

# Tennessee Baptist Children's Homes

Strategic Plan

2023-2026

## I. Executive Summary

Tennessee Baptist Children's Homes (TBCH) is a non-profit organization welcoming children in hard places with the love of Christ. TBCH began in 1891 as a single orphanage located in Nashville, TN. In the last 132 years the organization has expanded to three residential locations in Millington, Brentwood, and Chattanooga. These locations have the capacity to care for 89 children ages 5-18 in a family-model group setting. The care children and families receive is trauma-informed and strengths-based. In 2013, TBCH partnered with Tennessee's Department of Children's Services (DCS) to provide certified foster families across the state for children who come into the state's custody. In 2014, TBCH renamed the foster care program, the George Shinn Foster Care Program. The program currently has 10 case managers, serving approximately 85 open homes and 100 children. In 2018, TBCH launched its Family Care initiative to provide resources to families and churches who are caring for children in hard places.

TBCH continues to re-envision a model for residential care that provides for the mental, physical, spiritual, and emotional safety for its residents. This vision has driven TBCH to invest in new housing across the state. We are just on the horizon of our vision with the goal of providing single rooms and bathrooms for each of our residents while remaining debt free. This is a lofty goal but we believe this model will provide the optimum care for our residents.

TBCH has grown exponentially in Foster Care over the last 6 years. As a result of this growth the organization is looking at a new division of duties for our case managers statewide. The plan is to separate the case management role from the training and foster home approval process. This will not only focus the case managers on their clients, but it will also add a layer of objectivity to the process. The goal is to begin implementation of this structure in the next 6-12 months.

## II. Authorization

Tennessee Baptist Children's Homes' Strategic Plan Approved at December 2022 Board Meeting. See minutes from meeting for details.

### III. Mission and Vision

- A. Mission Statement: Tennessee Baptist's Children's Homes ministers the love of Jesus Christ to children and families in crisis.
- B. Vision Statement: Tennessee Baptist Children's Homes envisions and strives to be a ministry to children and families that leads them to become whole persons in Christ through faith, hope and love.
- C. Core Values:
  - 1. **People**: We believe the most valuable thing to God is people. People matter and have potential. John 3:16; Gal 5:14
  - 2. **Grace/Faith/Trust**: We believe grace, faith and trust are the basis of our relationship with Christ and are essential to a healing community. Rom 5:1-2; 2 Cor 5:17; Gal 5:22-23
  - 3. **Excellence**: We believe we should give God our very best in every aspect of our lives. Phil 4:8-9; Pro 18:15; Phil 1:9-10
  - 4. **Safe Environment**: We believe our ministry requires a secure environment for all that is safe from physical and emotional harm. Psalm 32:7-8
  - 5. **Stewardship**: We believe that we are accountable and responsible to God for every resource He has provided this ministry. Psalm: 24:1; 1 Cor 4:2

### IV. Organizational Profile and History

- A. Tennessee Baptist Children's Homes has been providing Christ-centered, nurturing homes for children in hard places since 1891. Mrs. Georgia Eastman, who felt led by the Lord to provide a Christian home for orphaned children, organized a committee of faithful ladies to pursue the work. In just six months, the home (the former Hotel Delaware in West Nashville) was furnished and rented for \$50 per month, and the ministry accepted the first children into care.

In 1911, the board of managers purchased its new site on Franklin Road in what would become Brentwood, TN. Soon there were dormitories, a hospital, a working dairy farm and a school on the campus. Through the years, TBCH has added other campuses and other ministries. Currently there are three residential campuses that provide on-campus homes for children not in state custody. Those campuses are located in Brentwood, Millington and Chattanooga.

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Though the buildings, children and staff are different, we believe the same Lord who called Mrs. Georgia Eastman is still leading us to care for children and families and is faithful to provide through His people.



## B. Description of Program and Services

1. Through our George Shinn Foster Care Program, we contract with Tennessee Department of Children's Services to provide certified foster families for children in state custody. We carefully select evangelical Christians to serve as foster parents so children placed in their homes are cared for physically as well as spiritually. The program includes training, support, direction and advocacy by our qualified and dedicated Foster Care case managers.
2. TBCH provides on-campus homes for children who are not in state custody but whose parents or family members cannot currently provide the day-to-day care the children need. These on-campus homes are led by Christian couples who serve as houseparents for up to eight children. TBCH staff also provides a plan, support and resources for families to help them become stronger with the hope of reuniting families.
3. The Family Care Program of TBCH provides resources for families in our communities. Because many of our children's family members have experienced similar trauma in their own lives, we connect churches, counseling services, parent training, and other supports to create a network for empowerment and healing. We also have trainers on staff for Stewards of Children, a Darkness to Light program that teaches child sexual abuse prevention to churches and other groups and organizations.

## C. Description of Service Population

### 1. Residential Care Demographics

FYE 10/31/2022

#### Residential Care

Demographic	Number	Percentages
Male	47	63%
Female	28	37%
Average Age at Admission	14	
Average Length of Stay	913 days	
Race		
African American	24	32%
American Indian	3	4%
Caucasian	40	53%
Hispanic	2	3%
Multiracial	6	8%
Undetermined	0	0%

## 2. Foster Care Demographics

FYE 10/31/2022

### Foster Care

Demographic	Number	Percentages
Male	67	46%
Female	80	54%
Average Age at Admission	6	
Average Length of Stay	523 days	
Race		
African American	29	20%
American Indian	1	1%
Caucasian	105	71%
Hispanic	7	5%
Multiracial	4	3%
Undetermined	1	1%

## V. Critical Issues and Challenges

TBCH faces the same challenges as most nonprofits in 2022: human resources and fundraising. As reported by [philanthropy.com](https://www.philanthropy.com), the first half of 2022 show a 7% decline in number of donors to non-profit organizations, and it is expected to continue throughout the latter half of 2022.

The Bureau of Labor Statistics ([bls.gov](https://www.bls.gov)) has projected a continuing reduction in the workforce in 2022 which affects all nonprofits as they hire qualified staff.

## VI. Strategic Goals and Objectives

1. TBCH uses Individualized Program Plans (IPP) to track the number of goals met by clients. The goal is to see clients make steady progress to meet goals in the following areas: Health/Medical, Educational/Vocational, Social Skills, Emotional/Behavioral and Family. Each program incorporates case manager visits, training for houseparents and foster parents, and referrals to professional counselors to meet goals.
2. All case managers (Residential and Foster Care) are trained in Child Functional Assessment Rating Scales (CFARS). The CFARS score is monitored quarterly for improvement in the following four (4) indices: Relationships, Safety, Emotionality and Disability. The goal is to see an increase in scores for one or more indices which would indicate functional improvement.



3. Records Reviews of all programs are conducted quarterly to evaluate the presence, clarity, quality, and continuity of required documents using a uniform standard of care. The standard of care will assist in determining the completeness of each file. The PQI Coordinator will review records collectively and will notify the appropriate senior staff of any deficiencies. Data will be aggregated and reported to the appropriate stakeholder in the quarterly report. The goal of 95% accuracy for the Records Review is to be maintained across programs.

## VII. Appendices

- A. Strategic Plan Highlights
- B. Description of Strategic Planning Process
- C. Assessment of Strengths and Weaknesses/ SWOT Analysis
- D. Organizational Chart
- E. Board Member List and Profiles
- F. Campus Improvement Plans

## Appendix B: Strategic Plan Highlights

1. TBCH uses Individualized Program Plans (IPP) to track the number of goals met by clients. The goal is to see clients make steady progress to meet goals in the following areas: Health/Medical, Educational/Vocational, Social Skills, Emotional/Behavioral and Family. Each program incorporates case manager visits, training for houseparents and foster parents, and referrals to professional counselors to meet goals.

**Measurement Tool:**      **IPP plans that are reviewed quarterly and updated every six months**

### **Goal Progression:**

88% of TBCH youth in Residential Care completed at least one of the goals on their Individualized Program Plan (IPP). This is a 10% increase over the 2020-2021 year. Completion of 6 or more goals was statistically unchanged (from 23% to 24%). This indicates residents are continuing to make progress in the areas monitored by the IPP including: Health/ Medical, Education/Vocation, Social Skills, Emotional/ Behavioral.

84% (up from 77% last year) of children placed in TBCH's foster homes completed at least one of the goals on their Individualized Program Plan. Even more impressive is the increase in the percentage of children who met 6 or more goals from 23% to 32%. This reflects the work of case managers, foster parents, biological parents and children working to progress in the areas monitored by the IPP including: Health/Medical, Education/Vocation, Social Skills, Emotional/Behavioral.

2. All case managers (Residential and Foster Care) are trained in Child Functional Assessment Rating Scales (CFARS). The CFARS score is monitored quarterly for improvement in the following four (4) indices: Relationships, Safety, Emotionality and Disability. The goal is to see an increase in scores for one or more indices which would indicate functional improvement.

**Measurement Tool:** **The Child Functional Assessment Rating Scale rates children in 16 indexes\* organized in 4 domains and scores them accordingly. Decreases in CFARS reflect decline in problem severity, increases show elevations in problem severity and no change shows stability in problem severity.**

### **Goal Progression:**

#### **Residential Care**

##### **2021-2022**

	No change	Decrease	Increase
Relationship	56%	22%	22%
Safety	76%	13%	11%
Emotionality	61%	17%	22%
Disability	78%	15%	7%

##### **2020-2021**

	No change	Decrease	Increase
Relationship	45%	13%	42%
Safety	65%	9%	25%
Emotionality	42%	25%	33%
Disability	78%	9%	13%



## Foster Care

### 2021-2022

	No Change	Decrease	Increase
Relationship	71%	17%	12%
Safety	83%	9%	8%
Emotionality	69%	20%	11%
Disability	86%	8%	6%

### 2020-2021

	No Change	Decrease	Increase
Relationship	65%	16%	19%
Safety	73%	16%	11%
Emotionality	65%	19%	16%
Disability	76%	11%	13%

**Interpretation and Explanation:** Accurate data using the comparison of CFARS is difficult to decipher because children in both Residential Care and Foster Care turnover at varying rates. The best analysis would be to take a sample of individual clients and assess them over time. This will be done in 2023 to provide a more accurate picture of client's progress.

