

Budget Narrative

The City of Chattanooga's Comprehensive Gang Task Force (CGTF), in conjunction with the U.S. Attorney's Office in East Tennessee, proposes to use \$300,000.00 in federal funding under Category 2 of the Department of Justice's FY 2013 Violent Gang and Gun Crime Reduction Program (Project Safe Neighborhoods). The Chattanooga Community Law Enforcement and Recovery Demonstration Program (CLEAR) will provide funding to permit the Hamilton County District Attorney to hire an Assistant District Attorney dedicated to prosecuting all gang and gun crimes committed in two of Chattanooga's neighborhoods with the highest level of gang crime as identified by Comprehensive Gang Assessment conducted by CGTF's research partner, the Ochs Center for Metropolitan Studies. We are requesting \$151,637.32 in year 1 and \$148,362.68 in year 2. The Hamilton County District Attorney and the Chattanooga Housing Authority will donate office and meeting space for the program activities.

These funds will help us to do the following for each of the program years:

Year 1

A. Personnel

- a. \$73,384.54 will be used to pay the salary of an Assistant District Attorney to act as a Gang Prosecutor dedicated to the program. The salary has been budgeted using the State of Tennessee District Attorneys General's salary scale. This salary scale is, historically, adjusted by Tennessee legislation on a yearly basis.
- b. The Hamilton County District Attorney's Office anticipates filling the gang prosecutor position with an experienced prosecutor. In order to attract such an experienced prosecutor, calculations were based on salary grade nine. Also, mandatory raises are reflected in the first and second year salary. See the chart at the end of this narrative for a complete summary of the pay grades and calculations.

B. Fringe Benefits

- a. Fringe benefits are based on the personnel policies of Hamilton County. Fringe benefits are broken down for FICA, medical insurance (family coverage), life insurance, pension and self-insurance. Please note – self-insurance is charged, as a percentage, for the first \$9,000 earned per calendar year. The new gang prosecutor will be hired when notice of the grant award is received, self-insurance will be charged from date of employment through December 31, 2013, then start over on January 1, 2014.
 - i. Health Insurance @ \$1,172.66 per month for employee and spouse
 - ii. Self-Insurance @ \$50.33 per month
 - iii. Life Insurance @ \$5.00 per month
 - iv. Pension Benefits @ 14.08% of salary
 - v. FICA @ 7.65% of salary
- b. \$30,683.56 will be paid from the grant for benefits for the ADA.

C. Travel

- a. \$5,120.00 is requested for the CGTF Coordinator, CGTF Grants Administrator, HCDA's Budget Director and Ochs Center Director to attend a 2.5-day national

Project Safe Neighborhoods Orientation Course conducted by MSU. Washington, DC was used as the place of the training for the purpose of this application. Travel costs were estimated at \$500 for airfare based on the average rate for coach in today's market; if lower rates are available, we will use the lower rates. We used the Federal CONUS rates to estimate hotel and per diem expenses in Washington, D.C. We selected the mid-range hotel rate of \$183 per night for the months of November 2012 – February 2013. Any cost savings will be used for local training events to ensure staff is abreast of current best practices.

- b. \$1,130.00 is requested for local travel. Attendance at meetings in the community is a critical part of developing the relationships within the target community. The ADA is expected to be actively involved in the Operations and Community Impact Teams. Travel for the ADA is based on an estimate of 40 miles per week over a period of 50 weeks in Year 1 and a reimbursement rate of \$.565 per mile.
- c. \$1,337.22 is requested for travel within Tennessee and Georgia to participate in training programs related to gang prevention and gang prosecution. Support is requested for 12 days of training during the first year and POV travel to the training to the training sites.

D. Equipment

- a. We are requesting \$4,300.00 for computer equipment to support the program
 - i. \$1,800.00 is requested for a MacBook Pro 15" laptop computer to be used by the ADA. The HCDA uses Macintosh computers in its network.
 - ii. \$2,500.00 is requested for two MacBook 13" laptops with external CD Super Drives to be used by the Operations and Community Impact Teams in the target neighborhoods for recording activities and maintaining records for the research partner.
- b. We are requesting \$1,000.00 to purchase printers for the project.
 - i. \$700 is requested for a printer that will be integrated with the HCDA's network.
 - ii. \$300 is requested for two multi-function printers to be used by the Operations and Community Impact Teams in the target neighborhoods.
- c. A total of \$5,300.00 is requested for equipment the first year.

E. Supplies

- a. \$720.00 is requested for general office supplies: \$540.00 will be allocated for the ADA's needs and \$180.00 for the needs of the Operations and Community Impact Teams. This includes paper, pencils, pens, notebooks and other materials to be used by the outreach workers as they meet with youths and families. It also includes basic supplies for people attending training.
- b. \$800.00 is requested for the production and reproduction of training materials to be used in working with the various constituencies in the neighborhoods. We estimated 80 training packets and folders being created and distributed during the first year. The estimated cost for each training packet is \$10 per packet.
- c. \$92.000 is requested for copying an estimated 2,000 pages for reports and meetings with neighborhood groups. The estimated cost per page is \$.046.
- d. \$250.00 is requested to purchase software licenses for the ADA's computer.

- e. \$140.00 is requested for software to be used on the laptops for the Operations and Community Impact Teams. Software will include programs for writing, spreadsheets, presentations and data collection.
- f. A total of \$2,002.00 is requested under this line item.

F. There are no Construction Costs in this proposal

G. Consultants and Contracts

- a. **Contracts:** \$30,000.00 per year is requested to contract with Ochs Center to be the Research Partner for assistance in tracking progress in the program and providing research guidance and analysis during the first year. The Ochs Center will help set up the database for tracking input and output measures and analyzing outcomes.

H. Other Costs

- a. A total of \$1,800 is requested for a cellular phone for the ADA. Cost is based on \$150 per month. This is based on current costs experienced with the HCDA's office.
- b. \$480.00 is requested for phone services for the ADA's office. Cost is estimated at \$40/month for 12 months.
- c. \$400.00 is requested for Tennessee Attorney Privilege Fee. All practicing attorneys in the State of Tennessee are required to pay professional privilege tax on a yearly basis. The attorneys in the Hamilton County District Attorney's Office have their professional tax paid by the District Attorneys General Conference (for state prosecutors), and Hamilton County (for county prosecutors.)
- d. A total of \$2,680.00 is requested for Other Costs.

I. There are no indirect costs

J. Total Federal cost for year 1 is \$151,637.32

Year 2

A. Personnel

- a. \$78,590.41 is requested for the salary of the Assistant District Attorney / Gang Prosecutor dedicated to the program. The salary has been budgeted using the State of Tennessee District Attorneys General's salary scale. This salary scale is, historically, adjusted by Tennessee legislation on a yearly basis.
- b. Mandatory raises are reflected in the first and second year salary. See the Salary Grade chart on p. 5.

B. Fringe Benefits

- a. Fringe benefits are based on the personnel policies of Hamilton County. Fringe benefits are broken down for FICA, medical insurance (family coverage), life insurance, pension and self-insurance. Please note – self-insurance is charged, as a percentage, for the first \$9,000 earned per calendar year.
 - i. Health Insurance @ \$1,254.85 per month for employee and spouse during year 2
 - ii. Self-Insurance @ \$25.72 per month during year 2
 - iii. Life Insurance @ \$5.00 per month
 - iv. Pension Benefits @ 14.08% of salary
 - v. FICA @ 7.65% of salary
- b. \$32,497.92 will be paid from the grant for benefits for the ADA in Year 2.

C. Travel

- a. \$1,469.00 is requested for local travel. Attendance at meetings in the target neighborhoods are expected to increase during year 2. Travel for the ADA is based on an estimate of 50 miles per week over a period of 52 weeks in Year 2 and a reimbursement rate of \$.565 per mile.
- b. \$1,337.23 is requested for travel within Tennessee and Georgia to participate in training programs related to gang prevention and gang prosecution. Support is requested for 12 days of training during the first year and POV travel to the training to the training sites.

D. Equipment

- a. No equipment will be purchased during the second year of the program.

E. Supplies

- a. \$720.00 is requested for general office supplies: \$540.00 will be allocated for the ADA's needs and \$180.00 for the needs of the Operations and Community Impact Teams. This includes paper, pencils, pens, notebooks and other materials to be used by the outreach workers as they meet with youths and families. It also includes basic supplies for people attending training.
- b. \$1,000.00 is requested for the production and reproduction of training materials to be used in working with the various constituencies in the neighborhoods. We estimated 100 training packets and folders being created and distributed during the first year. The estimated cost for each training packet is \$10 per packet.
- c. \$68.13 is requested for copying an estimated 1,481 pages for reports and meetings with neighborhood groups. The estimated cost per page is \$.046.

F. There are no Construction Costs in this proposal**G. Consultants and Contracts**

- a. **Contracts:** \$30,000.00 is requested to extend the contract with Ochs Center for assistance in tracking progress in the program and providing research guidance and analysis during the second year. .

H. Other Costs

- a. A total of \$1,800 is requested for a cellular phone for the ADA. Cost is based on \$150 per month. This is based on current costs experienced with the HCDA's office.
- b. \$480.00 is requested for phone service for the ADA's office. Cost is estimated at \$40/month for 12 months.
- c. \$400.00 is requested for the Tennessee Attorney Privilege Fee. All practicing attorneys in the State of Tennessee are required to pay professional privilege tax on a yearly basis. The attorneys in the Hamilton County District Attorney's Office have their professional tax paid by the District Attorneys General Conference (for state prosecutors), and Hamilton County (for county prosecutors.)
- d. A total of \$2,680.00 is requested for Other Costs.

I. There are no indirect costs**J. Total Federal cost for year 2 is \$148,362.68**

Hamilton County District Attorney's Office Salary Grades and Benefits

Level	Date	Salary	FICA 7.65%	Medical Ins. \$4,961/yr.	Life Ins. \$60/yr.	Pension 14.08%	Unemp Ins. \$302/yr	Fringe Benefit Total
9	10/1/13 - 6/30/14	54,071.92	4,136.50	10,373.30	45.00	7,613.32	302.00	22,470.12
10	7/1/14 - 9/30/14	19,312.62	1,477.42	3,699.81	15.00	2,719.22	302.00	8,213.44
	First Year Grant	73,384.54	5,613.92	14,073.10	60.00	10,332.54	604.00	30,683.56
10	10/1/14 - 6/30/15	57,937.87	4,432.25	11,099.42	45.00	8,157.65	0.00	23,734.32
11	7/1/15 - 9/30/15	20,652.54	1,579.92	3,958.80	15.00	2,907.88	302.00	8,763.59
	Second Year Grant	78,590.41	6,012.17	15,058.22	60.00	11,065.53	302.00	32,497.91
	Two Year Salary	151,974.94						
	Two Year Benefits	63,181.48						
	Total Salary & Benefits	215,156.42						

*Medical
Insurance
increase of 7%
each July 1st.
Medical
Insurance is
budgeted at
family coverage
for new
employees -
\$13,831.06

Budget Detail Worksheet

Chattanooga CLEAR Demonstration Program

Total Costs Year 1					
A. Personnel		Computation	Hours	Number	Cost
ADA / Gang Prosecutor		Annual Salary			
		\$	73,384.54	1	\$ 73,384.54
Total Personnel					\$ 73,384.54
B. Fringe Benefits					
Medical Insurance			1,172.76	12	\$ 14,073.10
Self-Insurance			50.33	12	\$ 604.00
Life Insurance			5.00	12	\$ 60.00
Pension			73,384.54	0.1408	\$ 10,332.54
FICA			73,384.54	0.0765	\$ 5,613.92
Total Benefits					\$ 30,683.56
C. Travel					
Purpose		Location	Item	Rate	Number
PSN Training		TBD - DC is assumed for calculation	Air Fare	\$ 500.00	4
			Hotel (3 days) (Nov-Dec)	\$ 183.00	12
			CONUS (Wash, DC)	\$ 77.00	12
			POV Travel	\$ 0.565	965
In-State Training		TBD	CONUS (Nashville)	\$ 66.00	12
		Per Diem	40 miles/week	\$ 0.565	2,000
ADA		Local travel			
Total Travel					\$ 7,587.22
D. Equipment					
Computers		Gang Prosecutor/ADA	Apple MacBook Pro, 15"	\$ 1,800.00	1
		Laptop	Apple MacBook 13" w Superdrive	\$ 1,250.00	2
		Laptop		\$ 700.00	1
Printer & Network		Neighborhood Operations Teams		\$ 150.00	2
		Integration into DA's Office	HP		
		All-in-one printers			
Total Equipment					\$ 5,300.00

Budget Detail Worksheet

Chattanooga CLEAR Demonstration Program

E. Supplies									
General office supplies	Office supplies for ADA	Cost per month	\$	45.00	12	\$	540.00		
Training Materials	Operations Teams	Cost per month	\$	15.00	12	\$	180.00		
Copying	Pamphlets and Materials	Cost per each package	\$	10.00	80	\$	800.00		
Computer Software	Copying of reports and forms	Cost per page	\$	0.046	2000	\$	92.00		
Apple Software	Licensing for ADA	Cost each	\$	250.00	1	\$	250.00		
	Operations Teams	Estimated Cost	\$	140.00	1	\$	140.00		
Total Supplies			\$			\$	2,002.00		
G. Consultants/Contracts									
Contracts									
Ochs Center, Inc.	Research Partner	Technical assistance				\$	30,000.00		
Total Consultants/Contracts						\$	30,000.00		
H. Other Costs									
Telephone Services		Per Month Cost		Months	Number				
Cellular Phone	Verizon Service Plan for ADA	\$	150.00	12	1	\$	1,800.00		
Office Phone	ADA/Gang Prosecutor	\$	40.00	12	1	\$	480.00		
TN Attorney Privilege Fee		\$	400.00	1	1	\$	400.00		
Total Other Cost						\$	2,680.00		
Total Year 1						\$	151,637.32		
Total Costs Year 2									
A. Personnel									
ADA/Gang Prosecutor	Employed 12 mos.	Computation Annual Salary	\$	Hours	Number	Cost			
			78,590.41	1	1	\$	78,590.41		
Total Personnel						\$	78,590.41		
B. Fringe Benefits									
Medical Insurance	Hamilton County	\$	1,254.85	12	1	\$	15,058.22		
Self-Insurance	Hamilton County	\$	25.17	12	1	\$	302.00		

