



CHA2.0

CHATTANOOGA 2.0

Building the Smartest Community in the South

TEN URGENT STRATEGIES TO TRANSFORM OUR FUTURE

Now is the time to invest in our people – with education and training – to ensure greater equity and opportunity for all – in every neighborhood and every family – as we build a bridge to the jobs of the future in Hamilton County.



IMAGINE A COMMUNITY WHERE...

...ALL children arrive at Kindergarten ready for school...
...ALL students achieve on or above grade level...and
...ALL adults have the education and training they need...
...to pursue a rewarding career and a better way of life.

THAT IS THE VISION OF CHATTANOOGA 2.0.

...Where ALL students and residents in our community...
...regardless of neighborhood, zip code or background...
... have the opportunity to succeed.

CREATING A **COMMUNITY OF OPPORTUNITY** ACROSS HAMILTON COUNTY

Education has always been the great American equalizer. It is the vehicle that transforms lives and propels social and economic mobility. It supports our shared belief that, with hard work and a great education, everyone in our community can pursue the full promise and prosperity our great nation has to offer. It is the cornerstone of the American Dream.

But unfortunately, too many in our community are not achieving the education and workforce training they need to reach their promise and potential – and to fully realize their American Dream.

That's why our community has come together like never before around a new education and workforce development strategy to ensure that ALL of our students and residents have access to a high quality education, a more rewarding career, and a better life.

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CHATTANOOGA 2.0:

THE MORAL & ECONOMIC IMPERATIVE

Chattanooga/Hamilton County is already one of the best places in America – to live, work, start a business, and raise a family – and the jobs are arriving. But, there are challenges ahead if we want to sustain our economic momentum and ensure that all residents can share in our community’s growing success.

In the coming years, we know that more than 80% of living wage jobs in Hamilton County will require some type of education beyond high school. Yet today, only 38% of Hamilton County residents have some type of post-secondary credential and only 33% of students in our public schools is on track to obtain this essential level of education.



BUILDING ON WHAT WORKS

Nearly **10,000 new jobs** will arrive in Hamilton County during the next few years as a result of our rapid expansion in advanced industries.

- Haslam College of Business. (2015). *Economic Impact of Volkswagen's Chattanooga Expansion Plan* (pp.4). Knoxville, TN: The University of Tennessee.

If we do not take swift and determined action, this growing “workforce gap,” may negatively impact the economic growth, quality of life, and prosperity for our community for decades to come. We can and we must do better. Hamilton County must become a community where ALL of our residents have meaningful opportunities to succeed in school, in work, and in life.

The path may not always be easy. It requires us to think and act differently. It will take all of us working together.

But that is the Chattanooga way. We’ve faced tough challenges before. And we have pulled together to make sure the foundations were in place to create a thriving economy and greater opportunities for our citizens.

BUILDING THE **SMARTEST** COMMUNITY IN THE SOUTH



DOUBLING OUR DEGREES & CERTIFICATES

The future of our community depends on continued economic growth, the attraction of more high-wage jobs, and our ability to connect and help all residents enjoy even greater economic opportunity.

While still - and always - a work in progress, this result of the 100 days of community conversation has created a framework of strategies and metrics to serve as the starting point in helping our community reach **two bold new goals:**

1

DOUBLING THE PERCENTAGE OF GRADUATES FROM HAMILTON COUNTY PUBLIC SCHOOLS THAT OBTAIN A POST-SECONDARY DEGREE OR CREDENTIAL, FROM 30% TO 60% BY 2025.

2

INCREASING THE OVERALL PERCENTAGE OF ADULTS IN HAMILTON COUNTY WITH A COLLEGE DEGREE OR TECHNICAL TRAINING CERTIFICATE FROM 38% TODAY TO 75% BY 2025.

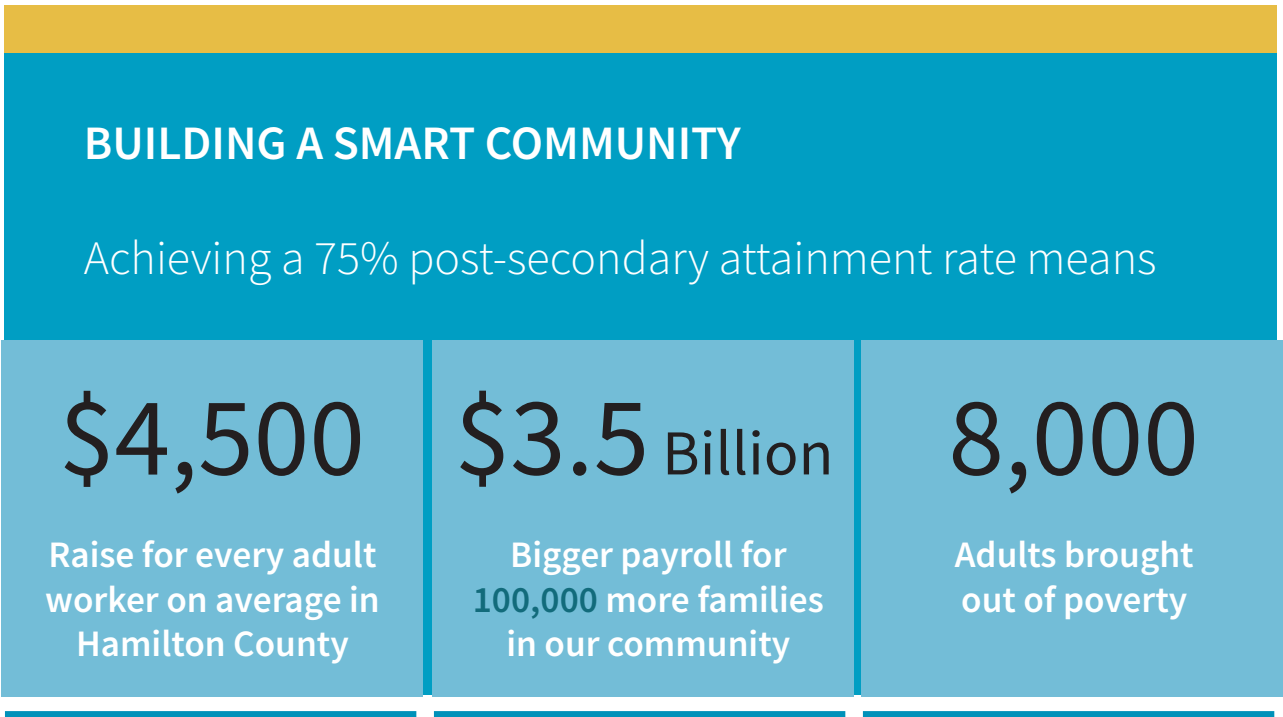
WHY DOUBLE DEGREES & CERTIFICATES?

