

*Upper Cumberland Development District & Upper Cumberland Human Resource Agency*

# STRATEGIC PLAN

# 2023-2025



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## OUR VISION.

*A region abundant in resources, fostering a productive and vibrant life for the people of the Upper Cumberland.*

## OUR MISSION.

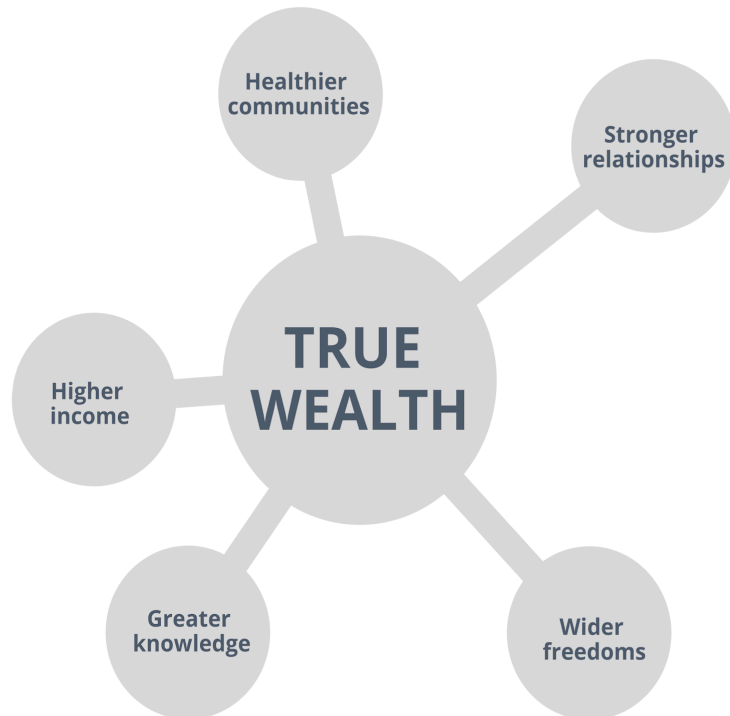
*To help the Upper Cumberland region cultivate self-sufficiency and build true wealth through innovation, collaboration, and leadership.*



## BUILDING TRUE WEALTH

What is "true wealth"? True wealth is achieved when our citizens no longer worry about their physiological and safety needs but are moving toward the best version of themselves.

Building true wealth for people in the Upper Cumberland includes improving access to higher incomes, greater knowledge, wider freedoms, stronger relationships, and healthier communities.



## OUR MEASUREMENT

The following core principles have been identified as a means of measuring success in achieving the goals listed for each department and program. For the Upper Cumberland Region to be successful, the following core principles must be met:

**Core Principle #1: People should be able to easily travel within the region.**

- Connector routes should be in place between communities and tied to the highway systems of Interstate 40 and Highway 111.
- A responsive public transit system must be in place.
- Rail and air transportation systems should progress to meet the size and scope of the region.

**Core Principle #2: Safe, affordable housing should be available to all those who desire it.**

- All communities should have an adequate mix of housing to meet different income levels.
- Blighted areas must be addressed and improved to maintain the attractiveness of the community.

**Core Principle #3: Programs must exist to break the cycle of poverty and provide a safety net for those going through a difficult period in their life.**

- The poverty rate of the region should decline each year.

**Core Principle #4: The economy must add new jobs each year to meet the growth of the region and provide opportunities for income improvement.**

- Per-Capita-Income levels must increase each year.
- Five-year average job growth/decline must be monitored.

**Core Principle #5: Education must be available and encouraged at all stages of life.**

- A better-educated society means better jobs, better health, and a more stable community.

**Core Principle #6: To retain our population base we must ensure that our communities have adequate support services.**

- Health care facilities, law enforcement, emergency services, childcare facilities, and geriatric services.

**Core Principle #7: The natural beauty of the region must be protected.**

- Smart development of natural areas and parks is essential

## OUR GOALS

We commit to making ourselves and the Upper Cumberland region the best it can possibly be.

## OUR VALUE PROPOSITION

We commit to working closely with our citizens, communities, and our elected officials to provide a unique service that advances the quality of life for our residents.