Chattanooga CLEAR Demonstration Program

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Chattanooga CLEAR Demonstration Program

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Budget Detail Worksheet

Chattanooga CLEAR Demonstration Program

Budget Summary				
Budget Category	Year 1		Year 2	
				Total
A. Personnel	\$	73,384.54	\$	78,590.41
				\$ 151,974.95
B. Fringe Benefits	\$	30,683.56	\$	32,497.92
				\$ 63,181.48
C. Travel	\$	7,587.22	\$	2,806.23
				\$ 10,393.44
D. Equipment	\$	5,300.00	\$	-
				\$ 5,300.00
E. Supplies	\$	2,002.00	\$	1,788.13
				\$ 3,790.13
F. Construction	\$	-	\$	-
				\$ -
G. Consultants/Contracts	\$	30,000.00	\$	30,000.00
				\$ 60,000.00
H. Other	\$	2,680.00	\$	2,680.00
				\$ 5,360.00
Total Direct Costs	\$	151,637.32	\$	148,362.68
				\$ 300,000.00
I. Indirect Costs	\$	-	\$	-
				\$ -
Total Project Costs	\$	151,637.32	\$	148,362.68
				\$ 300,000.00
Federal Request	\$	151,637.32	\$	148,362.68
				\$ 300,000.00

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

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9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.
19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

* SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL <div>Boyd Patterson</div>	* TITLE <div>Coordinator</div>
* APPLICANT ORGANIZATION <div>City of Chattanooga Comprehensive Gang Task Force</div>	* DATE SUBMITTED <div>03/11/2013</div>

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United States Department of Justice

United States Attorney
Eastern District of Tennessee

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220 West Depot Street, Suite 423
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423.639.6759

March 11, 2013

Ms. Denise E. O'Donnell
Director, Bureau of Justice Assistance
Office of Justice Programs
810 Seventh Street NW
Washington, DC 20531

Dear Director O'Donnell:

By this letter, I certify that the City of Chattanooga is a suitable fiscal agent for the 2013 PSN Grant. They are in compliance with the Department of Justice's requirements for Project Safe Neighborhoods.

The City of Chattanooga has expressed their commitment to meet the mission and goals of PSN for the Eastern District of Tennessee. The selected applicant is not under investigation, and neither I nor the members of my staff who will have involvement in the PSN Program have a conflict of interest or other disqualification, pursuant to 5 C.F.R., Section 2635.402 and 5 C.F.R., Section 2635.502, in working with this organization.

It is important to note that the City of Chattanooga has experience in working with both grant administration and fiscal oversight. Questions related to their grant proposal may be addressed to Assistant U.S. Attorney Chris Poole at (423) 752-5140 or chris.poole@usdoj.gov.

Sincerely,

William C. Killian
United States Attorney

Chattanooga CLEAR Demonstration Program Time and Task Plan

Year: Month	Project Goal	Related Objective	Activity	Expected Completion Date	Person Responsible
1 / 1	Formalize the CLEAR structure and staffing	Hire ADA/Gang Prosecutor to manage the CLEAR activities	Advertise for and interview individuals once the award announcement is made	Prior to start of program	Hamilton County District Attorney (HCDA)
			Formalize contract with HCDA for ADA to be hired and presentation to City Council for approval	Prior to start of program	CGTF Coordinator, Boyd Patterson
			Hire the ADA/Gang Prosecutor	Start of Month 1	HCDA
		Purchase equipment for the program.	Submit purchase orders for computers for ADA/Gang Prosecutor and Operations Teams	Start of Month 1	HCDA CGTF
			Submit purchase order for telephone communications for ADA/Gang Prosecutor	Start of Month 1	HCDA
		Obtain approvals for expansion of CGTF's contract with the Ochs Center for Metropolitan Studies as the Research Partner	Present contracts to City Council for approval and sign contacts for evaluation and monitoring services with Ochs Center	Start of Month 1	CGTF Coordinator, Boyd Patterson
1 / 2	Implement CLEAR Program	Review CLEAR requirements with Operations Team and CIT Members	Meet with partner law enforcement agencies and proposed members of the CIT in target neighborhoods	End of Month 1	CGTF Coordinator, ADA/Gang Prosecutor / Ochs Center, Ken Chilton
		Set up offices and meeting places for CLEAR teams	Locate, furnish and prepare offices for CLEAR at the HCDA Offices and CHA Offices in Neighborhoods	End of Month 1	HCDA CHA CGTF
		Establish CLEAR Demonstration Program in Westside and Alton Park Neighborhoods for prevention, intervention and suppression efforts	Meet regularly with CLEAR Operations Teams and CIT to discuss strategies	Start of Month 2 and continuing the rest of the grant period	CGTF Coordinator, ADA/Gang Prosecutor / Ochs Center, Ken Chilton

Chattanooga CLEAR Demonstration Program Time and Task Plan

Year: Month	Project Goal	Related Objective	Activity	Expected Completion Date	Person Responsible
1 / 3	Formalize operational protocols and matrices for CLEAR Program		Meet with community partners to discuss and plan on-going strategies for disrupting gang and gun activities	Start of Month 2 and continuing the rest of the grant period	CGTF Coordinator, Boyd Patterson
			Evaluate the accuracy and effectiveness of the criminal intelligence data received	Start of Month 2 and continuing the rest of the grant period	Ochs Center, Ken Chilton
			Meet with Ochs Center, CGTF members, CPD, USAO, HCDA and ADA/Gang Prosecutor to establish criteria and data needs to meet evaluation and actionable standards	End of 2nd week of month and monthly thereafter	ADA/Gang Prosecutor CGTF Coordinator, Boyd Patterson
		Create and obtain approval for criteria and processes operation of CLEAR Demonstration Program	Establish protocols for referral of cases to ADA/Gang Prosecutor	Middle of Month 2	ADA/Gang Prosecutor
			Prepare all forms and documents to be used in the processing of information submitted to the CLEAR Program	End of Month 2	CGTF Coordinator/A DA/Gang Prosecutor
			Prepare CLEAR manual for use by partner agencies	Middle of Month 3	CGTF Coordinator/A DA/Gang Prosecutor
		Establish MOUs and referral protocols with partner agencies	Obtain approvals for program materials from CGTF Steering Committee, City of Chattanooga and USAO	Middle of Month 3	CGTF Coordinator/A DA/Gang Prosecutor
			Draft and sign partnership agreements with community partners along with referral processes regarding data sharing with law enforcement agencies, courts, probation and parole, jail, etc.	End of Month 3	ADA/Gang Prosecutor CGTF Coordinator, Boyd Patterson

Chattanooga CLEAR Demonstration Program Time and Task Plan

Year: Month	Project Goal	Related Objective	Activity	Expected Completion Date	Person Responsible
	Provide feedback to community on CLEAR activities	Produce quarterly report on CLEAR activities	Produce narrative and statistical report on number of gang and gun situations identified, their locations, actions taken and results	Quarterly throughout the grant	CGTF Coordinator, Boyd Patterson
			Produce a community needs and metrics report regarding performance measures and community impacts	Quarterly throughout the grant	Ochs Center, Ken Chilton
		Provide training for participants to enhance decision-making skills and understanding of responsibilities	Meet with Operations Team, CIT and community partners to discuss the quarterly reports and change those parts of the program that don't appear to be effective and enhance those that are effective.	Two weeks after each quarterly report	CGTF Coordinator, ADA/Gang Prosecutor / Ochs Center, Ken Chilton
1 / 6	Reduce gang involvement and involvement in violence	Identify repeat offenders identified in the crime intelligence reports	Meet quarterly with participant and their family / guardian to review the information obtain and offer services to the families	Starts after 6 months in the program and every 6 months thereafter	CGTF Outreach Coordinator, Fred Houser, CGTF Violence Interrupter
Semi-Annual Report	Provide assessments of progress	Prepare written program assessments and evaluation	Work with Ochs Center to conduct assessment of progress and performance	Semi-Annually	CGTF Coordinator, Boyd Patterson / Ochs Center, Ken Chilton
	Conduct assessments of impacts	Determine if CLEAR had any impact on community perceptions of gang and gun violence	Conduct focus groups with students and community partners who were part of the gang assessment in 2011	Semi-Annually	Ochs Center, Ken Chilton
Final Report	Final Program Report	Prepare final program reports	Work with Ochs Center to conduct assessment of progress and performance	30 days after end of grant period	CGTF Coordinator, Boyd Patterson / Ochs Center, Ken Chilton

Chattanooga CLEAR Demonstration Program Time and Task Plan

Year: Month	Project Goal	Related Objective	Activity	Expected Completion Date	Person Responsible
	Data Collection and Mapping	Begin data collection, monitoring and reporting	Set up protocols for collecting data and monitoring activities of CLEAR	Start of Month 3 and continuously	Ochs Center, Ken Chilton
		Begin mapping of gang and gun crime information	Set up protocols for GIS mapping gang and crime information	Start of Month 3 and continuously thereafter	Ochs Center, Ken Chilton
	Create training materials for CLEAR to be used in working with community partners	Design and test training materials	Create presentation slides for use in trainings	Middle of Month 3	ADA/Gang Prosecutor
			Prepare participant handbook for CIT and community members with copies of forms and other materials	End of Month 3	ADA/Gang Prosecutor CGTF Coordinator, Boyd Patterson
1 / 4	Train Operations Team, CIT and community members on protocols and reporting standards	Train members on the roles and relationships within the CLEAR demonstration program	Conduct hands-on training at each site	Middle of Month 4	ADA/Gang Prosecutor CGTF Coordinator, Boyd Patterson
		Train all partners on recognizing gangs and prevention and intervention strategies.	Conduct gang awareness and prevention training of law enforcement, community and faith-based organizations, neighborhood associations and other community partners	End of Month 4 and quarterly thereafter	Operations Team CIT
1 / 5 Until End of Grant	Develop and implementation of performance measures	Develop the performance measures to be tracked as part of the grant	Meet with CLEAR participants to discuss performance measures	First of month 5	Ochs Center, Ken Chilton

DISTRICT ATTORNEY GENERAL

CRIMINAL DIVISION

JOB DESCRIPTION

Position: Assistant District Attorney General – Gang Prosecutor

Supervisor: District Attorney General

Summary: Under supervision of the District Attorney General, is responsible for legal and administrative work of considerable difficulty; acts for District Attorney General when authorized and not prohibited by law.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

1. Exercises complete responsibility for the prosecution of all gang related criminal cases within assigned geographic area, and sees that the State is represented in any necessary Court appearance.
2. Acts on behalf of the District Attorney General in all gang related matters, including the signing of documents when authorized and not prohibited by law.
3. Uses sound discretion in distinguishing between cases with no merit and those which should be vigorously and impartially prosecuted on behalf of the State.
4. May fill in for any other Assistants in districts requesting assistance in gang related cases.
5. Issues written legal opinions upon the request of the District Attorney General following designated professional guidelines.
6. Provides all interested parties with notification and updates on continuation, settlement, delay or termination of hearings or trials.
7. Handles all gang related Pre-trial Diversions in accordance with applicable policies, guidelines and criteria, recommending approval or denial of diversion and taking appropriate follow-up action.
8. Maintains rapport with victims/witnesses and promotes exchange of Victim-Witness information with law enforcement and others, advises and assists Victim-Witness Coordinator in maintaining up to date records.
9. Makes recommendations to the Court on amounts to be paid by a surety upon a bond in the event of forfeiture.

10. Promotes and maintains good working relationships with all law enforcement agencies and the public; provides full disclosure and cooperation with the media on all assigned matters within the law and applicable guidelines.

11. Promotes and takes appropriate action in the restoration of citizenship (voting rights) for all eligible persons.

12. Ensures preparation of indictments for each case bound over to the Grand Jury.

13. Handles cross-warrant situations.

14. Supports the efficient operation of the Grand Jury while avoiding influence of any kind.

15. Keeps the District Attorney General informed on the status of all major gang related Criminal Court cases.

16. Handles Criminal Court plea offers in compliance with District Attorney General guidelines.

17. Maintains appropriate case files and other records pertaining to cases, criminal histories, juries, courts, hearings and other related matters.

18. Handles administrative matters pertaining to responsibilities of Assistant District Attorney.

19. May supervise other staff as assigned.

MINIMUM QUALIFICATIONS:

A law degree.

Boyd M. Patterson, Jr., M.A., J.D.
Gang Task Force Coordinator
101 East 11th Street, Chattanooga, Tennessee 37402
423-425-7835; patterson_b@chattanooga.gov

Professional Experience

Office of District Attorney General, Hamilton County (December 2002-present)

Special Prosecutions Division Head

- Prosecuted special assignment cases
- Emphasis upon prosecution of gang members
- Designed and developed Hamilton County's first gang prosecution program
- Designed a community anti-gang program based upon the Comprehensive Gang Model
- Met regularly with Child Abuse Prosecutor and Felony DUI Prosecutor, provided framework of support and peer feedback
- Maintained Trial Development Program
- With General Cox, developed innovative prosecutorial tools and techniques

Trial Development Assistant

- Litigated jury trials with numerous prosecutors, with the additional goal of learning/sharing trial techniques and communicating with all prosecutors the lessons from those trials
- Conducted office-wide pretrial strategy sessions
- Collected and disseminated post-trial debriefings
- Disseminated litigation articles

Criminal Court Prosecutor

- Litigated criminal cases ranging from misdemeanors to first-degree murder

Additional background information

- Conducted over 50 jury trials in eight years, including murder cases against gang members
- With the Hamilton County IT Department, developed computer programs to identify gang members on court dockets, identify gang members on probation caseloads and merge existing gang lists
- Conducted local prosecutorial training on The Gang Enhancement Statute, state level training addressing The Psychology of Repeat Offenders and Evidence at Trial and national level training on Trial Preparation for Prosecutors through LawLine.com
- Wrote Trial Guide: 404(b) Evidence by Topic for the Hamilton County DA's Office, chapter four of which addresses admission of gang-related evidence
- Wrote articles for the National District Attorneys Association about trial preparation, trial presentation and litigation philosophy
- Assisted in designing technology updates to criminal courtrooms, including cost-saving closed-circuit television equipment
- Created statewide networks for online trial development and for child abuse prosecutors

Campbell & Campbell, Chattanooga (November 2000-November 2002)

Associate – Responsibilities included:

- Perform legal research, write memorandums, trial and appellate briefs
- Litigate civil cases, ranging from slight property damage to a multi-million dollar class action

Professional Experience (cont.)

