

**Executive Committee Meeting Agenda | June 17, 2026**

1. **Call to Order | Jeff Mason, Chairman**
2. **Roll Call | Sherry Thurman**
3. **Public Comments | Jeff Mason, Chairman**
4. **Approval of Consent Agenda | Jeff Mason, Chairman**
  - a. Executive Committee Meeting Minutes – April 15, 2026
  - b. Community Corrections Program Policies and Procedures Manual AP2.12 Professional Code of Conduct Policy
  - c. CHANCE Residential Center Wellness Policy
5. **UCHRA Financial Report | Ginger Stout, Finance Director**
6. **Van Buren County Head Start Report | Jeff Mason, Chairman**
  - a. March-April, 2026 Financial Reports
    - March-April, 2026 Budgets
    - Monthly Activity Reports
    - Credit Card Reports
7. **CSBG Update | LaNelle Godsey, Deputy Director/Community Services Director**
  - a. Dashboards
  - b. Conflict of Interest
8. **Action Items | Jeff Mason, Chairman**
  - a. Performance Evaluations
    - Mark Farley, Executive Director
    - Ginger Stout, Finance Director
  - b. Strategic Plan
9. **Executive Director Report | Mark Farley, Executive Director**
  - a. Program Dashboards
10. **Old Business | Jeff Mason, Chairman**
11. **New Business | Jeff Mason, Chairman**
12. **Adjourn | Jeff Mason, Chairman**

**Upper Cumberland Human Resource Agency  
Executive Committee Meeting**

<b>DRAFT MINUTES</b>	<b>APRIL 15, 2026</b>	<b>11:15 A.M.</b>	<b>COOKEVILLE, TN</b>
<b>MEETING CALLED BY</b>	Chairman Jeff Mason		
<b>TYPE OF MEETING</b>	UCHRA Executive Committee Meeting		
<b>FACILITATOR</b>	Chairman Jeff Mason		
<b>NOTE TAKER</b>	Sherry Thurman		
<b>MEMBERS PRESENT</b>	Greg Mitchell, Dale Reagan, Jim Morgan, Steve Jones, Lori Burnett, Stephen Bilbrey, Sam Gibson, Danny Holmes, Jeff Mason, John Potts, David Sullivan, Alisa Farmer, Terry Bell, Denny Robinson		
<b>MEMBERS ABSENT</b>	Allen Foster, Matt Adcock, Josh Miller, Jimmy Johnson, Steven Barlow, Randy Porter, Alejandra Cisneros-Conohan, Representative Cameron Sexton, Senator Paul Bailey		
	<b>CALL TO ORDER</b>	<b>CHAIRMAN JEFF MASON</b>	
<b>CALL TO ORDER</b>	Chairman Jeff Mason called the meeting to order.		
	<b>ROLL CALL</b>		
<b>ROLLCALL</b>	Sherry Thurman called the roll and the attendance is recorded above. There was a quorum of the committee members present.		
	<b>PUBLIC COMMENTS</b>	<b>CHAIRMAN JEFF MASON</b>	
<b>DISCUSSION</b>	There were no public comments presented for discussion.		
	<b>APPROVAL OF CONSENT AGENDA</b>	<b>CHAIRMAN JEFF MASON</b>	
<b>DISCUSSION</b>	<p>Chairman Jeff Mason advised that the consent agenda consist of the following:</p> <ul style="list-style-type: none"> <li>• Executive Committee Meeting Minutes – February 18, 2026</li> <li>• Policy Council Report</li> </ul> <p>A motion was made to approve the Consent Agenda.</p>		
<b>ACTION</b>	<p><b><u>Motion to Approve</u></b>  Motion made by: Terry Bell  Motion seconded by: Lori Burnett  Chairman Jeff Mason asked for questions or discussion on the motion.  The motion carried unanimously.</p>		
	<b>UCHRA FINANCIAL REPORT</b>	<b>GINGER STOUT, FINANCE DIRECTOR</b>	
<b>DISCUSSION</b>	<p>Ginger Stout presented the UCDD financial report through February 28, 2026.</p> <p>A motion was made to approve the financial report.</p>		

<b>ACTION</b>	<p><b><u>Motion to Approve</u></b>  Motion made by: Steve Jones  Motion seconded by: Greg Mitchell</p> <p>Chairman Jeff Mason asked for questions or discussion on the motion.</p> <p>The motion carried unanimously.</p>
	<p><b>VAN BUREN COUNTY HEAD START REPORT</b> <span style="float: right;"><b>CHAIRMAN JEFF MASON</b></span></p>
<b>DISCUSSION</b>	<p>Executive Director Mark Farley presented and discussed the agenda items for the Van Buren County Head Start Program.</p> <ol style="list-style-type: none"> <li>a. September, 2025 and January – February 2026 Financial Reports <ul style="list-style-type: none"> <li>• September, 2025 Budget</li> <li>• January – February 2026 Budgets</li> <li>• Monthly Activity Reports</li> <li>• Credit Card Reports</li> </ul> </li> <li>b. Fiscal Year 2026 Monitoring Process for Head Start</li> <li>c. 2026 – 2027 LEA Signed Contracts</li> </ol> <p>A motion was made to approve the Van Buren Head Start Report.</p>
<b>ACTION</b>	<p><b><u>Motion to Approve</u></b>  Motion made by: David Sullivan  Motion seconded by: Greg Mitchell</p> <p>Chairman Jeff Mason asked for questions or discussion on the motion.</p> <p>The motion carried unanimously.</p>
	<p><b>CSBG UPDATE</b> <span style="float: right;"><b>LANELLE GODSEY, DEPUTY DIRECTOR/ COMMUNITY SERVICES DIRECTOR</b></span></p> <ul style="list-style-type: none"> <li>• Dashboards</li> <li>• UCHRA Bylaws</li> </ul>
<b>DISCUSSION</b>	<p>Executive Director Mark Farley provided an update on the CSBG program and reported the following:</p> <ul style="list-style-type: none"> <li>• The agency is currently developing a new strategic plan, which will be presented to the Board at the June 2026 meeting.</li> <li>• A copy of the UCHRA Bylaws was emailed to all Board members. He noted that federal requirements mandate that Board members receive a copy of the agency bylaws annually.</li> </ul>
	<p><b>ACTION ITEMS</b> <span style="float: right;"><b>CHAIRMAN JEFF MASON</b></span></p> <ul style="list-style-type: none"> <li>• Resolution 26-4-1 – TCRS Rate Contribution Rate</li> <li>• 2026-2027 Budget</li> </ul>
<b>DISCUSSION</b>	<p>Ginger Stout presented updates on the Action Items, including Resolution 26-4-1 regarding the TCRS contribution rate and the proposed 2026–2027 budget.</p> <ul style="list-style-type: none"> <li>• Resolution 26-4-1 recommended maintaining the TCRS contribution rate at 8.54%.</li> <li>• Ginger Stout also reviewed the proposed 2026–2027 budget, which includes</li> </ul>

<b>DISCUSSION</b>	<p>a 3.0% cost-of-living increase for UCHRA employees.</p> <p>Chairman Jeff Mason stated that the Action Items could be voted on individually or grouped together for approval.</p> <p>A motion was made to group and approve the Action Items.</p>
<b>ACTION</b>	<p><b><u>Motion to Approve</u></b>  Motion made by: Steve Jones  Motion seconded by: Dale Reagan</p> <p>Chairman Jeff Mason asked for questions or discussion on the motion.</p> <p>The motion to approve the action items passed by roll call vote, with fourteen board members voting in favor.</p>
	<p><b>EXECUTIVE DIRECTOR REPORT</b> <span style="float: right;"><b>MARK FARLEY,</b></span>  <span style="float: right;"><b>EXECUTIVE DIRECTOR</b></span></p> <ul style="list-style-type: none"> <li>• <b>Dashboards</b></li> </ul>
<b>DISCUSSION</b>	<p>Executive Director Mark Farley reviewed the UCHRA program dashboard and provided updates on several agency programs and initiatives.</p> <p><b>UC Recovery Connect Program</b> – Mr. Farley reported that UCHRA recently presented at the RX Summit in Nashville, recognized as the nation’s largest opioid recovery conference. He stated that the program currently has a Certified Peer Recovery Specialist (CPRS) serving in each of the fourteen counties to assist individuals seeking treatment, transitioning from treatment, and pursuing long-term recovery. Mr. Farley noted that more than 181 individuals across the region have achieved at least 30 days of recovery, with 63 individuals maintaining recovery for one year or longer. He further reported that the State has shown interest in the program’s outcomes and that UCHRA is exploring a potential research partnership with East Tennessee State University and Tennessee Tech University.</p> <p>Mr. Farley also discussed ongoing conversations regarding opioid settlement funding and stated that several major providers have requested a meeting to review how funding is being distributed throughout the region. He noted that the purpose of the discussion is to ensure services are coordinated and not duplicated. UCHRA plans to convene a meeting with community partners within the next several months.</p> <p><b>Community Services</b> – Mr. Farley reported that UCHRA recently launched a program to assist senior citizens with light handyman services. He stated that many seniors have experienced difficulty finding reliable assistance for minor home repairs and maintenance and are often concerned about unsafe living conditions or the possibility of being taken advantage of. The program currently employs bonded and vetted staff members to provide these services. Seniors age sixty and older who need assistance with light handyman work may contact UCHRA for support.</p> <p><b>Empower Upper Cumberland</b> – Mr. Farley stated that the Empower program</p>

<b>DISCUSSION</b>	<p>is beginning to wind down and has produced significant positive outcomes. He reported that participating families achieved an annualized income gain of approximately \$7.3 million in new income. He also shared that UCHRA recently met with the Department of Labor and Workforce regarding the program. Among the families served, work participation rates in the Upper Cumberland are currently in the 50 percent range, compared to the statewide average of 62 percent. Additionally, unemployment among participating families remains approximately 92 percent.</p> <p><b>Transportation</b> – Mr. Farley reviewed transportation dashboard data from the most recent quarter, noting that the agency averaged 1,414 daily trips throughout the Upper Cumberland region. He also reported that 824 new riders utilized transportation services during the contract period.</p>	
	<b>OLD BUSINESS</b>	<b>CHAIRMAN JEFF MASON</b>
<b>DISCUSSION</b>	<p>No old business was presented for discussion.</p> <p>County Executive Stephen Bilbrey requested prayer for Pickett County Chamber Director Bryan Arms and Highway Superintendent Jimmy Cope.</p>	
	<b>NEW BUSINESS</b>	<b>CHAIRMAN JEFF MASON</b>
<b>DISCUSSION</b>	<p>No new business was presented for discussion.</p>	
	<b>ADJOURN</b>	<b>CHAIRMAN JEFF MASON</b>
<b>DISCUSSION</b>	<p>Chairman Jeff Mason advised that he would accept a motion to adjourn.</p>	
<b>ACTION</b>	<p><b><u>Motion to Adjourn:</u></b>  Motion made by: Greg Mitchell  Motion seconded by: Denny Wayne Robinson</p> <p>The UCHRA Executive Committee voted unanimously to adjourn the April 15, 2026 meeting.</p>	
<b>CONCLUSION</b> <b>11:30 a.m.</b>		

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**Jeff Mason, Chairman**

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**Sam Gibson, Secretary**

**UPPER CUMBERLAND HUMAN RESOURCE AGENCY**

**COMMUNITY CORRECTIONS PROGRAM**

**POLICIES AND PROCEDURES MANUAL**

**AP2.12**

**Professional Code of Conduct Policy**

**3.1 Recognition of Power Imbalance**

- Staff must acknowledge that all provider–client relationships involve a position of power and must not engage in any behavior that exploits or increases this imbalance.

**3.2 Strict Prohibition of Relationships of Benefit: Physical/Monetary/Non-Monetary**

Staff shall not engage in **any relationship of benefit** with clients, including but not limited to:

- **Romantic or sexual relationships** (any and all inappropriate employee to client physical contact)
- **Financial relationships** (Monetary and non-monetary) (borrowing, lending, buying, selling, business partnerships)
- **Emotional benefit relationships** (seeking validation, emotional support, or companionship)
- **Material or resource benefit relationships** (gifts, favors, free services, transportation, housing, employee requests outside of program standards, etc.)
- **Professional benefit relationships** (networking, referrals for personal gain, using client status to enhance reputation)

**Any relationship that provides personal gain or benefit to the staff member is strictly prohibited**, whether or not the client appears willing or states consent.

**3.3 Prohibition of Dual Relationships**

- Staff may not enter into **dual or multiple relationships** where they might receive personal, relational, social, financial, or professional benefit from the client.
- Even if the benefit seems minor or harmless, the power imbalance renders the relationship ethically inappropriate.
- Staff shall not interact in a relationship that falls outside of professional boundaries.

**3.4 Romantic and Sexual Relationships**

- Romantic, sexual, or intimate interactions with clients are strictly prohibited.

- Staff must not engage in flirting, suggestive communication, or boundary-crossing behaviors that could lead toward romantic involvement.
- Relationships with former clients remain prohibited when the **pre-existing power imbalance** may still influence consent, autonomy, or vulnerability.
- Staff may not engage (outside of professional relationship) with former participants until the participant is:

**A:** are no longer under Tennessee Department of Corrections Supervision/Court Supervision.

**B:** is at LEAST two years post Tennessee Department of Corrections Sentence served.

### 3.5 Avoiding Exploitation of Authority

- Staff may not use their authority, role, or influence to request, suggest, or imply any form of personal benefit.
- Staff must maintain awareness that clients may feel pressured or obligated due to the inherent power dynamic.

### 3.6 Social Media

- Staff are not to add, engage or socialize with current or previous clients enrolled in the UCHRA Day Reporting Center, under Tennessee Department of Corrections or Court Sentence. For two years POST sentence served.

### 3.7 Electronic Communication

- All staff are required to limit all client communication via the agency phone/device provided by UCHRA.
- All staff are required to only use the Agency provided electronic devices for information pertaining to any participant in the program to any other person or agency.
- Staff are not to socialize by any electronic means with any current or previous participant via:
  - A. social media of any kind, content, or provider**

### 3.8 Confidentiality related to Communication and Documentation

Due to the collaborative nature of justice-involved services, staff must balance client confidentiality with legal requirements and interagency communication. All disclosures must comply with applicable federal and state laws, ethical standards, court orders, and agency policies.

- All staff are required and held to confidentiality and communication standards
  - A.** All communication is held to therapeutic HIPPA standards and compliance
  - B.** All documentation is held to therapeutic HIPPA compliance standards
  - C. Release of Information (ROI):** A written authorization signed by the participant permitting the disclosure of specific information.
  - D. Minimum Necessary Standard:** Limiting disclosure to only what is required for the intended purpose.

### 3.9 Required reporting of family relation

- Staff are to report within 24 hours to the program Director if  
**A:** a referred or active participant is related by family, marriage, friend (social), personal or family acquaintance

### 3.10 Participant Consent

Participants enrolled in justice-involved programs are considered to be in a vulnerable position due to the nature of their legal status, service needs, and the inherent power imbalance between staff and participants. Because of this dynamic, participants **cannot provide free, voluntary, and informed consent** to engage in personal, romantic, or sexual relationships with staff or affiliated personnel.

Any such relationship is strictly prohibited, regardless of perceived mutual agreement or consent. These boundaries are in place to:

- Protect participants from exploitation, coercion, or undue influence
- Maintain professional integrity and ethical standards
- Preserve the safety and credibility of the program

Staff are expected to maintain clear professional boundaries at all times. Violations of this policy may result in disciplinary action, up to and including termination and potential legal consequences.