## OUR PROCESSES

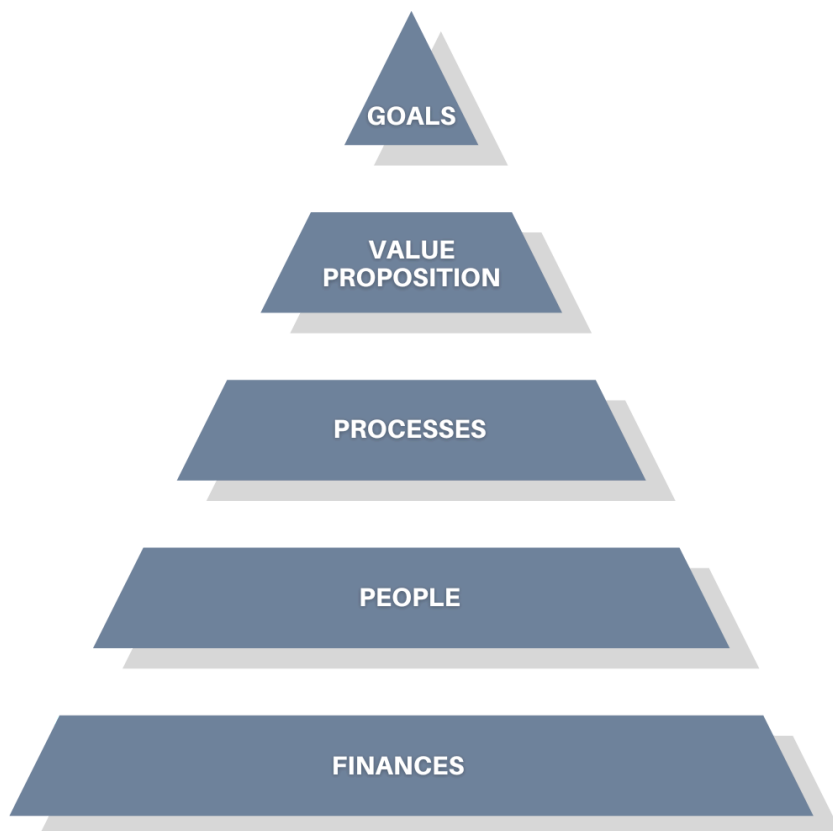
We commit to being transparent and efficient in the way we conduct our work.