Inner Harbour Hospital, Douglasville, Georgia (July 1995-July 1997)

Counselor – Responsibilities included:

- Counsel at-risk dual-diagnosis teenage boys
- Work as member of overall treatment team that provided range of services to clients, including psychological assessment, individual therapy, group therapy, family therapy and substance abuse counseling
- Training/specialization in experiential therapy

Education

J.D. (2000), Duquesne University

M.A. Psychology (1996), State University of West Georgia

B.S. Psychology (1992), University of Tennessee at Chattanooga

Academic Honors

Duquesne Law School Scholarship, Phi Delta Phi Legal Honors Fraternity, Wesley M. Kergan Scholarship, Golden Key Honor Society, Psi Chi Psychology Honor Society, Kappa Sigma Scholars

Hobbies/Interests

- Founded legal tech startup LitigatorTechnology.com; designed and developed the JuryStar app for the iPad, the online jury consulting service Web Jury Consulting and the Legal App Incubator
- Founded 5000angels.com for the Children's Advocacy Center of Hamilton County, which allows community members to support victims of child abuse
- Wrote The Science of Trauma and Recovery for the Chattanooga Rape Crisis Center, addressing the biological basis of post-traumatic stress disorder for victims of sexual assault
- Wrote The Action Commandment and God's Legal Advice for Attorneys on FaithWriters.com
- Former LocSec and Scholarship Chair, Chattanooga Mensa; facilitated scholarship awards to college-bound high school students
- Assistant youth soccer coach

Curriculum Vitae

Kenneth Matthew Chilton
3533 Oak Knoll Drive
Chattanooga, TN 37415
423.255.9570 / kennethmchilton@yahoo.com

Professional Experience

The Ochs Center for Metropolitan Studies (1/2012-present). President/CEO. Manage all aspects of fee-for-service nonprofit research organization. Responsible for organization's budget, staffing, management, business development, community outreach and research quality. Collaborate with board of directors to run the business-side of the enterprise; solely responsible for writing grants, developing research proposals, implementing research projects, media relations, strengthening partnerships with potential funders, and community education. Currently developing a new 5-year strategic plan.

The University of Tennessee-Chattanooga (8/2012-present). Adjunct Faculty appointment in Department of Sociology, Anthropology and Geography. Teach research methods for majors.

Kentucky Legislative Research Commission (1/2008-12/2011). Director of Research, Office of Education Accountability. Managed 6 person research staff that completed research for the Kentucky General Assembly. Responsibilities included developing detailed study plans, implementing work plans, writing reports, and presenting results to legislators on the attainment of state education goals set out in Kentucky's Education Reform Act of 1991.

University of Louisville (8/2010-12/2010). Adjunct Instructor, Department of Urban and Public Affairs. Taught Economics for Public Affairs in graduate program.

University of North Carolina Charlotte (8/2007 – 12/2007). Lecturer, Coordinator of Community Planning Program, Department of Geography and Earth Sciences. Responsibilities included teaching, advising all graduate planning students, revitalization of regional internship program for undergraduate and graduate students, community networking, and student mentoring.

University of North Carolina Charlotte (8/2002 – 7/2007). Assistant Professor, Department of Geography and Earth Sciences. Taught mix of undergraduate and graduate classes, managed multiple research projects, and served as advisor on numerous theses projects.

Jackson State University, Jackson, Mississippi (8/2000 – 5/2002). Assistant Professor, Department of Urban and Regional Planning.

Schiller International University, Heidelberg, Germany (Spring 2000). Economics instructor.

Industrie Handelskammer Heilbronn (1/99 – 4/2000). Business English Instructor.

University of Louisville (8/97-5/98). Instructor, Departments of Sociology and Political Science. Taught classes in Urban Sociology and Geo-politics.

University of Louisville Center for Environmental Policy and Environment (2/96-5/98). Research Analyst focusing on Brownfields Redevelopment on EPA and HUD grants.

National City Bank (1/94-12/95). Community Reinvestment Act Analyst. Prepared reports for bank examiners on bank's lending activities to underserved populations and geographies.

Education

University of Louisville, Louisville, KY
PhD: Urban & Public Affairs (1999)
Masters of Public Administration
Centre College, Danville, KY
BA: Economics

Funded Research & Applied Planning Activities

The Ochs Center for Metropolitan Studies (2012). The Benwood Foundation (\$50,000). Funding to conduct 2012 edition of the State of the Chattanooga Region Report that includes sections on Demographics, Education and Health Care.

The Ochs Center for Metropolitan Studies (2012). The City of Chattanooga (\$75,000). Awarded grant to conduct a Comprehensive Gang Assessment for the City of Chattanooga using the methodology developed by the Office of Juvenile Justice.

The Ochs Center for Metropolitan Studies (2012). The Southern Environmental Law Center (\$20,000). Contract to critically assess an economic impact assessment study of a proposed interstate project in Jefferson County, Alabama.

The Ochs Center for Metropolitan Studies (2012). The Creative Discovery Museum (\$5,000). Needs assessment and demand analysis for a mixed-income early childcare facility in south Hamilton County, TN.

The Ochs Center for Metropolitan Studies (2012). Project GearUP (\$15,000 annually for 7-years). Evaluate the impacts of Project GearUP on program participants.

The Ochs Center for Metropolitan Studies (2012). Thrive 2055 (\$100,000 over 2 years). Subcontractor on 3-year, 16-county regional planning project. Primarily responsible for regional demographic and human capital research.

The Ochs Center for Metropolitan Studies (2012). Memorial Hospital (\$20,000). Complete a community health needs assessment for Memorial Hospital's service area.

Ken Chilton and David Walters (2007). The United States Environmental Protection Agency, P3: People, Prosperity and the Planet (\$10,000). Multi-disciplinary student team project to develop a Sustainability Overlay District for greyfields redevelopment. Winner of national student competition.

Ken Chilton and David Walters (2007). The Village of Wesley Chapel, NC (\$20,000). Contract to develop long range vision plan for Wesley Chapel managing Community Planning Workshop students. Activities included hosting public forums, administering a community survey, conducting a visual preference survey, performing demographic analysis, completing an environmental & cultural inventory, conducting a GIS capacity analysis, producing alternative development scenario designs, performing a smart growth audit, convening focus groups and compiling full report with planning recommendations.

Ken Chilton (Primary Investigator), Peter Schwarz, and Ken Godwin (10/05 – 5/08). "Verifying the Social, Environmental, and Economic Promise of Brownfield Programs" US Environmental Protection Agency, Brownfields Training, Research, and Technical Assistance Grants and Cooperative Agreements Program, BFRES-04-02 (\$200,000).

Ken Chilton and David Walters (2005). The Village of Mineral Springs, NC (\$10,000). Developed long range vision plan for the town of Mineral Springs. Activities included leading four public hearings, administering written survey, completing a visual survey, compiling an environmental and cultural inventory, performing demographic analysis, conducting a GIS capacity analysis, and compiling full report with planning recommendations.

The Urban Institute (2004), Rowan County Land Use Planning Update. As part of the Community Planning Workshop class, worked with David Walters (UNC Charlotte School of Architecture) to supervise 16 graduate students charged with developing alternative design scenarios to guide future land use in as part of larger planning comprehensive initiative for Rowan County, NC.

Ken Chilton (2004), Recipient of John H. Biggs Faculty Fellows Program sponsored by TIAA-CREF (\$7,000). "Aging in Place: Planning Communities to Promote Quality of Life in Retirement."

University City Partners (2003). Directed Community Planning Workshop class in development of three design scenarios to guide University City Partners' efforts to create a town center in a suburban context.

Ken Chilton (2003). Recipient of UNCC Summer Grant: Residential mobility of middle- and upper-income African Americans (\$5,000).

Ken Chilton (2001). Recipient of Mississippi Urban Research Council grant to study the allocation of credit in Jackson, MS low-to-moderate income neighborhoods (\$5,000).

Publications & Reports

Chilton, Ken (December 9, 2012). Roots of Violence: Low Education Attainment Sows Seeds for Chattanooga Gangs. The Chattanooga Times Free Press. Available at: <<http://ochscenter.org/latestnews.php>>

The Ochs Center for Metropolitan Studies. Comprehensive Gang Assessment. Available at: <<http://thefutureisours.net/news/chattanooga-gang-assessment>>

Chilton, Ken (July 1, 2012). Northern Beltline Falls Short on Economic Rewards. The Birmingham News. Available at: <http://blog.al.com/birmingham-news-commentary/2012/07/view_point_northern_beltline_f.html>

The Ochs Center for Metropolitan Studies (June 2012). If You Build It, Will They Come? Reassessing the Economic Impacts of the Northern Beltline Project. Available at: <www.ochscenter.org/documents/NB_Report_Final_0612.pdf>

Final Report: Verifying the Social, Environmental, and Economic Promise of Brownfield Programs (2009). Available at <http://www.epa.gov/brownfields/trta_k6/trta_report_2009.pdf>

Chilton, Ken (June 4, 2007). Think Globally, Go Green: Common Sense for Sustainable Outcomes. Guest Column, The Charlotte Weekly.

Chilton, Kenneth M., and David Walters (March 2006). Implementing Smart Growth in the Classroom: Community Planning at UNC Charlotte. U.S. EPA: Office of Policy, Economics and Innovation. Refereed selection process, final paper available at: <<http://www.epa.gov/smartgrowth/courses/ChiltonWalters.pdf>>

Chilton, Kenneth M., and David Walters (2006). Mineral Springs Vision Plan: UNC Charlotte Community Planning Analysis. Available at: <<http://www.coa.uncc.edu/ccds/MinSpr.pdf>>

Chilton, Kenneth M. (2004). Greyfields Redevelopment: The New Horizon for Infill and Higher Density Regeneration, Practice Guide #6. Southeast Region Environmental Finance Center, EPA Region IV. Available at <<http://cepm.louisville.edu/publications/publications.htm#PG6>>

Chilton, Kenneth M., and Matthew Dalbey (December 2002). The State of the Jackson Metro Area: A Regional Planning Perspective. Mississippi Economic Review and Outlook, v. 16, no. 2: 22-35. Available at: <<http://www.mississippi.edu/URC/downloads/review/R&ODEC02.pdf>>

Chilton, Kenneth M. 2001. "Community Reinvestment in Jackson: Analysis of Lending Programs from 1997-2000." Report completed for the Mississippi Urban Research Center.

Chilton, Kenneth M. 1999. Brownfield Redevelopment Processes and Economic Development: A Multiple-Case Study Analysis. Dissertation completed to satisfy the requirements of the PhD program in Urban and Public Affairs, University of Louisville.

Meyer, Peter and Kenneth Chilton (1998). Environmental Insurance for Urban Redevelopment: A Feasibility Study. Washington, DC: U.S. Department of Housing and Urban Development, Office of Policy Development and Research. Available at <www.huduser.org/publications/pdf/envins.pdf>

Chilton, Kenneth M. (1998). Kentucky Buys Recycled: An Implementation Manual for a Buy Recycled Program. Manual prepared for Kentucky Natural Resources and Environmental Protection Cabinet. Louisville, KY: Center for Environmental Management, University of Louisville.

Chilton, Kenneth M. (1998). "The Myth of the 'Environmental Problem': Cleanup Costs and Brownfield Redevelopment." *Public Works Management & Policy*, vol. 3, no. 8: 220-230.

Legislative Publications

Seiler, M. K. Chilton, K. White, A. Alexander, B. Landy, D. Nelson, S. Olds, and P. Young. *Career and College Readiness*. Office of Education and Accountability.

Seiler, M., K. White, K. Chilton, A. Alexander, B. Landy, D. Nelson, S. Olds, and P. Young (forthcoming). *Test Security and Threats to Valid Inference-making*. Office of Education Accountability.

Seiler, M., K. Chilton, A. Alexander, B. Landy, D. Nelson, S. Olds, K. White, and P. Young. *An Analysis of Collective Bargaining Agreements in Kentucky School Districts*. Office of Education Accountability.

Seiler, M., B. Landy, K. Chilton, A. Alexander, D. Nelson, K. White, and P. Young. *Teacher Evaluation and Compensation*. Office of Education Accountability.

M. Seiler, D. Nelson, K. Chilton, A. Alexander, B. Landy, K. White, and P. Young. *Low-performing Schools: Challenges and Best Practices*. Office of Education Accountability.

Seiler, M., S. Olds, K. Chilton, P. Young, A. Alexander, B. Landy, D. Nelson, and K. White (forthcoming). *Fund Balance Review*. Office of Education Accountability.

Seiler, M., K. Chilton, B. Landy, D. Nelson, A. Alexander, S. Olds, K. White and P. White (forthcoming). *The Math Study: Teacher Quality, Math Literacy, and Student Performance*. Office of Education Accountability.

Seiler, M., A. Alexander, K. Chilton, B. Landy, D. Nelson, S. Olds, K. White, and P. Young (2011, 2010, 2009, 2008). *Kentucky District Data Profiles*. Office of Education Accountability.

Seiler, M., B. Landy, K. Chilton, A. Alexander, D. Nelson, S. Olds, K. White, and P. Young (2011, 2010, 2009, 2008). *Compendium of State Education Rankings*. Office of Education Accountability.

Seiler, M., K. Chilton, K. White, A. Alexander, D. Nelson, S. Olds, and P. Young (2009). *Leadership Training for Superintendents, School Board Members, Principals, and School-based Decision Making Council Members*. Office of Education Accountability.

Seiler, M., B. Landy, K. Chilton, A. Alexander, D. Nelson, S. Olds, and P. Young (2009). *Review of Education Technology Initiatives*. Office of Education Accountability.

Seiler, M., K. Chilton, D. Nelson, A. Alexander, B. Landy, S. Olds, and P. Young (2008). *Review of Special Education in Kentucky*. Office of Education Accountability.

Seiler, M., K. Chilton, A. Alexander, B. Landy, S. Olds, and P. Young (2009). *Fees, Dues, and Supplies in Kentucky Schools*. Office of Education Accountability.