### 3.11 Reporting Procedures

All staff share responsibility for maintaining professional boundaries and protecting participants from exploitation or harm. Any suspected or known violation of this policy must be reported immediately.

#### 1. Duty to Report

- Staff who witness, suspect, or receive information about a prohibited personal relationship must report it promptly.
- Failure to report may itself be considered a policy violation.

#### 2. Reporting Channels

Reports may be made through any of the following:

- Immediate Supervisor
- Program Director or Executive Leadership
- Human Resources Representative
- Designated Ethics or Compliance Officer (if applicable)

If the allegation involves a direct supervisor, staff should report to the next level of leadership or Human Resources.

### **3. Confidentiality**

- Reports will be handled as confidentially as possible, consistent with the need to conduct a thorough investigation.
- Information will be shared only with individuals directly involved in the review and response process.

### **4. Protection from Retaliation**

- Retaliation against any individual who makes a good-faith report is strictly prohibited.
- Any act of retaliation will result in disciplinary action.

### **5. Mandatory External Reporting**

- If the situation involves suspected abuse, exploitation, or criminal conduct, the organization will comply with all applicable mandatory reporting laws and may notify appropriate authorities.

### **3.12 Investigation Process**

- All reports will be reviewed promptly and taken seriously.
- An impartial investigation will be conducted, which may include interviews, documentation review, and consultation with appropriate personnel.
- Staff are expected to fully cooperate with investigations.
- Administrative leave or temporary reassignment may occur during the investigation to ensure participant safety.

#### **3.12 A: Consequences for Violations**

Violations of this policy are considered serious breaches of professional and ethical standards.

#### **1. Disciplinary Actions May Include:**

- Verbal or written warning
- Mandatory retraining on professional boundaries and ethics
- Suspension (with or without pay)
- Reassignment or demotion
- Termination of employment

## 2. Additional Consequences:

- Reporting to licensing or credentialing boards (e.g., social work boards)
- Notification of partnering agencies or funding entities
- Legal action, where applicable

## 3. Zero Tolerance for Exploitation

- Any confirmed romantic, sexual, or exploitative relationship between staff and a participant will result in immediate and severe disciplinary action, up to and including termination.

## 4. Legal Implications and Potential Charges

In addition to internal disciplinary action, the agency reserves the right to pursue legal remedies and report violations to appropriate authorities. Depending on the nature and severity of the conduct, violations may result in criminal and/or civil consequences, including but not limited to:

- **Sexual Misconduct or Sexual Exploitation**  
Engaging in sexual activity with a participant where a power imbalance exists may be considered exploitation under state law.
- **Official Misconduct / Abuse of Position of Authority**  
Misuse of a professional role for personal or sexual gain may constitute a criminal offense.
- **Coercion or Undue Influence**  
Any relationship formed under pressure, manipulation, or implied consequences related to services or legal status may be subject to criminal charges.
- **Harassment or Sexual Harassment**  
Unwelcome conduct of a sexual or personal nature may violate both criminal statutes and civil rights laws.
- **Fraud or Ethical Violations Related to Services**  
If the relationship impacts documentation, billing, or service delivery, additional charges may apply.
- **Mandatory Reporting Violations**  
Failure to report suspected abuse, exploitation, or misconduct may itself result in legal penalties.

## 3. Civil Liability

The agency may also pursue or be subject to civil action, including:

- Lawsuits for damages related to exploitation, emotional harm, or violation of rights
- Liability claims against individual staff members and/or the organization
- Financial restitution or penalties

#### **4. Reporting to Oversight and Licensing Bodies**

Confirmed violations may be reported to:

- State licensing boards (e.g., Social Work, Counseling, or Behavioral Health Boards)
- Regulatory and oversight agencies
- Funding or contracting entities

Such reports may result in:

- Suspension or revocation of professional licensure
- Placement on abuse or misconduct registries
- Permanent impact on professional eligibility in the field

UPPER CUMBERLAND HUMAN RESOURCE AGENCY

COMMUNITY CORRECTIONS PROGRAM

POLICIES AND PROCEDURES MANUAL

AP2.12

Power Dynamics and Professional Boundaries

Staff Acknowledgment and Signature Page

**Staff Acknowledgment and Signature Page**

**Professional Conduct with Clients Policy**

I acknowledge that I have received, read, and understand the **Policy for Professional Conduct with Clients**, including the sections addressing: **(Employee Initials Required)**

\_\_\_\_\_ Professional boundaries

\_\_\_\_\_ Power dynamics and the position of authority

\_\_\_\_\_ Prohibition of any relationships of benefit, including romantic, financial, emotional, or material

\_\_\_\_\_ Confidentiality and communication standards

Mandatory reporting requirements

\_\_\_\_\_ Prohibited dual relationships

\_\_\_\_\_ Ethical use of professional authority

\_\_\_\_\_ Documentation expectations

\_\_\_\_\_ Disciplinary procedures for policy violations

By signing below, I affirm that:

1. **I agree to comply with all expectations, guidelines, and requirements outlined in the policy.**
2. **I understand that violating this policy may result in disciplinary action**, up to and including retraining, suspension, termination, or reporting to relevant licensing boards.
3. **I understand that it is my responsibility to seek supervision or clarification** if I am uncertain about appropriate boundaries or ethical conduct.
4. **I agree to immediately report any known or suspected violations** of this policy to my supervisor, Human Resources, or the designated compliance officer.

**UPPER CUMBERLAND HUMAN RESOURCE AGENCY**

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**AP2.12**

**Power Dynamics and Professional Boundaries**

**Staff Acknowledgment and Signature Page**

5. I acknowledge that this policy is a condition of my employment or service and that failure to adhere to these standards may impact my employment or placement status.

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**Staff Information**

**Employee Name (Print):** \_\_\_\_\_

**Position / Title:** \_\_\_\_\_

**Department / Program:** \_\_\_\_\_

**Supervisor Name:** \_\_\_\_\_

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**Signatures**

**Employee Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Supervisor / Manager Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

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**For Organizational Use Only**

- Date policy received by employee: \_\_\_\_\_
- Date entered into personnel file: \_\_\_\_\_
- Staff training or orientation completed on: \_\_\_\_\_



# CHANGE RESIDENTIAL CENTER

RCCI Model Local School Wellness Policy

2026-2027

**UC\*HRA**  
Upper Cumberland  
Human Resource Agency

## **School Year (SY): 2026/2027**

### **Developed By:**

Patty Ray      Director, CHANCE Program

Brenda Miller   Coordinator/Case Manager

Nick Schultz    Principal/Teacher

## Policy Statement

The CHANCE Residential Center, a Residential Child Care Institution (RCCI), recognizes that optimal health and well-being are positively correlated with a youth's capacity to learn. This policy is founded on the commitment to promote and protect the overall wellness of all youth and staff by establishing health and nutrition habits, providing nutritious meals through school programs, and promoting regular physical activity. This policy outlines a comprehensive wellness approach sensitive to both individual and community needs

### I.      Local School Wellness Policy Leadership

The Program Director/Nutrition Director, Facility Coordinator/Case Manager, and Teacher/Principal are responsible for ensuring comprehensive compliance with this policy.

The **School Wellness Committee** will be instrumental in coordinating these efforts. The committee, which focuses on the health and wellness needs of students and staff, will meet monthly to review compliance, offer input, and coordinate initiatives. The committee will consist of staff, students, and community partners.

### II.     Nutrition Environment and Promotion

#### **A. Nutrition Education**

Nutrition education is integrated into the course of study via the Edmentum Courseware Curriculum utilized by the CHANCE Transitional School.

- **Curriculum Units:** Coursework includes: Health, Nutrition and Wellness; Manage Your Food, Nutrition and Health; Meal Planning; Outside Influences; Considering Food Safety; Health and Wellness Challenges; Social and Emotional Health; and Global Health and Wellness.
- **Implementation:** Nutrition Education will be included in each student's course of study, with course length dependent on the student's duration of stay.
- **Goal:** 100% of CHANCE students/residents will successfully complete the required course curriculum, as indicated by passing exam scores.

## **B. Nutrition Promotion**

Lifelong healthy eating behaviors and physical activity are promoted through evidence-based practices, specifically the monthly display of updated posters and informational materials in the dining hall, dormitories, and classrooms.

## **C. School Meal Programs**

CHANCE participates in the National School Lunch Program and School Breakfast Program, providing meals that meet or exceed federal and state nutrition standards.

- **Meal Components:** Meals will include whole grain-rich foods, meats and meat alternates, and fat-free and low-fat milk.
- **Accessibility:** School meals are accessible to all students free of charge. The program accommodates special dietary needs and food allergies as required by federal regulations and Department of Children's Services (DCS) policy.
- **Administration:** Meals are administered by qualified nutrition professionals who meet or exceed the USDA Professional Standards for Child Nutrition Professionals for hiring and annual continuing education/training.
- **Meal Duration:** Residents will be provided a minimum of thirty (30) minutes to complete their meals.
- **Compliance:** CHANCE utilizes the **Offer vs. Serve** option and adheres to the DCS Nutrition Guidelines (Chapter 1-Core Standards of the Contract Provider Manual).
- **Water Access:** Free potable drinking water is available to all youth during each meal service and throughout the day.

## **III. Physical Activity**

Physical education is a required component of a student's course of study via the Edmentum Courseware Curriculum (PLATO Course Physical Education).

- **Curriculum Units:** The units of study include: Getting Active, Improving Performance, and Lifestyle. The curriculum includes a total of 25 activities.
- **Goal:** 100% of CHANCE students/residents will successfully complete the required course curriculum, as indicated by passing exam scores.

### **Daily Physical Activity Requirements:**

- **Structured Activity:** One hour of structured physical education will be provided daily, Monday through Friday. This activity will be provided outside, weather permitting. In the event of inclement weather, one hour of structured physical activity will be provided indoors.
- **Unstructured Activity:** Thirty minutes of unstructured free time (recess) will be provided daily at the conclusion of the instructional schedule.

## **IV. Other RCCI and Facility Policies**

- **Health and Safety Compliance:** CHANCE complies with the UCHRA and DCS policies for maintaining a drug, alcohol, and tobacco-free environment.
- **Sanitation:** Students are required to wash their hands prior to each meal, supported by a designated handwashing station in the dining hall.
- **Facility Inspections:** The facility successfully completes State Health Inspections on a biannual basis.
- **Staff Wellness:** UCHRA supports staff wellness by providing the opportunity for staff to receive a nutritious meal during their shift (reimbursed by the agency) and by offering insurance benefits that cover the cost of a gym membership at a local facility.

## V. Guidelines for All Foods and Beverages

All food and beverages are provided to CHANCE residents; food and/or beverages are not sold to residents. Marketing of foods and beverages that do not meet Smart Snack Guidelines is prohibited.

## VI. Policy Review and Public Information

### A. Evaluation and Measurement

The CHANCE Wellness Sub-committee will conduct an annual assessment of the School Wellness Policy to measure compliance. The assessment will document:

- The extent of compliance with this Wellness Policy.
- A comparison of this policy against model local school wellness policies.
- A detailed description of the progress made in attaining the stated goals of this Policy.

### B. Informing the Public

The Wellness Policy, including the most recent annual assessment, will be made available to the public. Upon admission, a copy of the Policy will be offered to the resident, their DCS case worker, and the resident's parent/caregiver (when possible). The policy will also be posted on the UCHRA's website and shared on social media outlets.

### C. Community Involvement

Public involvement in the development of this policy was acquired through a survey of 109 individuals, including CHANCE residents and staff, UCHRA Central and County Office staff (representing the 14 Upper Cumberland counties), and AAAD staff.

### Survey Results Summary:

The survey results indicated a strong consensus on the following priorities for teens:

- 83% prioritized one hour of outside activity daily.
- 80% prioritized one hour of structured physical activity daily.
- 78% prioritized eating three nutritious, well-balanced meals per day.
- 73% prioritized learning about the benefits of physical activity in the classroom.
- 71% prioritized learning about proper nutrition in the classroom.
- Other priorities, such as controlling the amount of sugar in the diet (47%) and seeking teen input on the school menu (28%), were also considered.

**D. Record Keeping**

Records to document compliance with this policy will include, but are not limited to:

- The written Local School Wellness Policy.
- Documentation demonstrating compliance with community involvement requirements.
- Documentation of the annual policy updates and assessments.
- Documentation of program success (goals achieved).
- All documentation required by the School Nutrition Program (SNP) and DCS.

**LOCAL SCHOOL WELLNESS POLICY  
SY: 2026/2027**

\_\_\_\_\_  
UCHRA Board Chairman

\_\_\_\_\_  
Date

\_\_\_\_\_  
UCHRA Executive Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
CHANCE Program Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Facility Coordinator/Case Manager

\_\_\_\_\_  
Date

\_\_\_\_\_  
School Teacher/Principal

\_\_\_\_\_  
Date

**Upper Cumberland Human Resource Agency  
Profit Loss Thru 4/30/2026**

**Total Agency Grant Related Expenditures**

Federal Grantor Revenue	\$ 17,907,222
State Grantor Revenue	\$ 4,649,060
Contract Revenues	\$ 2,219,695
Fares	\$ 286,739
Other Revenue	\$ 195,227
Inkind	\$ 307,255
<b>TOTAL REVENUE</b>	<b>\$ 25,565,197</b>

**Program/Matching Revenues**

*State Appropriation	\$ 121,575
Dues	\$ 242,445
Unrestricted Donations	\$ 26,231
Interest	\$ 897
<b>TOTAL REVENUE</b>	<b>\$ 391,148</b>

Salaries and Wages	\$ 8,193,770
Employee Benefits & Taxes	\$ 2,403,989
Total Personnel Expenses	\$ 10,597,759
Professional Fees	\$ 1,979,387
Supplies	\$ 294,451
Communication & Advertising	\$ 133,172
Postage & Shipping	\$ 4,661
Occupancy	\$ 665,033
Equipment Rental & Maintenance	\$ 25,507
Travel/Fuel	\$ 1,133,439
Training	\$ 5,595
Vehicle Maintenance	\$ 86,211
Transportation Trips	\$ -
Insurance	\$ 106,388
Assistance to Individuals	\$ 4,703,980
Printing	\$ 296,240
Contracted Services	\$ 719,508
Food	\$ 20,036
Miscellaneous	\$ 596,681
RTAP-Training	\$ 17,147
Job Access Trips	\$ -
Fundraising Costs	\$ -
Capital-Preventive Maintenance	\$ -
Capital-Mobility Management	\$ -
Reimbursable Capital Exp.	\$ 2,821,335
In-kind / CPE	\$ 307,255
Total Non-Personnel Expenses	\$ 13,916,026
Total Direct Program Expenses	\$ 24,513,785
Administrative Expenses	\$ 1,737,946
<b>TOTAL EXPENSES</b>	<b>\$ 26,251,731</b>

**Non Grant Related Expenditures**

Other	\$ 8,396
Retiree Medical	\$ 36,072
Interest on Line of Credit	\$ 9,142
<b>TOTAL EXPENSES</b>	<b>\$ 53,610</b>

Revenue Over (Under) Exp	\$ 337,538
Match Requirement For Grant Exp	\$ 686,534
Revenue Net of Match	\$ (348,996)
Transportation Match	\$ 384,328
<b>**Unrestricted Revenue</b>	<b>\$ 35,332</b>

**Program Match** \$ 686,534

\*Prorated through 4/30/2026

\*\*The transportation match is funded by the restricted transportation fund balance.