In the coming years, we know that 80% of jobs paying a living wage in Hamilton County will require some type of post-secondary credential. This trend is not unique to our community. It is true for all metropolitan areas - and it is evidence of major shifts in the global economy.

While jobs requiring only a high school education used to be the backbone of the middle class, changes in our economy, the offshoring of lower-skill jobs, and technological disruptions and innovations have fundamentally changed the types of jobs and skills required for success.

Today, education beyond high school - whether a technical credential, a 2-year associate's degree, or a 4-year bachelor's degree - has become the minimum benchmark for economic opportunity in Hamilton County and beyond.

By doubling the number of post-secondary degrees and certificates obtained by Hamilton County high school graduates each year, we will be securing a brighter and more prosperous future - not only for our new graduates – but for all of Chattanooga and Hamilton County.



- Haslam College of Business. (2015). Economic Impact of Volkswagen's Chattanooga Expansion Plan (pp.4). Knoxville, TN: The University of Tennessee.

10 URGENT STRATEGIES FOR HAMILTON COUNTY'S FUTURE





IN ORDER TO ACHIEVE THESE OVERARCHING WORKFORCE GOALS, OUR COMMUNITY WILL WORK ON TEN URGENT STRATEGIES THAT PUT STUDENTS AND TANGIBLE RESULTS AT THE CENTER OF ALL THAT WE DO ALONG THE EDUCATIONAL CONTINUUM - FROM BIRTH TO CAREER.

1

STRENGTHEN SUPPORTS FOR PARENTS & FAMILIES

Parents play the most critical role in providing a strong and healthy start for infants and young children. However, we know that low-income parents face specific challenges in ensuring the nurturing environment that children need to thrive. Our community must connect all parents and families with the information and support they need to create the best start for our youngest residents.

- **Increase Direct-to-Parent Supports.** More than 95% of babies in Hamilton County are born in three local hospitals, and this presents a critical outreach point for new parents. An array of partners, including the United Way, will help coordinate these efforts to reach new parents with information and resources for infant health and development. While the birth of a baby can be overwhelming for all new parents, helping them understand how to access important resources can help them feel better supported and empowered to make the best decisions for their baby. These resources can include everything from health services, home visitations, and new parent classes, to signing up for simple texting services and free books that provide helpful, age-appropriate tips for baby brain development.

"Parents need the tools to support & extend what the public schools are able to provide."

- Parent of a Hamilton County student, during the 100 Days of Conversation

2

CREATE AN EARLY LEARNING NETWORK

- **Expand Access to Home Visitation Programs.**

Research has demonstrated that home visitation programs, Parents Are First Teachers, and Baby University, are highly effective at empowering parents to create healthy and nurturing environments for their infants. Baby University, now in its second year, offers classes and home visits to help educate parents on topics like nutrition, language development, and discipline. There are plans for this program, which is a partnership between the City of Chattanooga, Blue Cross Blue Shield Health Foundation, and Signal Centers, to expand in the next year, from 75 to 150 participants.

- **Expand Screenings and Treatment for Health and Developmental Issues.**

The earlier in a child's life that developmental and health issues can be caught, the earlier these issues can be managed or treated - meaning they are less likely to have a major negative impact on the child and his or her learning abilities later in life. The United Way will work to increase the number of Hamilton County children screened for developmental and health issues by the age of 3 - so that children and their families can be supported and empowered - then follow up with families to ensure that children receive the earliest interventions possible to address delays and disabilities when therapies can make the greatest impact.

- **Support Parent Advocacy.**

To best support their children, parents must have an understanding of what a quality education looks like, knowledge of what resources are available and how to access them, and the ability to advocate for their child when necessary. The Interfaith Council will serve as an active community partner in supporting and better equipping parents with information, so they can engage with the School District, elected officials, and early childhood organizations to advocate for their children. In addition, the faith-based community will provide supplemental academic supports for students not meeting minimum proficiency levels, and their early childhood work will align with the new quality standards promoted in the Early Learning Network.

Children are born learning, with more than 80% of brain development occurring in the first few years of life. Whether at home or in a formal program, high quality early education lays the foundation for the development of cognitive and social skills that set the foundation for later success in school, career, and life. With just over 40% of Kindergarteners in Hamilton County arriving ready for school, it is clear that too many of our children are not getting the crucial early education they need and deserve. We must ensure access to high quality early learning programs for children throughout our community, from birth to age 5. This new Early Learning Network will bring together providers and resources with a focus on increased quality, access, and support for early learning programs. They include:

- **Provide Childcare Early Learning Scholarships for Working Families.** There are more than 2,500 families that fall into the childcare gap in Hamilton County each year. While they have income that is above the eligibility cutoff for state or federally subsidized childcare, they don't earn enough to be able to reasonably afford childcare tuition, which averages \$9,000 per year. Providing scholarships to these working families can help to ensure that they are able to access essential, quality early childhood education programs, that help ensure great early learning opportunities for kids, while allowing parents to work to support their families.
- **Support Model Early Learning Programs.** While research is clear that high quality early education programs can make a dramatic difference in the trajectory of a child's life, research is much less clear on exactly what "high quality" should look like. Increasingly, there is an understanding that, in addition to key cognitive skills like literacy and numbers, helping students develop strong social-emotional skills and determination, also play a key role in later success in life. As the picture of what works best for young children continues to evolve, the Early Learning Network will help local programs align with best practices -- while also trying out new and promising models.