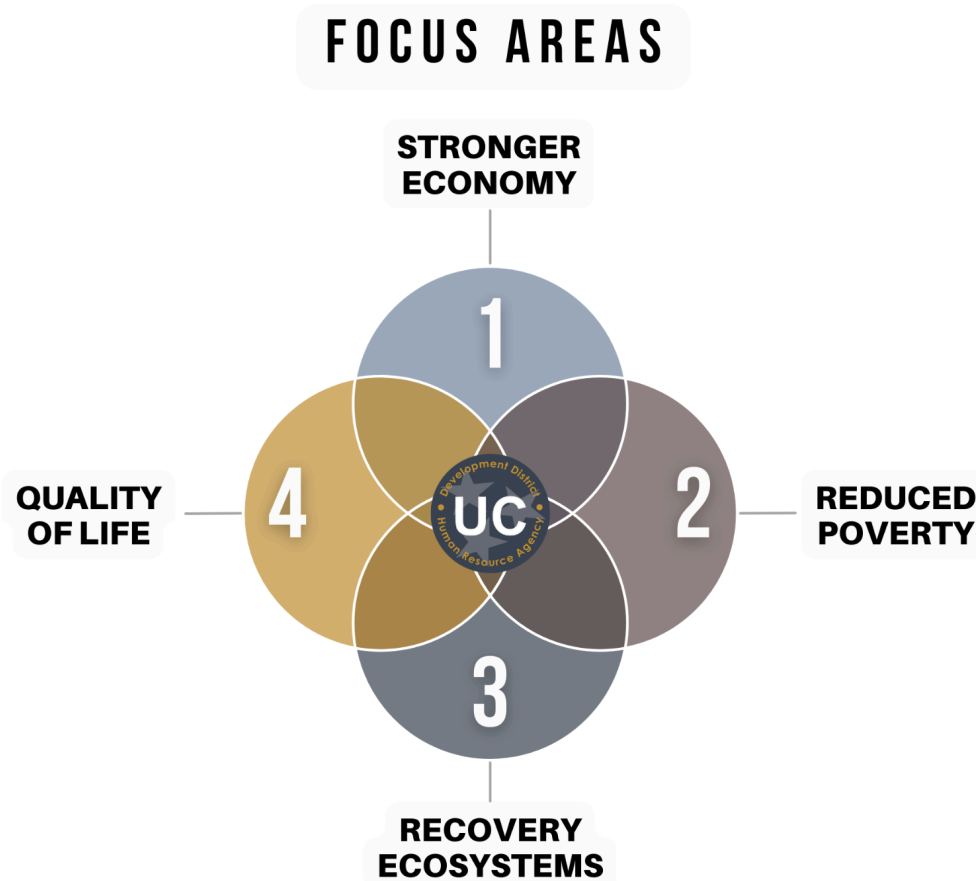
## OUR PEOPLE

We commit to hiring and training passionate, caring staff that will dedicate their time to serving our region.

## OUR FINANCES

We commit to maximizing the amount of our funding that is spent on citizens of our region.





## AGENCY-WIDE GOALS

**Goal:** Our two (2) agencies have aligned various state and federal programs to create a poverty alleviation ecosystem that strengthens families, communities, and the Upper Cumberland region.

**Objective:** Empower UC will serve as a model to all programs on new techniques and best practices to address systemic poverty in our region.

**Objective:** We will coordinate and assist the Empower UC collective impact group in developing supplementary programs to address the barriers and issues identified in the current program that cannot be addressed with existing funding regulations.

**Goal:** Our two agencies have aligned various state and federal programs to create a regional recovery ecosystem to support those individuals recovering from substance abuse issues.

**Objective:** We will develop a cross-department collaboration with the goal of creating funding opportunities that involve multiple departments with the goal of creating a regional substance abuse plan.

**Objective:** We will convene individuals, groups, and organizations to form a collective impact group to serve the region.

## ADMINISTRATION AND FINANCE GOALS AND MISSION

What is our mission?

- Our mission is to provide the needed organizational components for the agencies that will allow our departments to fulfill their mission. This is achieved through sound financial management, human resources management, and strategic vision.

Who is our customer?

- The departments of Upper Cumberland Development District (UCDD) and Upper Cumberland Human Resource Agency (UCHRA)
- Our funding agencies
- The elected leadership of the Upper Cumberland

What does the customer value?

- Each department expects to be treated with respect and equality as we administer the resources of the agencies
- Assistance in solving problems and addressing the needs of the region
- That the agencies will administer the state and federal programs equitably throughout the region

What will we measure?

- The number of training opportunities that are provided to our employees
- The turnover rate of the agency
- The number of complaints received

**Goal: UCDD/UCHRA has a trained workforce able to provide problem-solving skills for both individual and community needs.**

**Objective:** Employees are systematically enrolled in training to provide program support and customer assistance to improve the client's condition; resulting in better satisfaction questionnaire responses and increased services provided.

**Objective:** The agencies will implement an employee culture program to reduce the turnover rate.

**Objective:** The agencies will implement an employee professional development program.

***WHY WAS THIS GOAL IDENTIFIED? TO BEST SERVE THE CHANGING NEEDS OF OUR REGION, THESE TWO ORGANIZATIONS MUST HAVE EMPLOYEES WHO CAN CRITICALLY THINK THROUGH ISSUES THAT AFFECT BOTH INDIVIDUALS AND THE COMMUNITY AS A WHOLE.***

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# AGING GOALS AND MISSION

## What is our mission?

- Through advocacy, planning, and coordination, the Upper Cumberland Area Agency on Aging and Disability (UCAAAD) will provide a comprehensive and innovative service delivery system that meets community and social service needs so older adults, caregivers, and adults with disabilities can achieve and maintain active, healthy, and independent lives.

## Who is our customer?

- The at-risk older adults, caregivers, and disabled adult population of the region
- The Tennessee Commission on Aging and Disability
- State of Tennessee Bureau of TennCare and Managed Care Organizations
- Administration for Community Living
- The Department of Human Services
- The Provider Network across the region
- The communities of the Upper Cumberland
  - Elected officials, the court system, senior centers, universities, etc.