Presentations

Kenneth M. Chilton. *In the Shadow of the Chattanooga Renaissance: Poverty, Crime and Social Disorder*. Annual Meeting of the Southeast Division of the American Association of Geographers (November 2012).

Kenneth M. Chilton. Explaining Chattanooga's Gang Assessment. Presentation given individually to each of the following groups: Chattanooga City Council; Hamilton County Commission; Chattanooga Urban League; Hamilton County Public School leadership; Chattanooga Times Free Press editorial board.

Kenneth M. Chilton. *Initial Musings: Doom & Gloom?* Keynote speaker for Chattanooga Kiwanis Club (May 2012) and the Hixson Chamber of Commerce (August 2012).

Kenneth M. Chilton. *Stadt Marketing: The Transition from Brown to Green Values in American Cities*. Guest Lecturer at Fachhochschule Pforzheim, Pforzheim, Germany (May 2009).

Kenneth M. Chilton. *Challenges to Rural Planning: Examples from North Carolina*. Annual Meeting of the Southeast Division of the American Association of Geographers (November 2007).

Furuseh, Owen J. and Kenneth M. Chilton, *Remaking Suburbia, Latino Place-Making in a New South City: Charlotte, North Carolina*. Race, Ethnicity, and Place Conference III, San Marcos, TX (November 2006).

Kenneth M. Chilton and Huili Hao. *The Community Impacts of Brownfields Redevelopment in Charlotte, NC*. Annual Meeting of the Association for Public Policy and Analysis, Madison, WI (October 2006).

Kenneth M. Chilton and Owen J. Furuseh. *Housing the Poor: Lessons from a High Growth Metro*. European Urban Research Association Conference, Warsaw, Poland (May 2006).

Kenneth M. Chilton and Huili Hao. *Environmental Stigma? Truth or Fiction?* Annual Meeting of the Urban Affairs Association, Montreal, Canada (April 2006).

Kenneth M. Chilton and Huili Hao. *Environmental Stigma? Impacts of Brownfields Development in Charlotte, NC.* Annual meeting of the American Association of Geographers, Chicago, IL (March 2006).

Kenneth M. Chilton. *Community Impacts of Brownfields Redevelopments in Charlotte, NC.* Global INCEED conference, Charlotte, NC (July 2005).

Kenneth M. Chilton and Jun Wang. *Fitness in Sprawlurbia versus Traditional Neighborhoods: A Study of Charlotte, NC.* American Collegiate Schools of Planning, Portland, OR (October 2004).

Kenneth M. Chilton. *The Social and Environmental Benefits of Brownfields Redevelopment in Charlotte.* EPA Brownfields Conference, St. Louis, MO (September 2004).

Kenneth M. Chilton and Christina West. *Urban Sustainability Paradigms: Brownfields Redevelopment Lessons in a Global Context.* City Futures Conference, Chicago, IL (July 2004).

Kenneth M. Chilton. *Community Reinvestment or Sprawl? Settlement Patterns of Middle- and Upper-income African Americans.* Urban Affairs Association (March 2003).

Kenneth M. Chilton and Matthew Dalbey. *When Institutional Planning Fails: The Case of Jackson, MS.* American Collegiate Schools of Planning (November 2002).

Attended August 2001 Publication Workshop sponsored by the *Journal of the American Planning Association* and the *Journal of Planning Education and Research*.

Kenneth M. Chilton. *Regional Planning & Economic Development: The Challenges of Growth.* Organizer and Moderator of Conference exploring the impact of Nissan on Jackson, MS MSA (May 2001). Participants included planners from New Smyrna, TN (GM Saturn), Tuscaloosa, AL (Mercedes) and Georgetown, KY (Toyota).

Kenneth M. Chilton. *Revitalizing the Community through Brownfields Redevelopment.* City of Jackson, Brownfields Showcase Kick-off Luncheon. Jackson, Mississippi (May 2001).

Kenneth M. Chilton. *Community Reinvestment and Brownfields: The Missing Corporate Link.* Urban Affairs Association. Detroit, Michigan (April 2001).

Courses Taught

- Land Use Planning
- Economics for Public Affairs
- Environmental Planning
- Community Planning Workshop
- Housing Policy
- Planning Methods
- Planning Theory & Practice
- Regional Planning
- Research Methods
- Urban Sociology
- Geo-Politics

Other Professional Activities

Member of the National Neighborhoods Indicators Project (NNIP).

Editorial Board Member, The Cyberhood (<http://www.thecyberhood.net/>).

The International Summer Academy (2005-2008). Developed a 2-week seminar for German adult learners visiting the U.S. that focuses on global business competency, inter-cultural relations, and topical lectures and seminars.

References

Dr. Tyrel Moore, Professor
The University of North Carolina Charlotte
Department of Geography and Earth Sciences
9201 University City Boulevard
Charlotte, NC 28223-0001
704.687.5975

Dr. Owen Furuseth, Associate Provost
The University of North Carolina Charlotte
Associate Provost for Metropolitan Studies
And Extended Academic Programs
9201 University City Boulevard
Charlotte, NC 28223-0001
704.687.4253

Dr. Ron Kalafsky, Associate Professor
The University of Tennessee-Knoxville
316 Burchfiel Geography Building
Knoxville, TN 37996
865.974.0407

Employees

Dr. Huili Hao, Research Director (former graduate assistant)
East Carolina University
Center for Sustainable Tourism
RW Rivers 208
Greenville, NC 27858
252.328.4969

Dr. Keith White
Evaluation Specialist
PEF
Director of Research & Effectiveness
100 East 10th Street, Suite 500
Chattanooga, TN 37402
423.265.9403

**MEMORANDUM OF UNDERSTANDING
BETWEEN CHATTANOOGA GANG TASK FORCE AND PARTNER
AGENCIES IN THE CHATTANOOGA CLEAR DEMONSTRATION PROJECT**

Parties:

This Memorandum of Understanding is between the Chattanooga Gang Task Force (CGTF) and the following agencies:

- The Hamilton County District Attorney's Office (HCDA)
- The Chattanooga Police Department (CPD)
- The Hamilton County Sheriff's Department (HCSD)
- The Chattanooga Housing Authority Police Department (CHAPD)
- The Chattanooga Housing Authority (CHA)
- Ochs Center for Metropolitan Studies (Ochs Center)

Purpose:

The purpose of this Memorandum of Understanding (MOU) is to define the roles Chattanooga Gang Task Force and partner agencies for the purpose of implementing a Community Law Enforcement and Recovery Program (CLEAR) to reduce the incidence of gang and gun crime in the Westside and Alton Park neighborhoods of Chattanooga, TN.

Objectives:

Whereas CGTF and the listed agencies have successfully partnered to develop strategies to address the growing gang and violence problems in the highest crime neighborhoods in Chattanooga, the CGTF and the listed agencies agree to collaborate on the development of the Chattanooga CLEAR Demonstration Project which includes the creation of a Operations Team consisting of the HCDA, CPD, HCSD and CHAPD to handle all crime with the Westside neighborhood of Chattanooga, and to expand services to the Alton Park neighborhood as resources permit.

These agencies further agree to work with the CHA, local community residents and social service agencies in establishing a Community Impact Team to prioritize community problems and develop strategies to deal with each problem.

These agencies further agree to cooperate with the Ochs Center's ongoing evaluation of the CLEAR Demonstration Project by providing access to data and information about activities in the Westside and Alton Park neighborhoods and in control neighborhoods in Chattanooga.

The parties will pursue all of the following activities:

1. HCDA will hire an Assistant District Attorney (ADA) who will be assigned to work with the Operations Team and who will be responsible for the prosecution

of all gang members residing in the target neighborhoods who are arrested for crimes both in the target neighborhoods and in other parts of the community.

- a. The ADA will also assist in the prosecution of all crimes that are committed in the target neighborhoods.
 - b. The ADA will seek to obtain sentences prohibiting both gang association and re-entry into the target neighborhoods.
 - c. The ADA will participate in meetings with the Community Impact Team to help document, investigate and resolve gang and gun violence problems.
 - d. The ADA will maintain accurate records of all activities to be shared with the Ochs Center.
2. The CPD, HCSD and CHAPD will assign officers to be part of the Operations Team
 - a. CPD and CHAPD will assign officers to patrol the Westside and Alton Park neighborhoods.
 - b. HCSD will assign officers to provide support as needed and to provide information to the Community Impact Team regarding functions of the Sheriff's Department.
 - c. The Operations Team will determine the specific patrol assignments for each law enforcement agency
 - d. The Operations Team will implement gang enforcement strategies, gather intelligence, provide visible patrols and broadcast arrests involving gangs and weapons.
 - e. The Operations Team will maintain records of the activities of each officer assigned to patrol in the target neighborhoods and will share these records with the Ochs Center.
3. The CHA will participate in the following ways:
 - a. Collect input and feedback from community residents.
 - b. Coordinate meetings with residents of the Westside and Alton Park.
 - c. Help coordinate the Community Impact Team and encourage other property managers to participate.
 - d. Provide meeting space for the Operations and Community Impact Teams
 - e. Maintain records of the Community Impact Teams for access by the Ochs Center.
4. The CGTF will provide a Violence Interrupter to work with the Operations and Community Impact Teams.
 - a. The Violence Interrupter will provide outreach to gang members in the community to insure they have access to services they need to keep them away from situations that may explode into violent events.
 - b. The Violence Interrupter will reach out to gang members, victims and witnesses to offer support that will diffuse tension between them and increase the likelihood of reduced violence and successful prosecution.
 - c. The Violence Interrupter will maintain accurate records of their activities for use by the Ochs Center.
5. The Ochs Center will conduct a process and outcome evaluation of the CLEAR Demonstration Program.
 - a. The process evaluation will examine the manner in which the program

was implemented and whether all roles are implemented in the manner as designed.

- b. The outcome evaluation will focus on the reduction in crime, especially gang and gun crimes, within the Westside and Alton Park both over time and in relationship to changes in crime patterns in other high gang crime neighborhoods.
- c. The Ochs Center will provide quarterly feed back on their findings to the CGTF and Operations and Community Impact Teams so that program adjustments can be made as necessary based on their finding.

Roles and Responsibilities of the CGTF and City of Chattanooga:

1. Execute a subcontract agreement with HCDA for the hiring of an ADA to be assigned to the CLEAR Demonstration Program within 15 days of receiving of the award from Department of Justice to perform the activities set out in this MOU.
2. Execute a subcontract agreement with Ochs Center for the 24-month evaluation of the Demonstration Program.
3. Designate a staff person within the City as the primary point of contact for HCDA and Ochs Center subcontracts.
4. Designate a staff person on the CGTF staff to act as the liaison between the Operations and Community Impact Team
5. Serve as a liaison between the Operations and Community Impact Teams and other community partners who need to become involved in the Demonstration Program.
6. Provide assistance to the Ochs Center in gaining access to police reports, crime data and other records needed as part of the evaluation of the Demonstration Program.
7. Collaborate with the Operations and Community Impact Teams to access local media and communication outlets in support of a marketing and awareness campaign.

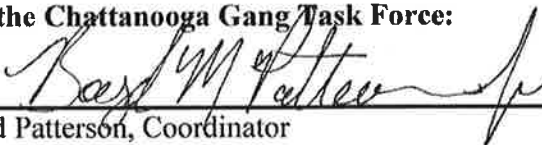
Terms of the Agreement:

1. The parties hereto acknowledge that this MOU does not contain all matters upon which an agreement must be reached in order for CLEAR Demonstration Program to be fully implemented.
2. This MOU is intended solely as a basis for further discussion and is not intended to be and does not constitute a legally binding agreement.
3. The term of the proposed understanding will be for 24 months and can be extended upon the mutual agreement of the parties at the end of this term.
4. Any party may terminate this agreement upon thirty days written notice, without further obligation.
5. Except for subcontracts for services, this agreement does not create a legal partnership between the parties. No party has the authority to bind the others to

any agreement, contract or understanding with any third party or to act in any way as the representative or agent of the other, except as may be expressly set forth herein.

6. Each party agrees to save, protect, hold harmless and indemnify the other parties and their respective directors, officers, employees, agents and all subsidiaries from and against any and all costs whatsoever, including but not limited to reasonable attorney's fees, resulting from claims by third parties based on a party's negligent conduct in the performance of this agreement. The terms and conditions of this paragraph shall survive termination or expiration of this agreement.

