

**Upper Cumberland Human Resource Agency
Annual Report FY 2018-2019**



UC  **HRA** Upper Cumberland
Human Resource Agency

UPPER CUMBERLAND HUMAN RESOURCE AGENCY

The Upper Cumberland Human Resource Agency (UCHRA) was established by the Tennessee General Assembly in 1973 to be the delivery system for human resources in the fourteen counties of the region: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren and White.

The programs operated by UCHRA initially included job training and transportation. During ensuing years, the UCHRA has expanded to supply a wide range of services that use a combination of funds from federal, state and local organizations.

CORE PRINCIPLES

In order for the Upper Cumberland Region to be successful, the following core principles must be met:

- People should be able to easily travel within the region.
- Safe, affordable housing should be available to all who desire it.
- Programs must exist to break the cycle of poverty and provide a safety net for those going through a difficult period in their life.
- The economy must add new jobs each year to meet the growth of the region and to provide opportunities for income improvement.
- Education must be available and encouraged at all stages of life.
- To retain our population base, we must ensure our communities have adequate support services.
- The natural beauty of the region must be protected.

To increase the quality of life, in either a county or a region, all areas of development must move forward simultaneously. Leadership must develop a plan to ensure that the community has the capacity to implement changes across multiple fronts. This will require adding staff, forging new partnerships, and coordinating different initiatives.

TENNESSEE'S UPPER CUMBERLAND



Cover image, taken by Chuck Sutherland, is of Welch Point in White County, one of the region's most iconic scenic overlooks found in Bridgestone Firestone WMA. Welch Point views the gorge locally known as Scotts Gulf, where the Caney Fork River winds its way off the Cumberland Plateau.

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.....
*Denotes Executive
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UCHRA

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Mike Corley
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Marvin Bullock
Paul Bailey
Sharon Langford
Sylvia Kennedy

UCHRA

AGENCY DIRECTORS & COUNTY LOCATIONS

Mark Farley | Executive Director
Rebecca Harris | Deputy Director

COMMUNITY INTERVENTION DEPARTMENT

Cheryl Davis | Director of Community Intervention & Community Corrections
Heather Brown | CASA Director
Karla Hillis | Head Start Coordinator
Brian Swearingen | Residential Services Director

TRANSPORTATION DEPARTMENT

Rebecca Harris | Director of Transportation

COMMUNITY SERVICES DEPARTMENT

LaNelle Godsey | Director of Community Services

COUNTY LOCATIONS

CANNON COUNTY

301 West Main Street
Adams Memorial Building, Room 302, Woodbury, TN 37190
P: (615) 563-2916 | F: (615) 563-6016
County Coordinator: Carrie Baker

CLAY COUNTY

500 Dow Avenue, P.O. Box 797, Celina, TN 38551
P: (931) 243-3674 | F: (931) 243-4402
Coordinator: Brandi Adcock

CUMBERLAND COUNTY

73 Methodist Campground Loop, Crossville, TN 38555
P: (931) 456-0691 | F: (931) 456-6641
Coordinator: Jamie Edwards

DEKALB COUNTY

726 South Congress Blvd. Smithville, TN 37166
P: (615) 597-4504 | F: (615) 597-8322
Coordinator: Karen Neal

FENTRESS COUNTY

308 Main Street South, Suite 101, Jamestown, TN 38556
P: (931) 879-8040 | F: (931) 879-9157
Coordinator: Carol Watson

JACKSON COUNTY

744 School Drive, Gainesboro, TN 38562
P: (931) 268-9840 | F: (931) 268-3517
Coordinator: Brandi Adcock

MACON COUNTY

607 Highway 52 By-Pass, Lafayette, TN 37083
P: (615) 666-3377 | F: (615) 666-4604
Coordinator: Tracey Powell

OVERTON COUNTY

106 West Henson Street, Livingston, TN 38570
P: (931) 823-7323 | F: (931) 823-7325
Coordinator: Dian Dillon

COUNTY LOCATIONS, CONTINUED

PICKETT COUNTY

Byrdstown Community Center
105 S. Main Street, Room #6
Byrdstown, TN 38549
P: (931) 864-6540 | F: (931) 864-6793
Coordinator: Dian Dillon