- Records Reviews of all programs are conducted quarterly to evaluate the presence, clarity, quality, and continuity of required documents using a uniform standard of care. The standard of care will assist in determining the completeness of each file. The PQI Coordinator will review records collectively and will notify the appropriate senior staff of any deficiencies. Data will be aggregated and reported to the appropriate stakeholder in the quarterly report. The goal of 95% accuracy for the Records Review is to be maintained across programs.

**Measurement Tool:** Residential Care PQI Case Records Review  
 Foster Care Child PQI Case Records Review  
 Foster Care Homes/Family PQI Case Records Review

## Goal Progression:

### Residential Care

#### 2021-2022

	Q1	Q2	Q3	Q4
Brentwood	99%	99%	100%	99%
Chattanooga	100%	99%	100%	100%
Millington	96%	96%	100%	99%

#### 2020-2021

	Q1	Q2	Q3	Q4
Brentwood	99%	100%	100%	97%
Chattanooga	100%	99%	100%	100%
Millington	100%	100%	100%	99%

## Foster Care

#### 2021-2022

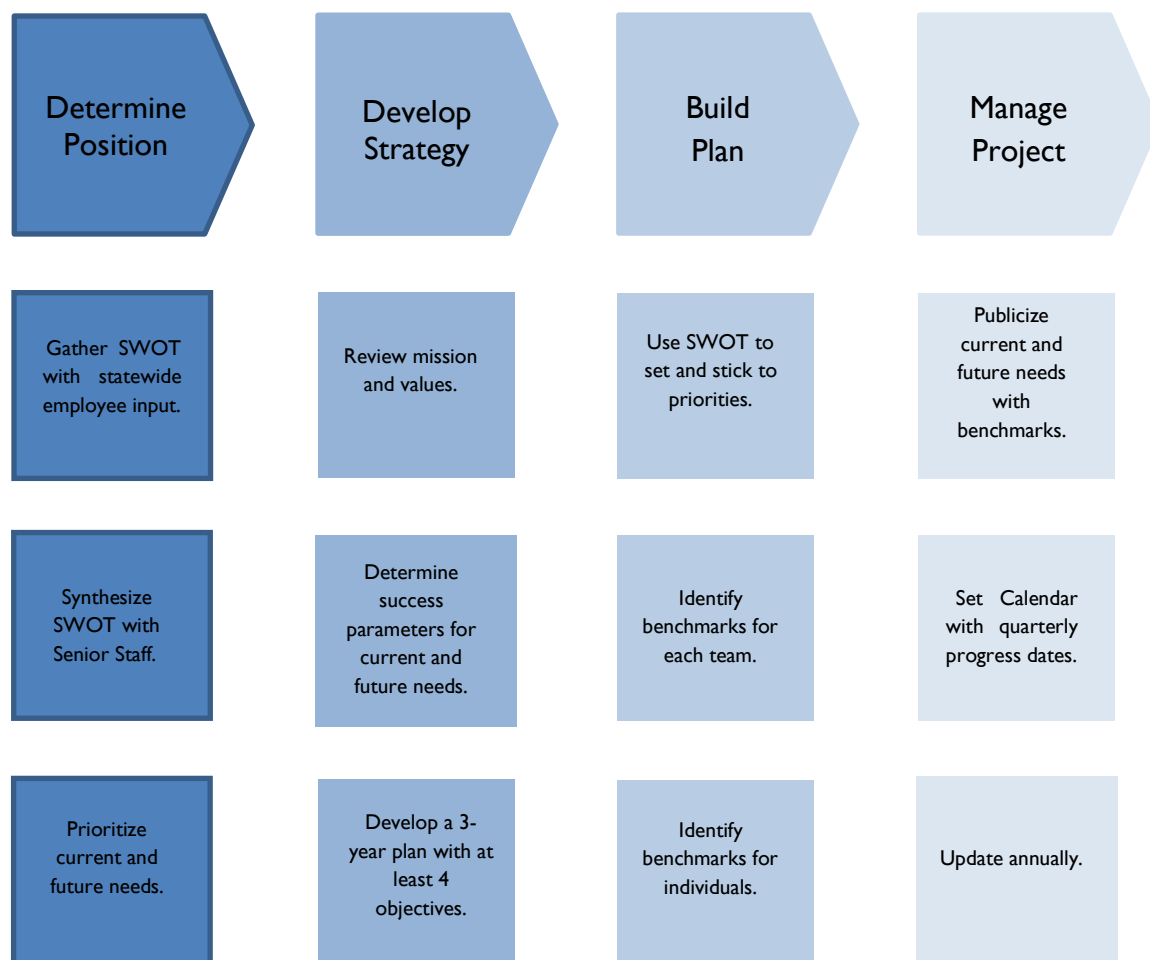
	Q1	Q2	Q3	Q4
West	94%	98%	98%	96%
Middle	97%	96%	96%	96%
East	100%	94%	94%	92%

#### 2020-2021

	Q1	Q2	Q3	Q4
West	96%	98%	97%	97%
Middle	97%	98%	97%	99%
East	97%	97%	98%	98%

**Interpretation and Explanation:** The decline in QCRR accuracy for Foster Care is attributed to staff turnover across the state. The accuracy averages remain above the criteria established by COA.e.

## Appendix B: Strategic Planning Process



TBCH develops a strategic plan in response to the statewide SWOT analysis. Goals regarding the fulfillment of our mission are determined by the senior staff and are monitored and adjusted in the quarterly PQI meetings. Results and adjustments regarding the plan are reported semi-annually and/or annually to the Board of Trustees, who provide feedback to management to inform any further decisions. The Board, in conjunction with the staff ensures all decisions are in line with the values and mission of TBCH and in compliance with mandates.



## 2019 SWOT Analysis (Top 5 for each question)

### **STRENGTHS**

What do you like to brag about when you talk about TBCH?

- |                         |                         |
|-------------------------|-------------------------|
| Quality of staff (33)   | Sharing Jesus (12)      |
| Quality of service (19) | No government money (8) |
| Christ centered (11)    |                         |

What makes you most hopeful (about TBCH)?

- |                                  |                                     |
|----------------------------------|-------------------------------------|
| Passion/Commitment of staff (16) | Kid's heart change/salvations (9)   |
| Faith (15)                       | Seeing/Hearing answered prayers (7) |
| God's sovereignty (14)           |                                     |

What advantages does TBCH have over other similar ministries?

- |                                    |                            |
|------------------------------------|----------------------------|
| Christ centered/sharing Jesus (30) | Faith based (7)            |
| Compassionate/Loving Staff (11)    | Church-based donors/CP (6) |
| No government money/freedom (6)    |                            |

### **WEAKNESSES**

If you could change anything about the way you serve your clients, what would you change?  
Why?

#### **Separate/Single rooms (8)**

- Professional counseling for each kid (8)
- Resources/Counseling for families (6)

#### **Consistency across state and campuses (3)**

#### **Housing upgrades (plumb/elect/cameras) (3)**

When you are feeling overwhelmed in ministry what is the thing you're tempted to complain about the most?

#### **Staff issues/concerns\* (20)**

#### **Lack of or poor communication (9)**

#### **Time/Tired (12)**

#### **Feeling isolated (6)**

*\* this was actually broken into two categories originally—1 not pulling weight/lack of initiative/HP conflict and 2 bad attitude of staff/not pulling weight (non-program staff)*

### **OPPORTUNITY**

What operational investment(s) (e.g. staff, technology, facilities, trainings, etc) would improve your ability to serve in this ministry?

#### **Single rooms (9)**

- In-house counselor/therapist (8)

#### **HP and Staff trainings\*\* (7)**

*\*specifically kitchen and bathrooms*

*\*\*TBRI refreshers, ADHD, trauma-informed, autism, cultural diversity*

#### **Updated homes\* (3)**

#### **Dedicated campus maintenance (4)**

What are your greatest aspirations for your personal ministry at TBCH? And for TBCH's overall ministry?

#### **Personal**

- Share the gospel and disciple (11)
- Christ's vision for kids/ministry (5)
- Growth\* (5)
- Led kids with love\*\* (5)

*\*spiritual, emotional and professional*

*\*\*meeting them where they are first*

#### **TBCH**

- Growth on campuses (8)
- Improve/expand RC and FC (7)
- Pursue excellence/change (5)
- Focus on reunification (3)

What new (and reasonably attainable) relationship would be most beneficial to TBCH?  
 Churches/Donors (12) Large annual donors with our values (2)  
 Non-Baptist Churches (10) One to one mentoring relationships (3)  
 Agencies—counseling\* (10)  
 \*Specifically Christian **licensed** counselors

## **THREATS**

What are the three most critical issues facing our clients that we need to respond to over the next few years?

**Increase abuse/trauma/dysfunction (19)** Pornography (6)  
**No family care/parent training (15)** Media/Technology (5)  
 Counseling for kids AND families (6)

What worries you the most about the future of TBCH?