- **Expand Access to More High Quality Seats.**

Currently, Hamilton County would need an additional 4,000 early childhood and pre-K seats to fulfill the potential demand. Short of increased federal and/or state support for early childhood education programs, it will be difficult to reach this full number. The Network will leverage new and existing community partnerships to pair high quality early education providers with space and facilities for expansion - in churches, businesses, and youth and family development centers. Through this innovative expansion program, we will work to cut the deficit in high quality early learning seats by half by 2025.

- **Track Early Childhood Outcomes Through Kindergarten and Beyond.**

The Network will also serve as a centralized point for collecting and sharing data on kindergarten readiness, health, and other metrics that can help us to better understand the challenges and progress related to early childhood learning across our community. It will also help inform supports for curriculum and instruction in kindergarten through 3rd grade.

3

REIMAGINE LEARNING FOR THE 21ST CENTURY

The world- the ways we work, communicate, and live- has changed dramatically, but the framework for how we educate kids has changed little. Learning has been mostly relegated within the walls of a classroom, with subjects taught in isolation, the teacher as sole owner of the learning process, and a one-size-fits-all approach. This results in workers who would have been highly successful in the 20th century and before where uniformity and consistency in skills were favored.

However, the careers of today and tomorrow require creativity, collaboration and critical-thinking skills. We must empower educators, students, parents and the community to reimagine and transform the way learning happens. Our students need relevant, engaging learning experiences that prepare them for the dynamic, integrated work environments of today. We must utilize student voice, teacher leadership, business and community partnerships and technology to recreate the schools of the 21st century- so that students are excited about learning and empowered to forge their own path to success.

photo credit:
Times Free Press



That opportunity must not only include access to great teachers, safe schools, high expectations, and challenging coursework, but also models of personalized learning that allow a more tailored approach in meeting each student's individual learning needs.

- **Encourage Innovation through Challenge Grants.** New Innovation Challenge Grants will support individual or teams of teachers and principals in testing big ideas and implementing new models within their schools for potential replication and scaling.
- **Incorporate Technology and the Gig in All Schools.** The District will support teachers in the expanded use of technology and Chattanooga's gigabit infrastructure as critical tools to increase student engagement and personalized learning for all students.
- **Incubate New School Models & Accelerate What Works.** As we seek to spread innovation to schools across the District, replication of successful models, and the invention of new models can be the biggest catalyst for change. There are many successful schools, curriculum, and programs taking place across Hamilton County public schools. But there is also the need to give teachers and principals the freedom to test out new and alternative school and instructional models. By using an incubation/acceleration approach, the community and District can provide incentives and resources to help replicate proven programs, and to foster a climate of innovation that encourages and incubates additional new ideas and approaches in our schools.



BUILDING ON WHAT WORKS

The new Mechatronics Akademie at Volkswagen is a partnership between Hamilton County public schools, Chattanooga State Community College and Volkswagen Chattanooga to offer high school students career training while earning college credit.



Chattanooga

BUILDING A SMART COMMUNITY

Reading proficiency by **3rd grade** is the single most important predictor of high school graduation and career success.

- The Annie E. Casey Foundation. (2011). *Double Jeopardy: How Third Grade Reading Skills and Poverty Influences High School Graduation*. Baltimore, MD: Donald J. Hernandez. Retrieved from <http://www.aecf.org/resources/double-jeopardy/>



4 INCREASE THE FOCUS ON LITERACY FOR ALL STUDENTS

The ability to read is a foundational skill that must be developed and built upon throughout all grades. Students who do not learn to read well in early grades are often most at-risk for struggling academically and dropping out in high school. Without strong reading comprehension skills, even those students who manage to graduate from high school are unlikely to be successful in further education or work. To ensure that all students are reading on grade level, the following key strategies will be implemented:

- **Implement Guided Reading Across the District.** Guided reading is a highly effective way for students to gain and develop strong literacy skills, because it allows teachers to tailor instruction to meet the needs of all learners. Teachers and principals must implement the practice of small group guided reading District-wide - as a “non-negotiable” for every student in grades K-3 and for all “below grade level” students in grades 4-8. The District will establish clear expectation around “consistency of instructional program,” meaning that all teachers, interventionists, reading teachers, tutors, etc. will implement guided reading with fidelity.
- **Ensure Quality Professional Development.** There must be a significant increase in the quantity and quality of professional learning around the teaching of reading. Professional development will be school-based and rely on modeling and practicing strategies with actual students. All elementary schools and middle schools will be offered access to regular literacy lab professional development.
- **Increase Support Personnel for Reading.** To boost time and attention on reading, a cadre of trained reading interventionists and 15 new literacy teachers, provided with additional professional development and coaching, will be deployed in the Priority and Cusp schools.

5

SUPPORT GREAT TEACHERS IN EVERY SCHOOL AND CLASSROOM

Great teachers truly transform the lives of their students. As one of the student's most important role models and mentors, a committed teacher is not only vital to the student's academic success, but also in helping students envision and explore a lifetime of success.