## What does the customer value?

- We will efficiently and effectively serve as many clients as possible with the available funding while ensuring the quality of services provided.
- That we provide a fair and equitable distribution of resources across the region
- That we provide education and resources to at-risk older adults, caregivers, and adults with disabilities that support their quality of life and independence. They expect accurate, timely, relevant, and unbiased information and services.

## What will we measure?

- The number of Guardianship clients served
- The number of Information and Assistance clients served
- The number of TennCare CHOICES applications submitted and approved
- The number of Options 1.0 and Options 2.0 clients served
- The number of clients on the Home and Community-Based Services waiting list
- The number of Congregate and Home Delivered meals and clients served
- The number of senior center participants by county

**Goal: Our senior centers are positioned to address the needs of the senior population of the Upper Cumberland region.**

**Objective:** Prepare a best practice guide for the operations of senior centers that addresses trends and needs of the senior population in order to strengthen the resources for the future.

Action: Designate a committee to research innovative and best practices nationwide that focus on operations, funding sources, activities, marketing, and types of programs and services offered. Develop a survey to collect information on improving participation/interest.

**Objective:** Provide educational courses to educate senior center directors on new program concepts and ideas.

Action: Utilizing the best practice guide's innovative programs and services, AAAD staff will focus on at least one new concept at each quarterly meeting with center directors. Utilizing American Rescue Plan funds, the AAAD will designate funding as performance incentives for new concepts implemented by senior centers.

**Objective:** Rebrand Senior Centers (ex: Health and Wellness Center, Age-Well Activity Center, Healthy Aging Center)

Action: In collaboration with the Tennessee Commission on Aging and Disability and the Tennessee AAADs and senior centers, transition all signage and marketing materials to incorporate the rebranded language.



**Goal:** The Upper Cumberland region has age-friendly communities and new housing options to ensure the dignity, safety, and independence of older adults and those with disabilities within their community and home setting.

**Objective:** As part of AARP's Livable Communities initiative, UCAAAD will assist the communities in the region in becoming designated as Age-Friendly Communities to improve mobility, housing, and health-focused recreational options.

Action: Partner with AARP, UCDD's Economic and Community Development Department, and the identified communities' local elected officials to implement the assessment, planning, implementation, and evaluation processes.

**Objective:** Advocate for safe and alternative housing options that address unmet needs such as supportive, emergency, and shared housing concepts.

Action: Partner with stakeholders to secure new housing options in the region. Support statewide efforts to create a new licensing category for small group homes for older and dependent adults. Once achieved, encourage local unlicensed facilities to become licensed and/or support the development of new licensed homes.

**Objective:** Bring awareness of ways to mitigate Aging discrimination in society.

Action: Coordinate educational sessions on Ageism for local stakeholders and advocate for the topic to be addressed at State, Regional, and National conferences. Work with local elected officials to address this as part of the Livable Community process.

***WHY WERE THESE GOALS IDENTIFIED? IN A TIME WHERE THE REGION'S AGING POPULATION IS MORE MOBILE AND TECHNOLOGICALLY CAPABLE THAN EVER, OUR AGENCY SHOULD ENCOURAGE OUR COMMUNITIES TO REFLECT THOSE CHANGES.***

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## COMMUNITY INTERVENTION GOALS AND MISSION

What is our mission?

- Our mission is to assist the clients sentenced under our supervision in order to enhance public safety, successfully complete the program, and reduce recidivism rates.
- Our mission is to restore families and assist youth in becoming self-sufficient and better equipped to face the challenges of their lives by providing high-quality, therapeutic, and evidence-based services.
- Our mission is to assist our communities as they strive to provide solutions for the substance abuse disease that is plaguing our country and state. We will provide leadership and coordination in attacking this problem.

Who is our customer?

- The clients that are sentenced directly from the court system to our program
- The Tennessee Department of Corrections, Tennessee Department of Children's Services, and the Tennessee Department of Education
- The elected officials and the judicial system of the Upper Cumberland
- The young women of Chance group home and their families.
- Individuals suffering from Substance Use Disorder

What does the customer value?

- Through a one-on-one relationship, we provide needed services and resources to assist the client in moving their lives in a positive direction
- That we provide sound oversight of the state and federal funds invested in the region by our funding agencies
- That we provide an alternative to incarceration
- That we provide a safe environment for youth while ensuring as much normalcy in their lives as possible while in our care
- That the state can confidently place these youth in our care and know that we will provide the care that these young people need to avoid reentering state custody

What will we measure?