## **June Head Start Action Items Executive Summary**

### **March-April, 2026 Financial Reports**

- March – April, 2026 Budgets
- Monthly Activity Reports
- Credit Card Reports



**HEADSTART PROGRAM 51**  
**7/01/2025-6/30/2026**

AWARD# 04CH013201  
 Apr-26

PREV

POSITION	BUDGET	MONTHLY	YTD EXP	BALANCE	YTD EXP
<b>a. PERSONNEL</b>					
<b>Child Health and Developmental Services Personnel</b>					
1. Program Managers & Content Area Experts		-		-	
2. Teachers/Infant Toddler Teachers	60,058.00	6,097.76	55,679.84	4,378.16	49,582.08
3. Family Child Care Personnel		-	-	-	-
4. Home Visitors		-	-	-	-
5. Teacher Aides & Other Education Personnel	99,648.00	10,178.08	93,513.90	6,134.10	83,335.82
6. Health/Mental Health Services Personnel	22,500.00	1,854.72	19,187.98	3,312.02	17,333.26
7. Disabilities Services Personnel	34,913.00	2,996.70	29,468.65	5,444.35	26,471.95
8. Nutrition Services Personnel		-	-	-	-
9. Other Child Services Personnel	87,570.00	8,249.64	75,936.97	11,633.03	67,687.33
Transition Specialist		-		-	
<b>Family and Community Partnerships Personnel</b>					
10. Program Managers & Content Area Experts	31,741.00	2,724.44	25,882.18	5,858.82	23,157.74
11. Other Family & Comm Partnerships Personnel	26,988.00	2,623.84	12,171.13	14,816.87	9,547.29
<b>Program Design and Management Personnel</b>					
12. Executive Director		-	-	-	-
13. Head Start/ Early Head Start Director	65,166.00	5,581.42	55,325.49	9,840.51	49,744.07
14. Managers		-	-	-	-
15. Staff Development		-	-	-	-
16. Clerical Personell		-	-	-	-
17. Fiscal Personnel		-	-	-	-
18. Other Adminstrative Personell		-	-	-	-
<b>Other Personnel</b>					
19. Maintenance Personnel		-	-	-	-
20. Transportatation Personnel		-	-	-	-
21. Other Personnel	23,430.30	2,623.84	16,549.35	6,880.95	13,925.51
<b>TOTAL PERSONNEL</b>	<b>452,014.30</b>	<b>42,930.44</b>	<b>383,715.49</b>	<b>68,298.81</b>	<b>340,785.05</b>
<b>b. FRINGE BENEFITS</b>					
1. Social Security(FICA),State Disability, Unemploy	36,445.00	3,454.65	31,079.57	5,365.43	27,624.92
2. Health/Dental/Life Insurance	39,003.67	3,513.62	30,115.61	8,888.06	26,601.99
3. Retirement	31,888.03	3,557.70	31,888.03	-	28,330.33
4. Other Fringe		-	-	-	-
<b>TOTAL FRINGE BENEFITS</b>	<b>107,336.70</b>	<b>10,525.97</b>	<b>93,083.21</b>	<b>14,253.49</b>	<b>82,557.24</b>
<b>c. TRAVEL</b>					
1. Staff Out-Of-Town Travel	100.00	-	-	100.00	-
<b>TOTAL TRAVEL</b>	<b>100.00</b>	<b>-</b>	<b>-</b>	<b>100.00</b>	<b>-</b>
<b>d. EQUIPMENT</b>					
1. Office Equipment		-	-	-	-
2. Classroom/Outdoor/Home-based/FCC		-	-	-	-
3. Vehicle Purchase		-	-	-	-
4. Other Equipment		-	-	-	-
5. Equipment Maintenance/Repair		-	-	-	-
<b>TOTAL EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>e. SUPPLIES</b>					
1. Office Supplies	2,500.00	25.03	1,647.76	852.24	1,622.73
2. Child and Family Services Supplies	14,000.00	730.18	12,725.03	1,274.97	11,994.85
3. Food Service Supplies	2,000.00	39.24	494.25	1,505.75	455.01

4. Other Supplies	6,000.00	700.48	3,124.24	2,875.76	2,423.76
<b>TOTAL SUPPLIES</b>	<b>24,500.00</b>	<b>1,494.93</b>	<b>17,991.28</b>	<b>6,508.72</b>	<b>16,496.35</b>
<b>f. CONTRACTUAL</b>					
1. Administrative Services(Legal,Accounting)		-	-	-	-
2. Health/Disabilities Services	16,000.00	2,417.72	8,456.60	7,543.40	6,038.88
3. Food Service	2,000.00	10.45	640.10	1,359.90	629.65
4. USDA		-	-	-	-
5. Training & Technical Assistance	10,000.00	-	10,000.00	-	10,000.00
6. Family Child Care		-	-	-	-
7. Delegate Agency Costs		-	-	-	-
8. Other Contracts		-	-	-	-
<b>TOTAL CONTRACTUAL</b>	<b>28,000.00</b>	<b>2,428.17</b>	<b>19,096.70</b>	<b>8,903.30</b>	<b>16,668.53</b>
<b>g. CONSTRUCTION</b>					
1. New Construction		-	-	-	-
2. Major Renovation		-	-	-	-
3. Acquisitin of Buildings/Modular Units		-	-	-	-
<b>TOTAL CONSTRUCTION</b>		-	-	-	-
<b>h. OTHER</b>					
1. Depreciation/Use Allowance		-	-	-	-
2. Rent		-	-	-	-
3. Mortgage		-	-	-	-
4. Utilities, Telephone	17,800.00	1,487.76	15,043.22	2,756.78	13,555.46
5. Building & Child Liability Insurance	6,200.00	-	4,830.05	1,369.95	4,830.05
6. Building Maintenance/Repair and Other Occupanc	10,000.00	257.99	5,729.59	4,270.41	5,471.60
7. Incidental Alterations/Renovations		-	-	-	-
8. Local Travel	100.00	-	-	100.00	-
9. Nutrition Services	12,542.00	1,281.90	6,649.97	5,892.03	5,368.07
10. Child Services Consultants		-	-	-	-
11. Volunteers		-	-	-	-
12. Substitutes(if not paid benefits)		-	-	-	-
13. Parent Services	9,059.00	(139.93)	5,501.60	3,557.40	5,641.53
14. Accounting & Legal Services		-	-	0.00	-
15. Publications/Advertising/Printing	1,915.50	(55.00)	1,860.50	55.00	1,915.50
16. Training or Staff Development	10,924.50	1,195.00	8,160.78	2,763.72	6,965.78
17A. Vehicle Operations	40,000.00	5,431.18	20,732.66	19,267.34	15,301.48
17B. Administrative Cost	100.00	-	9.95	90.05	9.95
19. Education Incentive-Teachers		-	-	-	-
20. Training Initiatives	-	-	-	-	-
21. Program Improvements	-	-	-	-	-
<b>TOTAL OTHER</b>	<b>108,641.00</b>	<b>9,458.90</b>	<b>68,518.32</b>	<b>40,122.68</b>	<b>59,059.42</b>
<b>i. TOTAL DIRECT CHARGES</b>	<b>720,592.00</b>	<b>66,838.41</b>	<b>582,405.00</b>	<b>138,187.00</b>	<b>515,566.59</b>
j. Indirect Costs	89,600.00	7,891.59	81,583.76	8,016.24	73,692.17
<b>TOTALS - ALL BUDGET CATEGORIES</b>	<b>810,192.00</b>	<b>74,730.00</b>	<b>663,988.76</b>	<b>146,203.24</b>	<b>589,258.76</b>
<b>IN-KIND</b>	<b>202,548.00</b>	<b>-</b>	<b>202,548.00</b>	<b>-</b>	<b>202,548.00</b>

Monthly Expenses	\$74,730.00
<u>YTD ADMIN CALCULATION</u>	<u>-\$2,687.29</u>
Total Drawdown	<u>\$72,042.71</u>

\_\_\_\_\_  
Director of Finance & Administration

\_\_\_\_\_  
Date

\_\_\_\_\_  
Van Buren Co. Head Start Director

\_\_\_\_\_  
Date



**HEADSTART PROGRAM 51**

**7/01/2025-6/30/2026**

AWARD#

04CH013201

**Mar-26**

POSITION	BUDGET	MONTHLY	YTD EXP	BALANCE
<b>a. PERSONNEL</b>				
<b>Child Health and Developmental Services Personnel</b>				
1. Program Managers & Content Area Experts		-		-
2. Teachers/Infant Toddler Teachers	60,058.00	2,651.20	46,930.88	13,127.12
3. Family Child Care Personnel		-	-	-
4. Home Visitors		-	-	-
5. Teacher Aides & Other Education Personnel	99,648.00	4,563.20	78,772.62	20,875.38
6. Health/Mental Health Services Personnel	22,500.00	1,030.40	16,302.86	6,197.14
7. Disabilities Services Personnel	34,913.00	1,498.35	24,973.60	9,939.40
8. Nutrition Services Personnel		-	-	-
9. Other Child Services Personnel	87,570.00	3,477.99	64,444.63	23,125.37
Transition Specialist		-		-
<b>Family and Community Partnerships Personnel</b>				
10. Program Managers & Content Area Experts	31,741.00	1,362.22	21,795.52	9,945.48
11. Other Family & Comm Partnerships Personnel	26,988.00	1,000.00	8,547.29	18,440.71
<b>Program Design and Management Personnel</b>				
12. Executive Director		-	-	-
13. Head Start/ Early Head Start Director	65,166.00	2,796.71	46,947.36	18,218.64
14. Managers		-	-	-
15. Staff Development		-	-	-
16. Clerical Personell		-	-	-
17. Fiscal Personnel		-	-	-
18. Other Adminstrative Personell		-	-	-
<b>Other Personnel</b>				
19. Maintenance Personnel		-	-	-
20. Transportation Personnel		-	-	-
21. Other Personnel	26,988.00	1,140.80	12,784.71	14,203.29
<b>TOTAL PERSONNEL</b>	<b>455,572.00</b>	<b>19,520.87</b>	<b>321,499.47</b>	<b>134,072.53</b>
<b>b. FRINGE BENEFITS</b>				
1. Social Security(FICA),State Disability, Unemploy	36,445.00	1,665.44	26,032.10	10,412.90
2. Health/Dental/Life Insurance	40,000.00	1,756.81	24,845.18	15,154.82
3. Retirement	27,334.00	1,628.70	26,701.63	632.37
4. Other Fringe		-	-	-
<b>TOTAL FRINGE BENEFITS</b>	<b>103,779.00</b>	<b>5,050.95</b>	<b>77,578.91</b>	<b>26,200.09</b>
<b>c. TRAVEL</b>				
1. Staff Out-Of-Town Travel	100.00	-	-	100.00
<b>TOTAL TRAVEL</b>	<b>100.00</b>	<b>-</b>	<b>-</b>	<b>100.00</b>
<b>d. EQUIPMENT</b>				
1. Office Equipment		-	-	-
2. Classroom/Outdoor/Home-based/FCC		-	-	-
3. Vehicle Purchase		-	-	-
4. Other Equipment		-	-	-
5. Equipment Maintenance/Repair		-	-	-
<b>TOTAL EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>e. SUPPLIES</b>				
1. Office Supplies	2,500.00	93.45	1,622.73	877.27

2. Child and Family Services Supplies		14,000.00	2,793.20	11,994.85	2,005.15
3. Food Service Supplies		2,000.00	-	455.01	1,544.99
4. Other Supplies		6,000.00	280.02	2,423.76	3,576.24
<b>TOTAL SUPPLIES</b>		<b>24,500.00</b>	<b>3,166.67</b>	<b>16,496.35</b>	<b>8,003.65</b>
<b>f. CONTRACTUAL</b>					
1. Administrative Services(Legal,Accounting)			-	-	-
2. Health/Disabilities Services		16,000.00	170.78	5,418.07	10,581.93
3. Food Service		2,000.00	16.55	629.65	1,370.35
4. USDA			-	-	-
5. Training & Technical Assistance		10,000.00	-	10,000.00	-
6. Family Child Care			-	-	-
7. Delegate Agency Costs			-	-	-
8. Other Contracts			-	-	-
<b>TOTAL CONTRACTUAL</b>		<b>28,000.00</b>	<b>187.33</b>	<b>16,047.72</b>	<b>11,952.28</b>
<b>g. CONSTRUCTION</b>					
1. New Construction			-	-	-
2. Major Renovation			-	-	-
3. Acquisitin of Buildings/Modular Units			-	-	-
<b>TOTAL CONSTRUCTION</b>			-	-	-
<b>h. OTHER</b>					
1. Depreciation/Use Allowance			-	-	-
2. Rent			-	-	-
3. Mortgage			-	-	-
4. Utilities, Telephone		17,800.00	2,171.95	13,441.39	4,358.61
5. Building & Child Liability Insurance		6,200.00	300.00	4,830.05	1,369.95
6. Building Maintenance/Repair and Other Occupancy		10,000.00	3,008.12	5,586.74	4,413.26
7. Incidental Alterations/Renovations			-	-	-
8. Local Travel		100.00	-	-	100.00
9. Nutrition Services		12,542.00	(1,901.46)	4,203.25	8,338.75
10. Child Services Consultants			-	-	-
11. Volunteers			-	-	-
12. Substitutes(if not paid benefits)			-	-	-
13. Parent Services		9,059.00	91.94	5,641.53	3,417.47
14. Accounting & Legal Services			-	-	0.00
15. Publications/Advertising/Printing		1,915.50	-	1,915.50	0.00
16. Training or Staff Development		10,924.50	208.00	6,115.78	4,808.72
17A. Vehicle Operations		40,000.00	229.20	15,192.11	24,807.89
17B. Administrative Cost		100.00	-	9.88	90.12
19. Education Incentive-Teachers			-	-	-
20. Training Initiatives		-	-	-	-
21. Program Improvements		-	-	-	-
<b>TOTAL OTHER</b>		<b>108,641.00</b>	<b>4,107.75</b>	<b>56,936.23</b>	<b>51,704.77</b>
<b>i. TOTAL DIRECT CHARGES</b>					
		<b>720,592.00</b>	<b>32,033.57</b>	<b>488,558.68</b>	<b>232,033.32</b>
j. Indirect Costs		89,600.00	-	66,845.78	22,754.22
<b>TOTALS - ALL BUDGET CATEGORIES</b>					
		<b>810,192.00</b>	<b>32,033.57</b>	<b>555,404.46</b>	<b>254,787.54</b>
<b>IN-KIND</b>					
		<b>202,548.00</b>	<b>-</b>	<b>202,548.00</b>	<b>-</b>

Monthly Expenses

YTD ADMIN CALCULATION

Total Drawdown

Director of Finance & Administration

Date

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Van Buren Co. Head Start Director

---

Date



## Monthly Report

ITEMS TO BE BROUGHT TO THE ATTENTION OF THE CENTRAL OFFICE STAFF (Code each by item #)

- |                   |                  |              |                        |                      |
|-------------------|------------------|--------------|------------------------|----------------------|
| 1. Administration | 4. Education     | 7. Health    | 10. Social Services    | 13. Transition       |
| 2. Personnel      | 5. Disabilities  | 8. Nutrition | 11. Parent Involvement | 14. Miscellaneous    |
| 3. Facilities     | 6. Mental Health | 9. Licensing | 12. Transportation     | 15. General Comments |