To support that work, we must ensure that teachers receive the respect and support they deserve, including engaging school environments, opportunities for growth and leadership, and competitive compensation. And as the District works to hire 1,800 new teachers over the next five years, we must continually ensure we are preparing, recruiting, and retaining the best of the best.

- **Expand Opportunities for Teacher Leadership.** We must empower teachers to drive improvement and innovation in their classrooms, schools, and throughout the District. The school system can create defined pathways for teachers to advance inside and outside the classroom, through programs like Teacherpreneur, master teacher roles, and distributed leadership in schools.
- **Build and Expand Quality Teacher Education Programs.** About half of the teachers hired by Hamilton County Schools each year are graduates of UTC. In an effort to raise the standards of its Undergraduate Education Program, UTC, in partnership with the Hamilton County Department of Education, is focused on developing an extended placement program to provide intensive classroom experience and mentorship by highly effective teachers. In the future, an honors program will be explored to address hard-to-staff areas. In addition, Public Education Foundation (PEF) will expand its highly successful teacher residency program, Project Inspire, and will offer multiple tracks of high quality teacher preparation for college graduates who want to become teachers.
- **Recruit Top Teaching Talent.** Hamilton County Schools typically hires more than 300 teachers every year. The District will contract with an external partner to revamp its teacher recruitment strategy and processes in order to aggressively identify and attract high quality and experienced educators.
- **Create a New Teacher Induction Program.** A strong induction program can help to ensure that new teachers are effective in the classroom from day one. Providing great mentoring and support can also help to increase the retention of great teachers - as they are more likely to feel engaged and empowered in leading in their classrooms and schools.

BUILDING ON WHAT WORKS

Although serving a student population that is 98 percent economically disadvantaged and 70% English language learners, East Side Elementary beats both state and District averages in math -- and is among the top 5 percent of schools in the state in student growth.

-Tennessee Department of Education. (2014-2015). *State Report Card*. Retrieved from <https://www.tn.gov/education/topic/report-card>

6

EMPOWER SCHOOL LEADERS

Great school leaders set the stage for great teachers by creating an environment and culture that supports high expectations, innovation, and excellence. We must prepare and recruit the best principals to our schools and then give them the autonomy - with accountability - to use resources and adapt programs to fit the unique needs of their school.

- **Support a Principal Leadership Pipeline.** The Leadership Pipeline, constructed by the School District and PEF, and supported by local businesses, foundations, the Chamber of Commerce, and UTC, prepares educators for school leadership as principals. Further developing and refining this program will be essential for the development of future leaders in our District.
- **Increase Principal Autonomy.** One size does not fit all in education. Principals want the ability to change and develop curriculum, programs, and staffing models in ways that best benefit their schools and students. The Hamilton County Department of Education Central Office will support principals in taking on this new level of autonomy, while still ensuring accountability for academic achievement.
- **Create Distributed Leadership Models.** While great principals are critical to the success of schools, they can't do it alone. Too often, our system leans on principals to serve in too many leadership roles at their school. The District will work to support principals in developing strong support teams of assistant principals and teacher leaders, that can help to lead and maintain positive school culture and progress, while allowing principals to serve in their most important role of leading instruction.
- **Support New Principals.** Recognizing that new principals are taking on huge challenges, often in some of our most challenging schools, the District and community partners must provide extra layers of support, including mentor/coaches for principals, a new principals group and more frequent visits by Central Office staff to assist with observations and other challenges.



photo credit: Times Free Press

7

ENSURE HIGH EXPECTATIONS AND EQUITY FOR ALL STUDENTS

If we are to truly create a community of opportunity for all, then every Hamilton County student and family must have access to a high-quality school – regardless of income, language, background, neighborhood, or zip code.

Priority schools are those that perform in the bottom 5% of all schools across the state. While there are economically disadvantaged students in every school in our district, our priority schools have student bodies where 80% or more students come from low-income families. These are our most challenged schools, and in order for them to succeed, they will require focused resources and supports that help them effectively address the myriad barriers that economically disadvantaged students face every day.

While some of the strategies listed below are included in our county-wide strategies, they are mentioned again here as a part of a concentrated and intentional plan to turn around our lowest-performing schools. So that we can truly say we are providing a meaningful opportunity for ALL students.

- **Concentrate Highly Effective Teachers and Principals.** As key drivers of school success and creating the culture needed for student achievement, our best and most experienced teachers and principals are desperately needed in some of our most challenged schools. Unfortunately, schools with the highest percentage of economically disadvantaged students also have our higher rates of new and less-effective teachers. Often, this is because these schools may be seen as too difficult or unsupportive environments for educators. Hamilton County Schools must work to provide incentives to the best teachers and principals to serve our highest priority, lowest performing schools.

- **Strengthen the Focus on Literacy.** While literacy is a key issue across the District, it is of particular concern in high-poverty schools, where one in five students reads on grade level. By focusing on early literacy, beginning before kindergarten with more supports for students and educators, Hamilton County Schools can help to close the reading gap for our most vulnerable students.



- **Create Community Schools.** Community Schools are schools that work to provide wraparound supports for students and families beyond the typical school day. By partnering with a range of community organizations and programs to reach students where they are, community schools are able to offer integrated academic, enrichment, health and community supports that lead to improved academic achievement and family engagement. From afterschool and summer programming, to food assistance, health services and counseling – community schools support the whole student, so that teachers can focus on the important job of teaching.

- **Provide Supports for Post-secondary Success.**

For most students in high-poverty schools, the idea of going to college is a distant dream. Without the support of parents or other adults who have graduated from college, it can be difficult for students to truly see a viable pathway to college and career. With a more intentional pipeline of adult mentors and support, beginning in middle school, we can ensure that more students who come from high-poverty areas not only see college as viable, but are equipped with the tools they need to be successful in their post-secondary pursuits. Camp College and Passport Scholars are two programs that have a long and successful history of helping disadvantaged students go to and graduate from college; they must continue and grow.