- Number of clients served per county
- The number of judges who use our services

**Goal: The UCHRA driver education training is growing and expanding into Cumberland County.**

**Objective:** We will expand services into Cumberland County by the end of the 2023 calendar year.

**Goal: The Community Corrections/Intervention program expands available services to better meet the needs of clients struggling with substance use disorders and/or mental health needs.**

**Objective:** Staff will pursue and secure grant funds to make this expansion of services possible.

**Goal: Chance Home for Girls has a completed capital improvement plan in place.**

**Objective:** Staff will compile a five-year capital improvement plan.

***WHY WERE THESE GOALS IDENTIFIED? NOW THAT THE AGENCY IS IN A MORE FINANCIALLY STABLE CONDITION WE MUST START LOOKING TO EXPAND PROGRAMS TO UNDERSERVED COMMUNITIES.***

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## COMMUNITY SERVICES GOALS AND MISSION

What is our mission?

- To provide the framework for emergency support, referrals, and access to resources for disadvantaged individuals and families in the Upper Cumberland by administering programs that promote stability through the 14 county offices.
- Our mission is to assist our communities by providing safe, reliable childcare services.

Who is our customer?

- The individuals, families, and communities of the Upper Cumberland.
- Our funding agencies
- The elected leadership of the Upper Cumberland
- UCHRA county offices
- Administration for Children and Families

What does the customer value?

- That we provide a roadmap of services to move individuals, families, and communities up the economic ladder
- That we address the gaps in services that communities and the region are experiencing
- That we provide necessary services to meet the needs of individuals and families as they overcome economic distress
- That we provide needed childcare services to meet the needs of the working families of the region
- That we provide educational services that help their child learn and grow
- That we follow all guidelines for the administration of the Head Start model

What will we measure?

- Number of clients served per county
- Program funds spent by county

**Goal: Our In-Home Care program is growing clients and staff as we continue to strengthen this valuable resource.**

**Objective:** We will develop a strategy to attract and retain in-home care staff which should allow us to grow this program by 15 percent in 2023.

Action: Develop and foster relationships with Tennessee Tech University (TTU) department heads, professors, and students to develop a growing interest in our In-Home Care Program.

Action: Develop and foster relationships with local high schools and students to develop a growing interest in our In-Home Care Program.

**Goal: The UCHRA Commodities program has a strong and vibrant volunteer program.**

**Objective:** We will develop an outreach program with local non-profit organizations, universities, and high schools to attract volunteers to the program.

Action: The department will work with other organizations and departments to develop best practices for attracting and retaining volunteers.

***WHY WERE THESE GOALS IDENTIFIED? WITH A GROWING POPULATION THAT QUALIFIES FOR THESE SERVICES, WE MUST DO EVERYTHING POSSIBLE TO REACH AND SERVE CLIENTS.***

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## ECONOMIC DEVELOPMENT GOALS AND MISSION

What is our mission?

- Our mission is to assist our communities as they strive to provide the infrastructure and assets necessary to grow their economy and to make the community an attractive place to start and grow businesses.

Who is our customer?

- The business community of the Upper Cumberland
- Our funding agencies
- The elected leadership of the Upper Cumberland

What does the customer value?

- That we provide needed services to meet the needs of the business community in the region
- That we provide sound oversight of the funds invested in the region
- That the economic assets of the region are growing across the region so as to provide opportunities for each community to grow the number of jobs for their constituents

What will we measure?

- The number of grant applications written
- The number of grant awards received
- The number of requests for proposals (RFP) assisted with
- The dollar amount of loans made by quarter
- The number of loan leads by county
- The number of Small Business Development Center (SBDC) clients by county

**Goal: The Economic Development team will prioritize cross-training and collaborative work to better serve clients and strengthen sustainability.**

**Objective:** Staff will conduct field experience days to learn, first-hand, the work and results of their fellow coworkers.