For the Chattanooga Gang Task Force:


Boyd Patterson, Coordinator

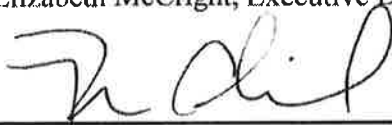
For the Participating Agencies:


Bill Cox, District Attorney General, Hamilton County District Attorney Office


Bobby Dodd, Chief, Chattanooga Police Department


Jim Hammond, Sheriff, Hamilton County Sheriff's Office


Elizabeth McCright, Executive Director, Chattanooga Housing Authority


Kenneth Chilton Ph.D., CEO/President, Ochs Center for Metropolitan Studies

Applicant Disclosure of Pending Applications

Federal or State Funding Agency	Solicitation Name/ Project Name	Name/Phone/E-mail for Point of Contact at Funding Agency
Community Development Block Grant, City of Chattanooga Department of Neighborhood Services	CDBG Public Service Funds: Violence Interrupter Program Expansion, \$20,000	Sandra Gober, Director, CDBG, (423) 757-5133, gober_sandra@chattanooga.gov

Yearly Comparison Jan 1 - Dec 31 for 2010-2012	Murder 09A	Rape 11A	Robbery 120	Aggravated Assault 13A	Theft- Pick Pocket 23A	Theft- Purse 23B	Theft- Shoplift 23C	Theft- Building 23D	Theft- Coin 23E	Theft- MV 23F	Theft- WVP 23G	Theft- Other 23H	Larceny Total 200	Auto Theft 240	Part I Crime Simple Assault 13B	Narcotic Offense 35A	Narcotic Paraphen 35B	Vandalism 260	Weapons Offense 520	Part II Group A Crime Total	Part I and Part II Crime Total
01-01 to 12-31, 2008		1	28	67	85		2	27	43	1	28	133	234	2	40	455	80	28	146	14	412
01-01 to 12-31, 2009	1	1	15	69	146			32	37	5	55	84	213	2	24	471	76	34	153	18	452
01-01 to 12-31, 2010	1		11	56	134	1		31	24	1	43	104	204	1	32	438	127	18	168	28	403
01-01 to 12-31, 2011			5	18	120			57	21		37	100	215	1	43	473	141	36	136	18	430
01-01 to 12-31, 2012	1	3	17	55	115		1	61	27	9	28	57	183	4	27	405	133	86	19	380	
% Change 2011-2012	+0.00%	-40.00%	-5.56%	-21.43%	-4.17%	N/C	N/C	+7.00%	+21.57%	N/C	-24.32%	N/C	-14.88%	-37.21%	-14.38%	-5.67%	-5.88%	-8.33%	-27.21%	-20.83%	-13.44%
Yearly Comparison Jan 1 - Dec 31 for 2010-2012	Murder 09A	Rape 11A	Robbery 120	Aggravated Assault 13A	Theft- Pick Pocket 23A	Theft- Purse 23B	Theft- Shoplift 23C	Theft- Building 23D	Theft- Coin 23E	Theft- MV 23F	Theft- WVP 23G	Theft- Other 23H	Larceny Total 200	Auto Theft 240	Part I Crime Simple Assault 13B	Narcotic Offense 35A	Narcotic Paraphen 35B	Vandalism 260	Weapons Offense 520	Part II Group A Crime Total	Part I and Part II Crime Total
01-01 to 12-31, 2008		2	14	35	75		1	6	3	1	33	63	107	38	271	98	54	11	52	13	258
01-01 to 12-31, 2009	1	1	17	48	89		1	7	5		20	56	87	29	252	101	68	20	107	18	315
01-01 to 12-31, 2010			5	29	87	1		2	4	1	23	56	88	1	18	241	90	41	90	8	237
01-01 to 12-31, 2011	2		5	42	56		1	6	3	21	41	48	80	1	23	208	85	53	84	10	252
01-01 to 12-31, 2012			17	47	50	2		14		21	39	39	83	1	33	231	104	56	71	15	267
% Change 2011-2012	-100.00%	N/C	+646.67%	+11.90%	-10.71%	N/C	N/C	+888.89%	N/C	+0.00%	N/C	-20.41%	+9.38%	+3.68%	+10.30%	+22.45%	+9.85%	+110.00%	-24.47%	+60.00%	+18.00%
Yearly Comparison Jan 1 - Dec 31 for 2010-2012	Murder 09A	Rape 11A	Robbery 120	Aggravated Assault 13A	Theft- Pick Pocket 23A	Theft- Purse 23B	Theft- Shoplift 23C	Theft- Building 23D	Theft- Coin 23E	Theft- MV 23F	Theft- WVP 23G	Theft- Other 23H	Larceny Total 200	Auto Theft 240	Part I Crime Simple Assault 13B	Narcotic Offense 35A	Narcotic Paraphen 35B	Vandalism 260	Weapons Offense 520	Part II Group A Crime Total	Part I and Part II Crime Total
01-01 to 12-31, 2008		1	8	16	23			3			7	21	31	13	92	30	16	4	28	2	82
01-01 to 12-31, 2009	1		8	14	39		1	1			5	18	32	1	8	94	15	2	45	5	98
01-01 to 12-31, 2010			4	15	41		1	1	4		5	22	32	1	8	101	36	13	49	3	106
01-01 to 12-31, 2011		1	2	14	20		1	2	2		2	20	25		5	77	29	18	2	4	85
01-01 to 12-31, 2012			4	15	43			5		4		16	25		14	101	29	20	47	7	108
% Change 2011-2012	N/C	-100.00%	+100.00%	+7.14%	+43.75%	N/C	N/C	+150.00%	N/C	+100.00%	N/C	-20.00%	+0.00%	N/C	+180.00%	+0.00%	+11.11%	+100.00%	+48.8%	+37.00%	+20.01%
Yearly Comparison Jan 1 - Dec 31 for 2010-2012	Murder 09A	Rape 11A	Robbery 120	Aggravated Assault 13A	Theft- Pick Pocket 23A	Theft- Purse 23B	Theft- Shoplift 23C	Theft- Building 23D	Theft- Coin 23E	Theft- MV 23F	Theft- WVP 23G	Theft- Other 23H	Larceny Total 200	Auto Theft 240	Part I Crime Simple Assault 13B	Narcotic Offense 35A	Narcotic Paraphen 35B	Vandalism 260	Weapons Offense 520	Part II Group A Crime Total	Part I and Part II Crime Total
01-01 to 12-31, 2008		1	8	18	29		1	12			45	38	98	17	168	48	13	2	55	5	121
01-01 to 12-31, 2009	1		7	14	48		2	12	1		28	28	72	1	162	54	15	3	45	5	122
01-01 to 12-31, 2010			9	12	33		4	14			6	34	58	15	158	37	13	8	34	5	85
01-01 to 12-31, 2011		1	5	13	33		2	8		24	4	40	75	1	144	44	12	3	42	3	104
01-01 to 12-31, 2012			12	18	18		1	20		34		25	80	24	152	50	17	7	56	4	134
% Change 2011-2012	N/C	-100.00%	+140.00%	+38.46%	-40.00%	N/C	N/C	+150.00%	N/C	+41.67%	N/C	-37.50%	+6.25%	-20.32%	+5.00%	+1.64%	+31.07%	+100.00%	+33.33%	+20.36%	+15.37%

Yearly Comparison Jan 1 - Dec 31 for 2010-2012 Highland Park		Murder 99A	Rape 11A	Robbery 120	Aggravated Assault 13A	Burglary 220	Theft- Pick Pocket 23A	Theft- Purse 23B	Theft- Shoplift 23C	Theft- Building 23D	Theft- Coin 23E	Theft- MV 23F	Theft- MVP 23G	Theft- Other 23H	Larceny Total 200	Auto Theft 240	Part I Crime Total 138	Narcotic Offense 35A	Narcotic Paraphen 35B	Vandalism 290	Weapons Offense 520	Part II Group A Crime Total	Part I and Part II Crime Total
Yearly Comparison Jan 1 - Dec 31 for 2010-2012 Oak Grove		Murder 99A	Rape 11A	Robbery 120	Aggravated Assault 13A	Burglary 220	Theft- Pick Pocket 23A	Theft- Purse 23B	Theft- Shoplift 23C	Theft- Building 23D	Theft- Coin 23E	Theft- MV 23F	Theft- MVP 23G	Theft- Other 23H	Larceny Total 200	Auto Theft 240	Part I Crime Total 138	Narcotic Offense 35A	Narcotic Paraphen 35B	Vandalism 290	Weapons Offense 520	Part II Group A Crime Total	Part I and Part II Crime Total
01-01 to 12-31, 2008				1	11	28	73																
01-01 to 12-31, 2009				3	10	16	63																
01-01 to 12-31, 2010				2	12	10	70																
01-01 to 12-31, 2011				1	11	14	52																
01-01 to 12-31, 2012				2	14	18	94																
% Change 2011-2012				N/C*	+100.00%	+27.27%	+76.52%	N/C*	N/C*	+175.00%	N/C*	+136.00%	N/C*	+22.50%	+64.29%	-100.00%	+38.82%	+175.00%	+100.00%	+20.00%	+150.00%	+42.00%	+100.00%
Yearly Comparison Jan 1 - Dec 31 for 2010-2012 Ridgedale		Murder 99A	Rape 11A	Robbery 120	Aggravated Assault 13A	Burglary 220	Theft- Pick Pocket 23A	Theft- Purse 23B	Theft- Shoplift 23C	Theft- Building 23D	Theft- Coin 23E	Theft- MV 23F	Theft- MVP 23G	Theft- Other 23H	Larceny Total 200	Auto Theft 240	Part I Crime Total 138	Narcotic Offense 35A	Narcotic Paraphen 35B	Vandalism 290	Weapons Offense 520	Part II Group A Crime Total	Part I and Part II Crime Total
01-01 to 12-31, 2008				1	15	33	71																
01-01 to 12-31, 2009					13	27	58																
01-01 to 12-31, 2010				1	17	24	74																
01-01 to 12-31, 2011				1	13	24	47																
01-01 to 12-31, 2012				2	9	29	70																
% Change 2011-2012				N/C*	N/C*	+20.83%	+48.94%	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*
Yearly Comparison Jan 1 - Dec 31 for 2010-2012 Westside		Murder 99A	Rape 11A	Robbery 120	Aggravated Assault 13A	Burglary 220	Theft- Pick Pocket 23A	Theft- Purse 23B	Theft- Shoplift 23C	Theft- Building 23D	Theft- Coin 23E	Theft- MV 23F	Theft- MVP 23G	Theft- Other 23H	Larceny Total 200	Auto Theft 240	Part I Crime Total 138	Narcotic Offense 35A	Narcotic Paraphen 35B	Vandalism 290	Weapons Offense 520	Part II Group A Crime Total	Part I and Part II Crime Total
01-01 to 12-31, 2008				2	11	4																	
01-01 to 12-31, 2009				5	8	8																	
01-01 to 12-31, 2010				3	7	6																	
01-01 to 12-31, 2011				1	9	10																	
01-01 to 12-31, 2012				6	2	2																	
% Change 2011-2012				N/C*	-100.00%	-100.00%	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*	N/C*

CHATTANOOGA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

EDDIE F. HOLMES, CHAIRPERSON
JAMES F. SATTLER, VICE CHAIRPERSON
MOLLY H. COOPER
WILBERT R. ROBERTS, JR.
BETTY ROBINSON
JIM STEFFES
EDNA E. VARNER



ELIZABETH F. MCCRIGHT
EXECUTIVE DIRECTOR

801 N. HOLTZCLAW AVENUE
CHATTANOOGA, TN 37404-1236
TEL (423) 668-2374
FAX (423) 752-4462
TDD (423) 752-4830
www.chahousing.org

MAILING ADDRESS
P.O. BOX 1486
CHATTANOOGA, TN 37401-1486

March 8, 2013

Boyd Patterson
Coordinator
Chattanooga Gang Task Force
City of Chattanooga
1001 Lindsay Street
Chattanooga, TN 37402

Letter of Commitment for the CLEAR Demonstration Program

Dear Mr. Patterson,

I want to thank you for your efforts to address the gang and gun violence problems facing our community. I am particularly excited about the chance we have to implement a demonstration program modeled after the Community Law Enforcement and Gang Recovery (CLEAR) program implemented in Los Angeles and listed as a promising program on the CrimeSolutions.gov website.

As the largest property owner and provider of much of the housing assistance to individuals and families living in the target neighborhoods, we have a commitment to improving the quality of life for all persons residing in these neighborhoods. As part of that commitment, the Chattanooga Housing Authority will

- Continue to coordinate the services of the Chattanooga Housing Authority Police with the Chattanooga Gang Task Force, local law enforcement and probation and parole for the implementation of gang enforcement strategies, intelligence gathering, visible patrol and investigation of criminal events in the Westside and Alton Park;
- Participate on the Community Impact Team by helping to bring residents and other private landlords together to help prioritize community problems and develop strategies to deal with each problem; and
- Provide office and meeting space for members of the CLEAR program as needed at no charge to the program.

The following persons have been assigned to work with the Task Force on the CLEAR Demonstration Program:

Felix Vess, Chief, Chattanooga Housing Authority Police
Trina Desouza, Senior Property Manager, College Hill Courts

Of course, my staff and I will be available to assist you and the program as well. If you have any questions, please feel free to contact me at any time.

Sincerely,

Elizabeth F. McCright

Elizabeth McCright
Executive Director

EXECUTIVE ASSISTANT DISTRICT ATTORNEY
NEAL PINKSTON

OFFICE MANAGER
ED HOOVER

March 5, 2013



OFFICE OF DISTRICT ATTORNEY

BILL COX

TELEPHONE
423-209-7400

FACSIMILE
423-209-7401

Boyd Patterson
Gang Task Force
City of Chattanooga
1001 Lindsay Street
Chattanooga, TN 37402

Letter of Commitment for the CLEAR Demonstration Program

Dear Mr. Patterson:

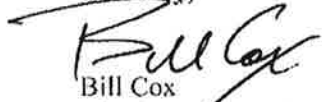
I am writing to show my support of the City of Chattanooga Gang Task's application for a Project Safe Neighborhoods grant. As the Hamilton County District Attorney, I look forward to implementing a demonstration program modeled after the Community Law Enforcement and Gang Recovery (CLEAR) program implemented in Los Angeles. The involvement of the District Attorney's office is critical to success of the CLEAR program.

We have reviewed the CLEAR program and, if funded, will provide an Assistant District Attorney (ADA) dedicated to prosecuting cases occurring within or involving residents of the Westside neighborhood. As part of that commitment, our office will

- Hire an ADA who will be responsible for prosecuting all gang members who commit offenses within the Westside neighborhood and coordinate the prosecution of gang members from the neighborhood who commit offenses in other parts of the community;
- Provide all information to the City for documentation of activities under the grant;
- Provide all data and assistance to the Ochs Center for the evaluation of the CLEAR Demonstration Program
- The ADA will also be responsible for
 - Prosecuting all gun-related offenses occurring within the Westside;
 - Assisting in the prosecution of probation and parole violations involving residents of and persons caught in the Westside;
 - Assist in the prosecution of all other offenses that occur in the Westside neighborhood and in obtaining orders barring gang association and trespass within the neighborhood if convicted;
 - Participating on the Community Impact Team by providing advice on legal responsibilities and court proceedings; and
 - Coordinating with other team members for the documentation, investigation and resolution of gang and gun violence problems within the neighborhood.

My staff and I will be available to assist you and the program as well. If you have any questions, please feel free to contact me at any time.

Sincerely,


Bill Cox
District Attorney General



SHERIFF'S OFFICE HAMILTON COUNTY, TENNESSEE

March 5, 2013 Jim Hammond, Sheriff

600 Market Street
Chattanooga, TN 37402
(423) 209-7000 • Fax (423) 209-7001
www.hcsheriff.gov

Boyd Patterson
Gang Task Force
City of Chattanooga
1001 Lindsay Street
Chattanooga, TN 37402

Letter of Commitment for the CLEAR Demonstration Program

Dear Mr. Patterson:

I am writing to show my support of the City of Chattanooga Gang Task Force's application for a Project Safe Neighborhoods grant. As the Hamilton County Sheriff, I look forward to implementing a demonstration program modeled after the Community Law Enforcement and Gang Recovery (CLEAR) program implemented in Los Angeles. The involvement of the law enforcement agencies is critical to success of the CLEAR program.