BUILDING ON WHAT WORKS

Although 90% of students are economically disadvantaged, Rivermont Elementary School students have learned more than expected in both math and literacy the past two years.

-Tennessee Department of Education. (2014-2015). *State Report Card*. Retrieved from <https://www.tn.gov/education/topic/report-card>

8

PREPARE ALL STUDENTS FOR COLLEGE & CAREER

Today, many of the students graduating from high school lack the academic preparation, soft skills, and resources to be successful in further education or careers. The focus on success in college and career will begin in middle school by ensuring that every student has both the vision and the ability to pursue pathways beyond high school that will ultimately connect them with good jobs and a meaningful career. The goal is to build a pipeline of support for both college going and graduation – and to double the number of Hamilton County high school graduates who receive a degree or certificate with market value each year.

- **Implement College and Career Counseling in Every Middle and High School.** In order to ensure all students are supported in choosing and accessing their best and most desired post-secondary and career path, we must expand the District's capacity for college and career counseling. Currently, a part-time college advisor supports the work of the school counselors in every high school. The support for and capacity of these part-time advisers will be expanded so that an increased focus on career readiness can be incorporated. There will also be a greater focus on post-secondary and career exploration in all the middle schools.
- **Ensure that All Students Enrolling in 2- or 4-Year Programs Are Prepared.** We know that students who have to enroll in remedial courses in college are much less likely to complete their degree. We will focus on reducing the need for remediation in college, by providing greater rigor in high school courses and greater access to effective remediation and preparation courses, like the Seamless Alignment and Integrated Learning Support (SAILS) program, before the students ever leave high school.
- **Create Business Partnerships for Relevant Learning and School Support.** As potential future employers of Hamilton County students, local businesses play a key role in providing access to relevant training opportunities, internships, and shaping the curriculum within schools. More businesses partnering with schools can help bring real world, relevant learning experiences, and crucial training in soft skills to our classrooms through problem/project-based learning, on-site job training, and mentorships for our K-12 students. There will also be increased coordination between businesses and post-secondary that informs the creation and continued refinement of market value credentials.
- **Expand Together We Can Scholarships.** Expand the Community Foundation of Greater Chattanooga's "Together We Can Scholarships" and the pipeline of supports, so more first generation college-going students are able to access this important and effective resource.
- **Expand the STEP-UP Internship Program.** Continue to expand PEF's STEP-UP Internship program, which exposes high school students to the world of work and potential careers through paid summer internships.
- **Create Pathways from High School to Post-secondary.** Create seamless pathways between high school and post-secondary that support students learning earlier about career opportunities and the credentialing path to a job in their desired field. This means increased continuity and well defined programs of study that high school students are exposed to and engage in as early as possible.

"We need support for students while they earn their degree to prevent failure or quitting."

HAMILTON COUNTY
RESIDENT, during
the 100 Days of
Conversations

9 INCREASE POST-SECONDARY COMPLETION

Too many students fall off of the pathway between high school graduation and post-secondary completion. In Hamilton County, while more than 60% of high school graduates enroll in some type of post-secondary education program, less than half of those who enroll will actually graduate. We must ensure that our students not only transition successfully from high school to college, but that our local post-secondary institutions and community provide the additional supports needed for students to complete their degree and certificate programs.

BUILDING ON WHAT WORKS

Although Hamilton County students are still below the state average in ACT scores, they did outpace both the state and nation on ACT test score growth in 2016.

Tennessee Department of Education. (2014-2015). *State Report Card*. Retrieved from <https://www.tn.gov/education/topic/report-card>

Hamilton County Department of Education

- **Support College Completion Plans.**

UTC and Chattanooga State have both worked to increase their first-year retention and graduation rates. Each institution will continue their efforts with a potential focus on mandatory advising and orientation, more student success courses, summer bridge programs, peer mentorship, supporting cohorts of students, creating an early alert system for “at-risk” students, and breaking down institutional barriers and disincentives between the two schools for students transfers.

- **Increase Wrap-Around Supports for Disadvantaged Students.** For many low-income and first-generation college students, additional support is needed beyond an academic focus. Wrap-around services, such as transportation, housing, and retention grants, could help to further ensure that these students are able to overcome barriers and graduate from college.

- **Promote All Financial Aid Opportunities.** As Chattanooga/Hamilton County seeks to surpass the state’s Drive to 55 goal by having 75% of our residents equipped with a college degree or technical training certificate, we will assist all local high school graduates and their families in completing Federal Application for Federal Student Aid (FAFSA), and in pursuing HOPE, Tennessee Promise, and all other financial aid, mentorship, and support opportunities to help eliminate any financial barriers to higher education and to better assist first-generation college applicants.