**Objective:** Staff will work collaboratively with clients to provide the greatest service experience.

***WHY WAS THIS GOAL IDENTIFIED? IN ORDER TO BEST SERVE OUR CLIENTS, WE MUST BE DILIGENT TO ENSURE THAT WE PROVIDE THE BEST POSSIBLE SERVICE AND SUPPORT.***

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## EMPOWER UPPER CUMBERLAND GOALS AND MISSION

What is our mission?

- Our mission is to provide innovative new approaches to address needs in the region utilizing a collective impact approach. Currently, our mission is to develop a poverty alleviation system in an effort to reduce the poverty rate of the region and to increase the workforce participation rates.
- Inspiring and equipping families, individuals, and communities to prosper.

Who is our customer?

- The families participating in the continuum of care
- The citizens and businesses of the region
- Tennessee Department of Human Services (DHS)
- The elected leadership of the Upper Cumberland
- The partners within the collaboration

What does the customer value?

- Families want to improve their well-being and economic conditions
- Employers want an improved and expanded workforce
- The State of Tennessee desires a new approach to poverty reduction
- The elected leadership desires expanded quality of life for their citizens
- The partners within the collaboration value transparency and accountability

What will we measure?

- The number of clients we have served (families and children)
- The increase in household income
- The increase in social capital
- The decrease in government programs that families utilize
- The number of families brought out of poverty
- The number of volunteer hours infused into the community
- The number of families that have completed Circles, HTC or R2L

**Goal: The region has a legislative agenda designed to address the needs and barriers identified in our work with families, specifically surrounding the benefits cliff that families face.**

**Objective:** Leadership will develop an evidence-based legislative agenda to distribute to various stakeholders and policymakers both at the federal and state levels. This work will be done through Navigator's work with families, as well as through Circles Big View Meetings.

**Action:** The collaboration will compile stories and data to allow us to better understand and explain the difficulties that our struggling families face.

**Goal: The Upper Cumberland has achieved its goal of bringing 1,600 children out of poverty by November 2025.**

**Objective:** Provide streamlined and holistic navigation services to 800 families throughout the region and assist them in increasing their income to a point that they are no longer in need of government assistance and subsidies.

***WHY WAS THIS GOAL IDENTIFIED? TO BEST SERVE THE CHANGING NEEDS OF OUR REGION, SOCIAL SERVICE PROVIDERS MUST INFORM POLICYMAKERS ON THE BENEFITS AND WEAKNESSES OF STATE AND FEDERAL PROGRAMS.***

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## HOUSING AND FAMILY SERVICES GOALS AND MISSION

What is our mission?

- Our mission is to assist our housing residents in receiving all the resources necessary to provide them with a good quality of life. We provide safe, clean, affordable housing opportunities to those segments of the population that lack opportunities.
- Our mission is to assist the clients of the Relative Caregiver Program in receiving all the resources necessary to provide short-term stability for up to one year as they care for a relative minor(s).
- Our mission is to assist qualified homeowners by making livability repairs to their home.

What is our goal?

- Our goal is to assist clients in maintaining their independence and quality of life

Who is our customer?

- The residents of our residential units
- Our clients who are raising relative minors
- Tennessee Department of Children Services (DCS)
- THDA
- United States Department of Agriculture Rural Development (USDA-RD)
- Housing and Urban Development (HUD)
- Board of Directors Cumberland Regional Development Corporation (CRDC)
- The communities of the Upper Cumberland

What does the customer value?

- Our residents expect us to provide them with safe, clean, and affordable housing. The Relative caregiver clients expect us to support them by providing case management and identifying resources available to them. Emergency repair clients expect us to address safety concerns and livable conditions in order for them to remain in their homes
- Our funding agencies expect us to safeguard their investments and to ensure fair housing opportunities
- Tennessee DCS expects us to support families to avoid children being placed into state custody
- Our communities expect us to fill gaps in services inside our region

What will we measure?

- The number of clients we have housed
- The number of vacancies by quarter
- The amount of rent that is delinquent
- The number of clients that are delinquent
- The number of homes completed in the Emergency Repair Program (ERP)
- The number of Relative Caregiver clients we have served by county each quarter

**Goal: UCDD opens its first transitional housing complex.**

**Objective:** Staff will develop a transitional program with funds secured for the City of Smithville to open and operate a facility.

**Goal: The Cumberland Regional Development Board is restructured to include elected officials.**

**Objective:** Staff will work with our legal team to restructure the CRDC board to include elected officials thus forming a tighter relationship with UCDD.