PUTNAM COUNTY

580 South Jefferson Avenue, Suite B
Cookeville, TN 38501
P: (931) 528-1127 | F: (931) 372-8754
Coordinator: Judy Sanchez

SMITH COUNTY

120 Pauline Gore Way, Suite A
Carthage, TN 37030
P: (615) 735-0476 | F: (615) 735-0577
Coordinator: Emily Thackxton

VAN BUREN COUNTY

445 College Street, Spencer, TN 38585
P: (931) 946-7151 | F: (931) 946-2876
Coordinator: Sheila Robinson

WARREN COUNTY

201 Locust St., Suite 16, McMinnville, TN 37110
P: (931) 473-6652 | F: (931) 473-6655
Coordinator: Carrie Baker

WHITE COUNTY

826 Valley View Drive, Sparta, TN 38583
P: (931) 738-6255 | F: (931) 738-6258
Coordinator: Sheila Robinson

CHANCE RESIDENTIAL CENTER FOR GIRLS

1744 Deberry Road, P.O. Box 8
Bloomington Springs, TN 38545-0008
P: (931) 526-4565 | F: (931) 372-8889
Manager: Brenda Miller
Director: Brian Swearengen

CU MT SCHOOL YOUTH IMPACT CENTER

73 Methodist Campground Loop, Crossville, TN 38555
P: (931) 707-1077 | F: (931) 484-8010
Manager: Tawnya Godwin
Director: Brian Swearengen

INDIAN MOUND RESIDENTIAL CENTER FOR BOYS

3916 Indian Mound Road, Sparta, TN 38583
P: (931) 761-5335 | F: (931) 761-2182
Manager: Diana Reed
Director: Brian Swearengen

VAN BUREN COUNTY HEAD START CENTER

24038 State Route 30, Spencer, TN 38585
P: (423) 881-5182 | F: (423) 881-5292
Director: Karla E. Hillis





In September 2018, members of UCHRA CASA of Putnam, Smith, Cumberland and Overton Counties team held a small informational conference to receive additional training and learn more about the vital role they play in our local communities and the lives of the children they serve.



In September 2018, Friends of White County Animals and Red Turner's Sporting Goods donated items to the young men participating in the Indian Mound Residential Farm program located in DeKalb County.



The Residential Services program received re-accreditation from the Council on Accreditation (COA) in 2019. The COA partners with human service organizations worldwide to improve service delivery outcomes by developing, applying, and promoting accreditation standards and ensure the delivery of human services globally, resulting in the well-being of individuals, families, and communities; guiding procedures and policies within Residential programs.

584 PARTICIPANTS SERVED THROUGH ADULT COMMUNITY CORRECTIONS PROGRAM

99 CLIENTS SERVED THROUGH JUVENILE COMMUNITY INTERVENTION SERVICES

238 STUDENTS SERVED THROUGH DRIVERS EDUCATION

COMMUNITY INTERVENTION

» **COMMUNITY INTERVENTION**

Funded under an agreement with the State of Tennessee, the Adult Community Corrections Program provides an alternative to incarceration for non-violent felony offenders sentenced by Criminal Court Judges. Funded by the Tennessee Department of Correction, this program serves the 13th, 15th, and 31st judicial districts. (Fentress, Macon, Smith, Wilson, and Trousdale Counties excluded). During the most recent program year, the Adult Community Corrections Program served 584 participants.

» **JUVENILE COMMUNITY INTERVENTION SERVICES**

Designed for juvenile offenders, the Community Intervention Services Program for Juvenile Offenders helps reduce the number of youths committed to institutions by allowing them to remain in their community under intensive supervision with alcohol and drug treatment, community service work, family and individual counseling, education and employment assistance. This program is funded by the Tennessee Department of Children's Services and serves Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Smith, and Warren counties. A total of 99 clients were served through this program during the most recent program year.

» **DRIVER EDUCATION & DUI CORRECTIVE EDUCATION**

Our Community Intervention Department also offers Drivers Education, which served 238 students; DUI School – currently offered only in Macon and Putnam Counties – which served 54 students; and provides fingerprinting services (TSA Precheck, HME Enrollment, and TWIC), with a total of 1,322 clients served during the latest program year.