General funding (30) **Campus closing (8)**  
**Lack of vision/Complacent leadership (12)** Laws/Government (6)  
**Residential moving to foster care only (9)**

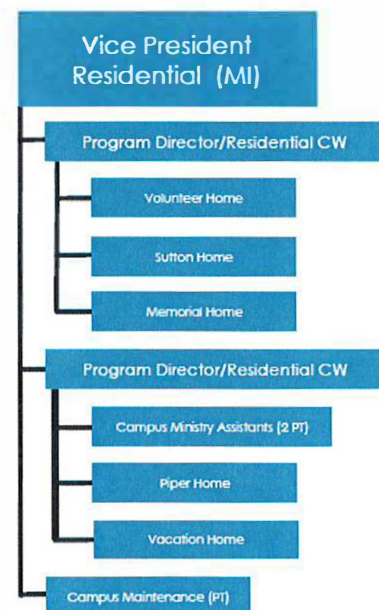
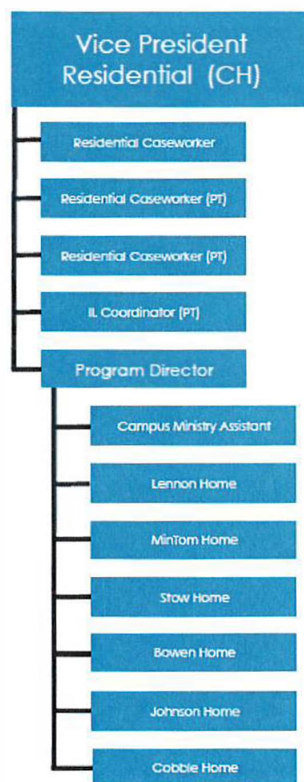
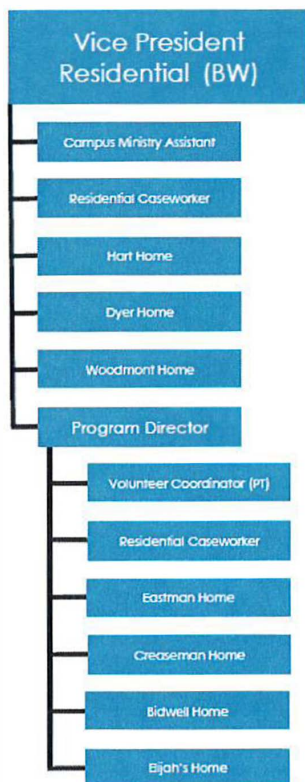
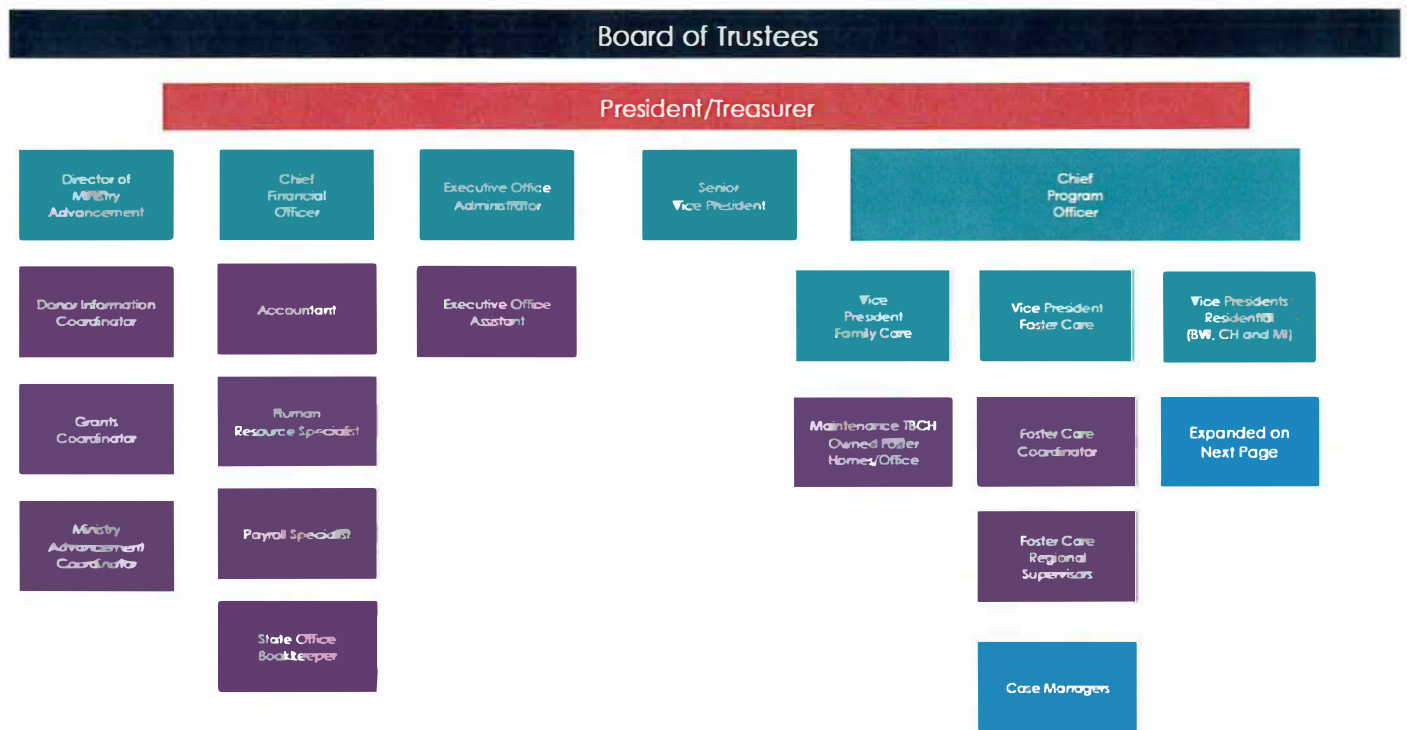
We have addressed the threats and weaknesses in the following ways:

Threat/Weakness	Progress	Measurement
Separate single rooms and upgrades to resident housing	Developed a campus improvement plan for each campus	Regular updates to the board and staff from developers and builders.
Lack of/poor communication	reorganization of leadership to include CPO and CFO	Annual Employee Satisfaction Survey and Houseparent Survey
Feeling isolated (as staff)/lack of consistency	Annual statewide houseparent, support staff and foster care summits	Annual Employee Satisfaction Survey and Houseparent Survey
Lack of vision/complacent leadership	Using the CPO to provide a more consistent line of communication between programs and leadership	Annual Employee Satisfaction Survey and Houseparent Survey Feedback in Annual and Semi-Annual Reviews
Lack of counseling for families/clients	Implemented an on campus option for both Chattanooga and Brentwood	Regular updates to IPPs, CFARS and case reviews
Increase (in client) trauma and dysfunction	Added a trauma component to our crisis intervention training	Training logs and training evaluations
Training and consistency	Began FC and RC training requirement checklist	Training logs and training evaluations

*Additionally, the concerns of campus closure and moving away from residential care have been addressed through the investment in campus improvement plans.*



## Appendix D: Organizational Chart



## Appendix E: Board Member List and Profiles

### Tennessee Baptist Children's Homes Board of Trustees as of December 2022

Brad Boucher is the Pastor of Students and Young Adults at Second Baptist Church in Union City, TN. He serves on the Baptist Collegiate Ministry Board at the University of Tennessee at Martin. Brad has served on the TBCH Ranch campus with students from his church. He is currently serving his first year of his first term.

Sherry Copeland is the Librarian at the elementary school in her town. Sherry and her husband, Eddie, adopted their daughter through TBCH in 1992. Sherry's work in the public-school system helps her to see situations where children and families can benefit from TBCH's ministry. Sherry is a Deacon's wife, a Sunday School teacher and is serving on the Budget Committee. She is currently serving her second year in her second term on the Board of Trustees.

Jim Cummings is the senior Pastor at Dotson Memorial Baptist Church in Maryville. He has a heart for the souls of people and children. He leads his church to support the mission of TBCH and has a passion for children and following the Lord's command to take care of orphans. Jim is a past Chairman of the Board of Trustees and is currently serving on the Executive and Budget Committees. He is serving the second year of his third term.

Dwight Dickson, Jr. is a second-generation Trustee. His father served on the TBCH board many years ago. Dwight is retired from the U.S. Department of Agriculture and attends First Baptist Church of Jamestown where he is active in the bus ministry and is Chairman of the Deacons. Dwight has been active in his church since he was a youth. Some of his previous experiences include youth director, Sunday School teacher, and search committees. He is currently serving his first year in his first term.

Melanie Dunn is a stay-at-home mother and volunteers at various organizations. Melanie has served many hours volunteering for TBCH. She teaches young married couples at First Baptist Church of Nashville. She has a passion for children and the ministry of TBCH. She is serving on the Executive and Budget Committees and is in the last year of her second term.

Jim Gibson is on staff at First Baptist Church, Cleveland, TN as the International Missions and Adult Pastor. He has been in student ministry for over 20 years and full-time ministry for 45 years. Jim and his wife have 10 children and 11 grandchildren. He is serving the second year of his first term.

Todd Hallman has served as a Pastor for 17 years. He is currently Pastor of First Baptist Church, Elizabethton. Todd is married to a licensed social worker who previously worked at the Baptist Children's Home of North Carolina. Both he and his wife, Tabby, support and advocate for children and their families. Todd is currently serving on the Nominating Committee. Todd is in his last year of his second term.

Angela Inman is a single woman on staff as the Children's Ministry Director at First Baptist Church in Lexington, TN. She has a master's in education and is a former teacher. She is in her third year of her first term.

Larry Kerns is a General Contractor in East Tennessee. He has been running his own business since 1968. He is on the Board of Directors of Kingsport Homebuilders and One Accord Ministries. Larry

donated his time to completely remodel the TBCH Kingsport Home allowing us to take care of up to 8 children in foster care. Larry is in his second year of his first term.

Edd Lawrence is a Chemical Engineer and Pastor. He has served in various capacities in his local church and has been attending church since he was 2 days old. Edd is on the Executive Committee and he is currently serving the first year of his third term.

Mike McClanahan is a foster and adoptive dad who is also the Missions Pastor of First Baptist Church in Hendersonville, TN. Mike has a bachelor's in journalism and used to be a newspaper reporter and editor. He has also served as the Director of United Way. Mike is in the first year of his second term.

Tim McGehee is the Senior Pastor of Grace Baptist Church in Tullahoma, TN. Tim has previously served on the Executive Board of the Tennessee Baptist Convention and was the Pastor's Conference President. He has been a volunteer at the TBCH Boy's Ranch. Tim currently serves on the Nominating Committee and is in the third year of his first term.

Deron Myers retired as a Lieutenant Colonial in the TN National Guard where he was a pilot. He is a former Youth Director. He is a visiting family for The Ranch of the TBCH where he is approved to take children home to spend weekends and holidays with his family. Deron currently serves as the Chairman of the Board of Trustees and also serves on the Executive and Budget Committees. Deron is in the third year of his second term.

Billy Pruitt is on staff at First Baptist Church in Millington, TN. as the Senior Adult Pastor. He has also been in Pastoral Care and Counseling. He helps with the youth group and is a Sunday School teacher. William has been a supporter of TBCH and participated and helped with several events. He is currently on the Nominating Committee. William is in the second year of his second term.