START HERE
ASSOCIATE'S
DEGREE



FINISH HERE
BACHELOR'S
DEGREE



ChattanoogaState.edu/UTC

A partnership of



BUILDING ON WHAT WORKS

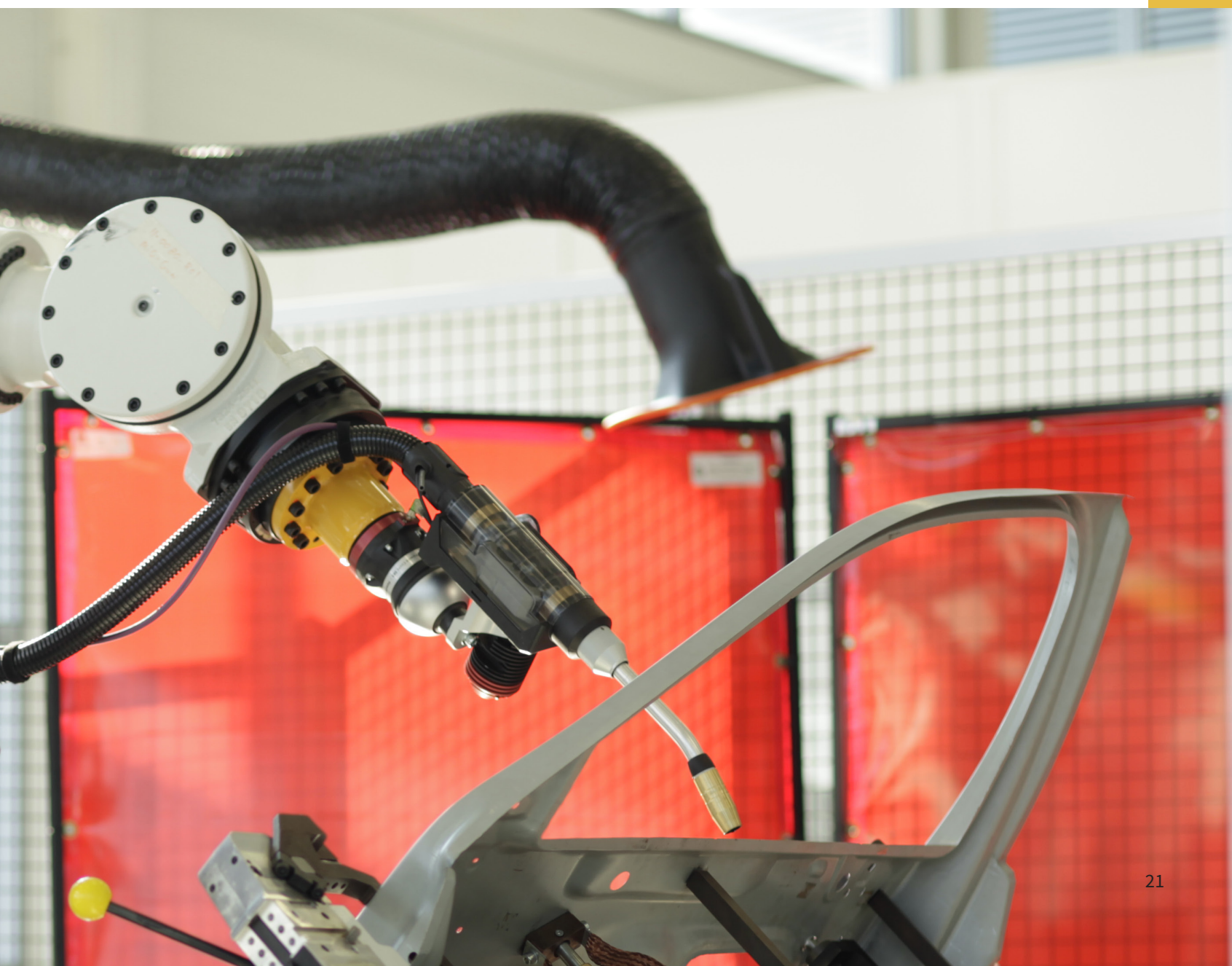
TCAT Chattanooga already leads the state in the number of diplomas it awards. And more than 90% of TCAT students quickly find work in their field of study.

10 CONNECT MORE RESIDENTS TO HIGH DEMAND JOBS

Hamilton County has seen incredible economic growth, but we must ensure that there are better and clearer pathways for residents to obtain the training, skills and connections needed to fill the growing number of living wage jobs available in our community. By building upon important state workforce initiatives and making the most up-to-date information on high-demand careers more accessible we can ensure that more residents will be able to connect with the education and jobs that will help them prosper.



- **Re-Engage Adults with Some Post-secondary Training to Complete Their Education.** Many Hamilton County residents enroll in a post-secondary program, but never complete their certificate program or degree. By fully leveraging existing federal and state programs, such as Tennessee Reconnect, the state's support for adults with some college but no degree, and the TCAT Wilder-Naifeh grant, which offers tuition-free technical training for adults at any Tennessee College of Applied Technology, we can help ensure more adults have the access, information, and supports they need to successfully reconnect with our local institutions and complete their post-secondary education programs.
- **Create Job Portal with Burning Glass Data.** The Chamber will work with local partners to develop an information hub with consolidated job opportunities as well as specific skills and credentials required for these opportunities. The portal will serve as a centralized resource for students, job-seekers, educators, and college and career advisors to make more informed decisions about learning and career development. The portal will also provide hiring projections and can help align post-secondary degree and certificate programs with our community's highest-demand careers and job opportunities.
- **Explore Technical Training with HSET (GED) Dual Enrollment.** Working with our local TCATs in Athens and Chattanooga, we will actively explore new partnerships and linkages to assist all local students pursuing a HSE (GED) to also dual enroll in a technical training program to help create additional and immediate employment opportunities in high demand trades and occupations.





PUTTING IT ALL **TOGETHER** TO CREATE **EQUITY &** **OPPORTUNITY** FOR ALL

The needs of Hamilton County students are tremendously diverse, and many schools in low-income areas do not have the strategies and resources to create high quality learning opportunities for ALL students.

Chattanooga 2.0 offers an exciting opportunity to demonstrate how the strategies and initiatives outlined above can be brought together in a new Community Renewal Cluster within a targeted geographic neighborhood or footprint in our community to dramatically improve student and workforce outcomes.



The Community Renewal Cluster will be a place where:

EARLY LEARNING CENTERS

will provide best-in-class curriculum, including a focus on soft skills, family and community engagement and diverse classrooms.

INNOVATIVE SCHOOLS WITHIN A K-12 FEEDER PATTERN,

will integrate comprehensive wrap-around support for children and families.