As part of our commitment, my office will:

- Coordinate patrols with the CLEAR Operations Team;
- Provide documentation of all services provided to the evaluation team;
- Participate on the Community Impact Team by providing advice on operations of the Sheriff's Department and Jail; and
- Coordinate with other team members for the documentation, investigation and resolution of gang and gun violence problems within the neighborhood.

My staff and I will be available to assist you and the program as well. If you have any questions, please feel free to contact me at any time.

Sincerely,

Jim Hammond
Sheriff

A handwritten signature in dark ink, appearing to read "Jim Hammond", written over a large, faint circular stamp.

BILL HASLAM
GOVERNOR



DERRICK D. SCHOFIELD
COMMISSIONER

STATE OF TENNESSEE
DEPARTMENT OF CORRECTION
SIXTH FLOOR, RACHEL JACKSON BUILDING
320 SIXTH AVENUE NORTH
NASHVILLE, TENNESSEE 37243-0465
OFFICE (615) 741-1000 • FAX (615) 532-8281

March 11, 2013

Mr. Boyd Patterson
Gang Task Force
City of Chattanooga
1001 Lindsay Street
Chattanooga, TN 37402

Dear Mr. Patterson:

SUBJECT: Letter of Commitment for the CLEAR Demonstration Program

We are pleased to be part of the City of Chattanooga's Gang Task Force. As Commissioner of the Tennessee Department of Correction, we look forward to implementing a demonstration program modeled after the Community Law Enforcement and Gang Recovery (CLEAR) program implemented in Los Angeles. The involvement of the Chattanooga Probation and Parole Office (PPO) is critical to success of the CLEAR program.

As part of our commitment, the Chattanooga PPO will:

- Conduct ride-along activities with police officers in the CLEAR Operations Team focusing on probation searches of gang members, curfew enforcement, and gang-activity suppression;
- Enforce parole and probation requirements within the Westside neighborhood;
- Provide documentation of all services provided to the evaluation team;
- Participate on the Community Impact Team by providing bi-weekly counseling for parents and others needing group counseling and instruction; and
- Coordinate with other team members for the documentation, investigation, and resolution of gang and gun violence problems within the neighborhood.

My staff and I will be available to assist you and the program as well. If you have any questions, please feel free to contact me at any time.

Sincerely,

A handwritten signature in dark ink, appearing to read "Derrick D. Schofield".

Derrick D. Schofield

DDS:JGR



City of Chattanooga

OFFICE OF THE CHIEF OF POLICE
3410 Annicola Highway
Chattanooga, Tennessee 37406

March 11, 2013

Boyd Patterson, Coordinator
Chattanooga Gang Task Force
City of Chattanooga
1001 Lindsay Street
Chattanooga, TN 37402

RE: Letter of Commitment for the CLEAR Demonstration Program

Dear Mr. Patterson:

I am writing to show my support of the City of Chattanooga Gang Task Force's application for a Project Safe Neighborhoods grant. As the Chief of Police, I look forward to implementing a demonstration program modeled after the Community Law Enforcement and Gang Recovery (CLEAR) program implemented in Los Angeles. The involvement of the law enforcement agencies is critical to success of the CLEAR program.

We have reviewed the CLEAR program and, if funded, will continue to provide the services of the Police Department to the Westside and Alton Park neighborhoods.

My staff and I will be available to assist you and the program as well.

If you have any questions, please feel free to contact me at any time.

Sincerely,

A handwritten signature in black ink, appearing to read "B H Dodd".

Bobby H. Dodd
Chief of Police

Statement of the Problem

The US Attorney represents 41 counties containing 2,487,246 residents in East Tennessee.

Chattanooga, the seat of Hamilton County, is the second largest city in the District with 176,264 residents¹. Chattanooga is located on the southern border of the district at the junction of three major interstate highways: I-24, I-75, and I-59: 135 miles southeast of Nashville on I-24; 120 miles northwest of Atlanta, Georgia; 120 miles southwest of Knoxville on I-75; and 148 miles northeast of Birmingham, Alabama on I-59. All are corridors bringing drugs, gun and gang activities into the US Attorney's East Tennessee District.

The demographic information from the 2010 census shows that Chattanooga is eight times more densely populated than the rest of the District and has 39 percent minority population compared to 9 percent for the District as a whole. It also has the highest rate of children living in poverty with nearly 33 percent of youth under 17 living below poverty. Not only does Chattanooga have a disproportionate share of minority citizens and young people living below poverty but Chattanooga also has nearly 6 times the rate of violent crime compared to the rest of the US

USAO Weapons Cases Prosecuted, 2010-2012				
	Number of Counties	Number of cases	Average Number of cases	Percent of Cases
1 - 10 Cases	24	110	4.6	16%
11-15 Cases	8	99	12.4	15%
16-30 Cases	5	104	20.8	15%
31-50 Cases	1	33	33.0	5%
More than 50 cases	3	333	111.0	49%
East Tennessee	41	679	14.8	100%
Counties with More Than 50 Weapons Cases				
Hamblin County		54		8%
Knoz County		115		17%
Hamilton County		164		24%

Source: US Attorney's Office, East Tennessee District

Attorney's District according to FBI statistics for 2011.

Nearly one-fourth of the weapons offenses prosecuted by the US Attorney's Office were in Hamilton County. This is ten times greater than

the average number of cases prosecuted in the East Tennessee District during this period.

In Chattanooga, the volatile combination of guns and gangs has made crime and gangs the

¹ American Community Survey, 2006-2010

primary concern of residents.² Concerns started to rise in 2008 when 6 of 20 homicides were attributed to gangs and were elevated in 2009 when 10 of 19 homicides were attributed to gangs. By December 2011, 44 gangs with 1,100 members were identified by the Chattanooga Police Department and 15 of 25 homicides were documented to be gang related³. The rate of gang-related homicides continued to grow during 2012.⁴

In January 2012, Chattanooga's Mayor established the Chattanooga Gang Task Force (CGTF) to

Offenses Occurring in Gang Dominated Neighborhoods

		Rate per 100,000 Population		
Census Tract	Neighborhood	Nonviolent	Violent	Weapons
4	Avondale	8,209	4,518	764
12	Glenwood	6,210	2,932	114
13	Ridgewood	7,461	3,391	194
16	Westside	3,587	2,620	81
19	Alton Park	8,032	3,132	404
25	Oak Grove	7,207	3,164	210
26	Highland Park	8,120	3,255	402
122	Glass Street	10,763	4,367	412

		Percent of Offenses in Chattanooga		
Census Tract	Neighborhood	Nonviolent	Violent	Weapons
4	Avondale	2.90%	5.30%	12.60%
12	Glenwood	2.40%	3.80%	2.10%
13	Ridgewood	1.70%	2.60%	2.10%
16	Westside	1.00%	2.40%	1.00%
19	Alton Park	3.60%	4.60%	8.40%
25	Oak Grove	3.80%	5.60%	5.20%
26	Highland Park	2.50%	3.30%	5.80%
122	Glass Street	3.50%	4.70%	6.30%
	TOTAL	21.40%	32.40%	43.50%

Source: Ochs Center for Metropolitan Studies, 2013

address the gang and violence problems in the community. One of the first things the CGTF did was to commission the Ochs Center for Metropolitan Studies to undertake the National Gang Center's model assessment of the gang problems facing the community. The Comprehensive Gang Assessment⁵ found that gang violence and crime is not distributed evenly throughout the County or City. Much of the gang violence and crime is confined to inner city neighborhoods such as Avondale, Glenwood and Glass Street in East Chattanooga; Ridgewood, Oak Grove and Highland Park in the central/southeast part of Chattanooga; and Westside and Alton Park in west/southwest Chattanooga. These neighborhoods account for only 7 percent of the population but nearly 45 percent of all offenses involving weapons, 32 percent of all violent offenses and 21 percent

² Cliff Hightower, "Crime at the forefront as Chattanooga election looms." *Chattanooga Times Free Press*, March 3, 2013: B1.

³ Beth Burger, Ansley Haman and Cliff Hightower. "Gangs in Chattanooga: Events, developments and remarks regarding the rise of gang activity in the city." *Chattanooga Times Free Press*, February 5, 2012: 1, 8.

⁴ Wee the crime data from the CPD in the attachments.

⁵ Ochs Center for Metropolitan Studies and Center for Applied Social Research, Comprehensive Gang Assessment. Chattanooga: Ochs Center for Metropolitan Studies, September 13, 2012.

of all other offenses.

The study found a strong correlation between high rates of gang and gun crime and

neighborhoods with the highest rates of

unemployment, low birth weight babies, renter

occupied units, both residential and

commercial vacancies, use of public

transportation, reliance on public assistance

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out that these areas lack services and opportunities that most Hamilton County residents take for

granted. They are areas of concentrated poverty, and physical, social and psychological isolation.⁷

The concentrations of gang crime are shown in Map 2.3.⁸ Residents in the neighborhoods on the map

are disproportionately impacted by gang activities and violence. They tend to live in fear and if they

hear or see anything, they don’t say anything. This despair was reflected in neighborhood forums

where residents complained about gangs, the impact of gangs on the quality of life and the

Table 1.3 Demographic Profile of Areas with Highest Crime Activity

Census Tract	Neighborhood	Housing		Occupied Units		Race
		Total Units	%Vacant	%Owner Occupied	%Renter Occupied	% Black
4	Avondale	1,568	18.8	42.7	57.3	89.9
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13	Ridgedale	903	26.5	37.7	62.3	51.3
16	Westside	1,664	8.1	0.3	99.7	76.9
19	South/Alton Park	1,834	13.8	31.8	68.2	92.8
25	Oak Grove	2,114	13.6	38.8	61.2	54.4
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122	Glass Street	1,449	21.8	27.6	72.4	92.0
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Source: U.S. Bureau of the Census. General Housing Characteristics, Summary File 1.

Table 1.4 Economic Profile of Areas with Highest Gang Activity

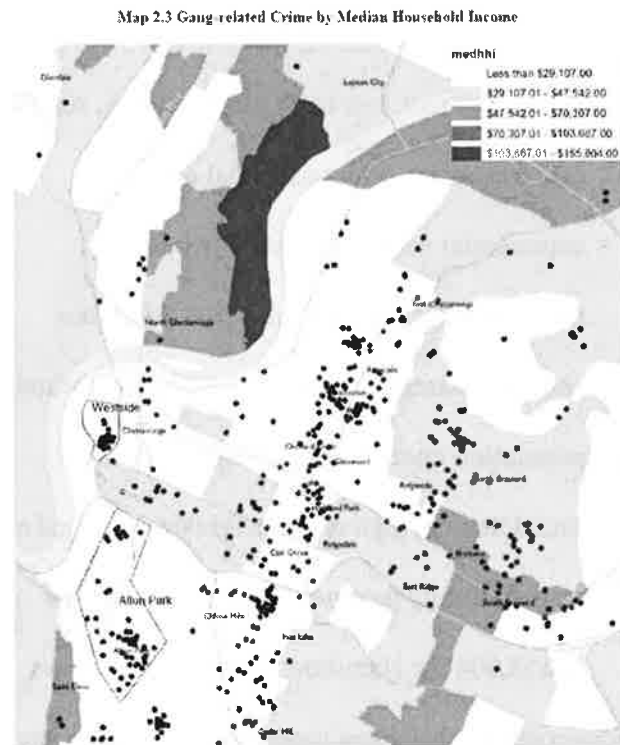
Census Tract	Neighborhood	Ages 16-64		Median Income (\$)		
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The goal of the Chattanooga CLEAR Demonstration Program is to reduce gang and gun activity in Chattanooga and Hamilton County. The Demonstration Program will target all gang crime that occurs in two of the highest crime neighborhoods in Chattanooga: Westside and Alton Park. The location of these neighborhoods is shown on Map 2.3 above. These two neighborhoods were chosen because they have clear boundaries and are cut off from other high crime neighborhoods so that cross contamination from other gang intervention strategies in those neighborhoods can be reduced or controlled. This will allow us accurately assess the outcomes of the CLEAR strategies on gang and gun crimes. They are also small enough to effectively implement the proposed strategies without over taxing the limited resources of the partner agencies or the grant.¹⁴ The Avondale and Glenwood neighborhoods are comparable in size and characteristics

¹² Crimesolutions.gov/ProgramDetails.aspx?ID=275.

¹³ Bernard C. Parks, Chief, and Lt. Richard Papke. *The CLEAR Approach to Crime*. 2012; Los Angeles.

¹⁴ Reported crime in these two neighborhoods is lower than the other six neighborhoods according to the statistics reported in the attached crime report. This will actually benefit the program by allowing the ADA and Operations Teams to concentrate on the most effective policies and strategies.

and will be used as the control group against which changes in crime rates and gang activities will be measured.

Like the LA program, Chattanooga CLEAR will utilize an Operations Team consisting of representatives from the Chattanooga Police Department (CPD), the Chattanooga Housing Authority Police Department (CHAPD), the Hamilton County Sheriff's Office (HCSO) and the Hamilton County District Attorney's (HCDA).¹⁵ The Operations Team will have access to an office in each target neighborhood for planning and meetings donated by the Chattanooga Housing Authority (CHA). The Operations Team will develop strategies to address all gang and other crime within the two neighborhoods.

Community Impact Teams (CIT) will be formed in each target neighborhood. A CIT is comprised of community members, community agencies and members of the Operations Team. The CGTF's Violence Interrupter will also be a member of the CIT by virtue of their role as a liaison between the Operations Team and gang members in an effort to calm potentially violent situations. In that the CHA is the major property owner, landlord and provider of housing assistance in both the Westside and Alton Park Neighborhoods, the CHA's housing managers in each neighborhood will take the lead in pulling the community members, community agencies and other landlords together to serve on the CIT. The CIT will assist the Operations Team in prioritizing community problems and developing strategies to deal with each problem.