Mike Roberts has a 35+ year involvement with TBCH and a passion for children. He was a previous member of our Board. He is the Senior Vice-President of Sales and Marketing at Forward Air, Inc. He is a Deacon, a Trustee, a Sunday School Leader and a Choir Member in his church. He also serves on the Stewardship Committee at his church. Mike serves as the Vice-Chairman of the Board and is on the Executive and Budget Committees. He is in the first year of his last term.

Randy Roper is the Pastor of Pine Ridge Baptist Church in Harriman, TN. He has been a TN Baptist Pastor for 25+ years. He has been a church planter. He was a volunteer for TBCH at our previous Oakdale campus. He serves on the Executive and Budget Committees. Randy is serving the third year of his second term.

Paul Rose is the President and owner of Rose Construction. He has a passion for TBCH and was a previous Board member. He is a Tennessee State Senator in the 32<sup>nd</sup> District. Paul serves as the Chairman of the Nominating Committee. He is currently serving his first year of his third term.

Sharon Sartain is retired from Customer Service at Farm Credit. She is a well-regarded business woman, a speaker and an advocate for TBCH. She is heavily involved in the Women's Missionary Union at Beaver Creek Baptist Church in Strawberry Plains, TN. Sharon has helped with fundraising events and is always willing to go the extra mile with the Children's Homes. Sharon has served on our Board previously and is currently in the second year of her second term.

Pat Simmons is a retired marketing administrator. She has also served on several finance committees as well as being a church trustee. Pat is very passionate about the Tennessee Baptist Children's Homes. She is in the second year of her first term.



Bert Spann is Pastor of First Baptist Church of Hohenwald, TN. Bert has spent time volunteering on the campuses of TBCH. Bert prays for and encourages the houseparents and other staff of TBCH. Bert is currently the Secretary of the Board and serves on the Executive and Budget Committees. He is serving in the second year of his second term.

Doreal Strayhorn was previously on staff as a Student Ministry Associate at Brainerd Baptist Church in Chattanooga. She has completed her nursing degree and is now on staff at a local hospital, her life-long dream. She had been filling an unexpired term and is now in her first year of her first term.

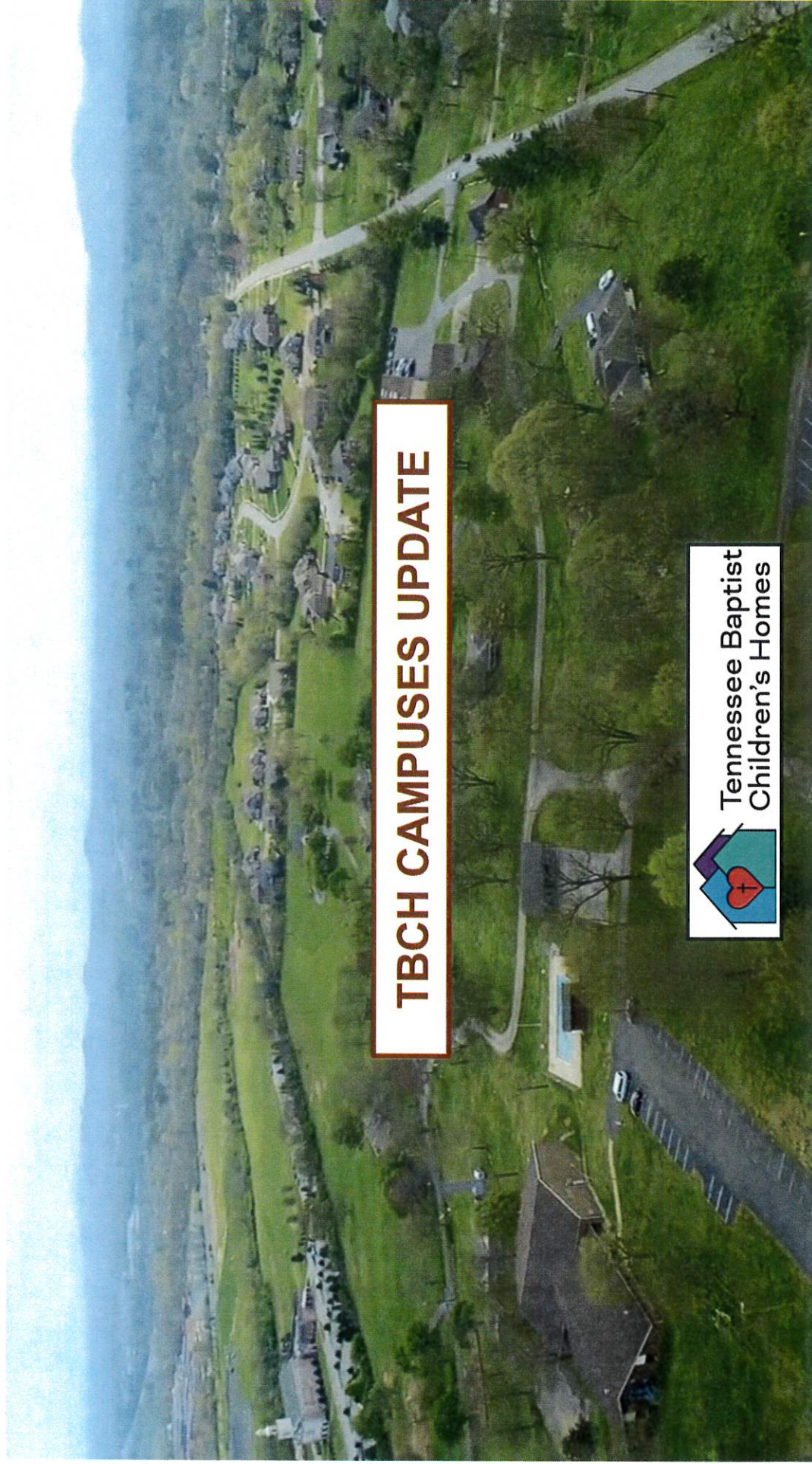
Sara Jane Via is a Nurse Practitioner but has chosen to be a stay-at-home mother to her family. She serves in the nursery at Crossroads Baptist Church in Bells, TN. Sara Jane and her husband, Ruste, have been large contributors to TBCH. She serves on the Executive and Budget Committees. Sara Jane is currently serving the third year of her third term.

Allen Voss is a Nuclear Medicine Technologist. He serves as the Leadership Director at the hospital where he works. He serves his church as the Chairman of the Deacons, a Life Class Teacher and a member of the Finance Committee. Allen is a past Chairman of the Board of Trustees. He is serving on the Executive Committee and Budget Committee. He is currently in the first year of his third term.

Brad Warren is an adoptive father and has several adoptees in his immediate family. He and his wife have hosted foreign orphans and chaperones in their home as members of the organization, Project 143. He has served as a Pastor and an Association Pastor. Brad is serving in the third year of his second term.