Area	Comments		
<b>Date: 4/1/26-4/30/26</b>			
<b>Special Activities, Events and/or Trainings of the Month</b>			
Description	Dates	Attendees #	Notes
Spring Break	3/30/26-4/3/26		No School
Parent Meeting	4/7/26	3	Conscious Discipline Parts 4 & 5. Advocating for Child's Mental Health
Old MacDonald Field Trip	4/9/26		
Sequatchie Valley Electric	4/17/26		
Bus Training Kindergarten	4/20/26		
Parent Meeting	4/21/26	2	Conscious Discipline Parts 6 & 7. Mental Health Training. Jessica from UCDD attended.
Earth Day	4/22/26		
Van Buren Prevention Coalition	4/29/26		
Mother's Day Out	4/24/26	3	
Safety Meeting	4/29/26	1	
Vantrilquist Joyce Carroll	4/30/26		
<b>List of Visits by Central Office Staff</b>			
Person(s)	Dates	Purpose	Notes
Jessica Robertson	4/21/26	UCDD	
Susie Walker	4/21/26	UCDD	
Lanelle Godsey	4/28/26	UCHRA	
<b>List of Public School Contacts and Visits</b>			
Person(s)	Dates	Purpose	
Cathy Henry	4/8/26		Bledsoe County School District
Brandi Hayes	4/8/26		Bledsoe County School District
Jonathan Deaton	4/10/26		Tennessee Dept. Of Health
Tonya Petit	4/10/26	SPED	Special Education
Cassell Davis	4/13/26	CAC31	
Scott Garing	4/13/26	CAC31	
Tonya Petit	4/13/26	SPED	Special Education
Katie Kelly	4/13/26	SPED	Special Education
Cathy Henry	4/14/26		Bledsoe County School District
Brandi Hayes	4/14/26	Speech	Speech Therapy

Distribute to: 1 Copy to Central Office Staff 1 Copy to be filed at the Center

April 2026  
 (Month/Year)

Jessica Christenberry  
 (Staff Member Completing Report)

Van Buren  
 (County or Center)



## Monthly Report

ITEMS TO BE BROUGHT TO THE ATTENTION OF THE CENTRAL OFFICE STAFF (Code each by item #)

- |                   |                  |              |                        |                      |
|-------------------|------------------|--------------|------------------------|----------------------|
| 1. Administration | 4. Education     | 7. Health    | 10. Social Services    | 13. Transition       |
| 2. Personnel      | 5. Disabilities  | 8. Nutrition | 11. Parent Involvement | 14. Miscellaneous    |
| 3. Facilities     | 6. Mental Health | 9. Licensing | 12. Transportation     | 15. General Comments |

Paula May	4/16/26	UT Extension	
Tonya Petit	4/16/26	SPED	Special Education
Candace Brewer	4/17/26	OT	Occupational Therapy
Beverly Almo	4/17/26	OT	Occupational Therapy Monitor
Mark Loftis	4/20/26	ACTS	Classroom Observation
Kim Chastain	4/20/26	DHS	
April Bryant	4/23/26	CCR&R	
Candace Brewer	4/24/26	OT	Occupational Therapy
Tonya Petit	4/24/26	SPED	Special Education
Candace Brewer	4/29/26	OT	Occupational Therapy
Tonya Petit	4/30/26	SPED	Speech Therapy
<b>Upcoming Special Activities, Events and/or Trainings</b>			
<b>Description</b>	<b>Dates</b>	<b>Attendees #</b>	<b>Notes</b>
FRN Camping	5/1/26		Family Engagement
Cinco De Mayo	5/5/26		
Cap & Gown Pics	5/5/26		
Memorial Day	5/25/26		Holiday
Van Buren Prevention Coalition	5/27/26		

### STATISTICAL INFORMATION FOR THE MONTH (Report numbers for the month not cumulative)

Home Visits by Center Edu. Staff: 0	Medical Trips # of Children: 5	Dental Trip # of Children: 2
Monthly Volunteer Total: 32	Parent Meetings/Trainings: 3	# Present: Attendance: 7
Total Enrollment: 39	Operational Days: 19	Withdrawn: 0 Added: 0
Monthly Total Present: 642	Monthly ADA: 89.42%	Meals B: 619 L: 620 S: 601

Distribute to: 1 Copy to Central Office Staff 1 Copy to be filed at the Center

April 2026  
 (Month/Year)

Jessica Christenberry  
 (Staff Member Completing Report)

Van Buren  
 (County or Center)



## Monthly Report

ITEMS TO BE BROUGHT TO THE ATTENTION OF THE CENTRAL OFFICE STAFF (Code each by item #)

- |                   |                  |              |                        |                      |
|-------------------|------------------|--------------|------------------------|----------------------|
| 1. Administration | 4. Education     | 7. Health    | 10. Social Services    | 13. Transition       |
| 2. Personnel      | 5. Disabilities  | 8. Nutrition | 11. Parent Involvement | 14. Miscellaneous    |
| 3. Facilities     | 6. Mental Health | 9. Licensing | 12. Transportation     | 15. General Comments |

Area	Comments		
<b>Date: 3/1/26-3/31/26</b>			
<b>Special Activities, Events and/or Trainings of the Month</b>			
Description	Dates	Attendees #	Notes
Dr. Seuss Week	3/2-3/6		Mon- PJs, Tues- Favorite Character, Wed- MixMatch, Thurs- Wear your Hat, Fri- Wacky/Tacky Hair
Dentist Visit	3/9/26		Health
Mental Health Committee Meeting	3/13/26	2	Staff Wellness Efforts, Family Mental Health Tip Sheets, Create Family Survey
MVP/Derby Day	3/21/26	11	Family Engagement
Van Buren Prevention Coalition	3/25/26		
Cooking with Mom	3/26/26		Family Engagement
Parent Teacher Conferences	3/27/26		
Spring Break	3/30/26-4/3/26		No School
<b>List of Visits by Central Office Staff</b>			
Person(s)	Dates	Purpose	Notes
Lanelle Godsey- UCHRA	3/3/26	UCHRA	
Kim Chastain	3/19/26	DHS	
Lanelle Godsey- UCHRA	3/26/26	UCHRA	
<b>List of Public School Contacts and Visits</b>			
Person(s)	Dates	Purpose	
Cathy Henry- Bledsoe County School	3/3/26		
Tamarisk Heckmann- CCR&R	3/3/26	BT	Behavioral Therapy
Sandy Duncan- CCR&R	3/3/26	BT	Behavioral Therapy
Mark Loftis	3/9/26	ACTS	Classroom Observations
Lindsey Walley	3/9/26	Dental	Dentist was here for the children
Hailey Dodson	3/9/26	Dental	Dentist was here for the children
Aleiah Stephens	3/9/26	Dental	Dentist was here for the children
Tonya Petit	3/13/26	SPED	Special Education
Paula May	3/18/26	UT EXT.	UT Extension Office
Candace Brewer	3/20/26	OT	Occupational Therapy
Brandi Hayes-Bledsoe County School	3/23/26	Speech	Speech Therapy
<b>Upcoming Special Activities, Events and/or Trainings</b>			
Description	Dates	Attendees #	Notes
Parent Meeting	4/7/26		



### Monthly Report

ITEMS TO BE BROUGHT TO THE ATTENTION OF THE CENTRAL OFFICE STAFF (Code each by item #)

- |                   |                  |              |                        |                      |
|-------------------|------------------|--------------|------------------------|----------------------|
| 1. Administration | 4. Education     | 7. Health    | 10. Social Services    | 13. Transition       |
| 2. Personnel      | 5. Disabilities  | 8. Nutrition | 11. Parent Involvement | 14. Miscellaneous    |
| 3. Facilities     | 6. Mental Health | 9. Licensing | 12. Transportation     | 15. General Comments |

McDonald Farm Field Trip	4/9/26		
Bus Training for Kindergarten Kids	4/20/26		
Parent Meeting	4/21/26		
Earth Day	4/22/26		
Mother's Day Out	4/24/26		
Van Buren Prevention Coalition	4/29/26		

#### STATISTICAL INFORMATION FOR THE MONTH (Report numbers for the month not cumulative)

Home Visits by Center Edu. Staff: 0	Medical Trips # of Children: 1	Dental Trip # of Children: 16
Monthly Volunteer Total: 0	Parent Meetings/Trainings: 1	# Present: Attendance: 2
Total Enrollment: 40	Operational Days: 17	Withdrawn: 0 Added: 1
Monthly Total Present: 576	Monthly ADA: 87.67%	Meals B: 564 L: 570 S: 545



**CREDIT CARD REPORT**  
**APRIL2026**

Vendor	Date	Item	Amount	Code
REGIONS BANK-WALMART	3/8/2026	TODDLER BOYS BRIEF UNDERWEAR	38.93	E2
REGIONS BANK-AMAZON	3/7/2026	4PK SPRAY BOTTLES	12.57	E4
REGIONS BANK-AMAZON	3/7/2026	2 4PK BOYS POTTY TRAINING PANTS, 2 4PK GIRLS POTTY TRAINING PANTS	187.90	E2
		SHOP VAC 2.5 INCH EXTENSION WAND, SHOP VAN REPLACEMENT FILTER, WET FLOOR SIGN, TOILET FILL VALVE, SEPTIC TANK TREATMENT PACKETS, WET VAC HOSE	143.12	E4
REGIONS-SOUTHERN EARLY CHILDHOOD	3/7/2026	CREDIT	-55.00	H15
REGIONS-AMAZON	3/10/2026	2 60 PK ERASERS, 2 48PK MEMO PAD, WOOD PENCILS, , STICKERS, DINOSAUR PAPER TABLEWARE, PRINCESS TABLEWARE, 24 PK MINI NOTEBOOKS, 60 PK FAVOR BAGS,	228.22	E2
REGIONS-AMAZON	3/18/2026	2 COMMERCIAL TCELL AIR FRESHENER REFILLS	131.80	E4
REGIONS-AMAZON	3/18/2026	DOOR ALARM	57.00	E4
REGIONS-USPS	3/20/2026	STAMPS-LETTERS FOR EDUCATIONS	15.60	E2
REGIONS-AMAZON	3/21/2026	2 CASSETTE/CD PLAYER WITH BLUETOOTH	99.26	F2
REGIONS-AMAZON	3/22/2026	2 100FT ROLLS KRAFT PAPER WIDE JUMBO ROLLS	68.34	E2
REGIONS-AMAZON	3/22/2026	2 UNIVERSAL TOILET TANK REPLACEMENT KITS	24.99	E4
		36 COUNT SHARPIE PERMANENT MARKERS	25.03	E1
REGIONS-AMAZON	3/22/2026	5 FELT CHRISTMAS TREE FOR TODDLERS, 50 PK MINI PENCIL GRIPS,	68.72	E2
REGIONS-AMAZON	3/22/2026	LAPTOP CHARGER AC ADAPTER FOR CHROMEBOOK	66.49	E2
REGIONS-WALMART	3/24/2026	CARROTS, SALTINE CRACKERS, GV PIZZA'S, FLOUR TORTILLA, MOZZ SHR CHEESE	128.56	H9
REGIONS WALMART	3/30/2026	GV 40PK WATER	10.94	H13
		SITE MERCH, PAINT KIT PAINT BRUSH	33.85	E4
		TOMATOES	10.45	F3
REGIONS-MURPHY OIL	3/30/2026	FUEL FOR OUTSIDE EQUIPMENT	20.00	H17A
REGIONS-B CREEK FOOD MART	3/31/2026	FUEL FOR OUTSIDE EQUIPMENT	44.47	H17A
LOWES CREDIT	3/10/2026	COMMERCIAL CAN OPENER	39.24	E3
REGIONS-SAMS CLUB	3/27/2026	HASHBROWN POTATOES, SHAVED SMOKED TURKEY BREAST, PIZZA, ORANGE JUICE, BREAD, CHICKEN BREAST TENDERLOINS, BISCUITS, LETTUCE, CAESAR SALAD KITS	107.16	H9
		SWEET PEAS, NUTRI GRAIN BARS, GREEN BEANS, TOMATO SOUP, BEEF RAVIOLI, WHOLE KERNEL CORN, SALTINE CRACKERS, CAPRI SUN,	1028.24	H9
REGIONS BANK-DROP BOX	3/27/2026	MONTHLY SUBSCRIPTION	14.98	F2
US BANK	3/19/2026	2 MICROSOFT SURFACE PRO CASES	55.98	E2
	<b>Total</b>		<b>\$2,606.84</b>	



## February 2026 UCHRA Services Dashboard

	Total Households Served Duplicated	Cases of Ensure Sold	Regular LIHEAP Households Served	Regular LIHEAP Funds Utilized	Crisis LIHEAP Households Served	CRISIS LIHEAP Funds Utilized	Outreach events-number of attendees	General Assistance	CSBG Services	Information and Referrals
<b>TIER 1 Counties</b>										
Cumberland	356	11	2	\$ 1,245.00	15	\$ 8,285.00	109	3	17	199
Putnam	149	38	5	\$ 2,164.00	31	\$ 18,515.00	0	4	2	69
Warren	292	18	3	\$ 1,064.00	10	\$ 4,744.00	87	67	2	105
<b>TIER 2 COUNTIES</b>										
DeKalb	76	6	9	\$ 4,695.00	5	\$ 3,415.00	1	0	0	55
Fentress	576	4	3	\$ 1,850.00	12	\$ 6,375.00	357	92	21	87
Macon	72	4	0	\$ -	2	\$ 940.00	6	5	4	51
Overton	28	12	2	\$ 1,025.00	8	\$ 4,090.00	0	0	0	6
Smith	13	0	4	\$ 1,745.00	5	\$ 2,395.00	0	0	0	4
White	106	3	4	\$ 1,970.00	5	\$ 1,920.00	58	1	0	35
<b>TIER 3 Counties</b>										
Cannon	144	5	1	\$ 380.00	16	\$ 8,984.00	110	0	4	8
Clay	75	15	4	\$ 1,640.00	32	\$ 16,274.00	1	5	0	18
Jackson	42	13	1	\$ 540.00	12	\$ 6,695.00	0	4	0	12
Pickett	54	12	2	\$ 810.00	2	\$ 1,160.00	2	27	0	9
Van Buren	53	1	1	\$ 750.00	7	\$ 3,635.00	23	6	7	8
<b>Total:</b>	<b>2036</b>	<b>142</b>	<b>41</b>	<b>\$19,878.00</b>	<b>162</b>	<b>\$87,427.00</b>	<b>754</b>	<b>214</b>	<b>57</b>	<b>666</b>

### March 2026 UCHRA Services Dashboard

	Total Households Served Duplicated	Cases of Ensure Sold	Regular LIHEAP Households Served	Regular LIHEAP Funds Utilized	Crisis LIHEAP Households Served	CRISIS LIHEAP Funds Utilized	Outreach events-number of attendees	General Assistance	CSBG Services	Information and Referrals
<b>TIER I Counties</b>										
Cumberland	483	5	45	\$ 21,375.00	39	\$ 21,734.00	246	1	19	128
Putnam	188	32	36	\$ 17,841.00	40	\$ 21,689.00	60	1	8	11
Warren	481	22	34	\$ 17,464.00	22	\$ 11,884.00	210	91	13	89
<b>TIER 2 COUNTIES</b>										
DeKalb	112	7	68	\$ 28,908.00	14	\$ 8,905.00	0	0	0	23
Fentress	813	8	17	\$ 9,133.00	23	\$ 11,775.00	635	56	14	60
Macon	91	7	29	\$ 13,563.00	7	\$ 3,320.00	5	5	5	33
Overton	144	19	26	\$ 13,258.00	29	\$ 16,149.00	67	1	0	2
Smith	49	0	12	\$ 5,995.00	25	\$ 13,865.00	0	0	6	6
White	106	9	45	\$ 22,523.00	17	\$ 9,110.00	0	0	0	35
<b>TIER 3 Counties</b>										
Cannon	109	5	31	\$ 12,262.00	10	\$ 4,794.00	42	0	5	16
Clay	193	14	29	\$ 13,824.00	12	\$ 6,185.00	120	3	6	9
Jackson	86	17	24	\$ 10,958.00	33	\$ 19,430.00	0	12	0	0
Pickett	110	7	24	\$ 12,005.00	2	\$ 1,410.00	22	51	1	3
Van Buren	100	0	41	\$ 19,273.00	20	\$ 9,864.00	17	3	11	8
<b>Total:</b>	<b>3065</b>	<b>152</b>	<b>461</b>	<b>\$218,382.00</b>	<b>293</b>	<b>\$160,114.00</b>	<b>1424</b>	<b>224</b>	<b>88</b>	<b>423</b>