» **CASA**

Every year, thousands of reports of child abuse and neglect are recorded in Cumberland, Overton, Putnam, and Smith counties. Following investigation, hundreds will be substantiated. Sadly, the number of reports is just “the tip of the iceberg”. The crime of child abuse is underreported because people are afraid to come forward report their suspicions-and the suffering continues.

This crime against the innocent occurs in families of all types, regardless of social status, wealth, race or national origin. Without the dedication of CASA Volunteer Advocates, these vulnerable children will enter a system without anyone to voice their needs and their wishes, with no one focused on the best possible

outcome for the child. Court Appointed Special Advocates are solely for the child throughout the case. Sworn-in by the judge, CVAs have the court's authority to interview physicians, educators, neighbors, anyone, with knowledge about the child's situation.

» **HEAD START**

Van Buren County Head Start, funded through U.S. Department of Health and Human Services and the Administration for Children and Families, provides a positive learning environment and related experiences to help children develop social skills appropriate to their age and stage of development. Head Start promotes school readiness; ensuring children possess the skills, knowledge, and attitudes necessary for success in school and beyond.

Training and resources provided through the program assist parents in assuming a more active and confident role in identifying the needs of their children and family. Community partnerships developed through this program assist families with needs and objectives. Job training and educational opportunities are offered to enable families to achieve their goals. During the most recent program year, Van Buren County Head Start served 46 children and 43 families.

» **GROUP HOMES**

Under the umbrella of Community Intervention, UCHRA operates three residential centers for troubled youth – CHANCE, Cumberland Mountain School, and Indian Mound Farm. For more than 30 years, our centers have served youth, ages 12 through 18, and their families; primarily from the Upper Cumberland area. Services are occasionally provided to additional regions such as: Tennessee Valley, Mid-Cumberland, and others. During the 2018-19 program year, a total of 124 from the Upper Cumberland sought services from our residential centers. Another 36 youths, representing South Central, Tennessee Valley, Southwestern, Eastern, and Knox-area counties received assistance through the structured and therapeutic environment offered by our residential centers.



Warren County Executive Jimmy Haley and Mayor of McMinnville Ben Newman, along with representatives of the UCHRA Transportation team, celebrated the launch of McMinnville's new city bus route.



The UCHRA Transportation team celebrated the kick-off of the My Ride UC program in February.



The Transportation Department was awarded 1st place in the maintenance division during Tennessee Public Transportation Association's 2018 annual conference.



UCHRA Mobility Manager Steve Lancaster and the Agency's Transportation team won fourth place in the 2019 National RTAP (Rural Transit Assistance Program) photo contest. Steve's photo (featuring the new Ride Upper Cumberland bus) captures the excitement of the Putnam County Fair while showcasing the Agency's new transportation branding.

UCHRA DEPARTMENT OVERVIEW

TRANSPORTATION

- » **UC TRANSIT (UCHRA TRANSPORTATION SERVICES)**
Ride, Connect, and Go Upper Cumberland Public Transportation provides affordable, safe, and dependable public transportation to rural residents of all ages in the 14 counties of the Upper Cumberland. Funded by the Federal Transit Administration, Tennessee Department of Transportation, local human service contracts, fares, local revenues, and in contributions, UCHRA is able to provide a variety of services tailored to meet the diverse needs of our client base.
- » **RIDE UPPER CUMBERLAND**
Ride Upper Cumberland offers door-to-door public transportation in each county we serve with first priority to elderly, handicapped, and economically disadvantaged with medical needs.
- » **CONNECT UPPER CUMBERLAND**
Connect Upper Cumberland provides each community with daily intercity bus service on I-40 and I-24 routes into Nashville and Murfreesboro with stops along the route including the Greyhound Bus Station, Airport and other requested destinations.
- » **GO UPPER CUMBERLAND**
Go Upper Cumberland provides a deviated fixed-route bus system in Cookeville, McMinnville and Crossville, picking up and dropping off passengers at designated points along the route.

In addition to Rural Public Transportation we also offer

Mobility Management and Travel Training as an approach to designing and delivering public transportation services that starts and ends with the customer.