## Appendix F: Campus Improvement Plans



## TBCH CAMPUSES UPDATE



Tennessee Baptist  
Children's Homes

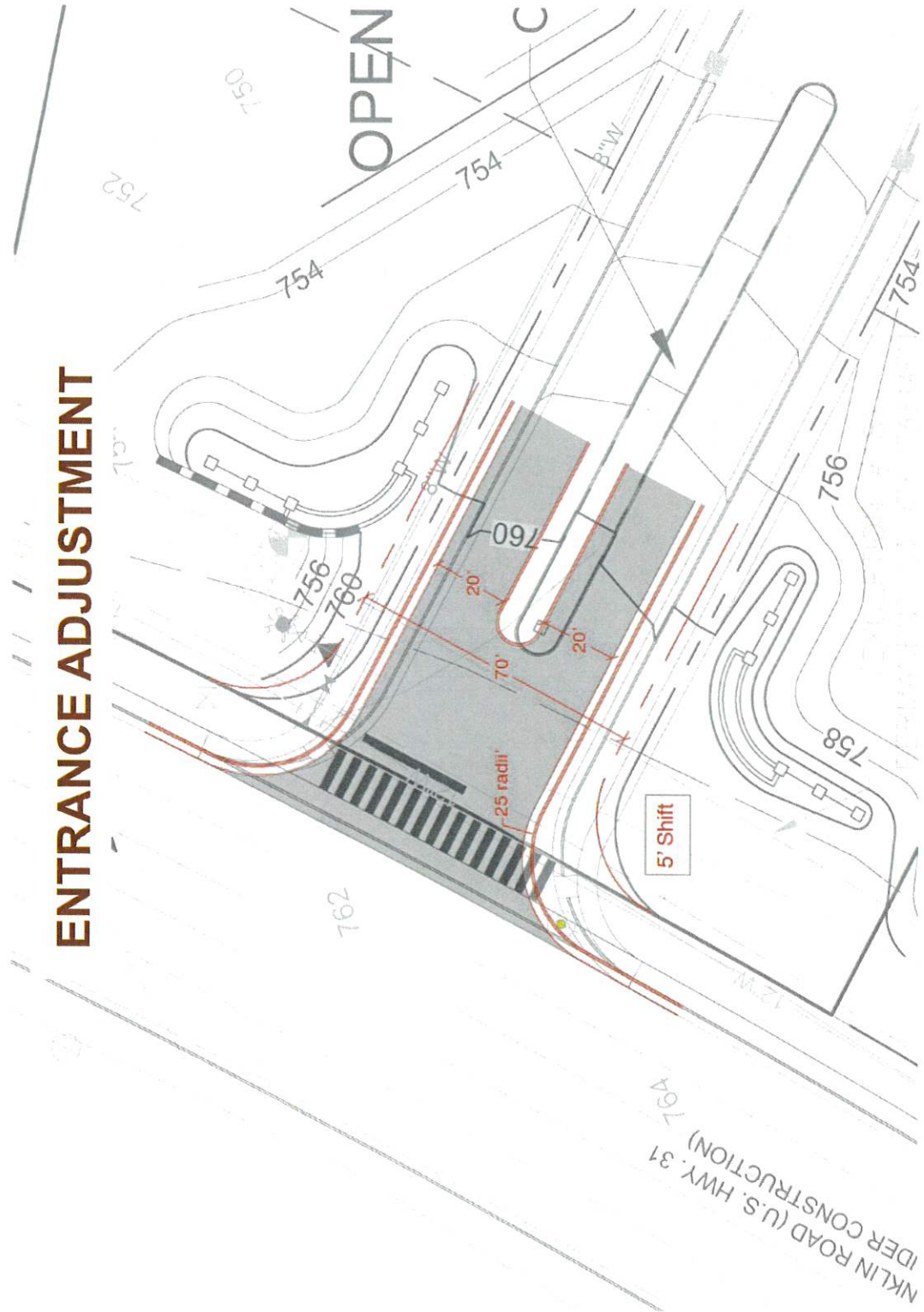


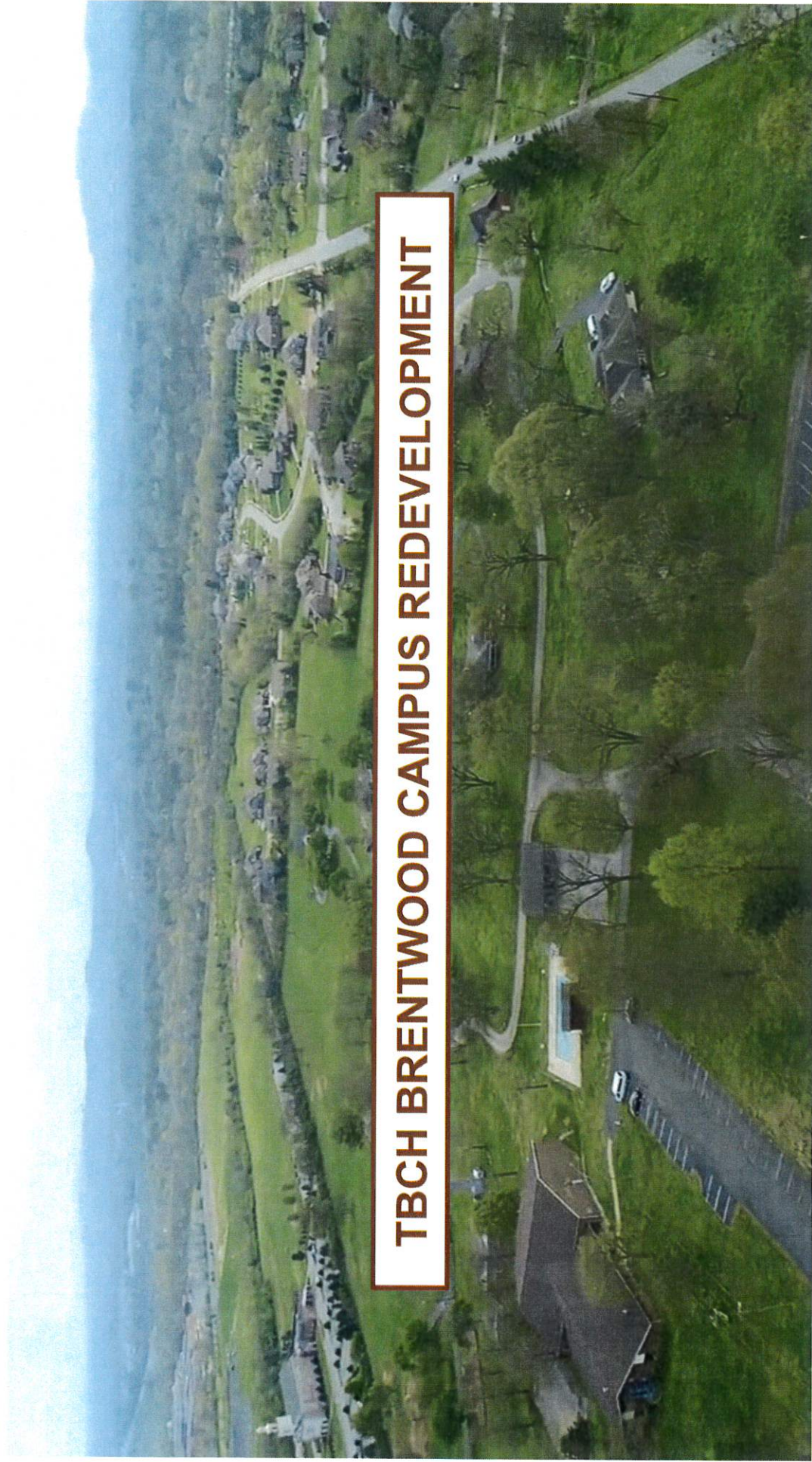






# ENTRANCE ADJUSTMENT





## TBCH BRENTWOOD CAMPUS REDEVELOPMENT



**TBCH  
Brentwood Campus  
Masterplan  
Including Amenities**

**Includes 6 New Homes  
41,982 Square Feet**

**New VP Residence**

**New Program Director's  
Residence**

**New Commissary**

**New Pool House**

**Amenities**

- Multi-Purpose Field
- Basketball / Pickleball Court
- Gaga Ball
- Community Fire Pit
- Children's Playground
- Natural Playground
- Lawn Games

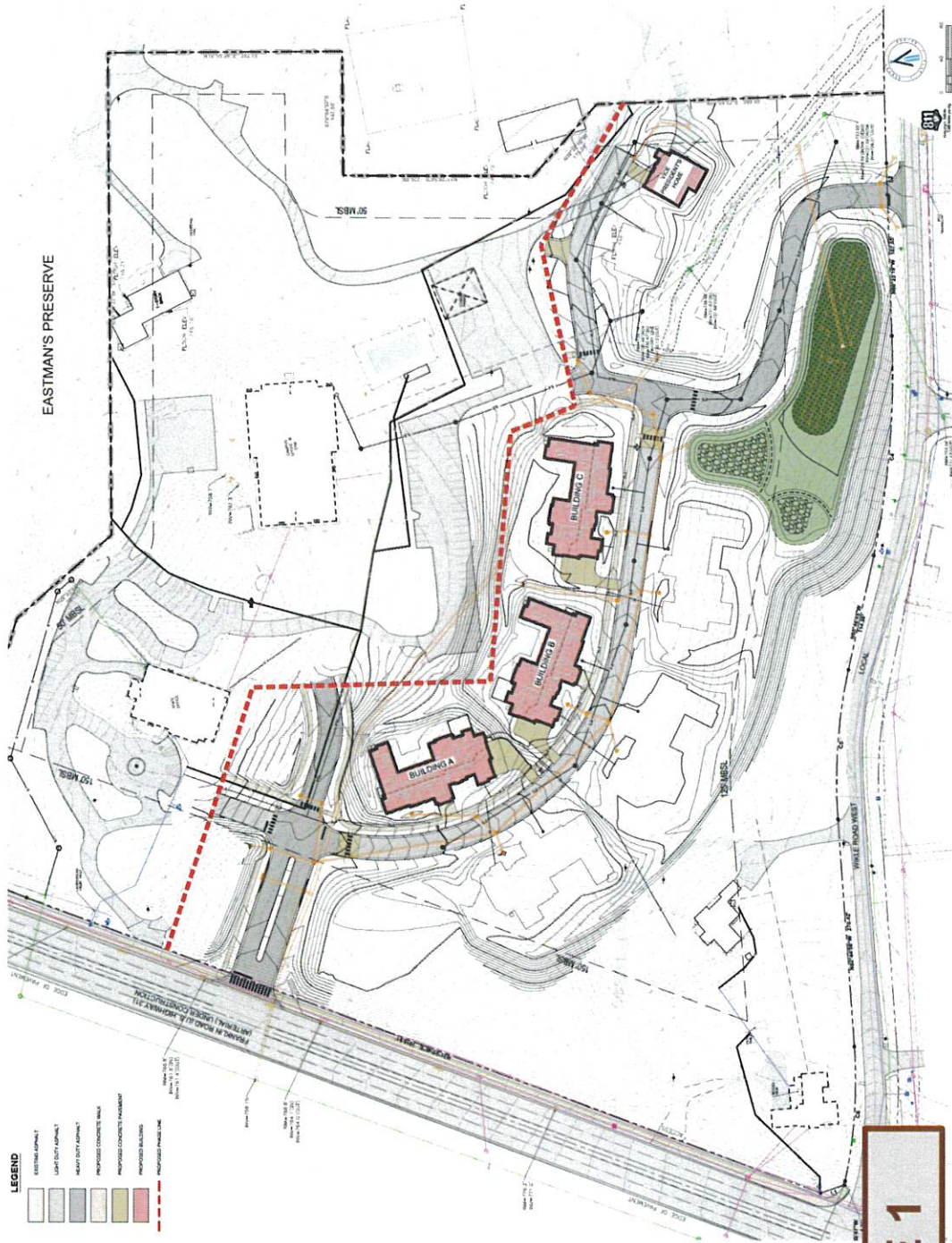




# DEVELOPMENT PHASING PLAN







PHASE 1





**LEGEND**

- EXISTING IMPAVT
- EXISTING ROADWAY
- EXISTING CONCRETE ROAD
- PROPOSED CONCRETE ROAD
- PROPOSED CONCRETE PARKING
- PROPOSED BUILDING FOOT
- PROPOSED BUILDING WALL
- PROPOSED BUILDING ROOF
- PROPOSED PHASE LINE