***WHY WAS THIS GOAL IDENTIFIED? SINCE WE SERVE A VULNERABLE POPULATION, OUR REGION WE MUST ENSURE THAT THOSE WE SERVE HAVE ACCESS TO ALL AVAILABLE RESOURCES.***

## PLANNING AND COMMUNITY DEVELOPMENT GOALS AND MISSION

What is our mission?

- Our mission is to assist our communities as they strive to provide the infrastructure and assets necessary to grow their economy and make the community an attractive place to live and improve the quality of life.

Who is our customer?

- The communities of the Upper Cumberland
- Our funding agencies: Economic Development Administration (EDA), Appalachian Regional Commission (ARC), Tennessee Department of Transportation (TDOT), Tennessee Department of Environment and Conservation (TDEC), Tennessee Housing Development Agency (THDA), and our local communities
- The elected leadership of the Upper Cumberland

What does the customer value?

- Our elected leadership expects us to provide visionary leadership and the ability to conduct project development and administration
- Our funding agencies expect us to move our region in a positive direction
- The communities expect us to provide needed services and assets to improve their quality of life

What will we measure?

- The number of grant applications worked on per quarter
- The number of grant awards per quarter
- The number of rural planning organization (RPO) visits
- The number of mayor visits per quarter
- The number of planning contracts administered

**Goal: Planning and Community Development staff are knowledgeable and adequately prepared to serve the communities of the Upper Cumberland with grant writing and administrative support.**

**Objective:** Staff will complete an intensive training program designed to prepare and equip them with the knowledge and skills necessary to adequately serve the Upper Cumberland.

**Goal: The Planning and Community Development team has secured funded projects in every Upper Cumberland county by June 30, 2024**

**Objective:** Staff will research and secure grant funding opportunities for each of the 14 Upper Cumberland counties.

***WHY WAS THIS GOAL IDENTIFIED? BECAUSE BOTH ELECTED AND UNELECTED COMMUNITY LEADERS CHANGE FROM TIME TO TIME, WE MUST PROVIDE AN UNDERSTANDING OF WHAT WORK HAS BEEN DONE AND WHY WE MUST CONTINUE TO MAKE IMPROVEMENTS WITHIN OUR COMMUNITIES AND THE REGION.***

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## TRANSPORTATION GOALS AND MISSION

What is our mission?

- Our mission is to provide safe and reliable transportation services that enable citizens to move freely within and outside the Upper Cumberland region cultivating a good quality of life.

Who is our customer?

- The citizens of the Upper Cumberland
- Federal Transit Administration (FTA), TDOT, and TennCare Administration
- TTU
- The elected leadership of the Upper Cumberland

What does the customer value?

- That we provide a multitude of transportation service options in a safe and timely manner
- That we provide sound oversight of the funds invested in the region
- That we provide safe, reliable, and economically sound transportation for TennCare clients and TTU students
- That communities are served in an equitable and reliable manner

What we will measure.

- Number of trips (riders, miles)
- Driver turnover rate (number departed/number of positions)
- Program income
- Job access ridership
- Pick Up Upper Cumberland ridership
- Shuttle Upper Cumberland ridership

**Goal: A structured training program exists that provides quality training to our transportation scheduling staff both in the central office and our county offices.**

**Objective:** Management will develop and implement a training program for staff to ensure that we provide the best possible service when it comes to scheduling clients.

**Goal: The Pick Up UC program is growing and expanding into other counties of the region.**

**Objective:** Our unique Uber program will be expanded into additional counties in 2023.

**Goal: UCHRA Public Transportation is providing support to substance abuse recovery efforts by facilitating convenient access to regional recovery resources.**

**Objective:** Management will develop and expand partnerships at the local, state, and federal levels to ensure sufficient support and funds are leveraged to facilitate increased accessibility to those in recovery seeking additional support and/or employment.

***WHY WERE THESE GOALS IDENTIFIED? AS THE REGION GROWS, THE PUBLIC TRANSPORTATION DEPARTMENT MUST CONTINUE TO PROVIDE AFFORDABLE AND RELIABLE TRANSPORTATION TO ALLOW INDIVIDUALS TO GET WHERE THEY NEED TO GO.***

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