | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| HOME Investments Partnership | Requested | | | | | |
| | Allocated | | | | | |
| Goal 3 - Homeowner Housing Rehabilitated | | | | | | |
| Funding Source | | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| Community Development Block Grant | Requested | | | | | |
| | Allocated | | | | | |
| COVID - Community Development Block Grant | Requested | | | | | |
| | Allocated | | | | | |
| Goal 3 - Direct Financial Assistance to Homebuyers | | | | | | |
| Funding Source | | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| Housing Trust Fund / ARPA | Requested | | \$1,531,639 | | | |
| | Allocated | | ? | | | |

| Total Allocated to Homeownership | | | | | | |
|---|------------|---------------|---------------|---------------|---------------|---------------|
| | | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| | HUD Funds | \$288,178 | | | | |
| | City Funds | ? | \$1,531,639 | | | |
| | | | | | | |
| Goal 4 - Housing for Homeless Added | | | | | | |
| Funding Source | | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| COVID - Community Development Block Grant | Requested | \$213,457 | | | | |
| | Allocated | | | | | |
| Goal 4- Services for Housing Homeless and At-Risk | | | | | | |
| Funding Source | | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| COVID - Community Development Block Grant | Requested | | | | | |
| | Allocated | | | | | |
| Housing Trust Fund | Requested | | | | | |
| | Allocated | | | | | |
| Goal 4- Tenant Based Rental Assistance | | | | | | |
| Funding Source | | FY | FY | FY | FY | FY |

| | | 2022-23 | 2023-24 | 2024-25 | 2024-26 | 2026-27 |
|--|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| HOME-ARP | Requested | \$287,513 | | | | |
| | Allocated | | | | | |
| ESG-CV | Requested | \$76,007 | | | | |
| | Allocated | | | | | |
| Housing Trust Fund | Requested | \$105,797 | | | | |
| | Allocated | | | | | |
| Goal 4- Tenant Based Rental Assistance | | | | | | |
| Funding Source | | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| Community Development Block Grant | Requested | \$51,508 | | | | |
| | Allocated | | | | | |
| Total Allocated to Homelessness | | | | | | |
| | | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| | HUD Funds | \$629,485 | | | | |
| | City Funds | \$105,797 | | | | |
| | Tax Abatement (PILOT) | | | | | |

| |
|---|
| Goal 2: Increase the number of affordable, quality, rental homes |
| Rental Units Constructed |

| Funding Source | Measure | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
|------------------------------|-------------------------------|---------------|---------------|---------------|---------------|---------------|
| HOME Investments Partnership | Units (Actual - Program Year) | 5 | | | | |
| Housing Trust Fund * | Units Built | | | | | |
| Housing Impact Fund * | Units | | | | | |

Rental Units Rehabilitated

| Funding Source | Measure | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
|-----------------------------------|-------------------------------|---------------|---------------|---------------|---------------|---------------|
| Community Development Block Grant | Units (Actual - Program Year) | 145 | | | | |
| Housing Trust Fund * | Units | | | | | |
| Housing Impact Fund * | Units | | | | | |

| Goal 3: Expand Access to Homeownership and Protect Existing Homeowners | | | | | | |
|---|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Homeowner Housing Added | | | | | | |
| Funding Source | Measure | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| HOME Investments Partnership | Units (Actual - Program Year) | 3 | | | | |
| Homeowner Housing Rehabilitated | | | | | | |
| Funding Source | Measure | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| Community Development Block Grant | Units (Actual - Program Year) | 39 | | | | |
| Direct Financial Assistance to Homebuyers | | | | | | |
| Housing Trust Fund | | | 18 | | | |

| Goal 4: Make Homelessness Rare, Brief, and Non-recurring | | | | | | |
|---|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Housing for Homeless Added | | | | | | |
| Funding Source | Measure | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| COVID - Community | Units (Actual - Program Year) | 44 | | | | |

| | | | | | | |
|--|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| Development Block Grant | | | | | | |
| Services for Housing Homeless and At-Risk | | | | | | |
| Funding Source | Measure | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| Housing Trust Fund | Households Assisted (Actual - Program Year) | 73 | | | | |
| Tenant Based Rental Assistance | | | | | | |
| Funding Source | Measure | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| HOME-ARP | Households Assisted (Actual - Program Year) | See Total | | | | |
| ESG-CV | Households Assisted (Actual - Program Year) | See total | | | | |
| Housing Trust Fund | Households Assisted (Actual - Program Year) | See total | | | | |
| Homelessness Prevention | | | | | | |
| Funding Source | Measure | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
| Community Development Block Grant | Persons Assisted (Actual - Program Year) | 8,847 | | | | |
| Housing Trust Fund | Households Assisted (Actual - Program Year) | | | | | |

Goal 5: Move Towards Equitable Housing for All Chattanooga

Measure: Racial and Ethnic Composition of Families Assisted by Program

| Funding Source | | Current Percent Chattanooga Population | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2024-26 | FY 2026-27 |
|------------------------------|---|--|------------|------------|------------|------------|------------|
| HOME Investments Partnership | Black or African American | | | | | | |
| | White | | | | | | |
| | Asian | | | | | | |
| | American Indian | | | | | | |
| | Native Hawaiian or Other Pacific Islander | | | | | | |
| | Hispanic | | | | | | |
| | Non-Hispanic | | | | | | |
| CDBG | Black or African American | | | | | | |
| | White | | | | | | |
| | Asian | | | | | | |
| | American Indian | | | | | | |
| | Native Hawaiian or Other Pacific Islander | | | | | | |
| | Hispanic | | | | | | |
| | Non-Hispanic | | | | | | |
| | Black or African American | | | | | | |

| | | | | | | | |
|-----|---|--|--|--|--|--|--|
| ESG | White | | | | | | |
| | Asian | | | | | | |
| | American Indian | | | | | | |
| | Native Hawaiian or Other Pacific Islander | | | | | | |
| | Hispanic | | | | | | |
| | Non-Hispanic | | | | | | |