**PHASE 2**



# PHASE 3

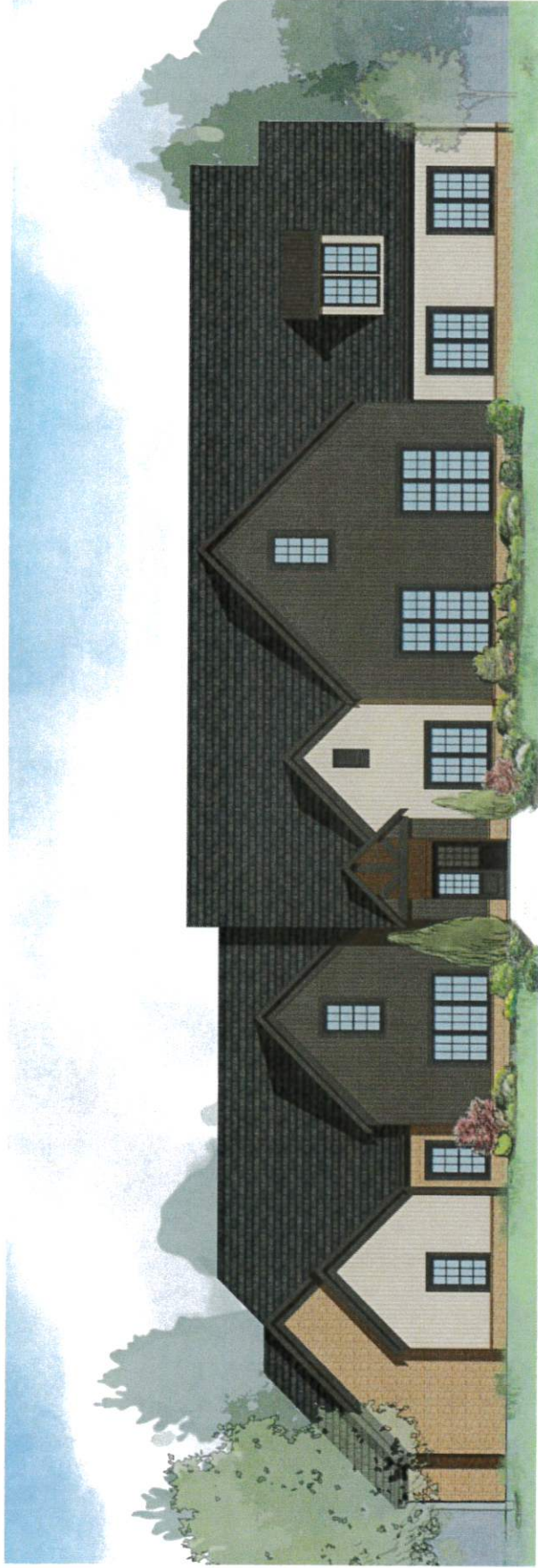


# CHILDREN'S HOME - PLAN A



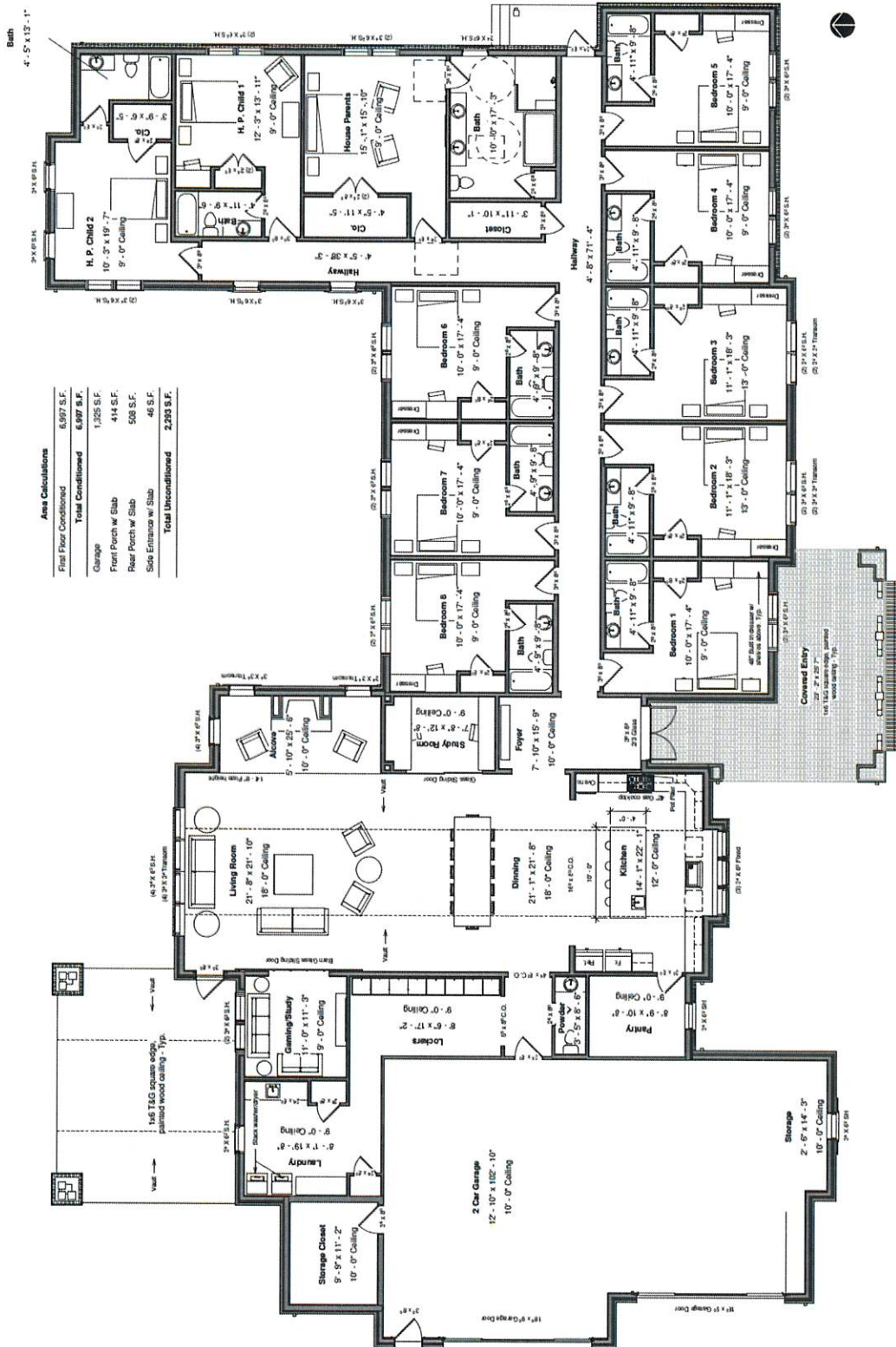
1 Front Elevation - Home A  
Not to scale