### April 2026 UCHRA Services Dashboard

	Total Households Served Duplicated	Cases of Ensure Sold	Regular LIHEAP Households Served	Regular LIHEAP Funds Utilized	Crisis LIHEAP Households Served	CRISIS LIHEAP Funds Utilized	Outreach events- number of attendees	General Assistance	CSBG Services	Information and Referrals
<b>TIER 1 Counties</b>										
Cumberland	289	6	90	\$ 39,420.00	13	\$ 6,914.00	126	0	4	50
Putnam	202	35	112	\$ 43,731.00	29	\$ 13,904.00	15	0	3	8
Warren	325	16	112	\$ 49,930.00	8	\$ 4,635.00	3	92	5	89
<b>TIER 2 COUNTIES</b>										
DeKalb	106	6	52	\$ 21,917.00	2	\$ 1,410.00	30	0	0	16
Fentress	929	12	47	\$ 22,317.00	13	\$ 6,385.00	743	55	42	17
Macon	107	7	78	\$ 30,492.00	9	\$ 5,530.00	4	1	3	5
Overton	112	3	92	\$ 42,309.00	15	\$ 8,814.00	0	2	0	0
Smith	66	0	41	\$ 15,966.00	9	\$ 4,755.00	12	0	3	1
White	140	11	51	\$ 22,199.00	10	\$ 5,820.00	43	0	4	21
<b>TIER 3 Counties</b>										
Cannon	177	3	56	\$ 23,257.00	5	\$ 3,305.00	95	0	3	15
Clay	156	20	83	\$ 34,170.00	11	\$ 5,075.00	28	0	2	12
Jackson	124	19	53	\$ 25,329.00	20	\$ 10,879.00	15	10	0	7
Pickett	119	8	44	\$ 21,484.00	3	\$ 1,580.00	25	37	1	1
Van Buren	289	1	34	\$ 14,283.00	13	\$ 7,635.00	42	9	12	6
<b>Total:</b>	<b>3141</b>	<b>147</b>	<b>945</b>	<b>\$406,804.00</b>	<b>160</b>	<b>\$86,641.00</b>	<b>1181</b>	<b>206</b>	<b>82</b>	<b>248</b>

## Confidentiality and Conflict of Interest Policy and Disclosure Form

### Confidentiality

As an employee or a member of the Board, I recognize that I owe a fiduciary duty of care to the UCHRA. This includes a duty of confidentiality. All information and documentation that I receive from UCHRA and others in connection with my employment or service on the Board will be treated with strict confidentiality. Neither the contents nor the existence of this information or documentation will be shared with anyone other than the officers, directors, employees, and authorized agents of UCHRA. I will direct any questions regarding my confidentiality obligations to the UCHRA Executive Director or chairman of the Board.

### Conflicts of Interest

As a member of the Board, I recognize that I owe a fiduciary duty of loyalty to UCHRA. This duty requires me to avoid conflicts of interest and to always act in the best interests of UCHRA. The purpose of the conflicts of interest policy, set forth below, is to help inform the UCHRA about what constitutes a conflict of interest, assist the UCHRA in identifying and disclosing actual and potential conflicts, and help ensure the avoidance of conflicts of interest where necessary. This policy may be enforced against individual Board members as described below:

1. Employees or Board members have a fiduciary duty to conduct themselves without conflict to the interests of UCHRA. In their capacity as an employee or Board members, they must subordinate personal, individual business, third-party, and other interests to the welfare and best interests of UCHRA.
2. A conflict of interest is conduct, a transaction or relationship that presents or might conflict with an employee or Board member's obligations owed to the UCHRA and the Employee or Board member's personal, business or other interests.
3. All conflicts of interest are not necessarily prohibited or harmful to UCHRA. However, full disclosure of all actual and potential conflicts, and a determination by the disinterested Executive Director, Board or UCHRA/Executive Committee members – with the interested Employee or Board member(s) recused from participating in debates and voting on the matter – are required.
4. All actual and potential conflicts of interest shall be disclosed by Employees or Board members to the UCHRA Executive Director or Executive Committee through the annual disclosure form and/or to the Executive Director or Board whenever a conflict arises. Disinterested members of the UCHRA Executive Director or Executive Committee shall make a determination as to whether a prohibited conflict exists and what subsequent action is appropriate (if any). The UCHRA Executive Director or Executive Committee shall inform the Board of such determination and action. The Board shall retain the right

to modify or reverse such determination and action and shall retain the ultimate enforcement authority with respect to the interpretation and application of this policy.

5. On an annual basis, all Employees and Board members shall be provided with a copy of this policy and required to complete and sign the acknowledgment and disclosure form below. All completed forms shall be provided to and reviewed by the **UCHRA** Executive Director or Executive Committee, as well as all other conflict information, if any, provided by Employees or Board members.

**CONFLICTS OF INTEREST ACKNOWLEDGMENT AND DISCLOSURE FORM**

I have read the conflicts of interest policy set forth above and agree to always comply fully with its terms and conditions at all times during my employment or service as an **UCHRA** Board member. If at any time following the submission of this form, I become aware of any actual or potential conflicts of interest, or if the information provided below becomes inaccurate or incomplete, I will promptly notify the **UCHRA** Board of Directors in writing.

Disclosure of Actual or Potential Conflicts of Interest:

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I acknowledge and agree that my selection employment or service as an employee or on the Board and the opportunities made available to me as part of my employment or by serving on the Board constitute good and valuable consideration for entering into this agreement, the receipt and sufficiency of which I hereby acknowledge.

In my individual capacity:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

Date: \_\_\_\_\_

Upper Cumberland Development District | Upper Cumberland Human Resource Agency  
Performance Evaluation Committee Report

**PERFORMANCE  
EVALUATION  
COMMITTEE REPORT**

**JUNE 9, 2026**

**8:30 A.M.**

**COOKEVILLE, TN**

<b>MEETING CALLED BY</b>	Chairman Jeff Mason	
<b>TYPE OF MEETING</b>	UCDD/UCHRA Performance Evaluation Committee Meeting	
<b>FACILITATOR</b>	Chairman Jeff Mason	
<b>NOTE TAKER</b>	Sherry Thurman	
<b>MEMBERS PRESENT</b>	Greg Mitchell, Lori Burnett, Stephen Bilbrey, Jeff Mason, John Potts	
<b>MEMERS ABSENT</b>	Allen Foster	
	<b>CALL TO ORDER</b>	<b>CHAIRMAN JEFF MASON</b>
<b>CALL TO ORDER</b>	Chairman Jeff Mason called the meeting to order.	
<b>ROLL CALL</b>	Sherry Thurman called the roll and the attendance is recorded above. There was a quorum of the committee members present.	
	<b>PERFORMANCE EVALUATIONS</b>	
	<ul style="list-style-type: none"> <li>• <b>MARK FARLEY, EXECUTIVE DIRECTOR</b></li> <li>• <b>GINGER STOUT, FINANCE DIRECTOR</b></li> </ul>	<b>CHAIRMAN JEFF MASON</b>
<b>DISCUSSION</b>	<p>The committee conducted its annual review of performance evaluations for Executive Director Mark Farley and Finance Director Ginger Stout. The overall average ratings were:</p> <ul style="list-style-type: none"> <li>• Executive Director: 3.90</li> <li>• Finance Director: 3.87</li> </ul> <p>A motion was made to accept the performance evaluations as presented and recommend to the executive board.</p>	
<b>ACTION</b>	<p><u><b>Motion to Approve</b></u>            Motion made by: Greg Mitchell            Motion seconded by: Lori Burnett            Chairman Jeff Mason asked for discussion on the motion.            Motion carried unanimously.</p>	
	<b>ADJOURN</b>	<b>CHAIRMAN JEFF MASON</b>
<b>ACTION</b>	There being no further business the meeting adjourned.	
<b>CONCLUSION 8:40 A.M.</b>		



**Evaluation Results for Executive Director & Finance Director  
9-Jun-26**

<b>Executive Director</b>		<b>Finance Director</b>	
#1	3.88	#1	4.00
#2	3.50	#2	3.80
#3	4.00	#3	3.80
#4	4.00	#4	3.80
#5	4.00	#5	4.00
#6	<u>4.00</u>	#6	<u>3.80</u>
Total	23.38		23.20
Average	3.90		3.87



# STRATEGIC PLAN

UCDD & UCHRA

2026-2028

**UCDD and UCHRA Overview..... 3**

**The Pillars of the Upper Cumberland..... 4**

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**Planning and Community Development..... 35**

**UCHRA Public Transportation..... 44**

**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.*



# UCDD AND UCHRA OVERVIEW

## 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

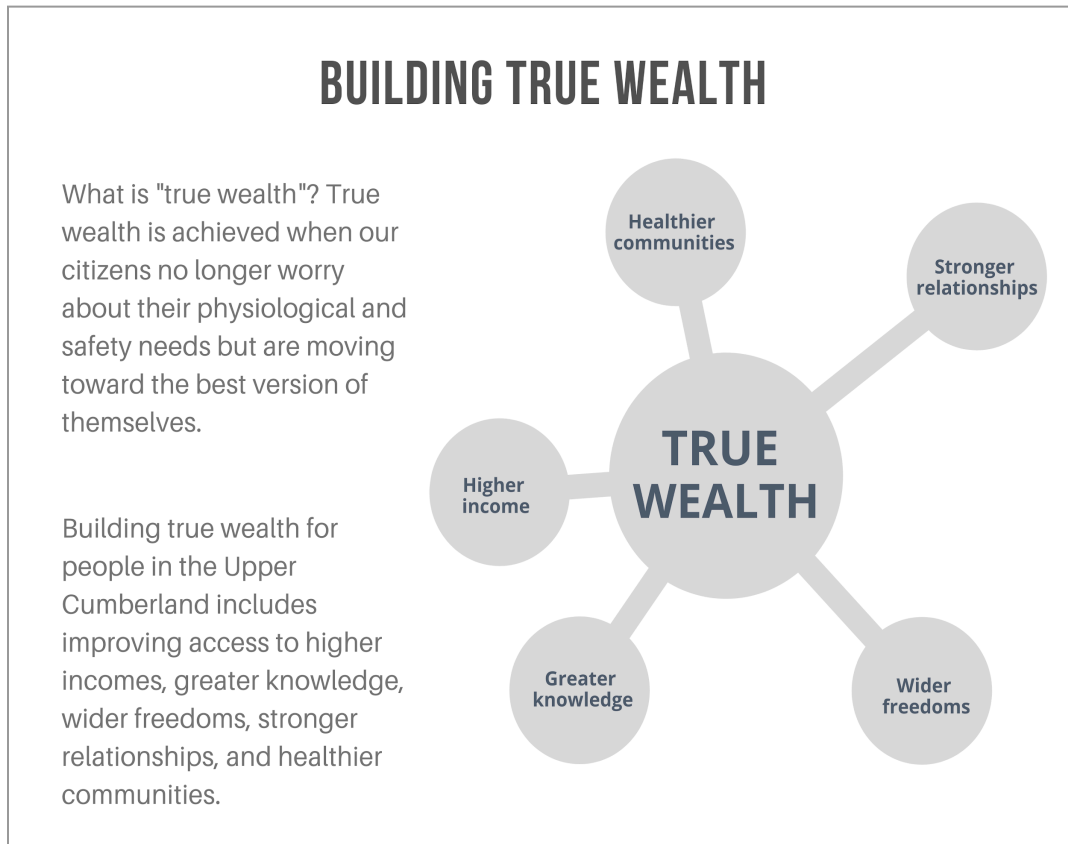
We commit to being transparent and efficient in the way we conduct our work.

## Our People

We commit to hiring and training passionate, caring staff who 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.



# THE PILLARS OF THE UPPER CUMBERLAND

UCDD and UCHRA are guided by these seven (7) core commitments to our region:

## 1. Seamless Connectivity

We believe that physical mobility is the foundation of economic opportunity.

- Strategic Focus: Developing a responsive public transit network and modernizing rail, air, and highway connectors (including I-40 and Highway 111) to link our communities to the world.

## 2. Dignified and Accessible Housing

We believe every resident deserves a safe, high-quality place to call home.

- Strategic Focus: Advocating for a diverse housing mix that meets all income levels and proactively revitalizing blighted areas to ensure community pride and stability.

## 3. Economic Mobility and Resilience

We are committed to breaking the cycle of poverty by providing a robust safety net and clear pathways to self-sufficiency.

- Strategic Focus: Implementing programs that provide stability during crises while measurably reducing the regional poverty rate year-over-year.

## 4. Intentional Economic Growth

We believe in an economy that creates high-quality jobs and lifts the standard of living for every household.

- Strategic Focus: Driving per-capita income growth and monitoring long-term job trends to ensure our economic expansion outpaces regional growth.

## 5. Lifelong Empowerment through Education

We believe that learning is a continuous journey that yields a healthier, more stable, and more prosperous society.

- Strategic Focus: Ensuring accessible educational resources at every life stage to equip our workforce for the jobs of tomorrow.

## 6. Comprehensive Community Support

We believe that retaining our population requires a foundation of world-class essential services.

- Strategic Focus: Strengthening the infrastructure of care, including healthcare, law enforcement, emergency services, childcare, and geriatric support.

## 7. Stewardship of Natural Beauty

We believe our region's landscape is a finite and precious asset that must be preserved for future generations.

- Strategic Focus: Promoting smart development that balances economic progress with the protection and enhancement of our natural areas and parks.



# ADMINISTRATION AND FINANCE

STRATEGIC PLAN

2026-2028



# ADMINISTRATION AND FINANCE

## 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 1: Build a Leadership Academy to find and prepare our next generation of managers.

- **Objective 1.1**  
*Create a year-long training program focused on people skills, ethics, and regional goals to build a strong internal promotion pipeline.*
- **Objective 1.2**  
*Design a clear, fair process for choosing participants.*

## Goal 2: Partner with schools like Tennessee Tech and Vol State to launch a talent bridge internship program.

- **Objective 2.1**  
*Create hands-on, project-based internships that offer students a clear path to full-time jobs and bring fresh ideas into every department.*

## Goal 3: Update our workflows to cut out repetitive manual tasks and make our operations more transparent.

- **Objective 3.1**  
*Simplify and improve how we welcome and train new employees (onboarding).*
- **Objective 3.2**  
*Audit and sharpen our financial processes to make them faster and more accurate.*



**Goal 4: Build a one-agency culture where every team, from planning to service delivery, works as one.**

- **Objective 4.1**

*Start a Cultural Ambassadors team and hold quarterly Mission Spotlights so everyone sees how their work helps our 14-county region.*

**Goal 5: Revamp our hiring process to focus on what new people add to our team, rather than just how they fit in.**

- **Objective 5.1**

*Move to a digital hiring system (ATS) to speed up the time from first interview to the first day on the job.*

**Goal 6: Launch a Knowledge Transfer program that pairs experienced leaders with newer employees.**

- **Objective 6.1**

*Create a formal mentorship program so veteran staff can pass down their expertise while helping newer staff grow their careers.*

**Goal 7: Use AI tools responsibly to work faster and serve our community better.**

- **Objective 7.1**

*Create an AI Roadmap to find the best uses for technology, like automating paperwork or helping with grant writing, while keeping our data safe and private.*



# UCAAAD

STRATEGIC PLAN

2026-2028



# UPPER CUMBERLAND AREA AGENCY ON AGING AND DISABILITY

## What is our mission?

Through advocacy, planning and coordination, the Upper Cumberland Area Agency on Aging and Disability (AAAD) 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 an active, healthy and independent life.