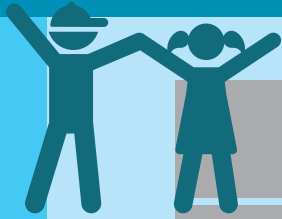
PARTNERSHIPS WITH LOCAL BUSINESSES AND POST-SECONDARY INSTITUTIONS

will increase students exposure to workforce options and post-secondary educational opportunities.

**Visit Chatt2.org
for more information on how
to join and help lead this effort.**

IMAGINE HOW FAR WE CAN GO

EARLY CHILDHOOD



TODAY

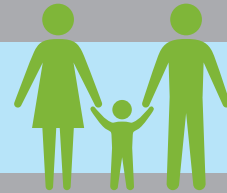
40% of children enter kindergarten ready for school.

A

4,000 children are not in licensed early education programs in Hamilton County.

B C

19% of children screened for developmental delays and 25% referred as needed before age 3.



K-12



45% (10,500) students in grades 3-8 are proficient in reading.

57% (13,300) students in grades 3-8 are proficient in math.

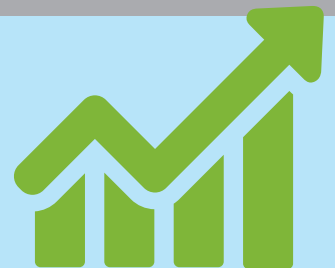
Student engagement data not collected.



38% of high school seniors take at least 1 Advanced Placement course; 24% of high school seniors are enrolled in course at local institution; 3% of high schools seniors complete a workforce credential.



65% of students graduating from Hamilton County Schools enroll in a post-secondary program.



POST-SECONDARY



650 Hamilton County public school graduates Class of 2009 had earned a degree or certificate 6 years later.

38% of Hamilton County residents have a post-secondary credential.

HOW DO WE MEASURE OUR SUCCESS?

To help our community maintain focus, engagement, and momentum in implementing these recommended strategies and to ensure our movement's accountability for the enormous public and private resources invested in this effort, we intend to regularly measure and assess progress against the following goals and benchmarks. In addition, sub-metrics will be tracked to measure equity and access for ALL students. The full dashboard of metrics will be available at www.chatt2.org.

BY 2025

80% of children enter kindergarten ready for school.

Hamilton County will have an additional 2,000 licensed, high quality early education seats.

85% of children will be screened for developmental delays and 85% referred as needed before the age of 3.

100% of new parents will have access to tools and information to help them be their children's first and best teachers.

80% (18,500) students in grades 3-8 will be proficient in reading.

80% (18,500) students in grades 3-8 will be proficient in math.

90% of students will report being challenged and supported academically and students and their families will report being engaged in the learning process.

90% of high school students will graduate with either a workforce credential or one college-level course, and all will have completed an online course.

Hamilton County public schools will have the best teaching force in the South as measured by preparation, impact on student learning, and a culture that promotes professional growth and collaboration.

Hamilton County Schools will be among the most improved school districts across the State of Tennessee.

85% of students graduating from Hamilton County Schools will enroll in a post-secondary program.

1,300 Hamilton County public school graduates per year will earn a degree or credential within 6 years.

75% of Hamilton County residents of work-age have one or more post-secondary credentials.





100 Days of Community Conversations

During the past 100 days, residents and leaders from across our community have convened and participated in an unprecedented dialogue about the future we want for kids and adults in Hamilton County.

These conversations were prompted by the release of a report last December, “Chattanooga 2.0: A Bold Vision for Our Future Workforce,” which outlined an economic and moral imperative for better connecting all residents to the educational and economic opportunities in our community. The data made the case that, while our community is experiencing incredible economic growth in higher wage and higher tech jobs, we are failing to provide a pathway for most residents to prepare for and fill those jobs.

The original Chattanooga 2.0 report, which was commissioned by the Chattanooga Area Chamber of Commerce, the Benwood Foundation, Public Education Foundation, and the Hamilton County Department of Education, was intended as a thorough review and call to action for improving our community’s educational pipeline – but it intentionally stopped short of prescribing a plan for

how our community should actually achieve this goal. Instead, the report laid the groundwork for local parents and educators, business and community leaders, key stakeholders, and local experts to come together and develop a bold new community plan uniquely suited to address the challenges we face and to build on the many improvements and opportunities already underway.

In March, work began on a 100-day planning process to develop a framework for action, with support from more than 60 organizations that had endorsed the Chattanooga 2.0 report. Three working groups were formed – focused on early childhood, K-12, and post-secondary and career opportunities.

Each of the working groups was comprised of on-the-ground program experts, educators, community leaders, and a variety of stakeholders. They listened carefully to the ideas and concerns of students, parents, teachers, business, and community leaders throughout our community, and this input was used to inform the priority areas and strategies.

A Bold Vision for Our Workforce:

These conversations were prompted by the release of a report last December, “Chattanooga 2.0: A Bold Vision for Our Future Workforce,” which outlined an economic and moral imperative for better connecting all residents to the educational and economic opportunities in our community.



CHATTANOOGA 2.0:

170+

Members of leadership teams (Steering Committee, Community Champions, Interfaith Council and Early Childhood, K-12, Post-secondary working groups)

1,500

Respondents to Hamilton County Department of Education educator survey and 15+ teacher focus groups

500+

Student feedback through Socratic seminars, panels, and focus groups at Hamilton County Department of Education, UTC, Chattanooga State, and TCAT Chattanooga

20+

Parent focus groups, including several organized through the faith community

200+

Responses to the Chattanooga Area Chamber of Commerce survey

500+

Responses to the bilingual community survey

1,000+

Attendees to 2.0 community forums and our Education + Innovation speaker series

Dozens

of interviews with multiple local leaders and policy makers

COMMUNITY OUTREACH AND ENGAGEMENT

Throughout their planning process, the working groups sought insight and guidance from national experts, as well as those most underserved in our community. All of the ideas, concerns, and feedback voiced from residents through numerous gatherings, community meetings, and forums were categorized and the working groups ensured that the subsequent strategies were grounded in the biggest needs and opportunities within our community. The goal was to create a roadmap for moving forward, and ultimately to set a bold vision for what success in our community should look like.