# CHILDREN'S HOME - PLAN B



1 Front Elevation - Home B  
Not to scale







# VICE PRESIDENT'S HOME

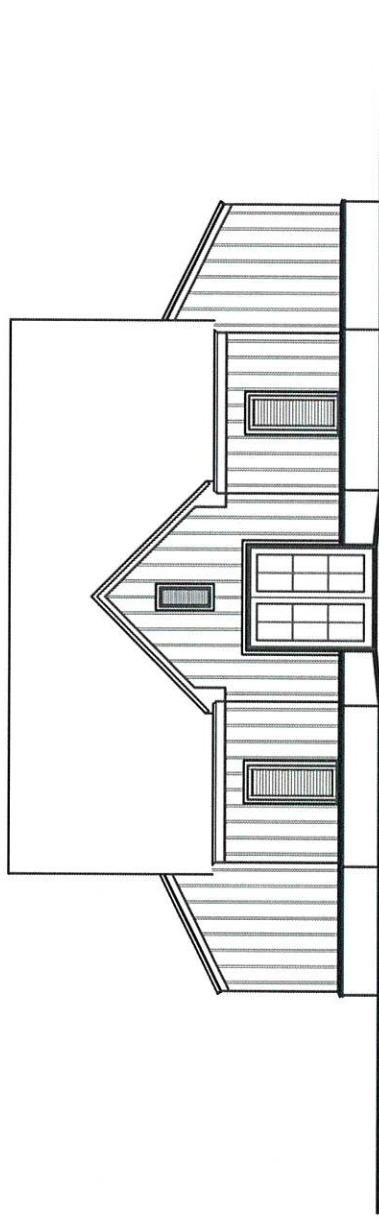


# PROGRAM DIRECTOR'S HOME



1 North Elevation - Program Director  
Not to scale

# COMMISSARY



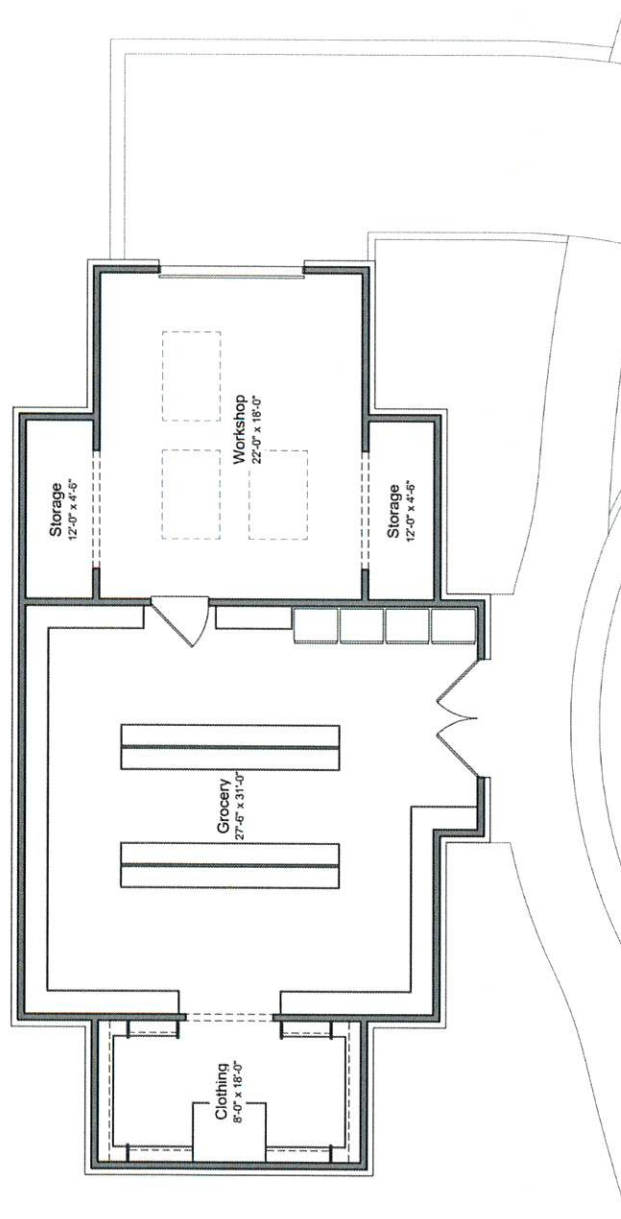
Commissary  
Front Elevation

1

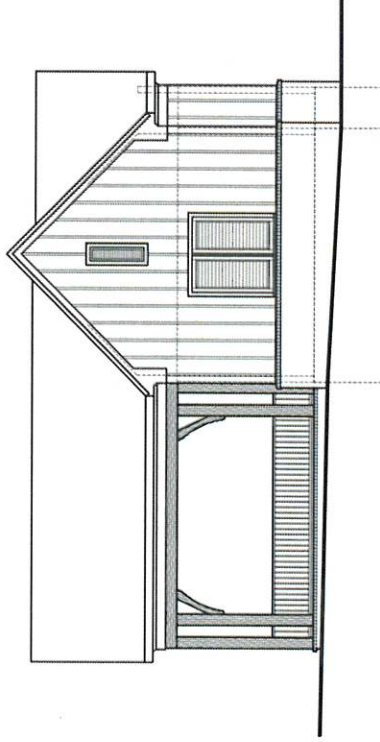
Scale:  $\frac{1}{8}" = 1' - 0"$



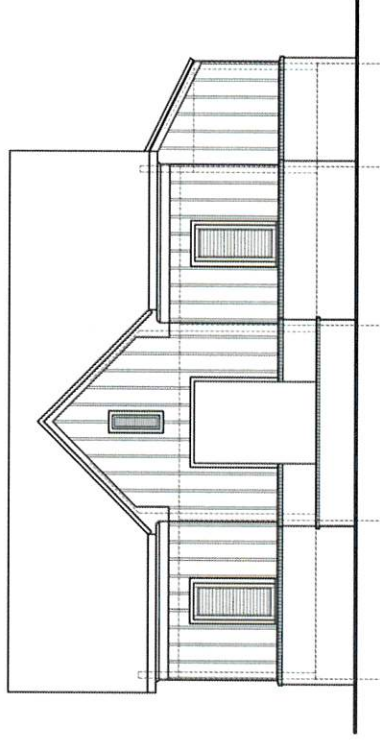
# COMMISSARY FLOOR PLAN



# POOL HOUSE

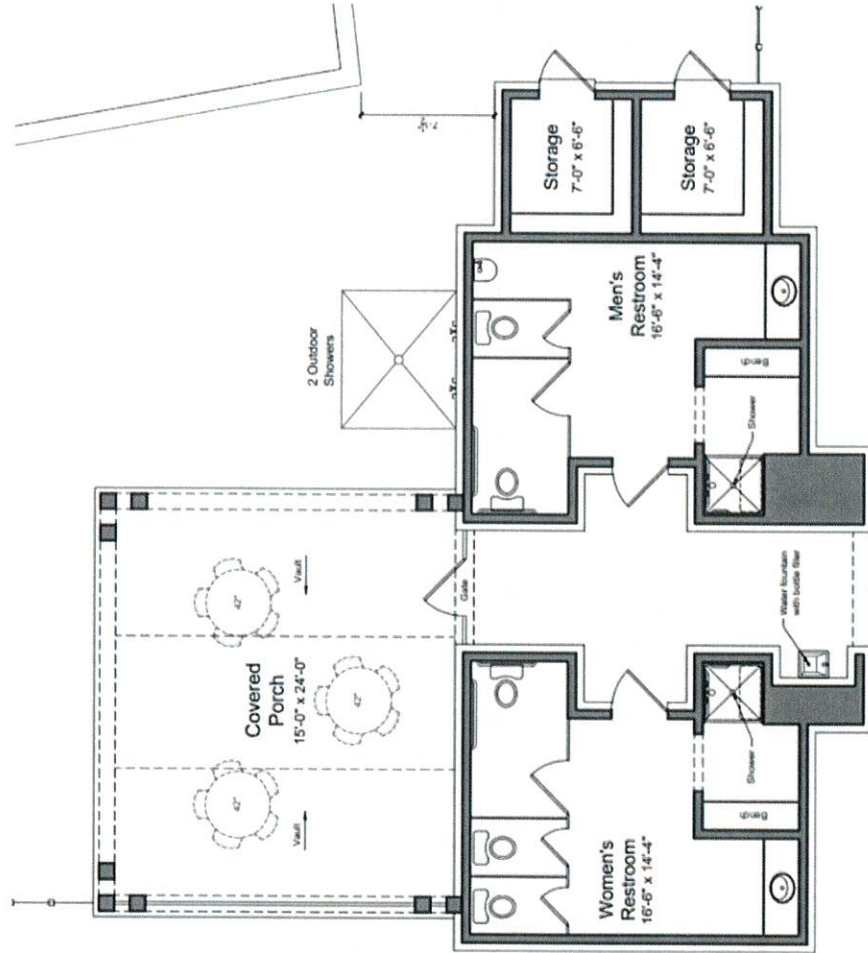


Pool House  
Left Side Elevation  
1  
Scale:  $\frac{1}{8}" = 1' - 0"$



Pool House  
Front Elevation  
1  
Scale:  $\frac{1}{8}" = 1' - 0"$

# POOL HOUSE FLOOR PLAN



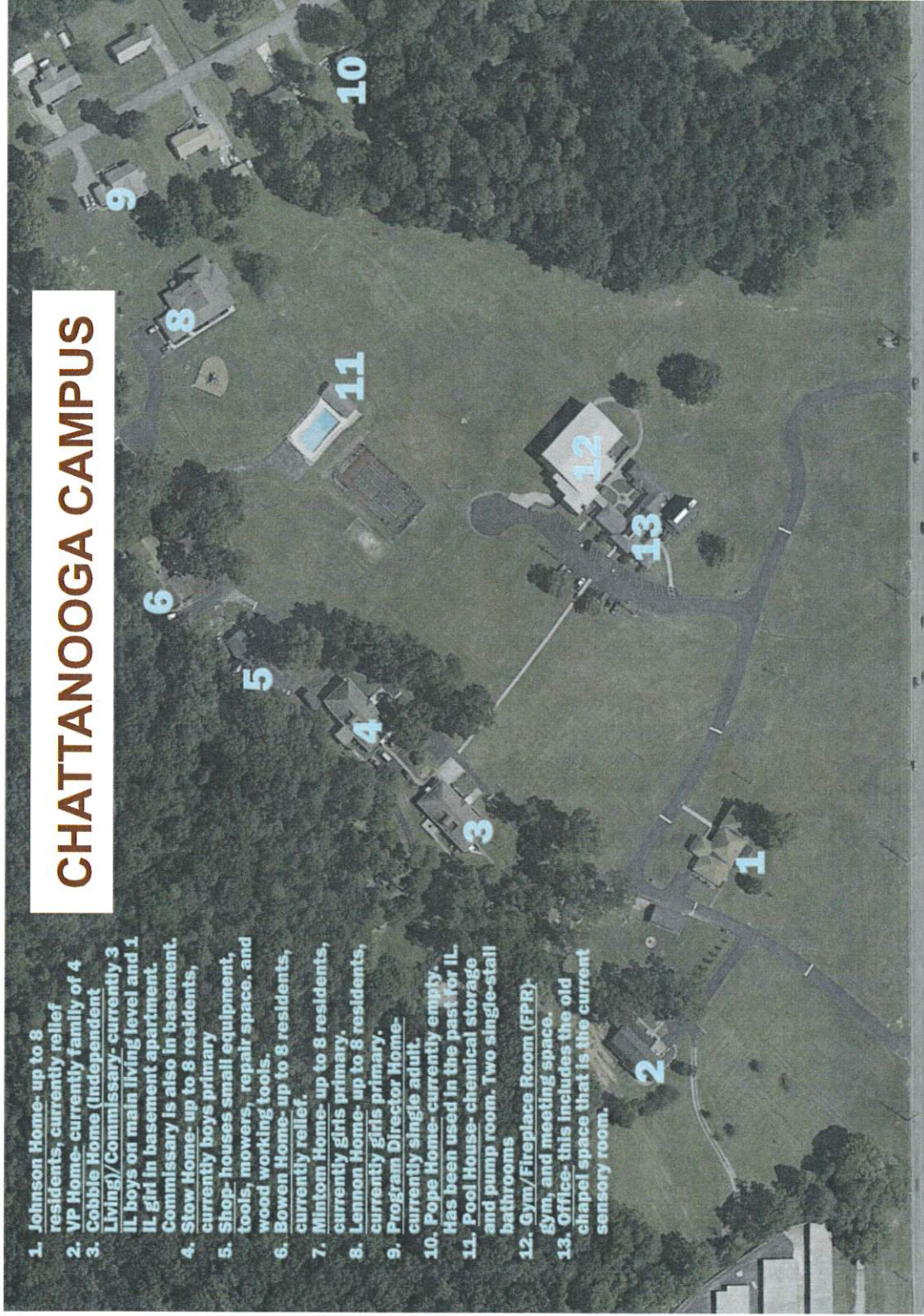


# TBCH CAMPUS DEVELOPMENT COSTS

	<u>Phase 1</u>	<u>Phase 2</u>	<u>Phase 3</u>	<u>Total</u>
<b>Hard Costs</b>				
Sitework / Concrete / Asphalt	\$ 2,486,690	\$ 150,000	\$ 1,408,120	\$ 4,044,810
Utilities	\$ 12,889,745	\$ 6,538,629	\$ 2,354,674	\$ 21,783,048
Children's Homes	\$ 2,398,270	\$ 0	\$ 473,740	\$ 2,872,010
VP / Program Director Homes	\$ 5,097,153	\$ 5,097,153	\$ 0	\$ 10,194,306
General Conditions / GC Fees / Contingency	\$ 594,000	\$ 594,000	\$ 0	\$ 1,188,000
Landscaping & Irrigation	\$ 1,497,632	\$ 647,476	\$ 231,314	\$ 2,376,422
Signage & Wayfinding	\$ 641,000	\$ 45,000	\$ 221,000	\$ 907,000
	\$ 175,000	\$ 5,000	\$ 20,500	\$ 200,500
<b>Amenities</b>				
Commissary / Workshop	\$ 225,000	\$ 0	\$ 892,500	\$ 1,117,500
Pool House Improvements	\$ 225,000	\$ 0	\$ 0	\$ 225,000
Playgrounds / Fields/ Courts	\$ 0	\$ 0	\$ 420,000	\$ 420,000
Activities / Games / Sports Equipment	\$ 0	\$ 0	\$ 345,000	\$ 345,000
	\$ 0	\$ 0	\$ 127,500	\$ 127,500
<b>Soft Costs</b>				
Predevelopment Costs	\$ 1,236,841	\$ 163,465	\$ 81,179	\$ 1,481,485
Architectural	\$ 87,803	\$ 0	\$ 0	\$ 87,803
Civil Engineering	\$ 270,000	\$ 0	\$ 0	\$ 270,000
Landscape Architecture	\$ 239,000	\$ 0	\$ 0	\$ 239,000
Project Management Fees	\$ 90,000	\$ 0	\$ 0	\$ 90,000
Legal Costs / Impact Fees	\$ 350,038	\$ 163,465	\$ 81,179	\$ 594,683
Signage Design	\$ 50,000	\$ 0	\$ 0	\$ 50,000
Owners Contingency	\$ 50,000	\$ 0	\$ 0	\$ 50,000
	\$ 100,000	\$ 0	\$ 0	\$ 100,000
<b>Total Development Costs</b>	<b>\$14,351,586</b>	<b>\$ 6,702,094</b>	<b>\$ 3,328,353</b>	<b>\$ 24,382,033</b>