## Who is our customer?

- The at-risk older adults, caregivers and disabled adult population of the region
- Tennessee's Department of Disability and Aging (DDA)
- Bureau of TennCare
- Managed Care Organizations
- Administration for Community Living
- AAAD's provider network (senior/activity centers, home and community-based service providers, UCHRA, Legal Aid Society of Middle Tennessee and the Cumberlands, etc.)
- The communities of the Upper Cumberland (elected officials, court system, 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 Medicare counseling hours
- The number of Information and Assistance clients served
- The number of TennCare CHOICES applications submitted and approved
- The number of Options clients served
- The number of clients on the Home and Community-Based Services (HCBS) waiting list
- The number of congregated and home delivered meals and clients served
- The number of senior center participants by county
- The number of long-term care (LTC) facility complaints



**Goal 1: Enhance the availability, coordination, and effectiveness of services that empower older adults and adults with disabilities to maintain independence, improve health, and achieve a high quality of life.**

- **Objective 1.1: Strengthen In-Home Supports, Safety, and Housing Stability for Aging in Place**

**Strategies:**

- *Expand caregiver support options such as respite, adult day care, support groups, medication management, and caregiver resource navigation.*
- *Expand in-home and community-based services such as enabling technology, pest control, and home repairs.*
- *Expand social isolation prevention programs addressing loneliness among homebound and isolated older adults, caregivers, and adults with disabilities.*
- *Integrate housing needs into screenings and assessments.*
- *Improve home safety and accessibility through referrals for weatherization, minor home modifications, and repairs.*
- *Implement the AARP HomeFit Fall Prevention and the Evidence-Based Home Hazard Removal programs.*
- *Facilitate expansion of age- and dementia-friendly communities by reducing barriers related to transportation, technology, rural access, and affordability.*
- *Refer those in need of legal assistance for housing and other legal issues to the Legal Aid Society of Middle Tennessee and the Cumberlands.*

- **Objective 1.2: Improve Preventive Health Supports and Reduce Avoidable Institutional and Emergency Care**

**Strategies:**

- *Through care coordination, unify health and social supports to prevent avoidable hospitalization and institutionalization.*
- *In collaboration with medical providers, offer mobile preventive care services, memory checks, and chronic health management services.*
- *Formalize mental health and cognitive screening referrals into Information and Assistance (I&A) and HCBS screening tools.*

- **Objective 1.3: Reduce Food Insecurity and Promote Nutrition Services**

**Strategies:**

- *Promote nutritious congregate meals.*
- *Expand the provider network's offering of hot, home-delivered meals.*
- *Provide nutrition counseling and nutrition education at senior centers and to HCBS clients.*
- *Promote the AAAD Resource Directory and UCAssist.org for nutrition resources.*
- *In partnership with senior/activity centers, implement grab-and-go meals as a last resort option for those who cannot attend the center and do not qualify for traditional home delivered meals.*



- **Objective 1.4: Promote Physical, Financial, Mental, and Emotional Well-Being Strategies:**

- Offer mental health counseling by a licensed professional through federally funded and private pay sources.
- Establish a dedicated support group designed to provide essential resources and education for family caregivers.
- Formalize mental health and cognitive screening referrals into I&A and HCBS screening tools.
- In collaboration with medical providers, offer mobile preventive care, memory checks, and chronic health management services.
- Advocate for a mental health Medicaid eligibility category that meets long-term services and supports needs.
- Expand evidence-based health and wellness programming at senior/activity centers and senior housing complexes.
- Improve coordination between senior/activity centers, housing complexes, community partners, and healthcare providers to increase wellness checks and screenings.
- Provide virtual services to combat social isolation.
- Increase the frequency of Long-Term Care (LTC) Ombudsman visits in facilities by increasing the number of Volunteer Ombudsman Representatives (VORs) throughout the region.
- Through outreach and education, improve awareness of adult abuse prevention, detection and reporting.

**Objective 1.5: Expand Medicare Counseling, Benefits Access, and Fraud Prevention Strategies:**

- Increase outreach and enrollment support for English Speaking Limited (ESL) communities and Medicare beneficiaries under age 65.
- Launch digital resources and multimedia tools tailored for new to Medicare individuals and recent retirees.
- Expand fraud and scam prevention using Senior Medicare Patrol's (SMP) short videos and take-home educational booklets.

**Goal 2: Maximize Community Impact by Expanding Outreach Efforts and Building Partnerships that Bridge the Gap to Underserved Populations**

- **Objective 2.1: Expand Targeted Outreach and Community Education Strategies:**

- Create new outreach materials for healthcare providers, employers, faith-based community leaders (develop pastoral care kits), diners/donut shops (placemats), salons, veterinary offices, HVAC businesses, plumbers, and other non-traditional community partners.
- Deliver educational campaigns on fraud and scams, advance directives, nutrition, caregiver support, home safety and falls prevention, elder abuse, severe weather preparedness, and senior centers.
- Continue partnering with UCHRA to promote increased utilization of public transportation services.



- **Objective 2.2: Strengthen Partnerships and Coalition Engagement**

**Strategies:**

- *Through outreach and coalitions, strengthen partnerships with local governments, healthcare systems, nonprofits, faith-based organizations, and community service providers.*
- *Leverage collaborations to reduce duplication of services and improve coordination.*
- *Increase participation in coalitions supporting aging in place, dementia-friendly priorities, and health equity.*
- *Options Counselors and other AAAD staff will support the senior/activity centers by attending key events.*
- *The AAAD will meet with HCBS providers biannually to strengthen communication and operational alignment with the provider network.*
- *Implement a provider satisfaction survey process in order to evaluate and strengthen the relationships between the AAAD and its subcontracted partners.*
- *Strengthen health facility partnerships and address service gaps for Public Guardian clients through the enhancement of annual surveys.*
- *Strengthen partnerships by annually reviewing SHIP/SMP memorandums of understanding to reflect evolving community needs.*
- *Scale SMP fraud and scam prevention education by expanding community workshops into new and underserved counties across the region.*

- **Objective 2.3: Increase Volunteerism and Social Engagement Opportunities**

**Strategies:**

- *Position volunteerism as a pathway to health, purpose and community connection.*
- *Elevate social engagement and companionship among the HCBS population and waitlist clients by partnering with university students, interns, and trained volunteers to deliver a routine outreach program consisting of monthly reassurance calls and friendly in-person visits.*
- *Through outreach and education, as well as a media campaign, increase the number of Volunteer Ombudsman Representatives across the region.*
- *Expand SHIP/SMP volunteer recruitment by targeting retired professionals and college students to diversify the program's expertise and increase service capacity*
- *Utilize interns and volunteers at the annual Senior & Caregiver Expo.*
- *UC Senior Center Services Coordinator will encourage senior center directors to utilize the DDA Volunteer Resource Library and promote DDA's weekly Senior Center office hours.*
- *Expand Public Guardian Program volunteer recruitment by using multi-media outlets and enhanced staff training.*



### **Goal 3: Strengthen AAAD Relevancy, Capacity, and Sustainability**

Ensure the AAAD remains a trusted, innovative, and effective leader in aging and disability services.

- **Objective 3.1: Modernize Systems, Strengthen Visibility, and Support Continuous Improvement**

*The AAAD will utilize data to increase organizational visibility and service awareness through outcomes reporting, branding, and community-driven continuous improvement.*

**Strategies:**

- *Publish impact stories and outcomes reporting to demonstrate program effectiveness.*
- *Partner with DDA to create videos highlighting consumer successes.*
- *Ensure continuous internal improvement efforts by shadowing staff and meeting at least annually with each program's staff to thoroughly review current processes and identify improved efficiencies.*
- *Use data and outcomes reporting to demonstrate impact and guide decision-making.*
- *Strengthen organizational visibility, branding, and public awareness of services.*
- *Through branding and marketing, promote the AAAD as the trusted source for aging and disability services.*
- *Use stakeholder feedback to inform continuous improvement efforts and enhance service delivery.*
- *Streamline provider billing and authorizations via the Mon Ami database portal.*
- *Analyze client satisfaction survey results to ensure that the AAAD programs, services, and providers successfully meet clients' needs.*

- **Objective 3.2: Strengthen Advocacy and Expand Funding Sustainability**

*The AAAD will enhance long-term sustainability and systems support by participating in advocacy initiatives and expanding funding opportunities through grants, partnerships, and diversified revenue sources.*

**Strategies:**

- *Advocate for local and state policies that improve resources, funding, and supportive service systems.*
- *Expand funding opportunities through grants, partnerships, and diversified revenue sources.*
- *Leverage advocacy and partnerships to strengthen the agency's capacity and long-term impact.*
- *Incorporate impact analysis into the AAAD annual report.*

- **Objective 3.3: Expand Aging and Disability Navigation Services**

*The AAAD will expand the provision of person-centered navigation and options counseling.*

**Strategies:**

- *Seek funding opportunities to develop trusted Aging and Disability Navigators to assist in holistically addressing needs.*
- *Provide resource navigation support for individuals with complex needs.*
- *Strengthen coordination across Older Americans Act (OAA) services, HCBS, caregiver supports, benefits counseling, and community programs.*



# CHANCE RESIDENTIAL CENTER

STRATEGIC PLAN

2026-2028



# CHANCE RESIDENTIAL CENTER

## What is our mission?

- 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.

## Who is our customer?

- The female youth who have been court ordered into the custody of the Department of Children's Services (DCS)
- Tennessee DCS
- The Tennessee Department of Education
- The elected officials in the Upper Cumberland region

## What does the customer value?

- That we provide a safe environment for youth while ensuring as much normalcy in their lives as possible while in our care.
- Through a one-on-one relationship, provide needed services and resources to assist the client in moving their lives in a positive direction.
- DCS can confidently place youth in our care and know that we will provide the care that the youth need to successfully transition to a lower level of care; reunite with families, transition to foster care or adoption.
- That we are dedicated to providing every opportunity for youth to advance their education level or to achieve their GED or high school diploma.
- That we provide sound oversight of the state and federal funds invested in the region by our funding agencies.

## What do we measure?

- Number of youths served
- Youth education advancement
- Nutritious breakfast and lunch meals served that are approved by the Department of Education
- Number of youth participating in the Teen Outreach Program (TOP), (independent living program), group counseling, individual counseling, family counseling, intensive outpatient program (IOP) classes

**Goal 1: Continuous Recruitment - Create a routine process to find and engage new ways to recruit staff, making it a regular operation instead of something only done when there's an opening.**

- **Objective 1.1**
  - *Brand Management Protocol: Establish a recurring marketing schedule to maintain CHANCE's reputation as a premier employer in Social Services.*
  - *Facility Excellence Standards: A routine schedule for physical improvements, cleaning, and painting to ensure the facility is always showcase-ready for prospective staff and visitors.*



- *Competency-Based Training Framework: A standardized onboarding and ongoing education system that ensures every shift is staffed by individuals trained specifically for high-level youth care.*

**Goal 2: Proactive Transition Planning - A case management system where replacements are identified and lined up before a current youth exits the program, ensuring no gaps in service or income.**

- **Objective 2.1**

- *DCS Partnership and Waitlist Management: A structured communication cadence with DCS to ensure a warm lead waitlist is always maintained.*
- *Program of Care (POC) Audit Cycle: A scheduled, periodic review of the facility's care programs to ensure they evolve alongside the changing needs of the youth.*
- *Leadership Development Loop: A formal process for the Director to consistently acquire and disseminate new knowledge regarding youth custody and direct care support.*

**Goal 3: Work within a balanced budget each year.**

- **Objective 3.1**

- *Preventive Maintenance Infrastructure: Replace the break-fix model with a scheduled preventive maintenance system for all facility assets.*
- *Nutritional Governance System: Implement a strict budgetary and compliance framework for the nutrition program to ensure meals meet Department of Education standards while staying within cost.*
- *Labor Optimization Model: A system for reviewing staff utilization that balances competitive pay with high efficiency, ensuring continuous 24/7 operation is optimized.*

**Goal 4: Identify alternative funding sources that meet the Mission and Vision of UCHRA in order to utilize the CHANCE Residential Center property to its maximum potential.**

- **Objective 4.1**

- *Explore the possibility of expanding the current DCS program by hiring qualified staff to provide in-house services, instead of contracting for services.*
- *Consider broadening the program's current licensure to incorporate new services, which could increase program funding as well as addressing unmet needs in the community.*
- *Research the possibility of changing the focus of the facility from serving youth in state's custody to addressing other equally important needs of the community.*

**Goal 5: Upgrade the facility's record keeping system from the current paper system to a digital system, making records more accessible, legible and accurate.**

- **Objective 5.1**

- *Utilize a system that can meet the documentation requirements of more than one funding source.*
- *Develop a more professional image for the purpose of gaining the confidence of the community and funding agencies.*
- *Work toward gaining buy-in from current staff and stakeholders to ensure a successful transition to an upgraded record keeping system.*



# COMMUNITY INTERVENTION

STRATEGIC PLAN

2026-2028



# COMMUNITY INTERVENTION

## What is our mission?

- To enhance community safety and public wellbeing by providing justice-involved individuals and youth with person-centered intervention, evidence-based treatment, and structured accountability. Through collaborative partnerships and dedicated support services, we empower individuals to overcome behavioral health and substance use challenges, strengthen family units, and create sustainable pathways toward lasting recovery and successful community reintegration.

## Who is our customer?

- The clients that are sentenced directly from the court system to our program
- The Tennessee Department of Corrections (TDOC), Tennessee DCS, and the Tennessee Opioid Abatement Council, Tennessee Department of Mental Health and Substance Abuse.
- The elected officials and the judicial system of the Upper Cumberland
- Individuals suffering from Substance Use Disorder and/or mental health disorders

## 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

## What will we measure?

- UC Recovery clients served
- Number entering treatment
- Number meeting weekly with Certified Peer Recovery Specialists (CPRS)
- Number completing treatment
- Number of Day Reporting Center (DRC) clients
- Number of DRC Graduates

## Goal 1: Standardize the delivery of evidence-based interventions across all programs to ensure high-quality behavioral change.

- **Objective 1.1**
  - *Staff Mastery: Secure funding and scheduling for Moral Reconciliation Therapy (MRT) and specialized rehabilitative training for 100% of direct-service staff.*
  - *Service Integration: Ensure 90% of participants are referred to and actively participating in appropriate rehabilitative services (counseling, substance use treatment, or mentoring) within 10 business days of intake.*
  - *Holistic Wellness: Link 70% of participants to comprehensive health services, including mental, medical, and social support (housing, food, medication, etc.).*



**Goal 2: Provide participants with the tools, documentation, and transportation necessary to achieve and maintain legal employment and stable housing.**

- **Objective 2.1**

- *Resource Access: Streamline the process for obtaining vital records (IDs, insurance) and legal documentation needed for housing and employment.*
- *Vocational Pipeline: Complete vocational assessments for 80% of eligible participants within 30 days and maintain a 65% job-retention rate for at least 90 days.*
- *Mobility Solutions: Expand and certify a regional transportation fleet (vans) to ensure participants can access treatment and work regardless of location.*

**Goal 3: Protect the community through rigorous supervision, timely intervention, and data-driven monitoring of participant progress.**

- **Objective 3.1**

- *Recidivism Reduction: Target a 10-25% reduction in new arrests and probation violations across all programs through proactive early intervention.*
- *Compliance Excellence: Maintain a 100% accurate documentation standard, with all progress notes and court reports completed within 48 hours of service.*
- *Active Supervision: Conduct a minimum of two (2) monthly unscheduled home, school, or community contacts for high-risk participants to reinforce positive behavior.*

**Goal 4: Build a robust network of community, business, and government partners to expand resources and reduce the stigma of recovery.**

- **Objective 4.1**

- *Strategic Alignment: Host monthly multidisciplinary meetings with county officials, justice partners, and community leaders to address service gaps and coordinate care.*
- *Family Engagement: Conduct quarterly family/support-system meetings to encourage accountability and strengthen the participant's home environment.*
- *Employer Networks: Develop and maintain a recovery-friendly employer network to increase job opportunities for justice-involved individuals.*



# COMMUNITY SERVICES

STRATEGIC PLAN

2026-2028



# COMMUNITY SERVICES

## 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.
- Head Start Mission: Foster individual development for children, families and staff to sustain positive transitions into the future.