Additionally, the Chattanooga Interfaith Council was re-established as a sounding board for the ideas that were developed in the working groups. The Council serves as a conduit to congregants from multiple faiths and varying demographics across the community to get their ideas and to offer a valuable link to more students and families.

*The metrics found on page 24-25 offer some clear and compelling goals -- and the ten initial priority areas help our community achieve those goals by 2025. **But the community engagement and innovation process has not ended.** It has just begun. We know there is still much to learn from passionate parents, educators, and advocates, especially in better serving **students with special needs, foster children, adult education, and families in high-poverty areas.***



STAY INFORMED

- Visit Chatt2.org to read the reports, sign up for the newsletter and latest news, and find out about upcoming events.

BECOME A CHAMPION

- Talk about 2.0 with your family, friends, neighbors, and co-workers, and encourage them to get involved in the movement as well.

ADVOCATE FOR EDUCATION

- Talk to your elected officials about Chattanooga 2.0, challenge and support them, and vote in all elections.

EDUCATORS

- Share Your Expertise: Volunteer to pilot a new initiative, mentor a new teacher, or help scale proven strategies to other classrooms and schools.
- Engage Parents: Provide personalized education sessions for parents on learning strategies and how to best support their child.

PARENTS

- Start at home: Read to your child and sign up for free books and learning check-ups to screen for developmental delays at www.uwchatt.org
- Be a mentor at a school or organization – sign up at www.mentorchatt.org
- Get Involved: Attend school board meetings, parent-teacher conferences, and other school forums to meet your child's teacher and principal and to discuss school challenges and opportunities within your school.

STUDENTS

- Focus on College and Career: Attend a career day or shadow a family member while they work to explore career options; talk to your counselor about Tennessee Promise and other affordable ways to earn a college degree or technical training certificate.
- Make Your Voice Heard: Work with your teachers and principals, write to your school board members or state legislator about school issues, and look for ways to support your school.

BUSINESS AND COMMUNITY

- Support Our Schools: Look for ways your business or non-profit can connect with the Chattanooga Area Chamber of Commerce to support our local schools with financial or in-kind donations, volunteers to tutor or mentor students, or supporting after-school programs.
- Provide Career Insights and Job Training: Help students learn about the career opportunities you offer – and collaborate with educators to develop the job training programs you need.

FAITH-BASED COMMUNITY

- Spread the Word: Talk about 2.0 with your congregation and share ways can get actively involved in supporting their children, schools, and neighborhoods.
- Serve Your Neighborhood: Open up your house of worship for pre-school, after-school, evening, or weekend enrichment, education or job training programs.
- Sponsor a school through the Chattanooga Interfaith Council.

ELECTED OFFICIALS AND POLICY MAKERS

- Engage and Lead the Conversation: Use your platform to make education and workforce development top priorities for Hamilton County. Help rally the community and mobilize for action around the strategies and initiatives we need to expand opportunities for ALL -- from cradle to career.
- Support Smart Funding: Advocate at the local and state level for the resources needed to support innovative programs and initiatives that can help change the trajectory of education and workforce development in Hamilton County.

TURNING VISION INTO REALITY: THE TIME IS NOW!

Many committed individuals and organizations are already doing incredible work upon which we can build. But there is much more to do. These recommendations are only a start. The most important part of the long-term strategy remains.

The Chattanooga 2.0 movement will need support from everyone in our community to achieve the bold vision and detailed recommendations the community has generated. And the next year will be a critical time to set forth on specific initiatives and to begin making progress towards these goals.

Now is the time for all of us to unite -- to ensure greater equity and opportunity for all -- in every neighborhood and for every family -- as we build a bridge to the jobs, skills, and opportunities of the future.

By working together to focus on these bold and urgent strategies, we can and we will build a new community of opportunity for the benefit of all Hamilton County residents-- and to strengthen our educational pipeline --
from cradle to CAREER.

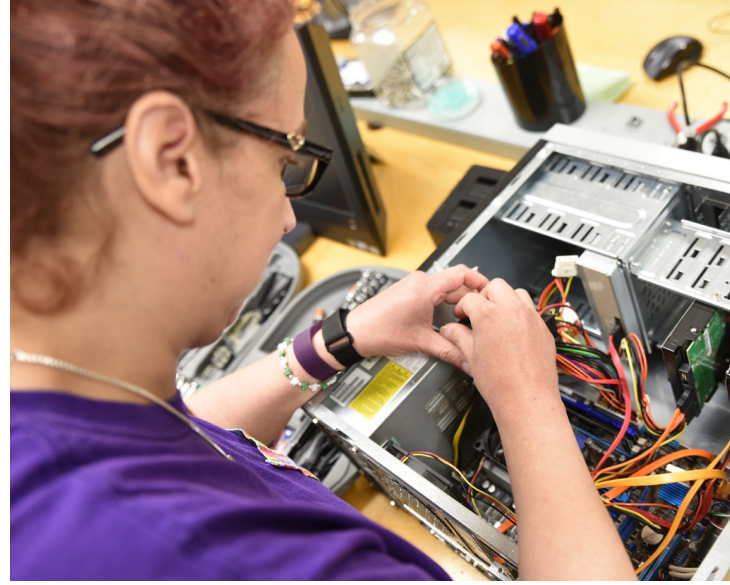







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