# CHATTANOOGA CAMPUS

1. Johnson Home- up to 8 residents, currently relief
2. VP Home- currently family of 4
3. Cobble Home (Independent Living)/Commissary- currently 3 IL boys on main living level and 1 IL girl in basement apartment. Commissary is also in basement.
4. Stow Home- up to 8 residents, currently boys primary
5. Shop- houses small equipment, tools, mowers, repair space. and wood working tools.
6. Bowen Home- up to 8 residents, currently relief.
7. Minton Home- up to 8 residents, currently girls primary.
8. Lannon Home- up to 8 residents, currently girls primary.
9. Program Director Home- currently single adult.
10. Pope Home- currently empty. Has been used in the past for IL.
11. Pool House- chemical storage and pump room. Two single-stall bathrooms
12. Gym/Fireplace Room (FPR)- gym, and meeting space.
13. Office- this includes the old chapel space that is the current sensory room.





# CHATTANOOGA MASTER PLAN

Tennessee Baptist Children's Homes

conceptual site plan



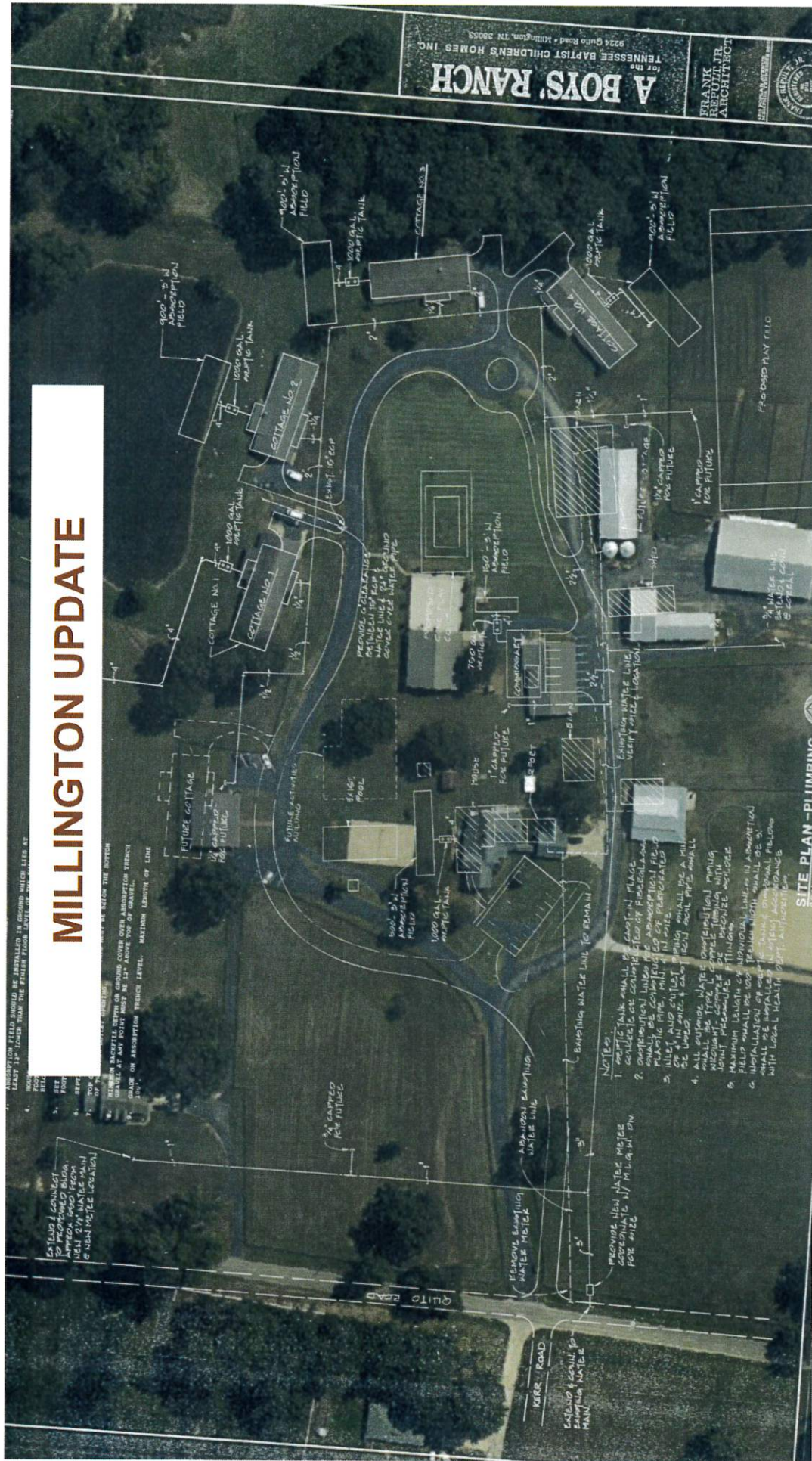


# CURRENT ZONING MAP



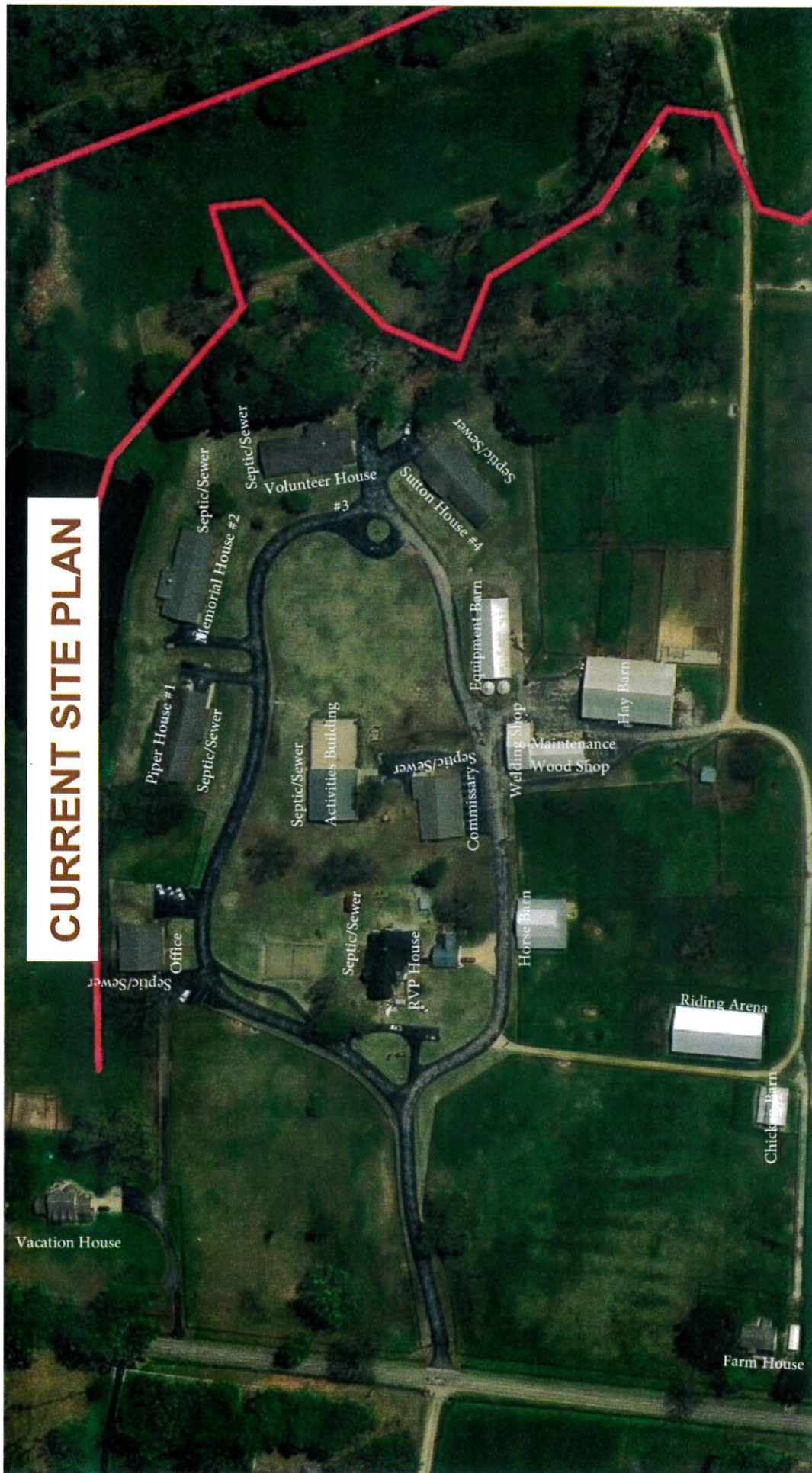


# MILLINGTON UPDATE





# CURRENT SITE PLAN





# NEW HOME FOOTPRINT