## 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
- Federal Office of Head Start

## 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?

- Child and Adult Food Care Program (CAFCP) reimbursements
- LIHEAP (Low-Income Home Energy Assistance Program) assistance
- Information and referrals
- In-home services active clients
- Outreach attendees
- General assistance
- Community Services Block Grant (CSBG) assistance

## Goal 1: Our In-Home Care program is growing clients and staff as we continue to strengthen this valuable resource.

- **Objective 1.1**  
*We will develop a strategy to attract and retain in-home care staff which will allow us to serve clients that are on the Social Services Block Grant (SSBG) waiting list, while growing the CHOICES program.*



- *Develop and foster relationships with Tennessee Tech University (TTU) and Tennessee College of Applied Technology (TCAT) department heads, professors, and students to develop a growing interest in our In-Home Care Program.*
- *Develop and foster relationships with local high schools and students to develop a growing interest in our In-Home Care Program.*
- *Increase pay for in-home workers to a competitive \$15 per hour to develop a growing interest in our In-Home Care Program*

**Goal 2: Our County offices are efficient and meet the needs of the Upper Cumberland**

- **Objective 2.1**

*We will develop a strategy to cross train county office staff and utilize a navigational approach to alleviate poverty, which will improve how we serve our community.*

- *Cross train Cannon County Coordinator to become proficient with back end LIHEAP operations to strengthen the program knowledge for the agency.*
- *Transition current Community Services Manager into a training and technical assistance role for multiple programs to improve consistency of training and coordination for technical program staff and county offices.*
- *Conduct quarterly regional county office meetings, coordinated and hosted by County Coordinators to allow county offices to connect, share ideas and learn from each other; while functioning as a multidisciplinary team to meet the needs in their county and region.*
- *Implement the Empower Upper Cumberland framework into the county offices. Each county will work with 5-10 families and individuals to increase their economic mobility, during the first year.*

**Goal 3: We will deliver high-quality early education and child development services at Van Buren Head Start to get children Kindergarten ready.**

- **Objective 3.1**

*Implement strategies in the classroom to increase children’s knowledge of how their actions affect others.*

- *The director will lead quarterly data meetings with teachers to analyze child assessment results and plan targeted instruction based on data.*
- *Implement Skills on a String in the classroom to empower teaching staff with the confidence and language to handle discipline situations.*
- *Strengthen relationships with a minimum of three (3) community health or mental health organizations to expand services for families.*



# ECONOMIC DEVELOPMENT AND LENDING

STRATEGIC PLAN

2026-2028



# ECONOMIC DEVELOPMENT AND LENDING

## 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 1: The Revolving Loan Fund will continue to work with key partners to ensure that our region has access to all financial tools.

- **Objective 1.1**  
*We will complete a comprehensive Community Development Financial Institution (CDFI) Feasibility Study by March 2027 to assess market demand, potential for private capital leverage, and the internal capacity required for certification.*
- **Objective 1.2**  
*We will develop a three-year Capital Roadmap that outlines the necessary steps to transition from a traditional RLF to a more flexible, scalable lending entity.*
- **Objective 1.3**  
*Maintain a quarterly deployment target of \$1,500,000 while keeping the portfolio risk-rating with the Sound category as defined by funding agency standards.*



**Goal 2: SBDC will transition toward financial independence and a permanent, autonomous organizational structure.**

- **Objective 2.1**  
*Launch a Fee-For-Service pilot program (e.g. outsourced bookkeeping services, specialized tax preparation, or Human Resources compliance) to generate at least \$100,000 in unrestricted revenue for program operation and reinvestment.*
- **Objective 2.2**  
*Develop a multi-year sustainability and governance plan that outlines a pathway to transition from a subgrantee to a direct grantee, reducing administrative friction and clarifying the brand identity.*
- **Objective 2.3**  
*Ensure that 15% of annual counseling hours are dedicated to businesses in the region's most distressed counties, utilizing mobile office hours to move beyond the main regional hub.*

**Goal 3: We will drive regional growth through data-driven industry targeting and supply chain resilience.**

- **Objective 3.1**  
*We will commission or conduct a target market and supply chain study specifically for the automotive and ceramics sectors to identify leakage (goods and services currently bought outside the region) and focus recruitment efforts towards companies that fill those gaps.*
- **Objective 3.2**  
*Provide intensive technical assistance to one high-potential community per year to begin or complete the Select Tennessee certification process, ensuring the region maintains a rolling inventory of competitive, shovel-ready acreage.*

**Goal 4: Secure the region's future workforce by embedding early childhood outcomes into the economic development agenda.**

- **Objective 4.1**  
*By 2029, establish and facilitate community collaboration groups in all 14 counties, composed of local officials, providers, and families, to drive county-level implementation of Early Childhood Education expansion and family support services.*
- **Objective 4.2**  
*Secure at least two (2) recurring funding sources (public and private) by Q4 2026 to support core plan initiatives beyond the initial grant period, ensuring the program's financial independence.*
- **Objective 4.3**  
*Integrate BrightStart priorities into the strategic plans of at least three (3) major regional partner organizations by September 2026 to ensure shared ownership and the long-term commitment of the regional leadership.*
- **Objective 4.4**  
*Increase the number of family-centric digital resources by 30% on the UC Assist website (ucassist.org) by 2029, creating a centralized, easy-to-navigate family services hub for the region.*



# HOUSING AND FAMILY SERVICES

STRATEGIC PLAN

2026-2028



# HOUSING AND FAMILY SERVICES

## What is our mission?

- To provide safe, clean, and affordable housing while supporting families through dedicated advocacy, essential home repairs, and comprehensive resources that empower individuals to improve their quality of life.

## 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 DCS
- Tennessee Housing Development Agency (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 Program (RCP) clients we have served by county each quarter

## Goal 1: Achieve Operational Excellence and Efficiency by modernizing departmental systems, streamlining internal workflows, and maximizing the use of available resources.

- **Objective 1.1**
  - *Streamline Services: Refine internal workflows and clear processes to deliver high-quality services without compromising staff well-being.*
  - *Technology Integration: Use technology to reduce paperwork, minimize errors, and improve administrative accountability.*



- *Resource Management: Utilize 100% of available funds for timely repairs and maximize the number of eligible households served.*

**Goal 2: Achieve long-term financial sustainability and stability by rigorously maintaining budget integrity, optimizing revenue through improved rent collection and reserve building, and empowering kinship families through financial literacy and long-term planning.**

- **Objective 2.1**

- *Budget Integrity: Operate within budget while reducing costs without sacrificing quality.*
- *Revenue Optimization: Improve rent collection rates and build reserves for long-term sustainability.*
- *Financial Literacy: Establish partnerships to provide kinship families with benefits education and long-term financial planning.*

**Goal 3: Ensure comprehensive housing stability for all clients by maximizing occupancy rates, fostering high resident retention, and preserving independent living through critical home stabilization and maintenance.**

- **Objective 3.1**

- *Maximize Utilization: Maintain high occupancy rates and reduce the turnaround time for vacancies.*
- *Resident Retention: Improve retention by fostering a secure and supportive community environment.*
- *Home Preservation: Deliver critical home stabilizations that allow vulnerable clients to remain independent in their own homes.*

**Goal 4: Strengthen kinship families and caregivers by establishing holistic support systems that enhance mental health, foster community resilience through mentorship, and ensure social enrichment opportunities for youth.**

- **Objective 4.1**

- *Health and Wellness: Provide referrals for mental health, trauma-informed healing, and therapy for kinship families.*
- *Community and Resilience: Facilitate monthly support groups and peer-to-peer mentorship to dissolve the isolation of non-traditional caregiving.*
- *Social Enrichment: Secure opportunities for youth to engage in extracurricular activities (arts, athletics) to balance clinical support with play.*



# PLANNING AND COMMUNITY DEVELOPMENT

STRATEGIC PLAN

2026-2028



# PLANNING AND COMMUNITY DEVELOPMENT

## 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), THDA, Tennessee Advisory Commission on Intergovernmental Relations (TACIR) 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 1: To amplify the Upper Cumberland’s profile as a premier destination by providing local chambers and tourism directors with high-end digital assets, collaborative networking, and data-driven visitor tools.**

- **Objective 1.1**

*Create a seamless digital experience for visitors to explore the region’s natural and commercial hospitality assets through the use of interactive asset mapping and digital navigation.*

- *Regional Hospitality Mapping: Develop and maintain interactive tourism maps for individual counties and the collective region. These maps will feature a comprehensive inventory of:*
  - *Natural Assets: State and local parks, waterfalls, and scenic overlooks.*
  - *Hospitality Assets: Locally owned restaurants, breweries, distilleries, and unique lodging.*
- *Accessibility and Integration: Ensure all interactive maps are mobile-responsive and easily embeddable on local chamber of commerce and municipal websites.*



- **Objective 1.2**  
*Maximize the impact of regional branding by providing tailored marketing assets developed through the Wish You Were Here campaign to each member county.*
  - *County-Specific Highlights: Extract and produce individual highlight reels and social media kits for each county based on the Wish You Were Here television series.*
  - *Continuous Content Harvesting: Maintain a consistent schedule of photography and videography harvesting to provide communities with a revolving library of fresh, high-quality promotional content.*
- **Objective 1.3**  
*Provide regional tourism leadership and advocacy to foster a culture of co-opetition where all 14 counties collaborate to increase the total regional tourism pie.*
  - *Chamber Directors' Roundtable: Continue to assist with the coordination and scheduling of the Quarterly Upper Cumberland Chamber Directors' Meeting to share marketing trends, legislative updates (such as occupancy tax shifts), and joint grant opportunities.*
  - *Cross-County Itinerary Development: Use the quarterly meetings to develop multi-county itineraries that encourage visitors to stay longer by crossing county lines (e.g., a Waterfalls and Wineries weekend spanning three counties).*

**Goal 2: The Upper Cumberland region will have a proactive strategy for the handling and disposal of solid waste and recyclable materials.**

- **Objective 2.1**  
*Ensure 100% accuracy and timeliness in all state-mandated reporting and planning requirements for the UCDD service area.*
  - *Annual Progress Reports: Coordinate the comprehensive submission of annual progress reports for all member regions by the state-issued deadline, performing rigorous data verification on collection, recycling, and diversion metrics.*
  - *Grant Technical Assistance: Provide expert guidance to all solid waste directors during the grant application process to ensure competitive, accurate, and timely submissions to TDEC and other funding bodies.*
  - *Regulatory Liaison: Act as the lead coordinator between regional solid waste directors and TDEC to ensure all county and regional plans align with the Solid Waste Management Act and current state pillars.*
- **Objective 2.2**  
*Promote a unified district approach to solid waste to achieve economies of scale and improve resource sharing across county lines.*
  - *Regional Planning Formation: Proactively consult with solid waste directors to identify and form strategic solid waste regions, streamlining the planning process and increasing grant competitiveness.*
  - *Knowledge Exchange: Maintain a consistent schedule of quarterly Solid Waste Directors' Meetings to facilitate the sharing of best practices, emerging technologies, and legislative updates.*
  - *Benchmarking and Transparency: Compile and distribute annual or biannual regional data reports, including budget comparisons, tipping fees, and service contracts, to assist directors in making data-driven operational decisions.*



**Goal 3: To maintain the Upper Cumberland region's distinct heritage and culture, its residents must identify, protect, and promote the diverse historical and cultural assets of the Upper Cumberland, ensuring that the stories of all citizens are preserved for future generations and integrated into the region's economic and educational fabric.**

- **Objective 3.1**

*Proactively document and nominate sites that reflect the full diversity of the Upper Cumberland's heritage.*

- *Diverse Designations: Lead the research and application process for National Register of Historic Places (NRHP) nominations for minority-specific sites.*
- *Current Priority: Finalize preliminary documentation and formal nominations for Free Hills (Clay County) and Bernard High School (Warren County).*
- *Cultural Asset Inventorying: Conduct targeted field surveys to identify additional African American, Indigenous, and other minority-associated sites that are currently omitted from regional historic inventories.*
- *Technical Advocacy: Provide property owners of minority cultural sites with technical assistance regarding State and Federal Preservation Tax Credits and grant opportunities to ensure the physical longevity of these structures.*

- **Objective 3.2**

*Utilize the 250th anniversary of the United States as a multi-year catalyst for regional history and civic engagement.*

- *Extended Commemorative Horizon: Implement a long-term America 250 strategy that views the semiquincentennial as an eight-year period of reflection (2026-2033), mirroring the duration of the American Revolution.*
- *Revolutionary Impact Mapping: Identify and highlight the Upper Cumberland's specific contributions to the nation's founding and evolution, focusing on the Power of Place and how local landmarks connect to larger national themes.*
- *Heritage Programming: Partner with local historical societies to launch America 250 themed events, tours, and lecture series that explore the Unfinished Revolutions of civil rights and social progress within the region.*

- **Objective 3.3**

*Amplify the visibility of regional cultural resources through strategic partnerships and modern media.*

- *Inter-Agency Partnerships: Collaborate with the Tennessee Historical Commission, Tennessee State Museum, and local heritage organizations to coordinate unified promotional campaigns.*
- *Digital Storytelling: Promote cultural assets across multiple platforms, utilizing the UCDD GIS/Drone assets to create virtual historic highlight tours and video content for social media and the Wish You Were Here campaign.*
- *Community Engagement: Facilitate public workshops to educate residents on the economic benefits of historic preservation, specifically how heritage tourism supports local small businesses and Pride of Place.*



**Goal 4: People should be able to easily travel within the region. To achieve this proper transportation planning must be implemented.**

- **Objective 4.1**

*Utilize advanced spatial data and fiscal analysis to identify regional priorities and guide funding requests.*

- *Crash Hotspot Mapping: Utilize ETRIMS (Tennessee Roadway Information Management System) data to develop county-level crash maps. These will proactively identify high-risk locations to guide data-driven safety improvements and prioritize Highway Safety Improvement Program funding.*
- *Highway Budget Analysis: Perform a comprehensive review of county highway department budgets to identify funding structures, constraints, and opportunities. This analysis will inform regional planning efforts and strengthen grant applications for local infrastructure.*

- **Objective 4.2**

*Multimodal Assets and Regional Tourism*

- *Strengthen the link between transportation infrastructure and the regional Outdoor Recreation and Heritage Tourism economies.*
- *Trail and Blueway Partnerships: Collaborate with local tourism directors and state partners (TDEC/TBR) to increase RPO involvement in trail and blueway initiatives, enhancing multimodal connectivity and promoting regional recreation assets.*
- *Walton Road Scenic Byway Coordination: Formalize the Byway into the RPO contract and serve as the Lead Point of Contact.*
- *Implement the Corridor Management Plan to position the byway for future Federal Scenic Byway designation.*
- *Manage and enhance the digital presence of the byway, including a comprehensive events calendar and promotional content for regional festivals.*