¹⁵ Unlike the LA CLEAR, the Tennessee Department of Corrections' local probation and parole office will not take a formal role during the initial implementation. Most gang members released by the Department of Corrections serve their full sentence in order not to be in the Department's jurisdiction when released. They also have requirements for IRB review of any commitments that involve a research component and there was not sufficient time to complete such a review at this time. The CGTF will keep the Department up to date on issues that arise and will engage the Department if there is a need for more formal participation.

Each partner's role is spelled out in the Memorandum of Understanding and letters of commitment attached to this proposal. The following is a brief overview of the strategies to be implemented during the demonstration program:

Law Enforcement: The CPD, CHAPD and HCSO will assign officers to work in the neighborhoods and on the Operations Team. The officers will provide visible patrol in each of the target neighborhoods at no cost to the program. The officers will develop strong relationships with community members in order to build trust, identify community concerns and gather intelligence on gangs and other problems in the neighborhoods. The officers will work with the CGTF Violence Interrupter to implement gang enforcement strategies, identify the highest risk offenders frequenting or living in the area, investigate gang crimes and help broadcast arrests involving gang and gun activities.

District Attorney: The grant will provide funds for HCDA to hire an Assistant District Attorney (ADA) to be a Gang Prosecutor dedicated to working on cases involving crimes occurring in these two neighborhoods. In addition, the ADA will be responsible for prosecuting all gang members arrested for committing crimes in the neighborhoods as well as coordinating with other prosecutors on crimes committed by neighborhood gang members in other parts of the community. Having an ADA committed to and familiar with these neighborhoods will reduce the likelihood that these and other neighborhoods will become safe havens for gang members according to the findings of the evaluation of the LA Program. The ADA will also take an active role in community outreach programs to build trust in order to effectively document, investigate and resolve gang problems identified by the CIT and law enforcement. The presence of the ADA in the community will help build a better understanding of the criminal justice system that will increase the willingness of victims and witnesses to come forward when incidents happen.

CIT: The CIT will be comprised of the housing managers from the major housing developments in the neighborhoods, representatives from neighborhood associations, representatives from social service and community agencies active in the neighborhoods, the CGTF Violence Interrupter, patrol officers, the ADA and representatives from the Ochs Center. The CIT's mission is to assist in the identification, prioritization and resolution of community problems in the target neighborhoods. It is anticipated that quality of life issues will be brought to the attention of the Operations Team. For this reason, other governmental and non-governmental

organizations will participate in or be invited to CIT meetings. In addition, the CIT will provide ongoing training and education to community members regarding the roles of law enforcement agencies, procedures for obtaining services and the availability of public and non-profit agencies to solve quality of life issues.

Research Partner: The Ochs Center for Metropolitan Studies is the research partner for the CGTF and will perform that role for the CLEAR Demonstration Program. All participants in the CLEAR program have agreed to provide whatever data and access to records that is required to complete both the process and outcome assessments. In addition, representatives of the Ochs Center will participate in both CIT and Operations Team meetings, and any training or outreach programs sponsored by or through CLEAR.

Demonstration Program: While neighborhood policing is well established in law enforcement, having an ADA dedicated to the prosecution of all crime in smaller neighborhood jurisdictions is not. It requires either taking an existing ADA out of the current caseload assignment process increasing the burden on the other ADAs or using grant funds to hire an additional ADA for this purpose. Given tight budgets and already heavy caseloads, we are proposing a two-year demonstration program in two high crime neighborhoods in order to assess the benefits of having a neighborhood justice system focus. We are confident that the program will show similar results in crime reduction and successful resolution of cases as was found in the Los Angeles CLEAR program and will lay the foundation for expanding the model to other neighborhoods in the future.

The CLEAR model fits the PSN framework in the following ways:

1. Partnerships – builds on the relationships between LE agencies, prosecutors, service providers, and the target neighborhoods.
2. Strategic planning and research integration – The CIT and Operations Teams will engage in strategic planning based on data from the Gang Assessment and additional information from CLEAR's activities in the target neighborhoods.
3. Training – The CIT and Operations Teams will provide training to community members

regarding law enforcement, judicial practices and policies, and the availability of services to meet quality of life issues that are identified.

4. Outreach – CLEAR members reach out both to gang members and residents of the target neighborhoods and coordinate services to address issues they find.
5. Accountability and Data-driven Efforts – CLEAR partners and the research partner will track all intervention, prevention and suppression activities to determine which are the most effective in reducing gang and gun crimes, not just increases in arrests for these crimes.

Capabilities and Competencies

The CLEAR Demonstration Program will be fiscally administered by the City of Chattanooga and managed by Boyd Patterson, Coordinator of the CGTF. The ADA will be hired and supervised by the Hamilton County District Attorney.

The Ochs Center was established in 1962 and is a recognized as the leading non-profit research organization in Chattanooga, TN. Under the leadership of Dr. Kenneth Chilton, it has built strong relationships with area nonprofits, foundations, local governments and law enforcement organizations—including the CPD. The Ochs Center is known for its applied multidisciplinary research. The Ochs Center has completed research on Chattanooga gangs, crime, demographics, schools, health care and other community development issues.

For the CLEAR project, the Ochs Center will partner with the University of Tennessee's (UTC) Center for Applied Social Research (CASR) and UTC's GIS Center. Dr. Barbara Medley is the Director of CASR and an Associate Professor of Sociology. She was a significant contributor to the Chattanooga Comprehensive Gang Assessment and is well known by residents and leaders in the target neighborhoods. Andy Carroll is an ESRI-certified GIS analyst and researcher at UTC. He will use spatial statistics—Geographically Weighted Regression (GWR)—to generate a separate regression equation for every feature analyzed as a means to address spatial variation

(ESRI). This will enable us to better understand the dynamics of crime and violence on different neighborhoods.

The Ochs Center will work with the CPD to obtain crime and calls for service data, and accurately geocode and analyze it. Ochs researchers have partnered with CPD to complete the Comprehensive Gang Assessment and the State of the Chattanooga Region Reports on crime.

The research team includes both quantitative and qualitative expertise. Dr. Ken Chilton, the director of the Ochs Center, Marcy Porter and Dr. Barbara Medley used mixed methods to complete the Comprehensive Gang Assessment: they surveyed over 5,200 middle and high school students and 750 school employees; engaged more than 450 residents in focus groups and one-on-one interviews; individually interviewed 29 incarcerated gang members; analyzed 5 years of crime data; and completed detailed neighborhood profiles of gang-infested neighborhoods.

The research team also has experience in public policy research. Dr. Chilton has led and participated in numerous funded research projects for the Environmental Protection Agency, the Department of Housing and Urban Development and numerous town-planning projects in North Carolina. Dr. Medley and CASR have years of experience in project evaluation, survey research and feasibility studies.

The research team is experienced in written and oral presentation of research products to both public and professional audiences. Dr. Chilton and Dr. Medley have given 12 community presentations since the publication of the comprehensive gang study in September 2012.

Plan for Data Collection for Performance Measures

The Ochs Center will use a quasi-experimental design to measure performance and outcomes under this grant. They will work with the Department of Justice's national evaluation team to support the evaluation of CLEAR. The data to be collected during the grant period will include

specific performance measures required by DOJ for the semi-annual reports, as well as data specific to the demonstration project that will allow us to understand process issues encountered during the implementation that may impact on the outcomes in terms of changes in the level of gang and gun crime. This will allow us to fine tune the demonstration project for future improvements and expansion strategies. Outcome data to be gathered will include the following:

1. Number of homicides with a firearm in general and by gang members prior to, during and for 12 months after the project in the target and control neighborhoods.
2. Number of crimes against persons committed both with and without firearms in general and by gangs during the reporting period in target and control neighborhoods.
3. Number of gang-related crimes committed outside the target and control neighborhoods to be used as a measure of crime displacement that might result from CLEAR activities.
4. Number of cases where victims and/or witnesses refuse to testify as a result of fear of gangs in both the target and control neighborhoods.
5. The number of target and control neighborhood residents reporting high levels of fear of crime, reluctance to report crimes for fear of retaliation and lack of trust in the criminal justice system as measured by surveys and focus groups during and after the CLEAR project compared to levels found during the Gang Assessment.

Process data to be collected to determine the consistency and effectiveness of the implementation of individual strategies will include, but are not limited to, the following:

1. The frequency, duration and extent of police patrols in the target neighborhoods.
2. The frequency, duration and attendance at Operations Team and CIT meetings.
3. The number and frequency of contacts with residents and gang members recorded by members of the Operations Team.
4. Reports of contacts with members of the Operations Team by residents.
5. The number of and attendance at training and other programs sponsored by the CLEAR program and evaluations of the training and programs provided by attendees.
6. Assessments of the effectiveness of the CLEAR activities by neighborhood residents and individual Operations Team and CIT members.

The Ochs Center's research team discussed above will be responsible for collecting the data outlined and conducting the performance measurements. All of the information collected will be summarized in quarterly feedback reports that seek to empower community residents and the Operations Team and CIT to fine tune the implementation of the program as needed.

Statement of the Problem

The US Attorney represents 41 counties containing 2,487,246 residents in East Tennessee.

Chattanooga, the seat of Hamilton County, is the second largest city in the District with 176,264 residents¹. Chattanooga is located on the southern border of the district at the junction of three major interstate highways: I-24, I-75, and I-59: 135 miles southeast of Nashville on I-24; 120 miles northwest of Atlanta, Georgia; 120 miles southwest of Knoxville on I-75; and 148 miles northeast of Birmingham, Alabama on I-59. All are corridors bringing drugs, gun and gang activities into the US Attorney's East Tennessee District.

The demographic information from the 2010 census shows that Chattanooga is eight times more densely populated than the rest of the District and has 39 percent minority population compared to 9 percent for the District as a whole. It also has the highest rate of children living in poverty with nearly 33 percent of youth under 17 living below poverty. Not only does Chattanooga have a disproportionate share of minority citizens and young people living below poverty but Chattanooga also has nearly 6 times the rate of violent crime compared to the rest of the US

USAO Weapons Cases Prosecuted, 2010-2012				
	Number of Counties	Number of cases	Average Number of cases	Percent of Cases
1 - 10 Cases	24	110	4.6	16%
11-15 Cases	8	99	12.4	15%
16-30 Cases	5	104	20.8	15%
31-50 Cases	1	33	33.0	5%
More than 50 cases	3	333	111.0	49%
East Tennessee	41	679	14.8	100%
Counties with More Than 50 Weapons Cases				
Hamblin County		54		8%
Knox County		115		17%
Hamilton County		164		24%

Source: US Attorney's Office, East Tennessee District

Attorney's District according to FBI statistics for 2011.

Nearly one-fourth of the weapons offenses prosecuted by the US Attorney's Office were in Hamilton County. This is ten times greater than

the average number of cases prosecuted in the East Tennessee District during this period.

In Chattanooga, the volatile combination of guns and gangs has made crime and gangs the

¹ American Community Survey, 2006-2010

primary concern of residents.² Concerns started to rise in 2008 when 6 of 20 homicides were attributed to gangs and were elevated in 2009 when 10 of 19 homicides were attributed to gangs. By December 2011, 44 gangs with 1,100 members were identified by the Chattanooga Police Department and 15 of 25 homicides were documented to be gang related³. The rate of gang-related homicides continued to grow during 2012.⁴

In January 2012, Chattanooga's Mayor established the Chattanooga Gang Task Force (CGTF) to

address the gang and violence problems in the community. One of the first things the CGTF did was to commission the Ochs Center for Metropolitan Studies to undertake the National Gang Center's model assessment of the gang problems facing the community. The *Comprehensive Gang Assessment*⁵ found that gang violence and crime is not distributed evenly throughout the County or City. Much of the gang violence and crime is confined to inner city neighborhoods such as Avondale, Glenwood and Glass Street in East Chattanooga; Ridgewood, Oak Grove and

Offenses Occurring in Gang Dominated Neighborhoods

		Rate per 100,000 Population		
Census Tract	Neighborhood	Nonviolent	Violent	Weapons
4	Avondale	8,209	4,518	764
12	Glenwood	6,210	2,932	114
13	Ridgewood	7,461	3,391	194
16	Westside	3,587	2,620	81
19	Alton Park	8,032	3,132	404
25	Oak Grove	7,207	3,164	210
26	Highland Park	8,120	3,255	402
122	Glass Street	10,763	4,367	412

		Percent of Offenses in Chattanooga		
Census Tract	Neighborhood	Nonviolent	Violent	Weapons
4	Avondale	2.90%	5.30%	12.60%
12	Glenwood	2.40%	3.80%	2.10%
13	Ridgewood	1.70%	2.60%	2.10%
16	Westside	1.00%	2.40%	1.00%
19	Alton Park	3.60%	4.60%	8.40%
25	Oak Grove	3.80%	5.60%	5.20%
26	Highland Park	2.50%	3.30%	5.80%
122	Glass Street	3.50%	4.70%	6.30%
	TOTAL	21.40%	32.40%	43.50%

Source: Ochs Center for Metropolitan Studies, 2013

Highland Park in the central/southeast part of Chattanooga; and Westside and Alton Park in west/southwest Chattanooga. These neighborhoods account for only 7 percent of the population but nearly 45 percent of all offenses involving weapons, 32 percent of all violent offenses and 21 percent

² Cliff Hightower, "Crime at the forefront as Chattanooga election looms." *Chattanooga Times Free Press*, March 3, 2013: B1.

³ Beth Burger, Ansley Haman and Cliff Hightower. "Gangs in Chattanooga: Events, developments and remarks regarding the rise of gang activity in the city." *Chattanooga Times Free Press*, February 5, 2012: 1, 8.

⁴ Wee the crime data from the CPD in the attachments.

⁵ Ochs Center for Metropolitan Studies and Center for Applied Social Research, *Comprehensive Gang Assessment*. Chattanooga: Ochs Center for Metropolitan Studies, September 13, 2012.

of all other offenses.