- **Objective 4.3**

*Stakeholder Engagement and Strategic Coordination. Ensure RPO activities are practical, relevant, and solution-focused for local practitioners.*

- *Road Superintendent Liaison: Coordinate directly with local leadership (e.g., Brett Howell) to identify hot button issues, such as bridge weight limits or paving costs, ensuring RPO agendas provide practical solutions to immediate county needs.*
- *Regional Stakeholder Roundtables: Facilitate Quarterly Multi-Modal Meetings with road superintendents, airport managers, and transit providers to gain a holistic understanding of the region's logistical needs and infrastructure gaps.*

**Goal 5: The Upper Cumberland region will maintain a detailed needs assessment on the public infrastructure needed for vibrant communities.**

- **Objective 5.1**

*Our agency will incorporate the TACIR Public Infrastructure Needs Inventory into the comprehensive projects lists established during biannual mayoral meetings.*



- **Objective 5.2**

*Use the combined dataset to identify shovel-ready projects that align with both TACIR's 20-year outlook and immediate local infrastructure gaps (e.g. water, sewer, and school facility needs)*

**Goal 6: The agency will facilitate a formal coordination strategy between the other governmental agencies who maintain GIS data.**

- **Objective 6.1**

*Staff will determine the most effective methods for utilizing shared spatial data to visualize infrastructure clusters, helping to justify regionalized utility solutions and multi-jurisdictional grant applications.*

**Goal 7: The agency will provide high-fidelity geospatial data and cinematic aerial content that empowers local decision-makers, enhances infrastructure reliability, and markets the Upper Cumberland's unique regional assets.**

- **Objective 7.1**

*Deliver industry-leading spatial analysis and mapping products to support municipal and county operations.*

- *Regional Data Delivery: Provide high-quality, standardized GIS data and custom map products to all 14 counties and their respective municipalities to support emergency response, zoning, and land-use planning.*
- *Quality Assurance: Maintain a rigorous update cycle for regional parcel data, addressing, and jurisdictional boundaries to ensure all local governments are operating on the most current information available.*

- **Objective 7.2**

*Transition static utility records into dynamic, interactive digital assets for improved maintenance and growth planning.*

- *Utility Digitization: Actively promote and facilitate the creation of Interactive utility maps (water, sewer, electric, and gas) for local providers.*
- *Asset Management Integration: Assist utilities in migrating paper as-built plans into GIS layers to identify line age, material composition, and capacity gaps, directly supporting future capital improvement and TDEC/ARC grant applications.*

- **Objective 7.3**

*Utilize Unmanned Aircraft Systems (UAS) to capture the region's economic and natural potential.*

- *Strategic Drone Reconnaissance: Continue to gather high-definition drone footage across the 14-county region to support marketing initiatives for industrial site Select Tennessee certification and tourism promotion.*
- *Multimedia Integration: Provide raw and edited aerial content to local chambers of commerce and industrial development boards to enhance their digital presence and recruitment packages for prospective investors.*



**Goal 8: To aggressively pursue state and federal investment for the Upper Cumberland while providing gold-standard administrative oversight that ensures long-term project viability and fiscal integrity.**

- **Objective 8.1**

*Elevate the quality of regional applications to maximize award potential in an increasingly competitive funding landscape.*

- *Narrative Excellence: Transition away from repetitive copy and paste templates in favor of project-specific, data-driven narratives that clearly articulate the unique community impact and return on investment (ROI).*
- *Project Pipeline Development: Continue the biannual mayoral meetings to identify and prioritize local infrastructure and community needs, ensuring a shovel-ready queue of projects for upcoming funding cycles.*
- *Aggressive Project Advocacy: Adopt a proactive problem-solver mindset to evaluate complex projects, seeking creative regulatory or funding pathways to move difficult projects from concept to completion.*
- *Fiscal Target: Achieve an annual regional award goal of \$10,000,000 in grant funding with a corresponding \$250,000 in administrative contract revenue.*

- **Objective 8.2**

*Provide rigorous technical management to protect grantees from audits, findings, or loss of funding.*

- *Compliance Mastery: Implement a mandatory annual staff training program focused on the critical pillars of federal and state administration:*
- *Environmental reviews (NEPA/Section 106)*
- *Labor Standards (Davis-Bacon and Certified Payrolls)*
- *Civil Rights and Section 3 Compliance*
- *Procurement and financial management*
- *Standardized Monitoring: Deploy uniform checklists and digital tracking tools to ensure all contract requirements are met ahead of schedule.*

- **Objective 8.3**

*Foster transparency and trust through consistent, high-touch engagement with municipal and county partners.*

- *Structured Updates: Implement a formal monthly project update schedule for all active projects, providing clear status reports on milestones, expenditures, and upcoming deadlines with the grantee contact.*
- *Enhanced Client Relations: Improve communications with grantee contacts by establishing dedicated points of contact within the UCDD and responding to technical inquiries within one (1) business day.*

- **Objective 8.4**

*Leverage UCDD's internal tracking systems to provide grantees with real-time insights into project lifecycles and staff performance.*

- *External Transparency Portals: Utilize UCDD's grant application tracking system to provide municipal and county partners with on-demand access to the status of pending applications, from initial drafting to final state/federal submission.*



- *Project Administration Dashboards: Leverage active project dashboards to supply the Finance Department with comprehensive annual revenue forecasts and empower project managers to track and reconcile financial drawdowns accurately.*
- *Optimized Resource Allocation: Use the internal workload tracker to ensure project management tasks are balanced across specialized staff, guaranteeing each grantee receives dedicated attention and that administrative deadlines are met with 100% reliability.*

**Goal 9: The Upper Cumberland region will lead the state in modernizing local planning processes, zoning regulations, and building codes to stimulate the development of diverse housing stocks, including single-family and multi-family units, while ensuring long-term institutional stability through proactive succession planning.**

- **Objective 9.1**

*Transform local regulatory frameworks to accelerate housing development*

- *Zoning and Code Audit: Conduct a comprehensive review of existing municipal zoning ordinances and building codes across the 14-county region to identify barriers to multi-family and high-density single-family developments.*
- *Model Ordinance Development: Create and distribute model housing ordinances that incorporate modern land-use trends, such as mixed-use districts and accessory dwelling units, to help communities grow their housing stock.*
- *Streamlined Permitting Solutions: Provide technical assistance to local planning commissions to digitize and automate the development review process, reducing the time from project submission to shovels-in-the-ground.*
- *Incentive Mapping: Utilize GIS assets to identify housing opportunity zones where existing water and sewer infrastructure can support immediate residential expansion.*

- **Objective 9.2**

*Community and leadership engagement*

- *Housing Summits: Facilitate workshops for elected officials to demonstrate the economic ROI of modernized building codes and the link between housing availability and workforce recruitment.*
- *Annual Planning Dashboards: Provide local leaders with an annual housing health report, tracking the number of new residential permits issued versus the projected regional need.*

**Goal 10: Establish long-term institutional stability and planning leadership through a comprehensive professional succession and mentorship program.**

- **Objective 10.1**

*Staff development*

- *Identify and designate a Junior Planner or Planning Associate to serve as a direct apprentice to the Lead Planner, ensuring a seamless transfer of institutional knowledge regarding regional contracts and local commission relationships.*
- *Establish a structured two-year timeline for the successor to obtain American Institute of Certified Planners (AICP) certification or equivalent state-level training.*
- *Develop a centralized digital library of all current work-in-progress and historical planning decisions for each municipality to ensure that changes in leadership do not result in a loss of regional momentum.*



- *Transition the successor into a co-facilitator role for local planning commission and board of zoning appeals meetings to build rapport with elected and unelected community leaders.*



# UCHRA PUBLIC TRANSPORTATION

STRATEGIC PLAN

2026-2028



# UCHRA PUBLIC TRANSPORTATION

## What is our mission?

- Our mission is to provide safe, reliable, and accessible transportation services that enable individuals to move freely within and beyond the Upper Cumberland region, enhancing quality of life through dependable and respectful service.

## Who is our customer?

- Riders and residents of the Upper Cumberland region
- Individuals who rely on our services for medical, employment, education, and daily living needs
- Funding and oversight partners, including the Federal Transit Administration (FTA), the Tennessee Department of Transportation (TDOT), and TennCare
- Institutional partners such as Tennessee Tech University (TTU)
- Elected leadership of the Upper Cumberland region
- Community agencies and organizations that depend on our transportation services

## What does the customer value?

- Safety and reliability
- On-time service and clear communication
- Accessibility and ease of use
- Courteous, professional interactions
- Clean and comfortable vehicles
- Affordable and transparent fares
- Consistency in service delivery
- Accountability and responsible stewardship of public funding
- Responsiveness to feedback and community needs

## What will we measure?

- Average daily trips
- Average trip distance
- Average trip duration
- On-time arrival rate
- Vans in operation (average daily)
- Clients served
- Average number of daily drivers
- First-time riders
- Employment trips



## **Goal 1: Formalize the Excellence Program for Driver Onboarding and Culture**

To establish a comprehensive onboarding process that sets clear expectations from day one, provides new hires with a full understanding of transit operations, and integrates them into the department's culture through mentorship and cross-training.

- **Objective 1.1**

*Structured Excellence Agenda: Develop a multi-day orientation where new hires spend dedicated time with key staff to understand operations and put names to faces.*

- *Service Overview: Key staff will provide a high-level overview of services so drivers understand what is offered and how it supports our riders.*
- *Staff Introductions: Key support staff will introduce themselves and explain their roles so drivers know exactly who to go to for support.*

- **Objective 1.2**

*Day 1 Toolkit and Training: Create a practical toolkit (including a digital tablet guide and simplified fare collection materials) to promote consistency and confidence. Key staff will lead the training on fare collection and tablet use.*

- **Objective 1.3**

*90-Day Buddy System: Implement a mentorship program pairing each new hire with an experienced driver recognized for high performance, to build a strong foundation and support a consistent rider experience.*

## **Goal 2: Cultivate a High-Performance Culture Through Driver Recognition**

To strengthen a culture of excellence by launching a formal driver recognition program that acknowledges performance, reinforces positive behaviors, and supports employee morale.

- **Objective 2.1**

*Milestone Tracking: Track key performance indicators through existing dispatch and telematics data. Specific milestones to track and celebrate will include:*

- *Million Mile Club (and stepping-stone milestones like 100k or 500k miles)*
- *Accident-free and safe driving streaks (e.g., 1-year, 5-year marks)*
- *Total passengers transported targets*
- *Consistent positive rider feedback or lack of complaints from the QR code surveys*
- *Years of service anniversaries*

- **Objective 2.2**

*The Excellence Award: Launch a Driver of the Quarter (or similar periodic award) where winners are selected based on an objective, pre-defined mix of safety data, positive contributions to the rider experience, and passenger commendations.*

- **Objective 2.3**

*Public Visibility: Create a Wall of Fame (physical and digital) and include driver spotlights in the regional newsletter to humanize the service and publicly celebrate staff contributions.*

## **Goal 3: Elevate Vehicle Quality and the Overall Rider Experience**

To improve the rider experience by establishing consistent standards for vehicle condition, cleanliness, comfort, and accessibility. The objective is to make buses more welcoming and enjoyable for riders while maintaining consistency and reliability.



- **Objective 3.1**  
*Audit and Evaluation System: Implement a weekly white-glove inspection checklist for all vehicles to evaluate core rider-facing elements, including HVAC performance, seat upholstery condition, and lift functionality.*
- **Objective 3.2**  
*Continuous Improvement and Aesthetic Refresh: Identify opportunities for improvement by establishing a regular deep-cleaning schedule for a set number of vehicles each month.*
- **Objective 3.3**  
*Real-Time Rider Feedback: Install How was your ride? QR codes in each vehicle to collect actionable data on cleanliness, comfort, and the overall passenger experience.*

#### **Goal 4: Modernize and Diversify the Transit Fleet**

To align vehicle procurement with the specific geographic and demographic demands of the 14-county region while improving efficiency and maintaining compliance.

- **Objective 4.1**  
*Policy Alignment: Update the agency's procurement policy to align with the new FTA and TDOT procurement thresholds. This will enhance clarity and ease of compliance by operating under one unified standard.*
- **Objective 4.2**  
*Needs Assessment and Updated Procurement Plan: Conduct a regional assessment by the end of FY26 to map rider density and route accessibility (e.g., narrow rural roads vs. urban hubs), and use these findings to update procurement strategies to include at least three targeted vehicle classes (e.g., ADA-compliant minivans, 14-passenger shuttles, and fuel-efficient transit vans).*
- **Objective 4.3**  
*Standardized Vehicle Enhancements: Establish a consistent set of vehicle features and upgrades for all future vehicle orders. Upgrades will immediately improve rider comfort, accessibility, and overall safety.*
- **Objective 4.4**  
*Microtransit Pilot: Pilot a microtransit vehicle in one rural county (outside Putnam and Cumberland counties) to test the efficiency of on-demand services.*



# COMMUNITY INTERVENTION

# OUR IMPACT AT A GLANCE

MAY 2026



UC RECOVERY CLIENTS SERVED: **31**



NUMBER ENTERING TREATMENT: **2**



NUMBER MEETING WEEKLY WITH CPRS: **419**



NUMBER COMPLETING TREATMENT: **0**

*RETURNING HOME OR ENTERING TRANSITION HOME*



NUMBER OF DRC CLIENTS: **28**



NUMBER OF DRC GRADUATES: **18**

*DRC: DAY REPORTING CENTER*

# COMMUNITY SERVICES

# OUR IMPACT AT A GLANCE

## APRIL 2026



LIHEAP HOUSEHOLDS SERVED  
(AND DOLLARS SPENT): **1,105/\$493,445**

*LOW INCOME HOME ENERGY ASSISTANCE PROGRAM*



GENERAL ASSISTANCE: **206 households**



INFORMATION & REFERRAL: **248**



CASES OF ENSURE SOLD: **147**



ATTENDEES AT OUTREACH EVENTS: **1,181**



CACFP REIMBURSED: **\$57,449**

*CHILD AND ADULT FOOD CARE PROGRAM*



VAN BUREN CO. HEAD START  
VOLUNTEER HOURS: **347**



VAN BUREN CO. SENIOR CENTER  
HOT MEALS SERVED: **874**

# EMPOWER UPPER CUMBERLAND

## OUR IMPACT AT A GLANCE

07/01/2025 - 06/30/2026



TOTAL FAMILIES SERVED: **324**



NEW FAMILIES ENROLLED: **157**



TOTAL SAVED THROUGH IDAs: **\$29,710**



ANNUAL AVERAGE SALARY INCREASE: **31.44%**



EMPLOYMENT MILESTONES EARNED: **\$99,300**



EDUCATION MILESTONES EARNED: **\$57,449**



VOLUNTEER HOURS: **524**



SOCIAL CAPITAL MILESTONES EARNED: **\$18,400**

# UCHRA PUBLIC TRANSPORTATION

## OUR IMPACT AT A GLANCE

APRIL 2026



AVERAGE DAILY TRIPS: **1,405**



AVERAGE TRIP DISTANCE: **15 miles**



AVERAGE TRIP DURATION: **51 minutes**



ON-TIME ARRIVAL RATE: **94.5%**



VANS IN OPERATION (DAILY): **93**



CLIENTS SERVED: **2,145**



DAILY DRIVERS: **101**



FIRST-TIME RIDERS: **501**



EMPLOYMENT TRIPS: **3,547**