The study found a strong correlation between high rates of gang and gun crime and

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unemployment, low birth weight babies, renter

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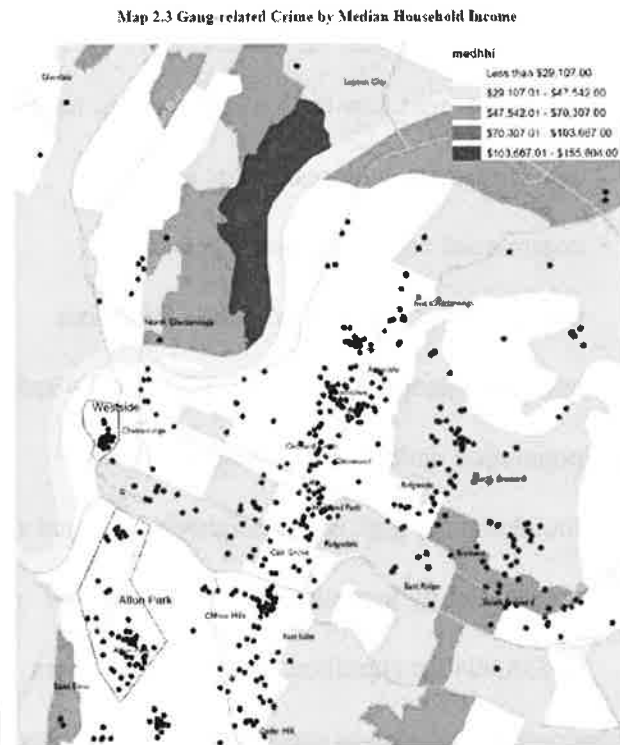
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The goal of the Chattanooga CLEAR Demonstration Program is to reduce gang and gun activity in Chattanooga and Hamilton County. The Demonstration Program will target all gang crime that occurs in two of the highest crime neighborhoods in Chattanooga: Westside and Alton Park. The location of these neighborhoods is shown on Map 2.3 above. These two neighborhoods were chosen because they have clear boundaries and are cut off from other high crime neighborhoods so that cross contamination from other gang intervention strategies in those neighborhoods can be reduced or controlled. This will allow us accurately assess the outcomes of the CLEAR strategies on gang and gun crimes. They are also small enough to effectively implement the proposed strategies without over taxing the limited resources of the partner agencies or the grant.¹⁴ The Avondale and Glenwood neighborhoods are comparable in size and characteristics

¹² Crimesolutions.gov/ProgramDetails.aspx?ID=275.

¹³ Bernard C. Parks, Chief, and Lt. Richard Papke. *The CLEAR Approach to Crime*. 2012: Los Angeles.

¹⁴ Reported crime in these two neighborhoods is lower than the other six neighborhoods according to the statistics reported in the attached crime report. This will actually benefit the program by allowing the ADA and Operations Teams to concentrate on the most effective policies and strategies.

and will be used as the control group against which changes in crime rates and gang activities will be measured.

Like the LA program, Chattanooga CLEAR will utilize an Operations Team consisting of representatives from the Chattanooga Police Department (CPD), the Chattanooga Housing Authority Police Department (CHAPD), the Hamilton County Sheriff's Office (HCSO) and the Hamilton County District Attorney's (HCDA).¹⁵ The Operations Team will have access to an office in each target neighborhood for planning and meetings donated by the Chattanooga Housing Authority (CHA). The Operations Team will develop strategies to address all gang and other crime within the two neighborhoods.

Community Impact Teams (CIT) will be formed in each target neighborhood. A CIT is comprised of community members, community agencies and members of the Operations Team. The CGTF's Violence Interrupter will also be a member of the CIT by virtue of their role as a liaison between the Operations Team and gang members in an effort to calm potentially violent situations. In that the CHA is the major property owner, landlord and provider of housing assistance in both the Westside and Alton Park Neighborhoods, the CHA's housing managers in each neighborhood will take the lead in pulling the community members, community agencies and other landlords together to serve on the CIT. The CIT will assist the Operations Team in prioritizing community problems and developing strategies to deal with each problem.

¹⁵ Unlike the LA CLEAR, the Tennessee Department of Corrections' local probation and parole office will not take a formal role during the initial implementation. Most gang members released by the Department of Corrections serve their full sentence in order not to the Department's jurisdiction when released. They also have requirements for IRB review of any commitments that involve a research component and there was not sufficient time to complete such a review at this time. The CGTF will keep the Department up to date on issues that arise and will engage the Department if there is a need for more formal participation.

Each partner's role is spelled out in the Memorandum of Understanding and letters of commitment attached to this proposal. The following is a brief overview of the strategies to be implemented during the demonstration program:

Law Enforcement: The CPD, CHAPD and HCSO will assign officers to work in the neighborhoods and on the Operations Team. The officers will provide visible patrol in each of the target neighborhoods at no cost to the program. The officers will develop strong relationships with community members in order to build trust, identify community concerns and gather intelligence on gangs and other problems in the neighborhoods. The officers will work with the CGTF Violence Interrupter to implement gang enforcement strategies, identify the highest risk offenders frequenting or living in the area, investigate gang crimes and help broadcast arrests involving gang and gun activities.

District Attorney: The grant will provide funds for HCDA to hire an Assistant District Attorney (ADA) to be a Gang Prosecutor dedicated to working on cases involving crimes occurring in these two neighborhoods. In addition, the ADA will be responsible for prosecuting all gang members arrested for committing crimes in the neighborhoods as well as coordinating with other prosecutors on crimes committed by neighborhood gang members in other parts of the community. Having an ADA committed to and familiar with these neighborhoods will reduce the likelihood that these and other neighborhoods will become safe havens for gang members according to the findings of the evaluation of the LA Program. The ADA will also take an active role in community outreach programs to build trust in order to effectively document, investigate and resolve gang problems identified by the CIT and law enforcement. The presence of the ADA in the community will help build a better understanding of the criminal justice system that will increase the willingness of victims and witnesses to come forward when incidents happen.

CIT: The CIT will be comprised of the housing managers from the major housing developments in the neighborhoods, representatives from neighborhood associations, representatives from social service and community agencies active in the neighborhoods, the CGTF Violence Interrupter, patrol officers, the ADA and representatives from the Ochs Center. The CIT's mission is to assist in the identification, prioritization and resolution of community problems in the target neighborhoods. It is anticipated that quality of life issues will be brought to the attention of the Operations Team. For this reason, other governmental and non-governmental

organizations will participate in or be invited to CIT meetings. In addition, the CIT will provide ongoing training and education to community members regarding the roles of law enforcement agencies, procedures for obtaining services and the availability of public and non-profit agencies to solve quality of life issues.

Research Partner: The Ochs Center for Metropolitan Studies is the research partner for the CGTF and will perform that role for the CLEAR Demonstration Program. All participants in the CLEAR program have agreed to provide whatever data and access to records that is required to complete both the process and outcome assessments. In addition, representatives of the Ochs Center will participate in both CIT and Operations Team meetings, and any training or outreach programs sponsored by or through CLEAR.

Demonstration Program: While neighborhood policing is well established in law enforcement, having an ADA dedicated to the prosecution of all crime in smaller neighborhood jurisdictions is not. It requires either taking an existing ADA out of the current caseload assignment process increasing the burden on the other ADAs or using grant funds to hire an additional ADA for this purpose. Given tight budgets and already heavy caseloads, we are proposing a two-year demonstration program in two high crime neighborhoods in order to assess the benefits of having a neighborhood justice system focus. We are confident that the program will show similar results in crime reduction and successful resolution of cases as was found in the Los Angeles CLEAR program and will lay the foundation for expanding the model to other neighborhoods in the future.

The CLEAR model fits the PSN framework in the following ways:

1. Partnerships – builds on the relationships between LE agencies, prosecutors, service providers, and the target neighborhoods.
2. Strategic planning and research integration – The CIT and Operations Teams will engage in strategic planning based on data from the Gang Assessment and additional information from CLEAR's activities in the target neighborhoods.
3. Training – The CIT and Operations Teams will provide training to community members

regarding law enforcement, judicial practices and policies, and the availability of services to meet quality of life issues that are identified.

4. Outreach – CLEAR members reach out both to gang members and residents of the target neighborhoods and coordinate services to address issues they find.
5. Accountability and Data-driven Efforts – CLEAR partners and the research partner will track all intervention, prevention and suppression activities to determine which are the most effective in reducing gang and gun crimes, not just increases in arrests for these crimes.

Capabilities and Competencies

The CLEAR Demonstration Program will be fiscally administered by the City of Chattanooga and managed by Boyd Patterson, Coordinator of the CGTF. The ADA will be hired and supervised by the Hamilton County District Attorney.

The Ochs Center was established in 1962 and is a recognized as the leading non-profit research organization in Chattanooga, TN. Under the leadership of Dr. Kenneth Chilton, it has built strong relationships with area nonprofits, foundations, local governments and law enforcement organizations—including the CPD. The Ochs Center is known for its applied multidisciplinary research. The Ochs Center has completed research on Chattanooga gangs, crime, demographics, schools, health care and other community development issues.

For the CLEAR project, the Ochs Center will partner with the University of Tennessee's (UTC) Center for Applied Social Research (CASR) and UTC's GIS Center. Dr. Barbara Medley is the Director of CASR and an Associate Professor of Sociology. She was a significant contributor to the Chattanooga Comprehensive Gang Assessment and is well known by residents and leaders in the target neighborhoods. Andy Carroll is an ESRI-certified GIS analyst and researcher at UTC. He will use spatial statistics—Geographically Weighted Regression (GWR)—to generate a separate regression equation for every feature analyzed as a means to address spatial variation

(ESRI). This will enable us to better understand the dynamics of crime and violence on different neighborhoods.

The Ochs Center will work with the CPD to obtain crime and calls for service data, and accurately geocode and analyze it. Ochs researchers have partnered with CPD to complete the Comprehensive Gang Assessment and the State of the Chattanooga Region Reports on crime.

The research team includes both quantitative and qualitative expertise. Dr. Ken Chilton, the director of the Ochs Center, Marcy Porter and Dr. Barbara Medley used mixed methods to complete the Comprehensive Gang Assessment: they surveyed over 5,200 middle and high school students and 750 school employees; engaged more than 450 residents in focus groups and one-on-one interviews; individually interviewed 29 incarcerated gang members; analyzed 5 years of crime data; and completed detailed neighborhood profiles of gang-infested neighborhoods.

The research team also has experience in public policy research. Dr. Chilton has led and participated in numerous funded research projects for the Environmental Protection Agency, the Department of Housing and Urban Development and numerous town-planning projects in North Carolina. Dr. Medley and CASR have years of experience in project evaluation, survey research and feasibility studies.

The research team is experienced in written and oral presentation of research products to both public and professional audiences. Dr. Chilton and Dr. Medley have given 12 community presentations since the publication of the comprehensive gang study in September 2012.

Plan for Data Collection for Performance Measures

The Ochs Center will use a quasi-experimental design to measure performance and outcomes under this grant. They will work with the Department of Justice's national evaluation team to support the evaluation of CLEAR. The data to be collected during the grant period will include

specific performance measures required by DOJ for the semi-annual reports, as well as data specific to the demonstration project that will allow us to understand process issues encountered during the implementation that may impact on the outcomes in terms of changes in the level of gang and gun crime. This will allow us to fine tune the demonstration project for future improvements and expansion strategies. Outcome data to be gathered will include the following:

1. Number of homicides with a firearm in general and by gang members prior to, during and for 12 months after the project in the target and control neighborhoods.
2. Number of crimes against persons committed both with and without firearms in general and by gangs during the reporting period in target and control neighborhoods.
3. Number of gang-related crimes committed outside the target and control neighborhoods to be used as a measure of crime displacement that might result from CLEAR activities.
4. Number of cases where victims and/or witnesses refuse to testify as a result of fear of gangs in both the target and control neighborhoods.
5. The number of target and control neighborhood residents reporting high levels of fear of crime, reluctance to report crimes for fear of retaliation and lack of trust in the criminal justice system as measured by surveys and focus groups during and after the CLEAR project compared to levels found during the Gang Assessment.

Process data to be collected to determine the consistency and effectiveness of the implementation of individual strategies will include, but are not limited to, the following:

1. The frequency, duration and extent of police patrols in the target neighborhoods.
2. The frequency, duration and attendance at Operations Team and CIT meetings.
3. The number and frequency of contacts with residents and gang members recorded by members of the Operations Team.
4. Reports of contacts with members of the Operations Team by residents.
5. The number of and attendance at training and other programs sponsored by the CLEAR program and evaluations of the training and programs provided by attendees.
6. Assessments of the effectiveness of the CLEAR activities by neighborhood residents and individual Operations Team and CIT members.

The Ochs Center's research team discussed above will be responsible for collecting the data outlined and conducting the performance measurements. All of the information collected will be summarized in quarterly feedback reports that seek to empower community residents and the Operations Team and CIT to fine tune the implementation of the program as needed.

Abstract

The City of Chattanooga's Comprehensive Gang Task Force (CGTF) is applying for \$300,000 in funding for a 24-month period under Category 2 of BJA-2013-3476. The Hamilton County District Attorney's Office (HCDA) and the U.S. Attorney's Office (USAO) for the Eastern District of Tennessee are also joining in this application. Funds will be used to implement a Chattanooga Community Law Enforcement and Recovery (CLEAR) Demonstration Program targeting the Westside and Alton Park neighborhoods, two of Chattanooga's eight neighborhoods with the highest rates of gang and gun crime. The USAO's district encompasses 41 counties with a total population of 2,487,246 residents. Most of the counties are rural and have relatively low crime rates. Chattanooga, however, is urban, densely populated and has the highest crime rate involving guns and gangs in the District.

Working in partnership with the USAO, HCDA, local law enforcement, local governments and community leaders, the City of Chattanooga established the CGTF to reduce gang, drug and gun crime, and violence in the community. Utilizing the findings from the 2012 Comprehensive Gang Assessment conducted by the Ochs Center for Metropolitan Studies, the Research Partner, the CGTF proposes to use the grant funds to hire an Assistant District Attorney (ADA) dedicated to work with law enforcement and community partners in two high crime neighborhoods in an effort to break down the isolation and distrust felt by neighborhood residents and increase cooperation in battling the gang and crime problems associated with their neighborhoods. The goal is to significantly reduce the incidence of gun and gang crime in the most intransigent high crime neighborhoods. The Ochs Center will conduct a comprehensive evaluation of the program to help understand the outcomes of the program and determine how it can be improved in order to expanded it to other areas in the future.