- » **MOBILITY MANAGEMENT**
Mobility Management encourages innovation and flexibility to reach the “right fit” solution for customers; strives for easy access to information and referral to assist customers in learning about and using Ride, Connect, and Go services; and, continually incorporates customer feedback as services are evaluated and adjusted.
- » **SHUTTLE ON SCHEDULE (SOS)**
Our Shuttle on Schedule (SOS) provides corporate event, individual contract, and after-hours transportation services for groups at a rate of \$50 per hour with a minimum of four hours.
- » **MYRIDE UPPER CUMBERLAND**
MyRide Upper Cumberland provides Senior Volunteer Transportation for older adults who are age 60+ to take essential trips in the county in which they live. Riders must be able to walk on their own or with the assistance of a cane or walker. This is a membership-based program.
- » **TEMPORARY EMERGENCY FOOD ASSISTANCE (COMMODITIES)**
Temporary Emergency Food Assistance (Commodities) offers government surplus foods to low-income families.

264,886

THE NUMBER OF TOTAL TRIPS MADE IN THE UPPER CUMBERLAND IN FY 18-19

676,501

POUNDS OF FOOD PROVIDED THROUGH TEMPORARY EMERGENCY FOOD ASSISTANCE TO LOW INCOME FAMILIES IN THE UPPER CUMBERLAND IN FY 18-19

MYRIDE SUCCESS STORY

Mrs. Dianna Fadness joined the MyRide program in February 2019. Since joining, she has taken trips to various shopping centers and restaurants. When asked why she thought the MyRide program would be a good fit for her, she stated, “I don’t have transportation and I don’t drive.” Even though she has family locally, the MyRide program gives her a chance to go different places that she wouldn’t normally get to visit.

Mrs. Dianne went on to explain that she finds comfort in knowing that she can call three days in advance and have the opportunity to go shopping while enjoying friendly conversation with one of MyRide’s great volunteers.



Upper Cumberland local elected officials served meals to area seniors during the March for Meals campaign. Pictured (left) White County Executive Denny Wayne Robinson and (right) DeKalb County Executive Tim Stribling.



Clay County High School members of the CCHS FCCLA, FBLA, FFA, cross country team, and golf team each assisted with collecting these items for UCHRA's In-Home Services clients.

The Upper Cumberland Adult Abuse Coalition held its 11th annual Vulnerable Adult Summit in April, 2019.



The Upper Cumberland Adult Abuse Coalition recognized LaNelle Godsey as this year's Hero Award recipient for going above and beyond while working with vulnerable adults over the years.

COMMUNITY SERVICES

» **SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM**

The Senior Community Service Employment Program (SCSEP), funded through Senior Services of America, provides income eligible, unemployed individuals age 55 and over with paid part time job training positions within host agencies that serve community needs. While in the program, participants receive work related training to gain the skills and experience they need to transition into unsubsidized employment. In FY19, forty-two (42) individuals participated in SCSEP. Fifteen (15) new participants entered the program, while seventeen (17) participants exited the program. Of the seventeen that exited, ten (10) secured unsubsidized employment.

» **HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS**

The Housing Opportunities for Persons with Aids (HOPWA) Program, funded through the Tennessee Department of Health, provides assistance to low-income persons affected by HIV and their households establish or maintain affordable and stable housing to reduce their risk of homelessness. In FY19, five (5) individuals received assistance with Tenant Based Rental Assistance (TBRA), twenty (20) individuals received Short Term Rent, Mortgage and Utilities Assistance (STRMU). The program served a total of forty-six (46) households with housing assistance, case management and support services.

» **RYAN WHITE COMMUNITY AIDS PARTNERSHIP**

The Ryan White HIV/AIDS Program, funded through the Department of Health and Sponsored by United Way, provides a comprehensive system of HIV primary medical care, essential support services, and medications for low-income people living with HIV, who are uninsured and under-served. UCHRA only provides non-medical support services. During the last program year, fifty-six (56) individuals received support services for nutrition and transportation.

» **LOW-INCOME ENERGY ASSISTANCE PROGRAM**

The Low-Income Home Energy Assistance Program (LIHEAP), is a federally funded program administered by the Tennessee Housing Development Agency (THDA) to provide energy assistance to low-income households. From July 1, 2018 through June 30, 2019 LIHEAP served 5,586 households totaling \$3,231,150.38 in energy assistance. LIHEAP also assisted 2,237 households with emergency energy assistance totaling \$1,197,950.23.

» **WEATHERIZATION ASSISTANCE PROGRAM**

The Weatherization Assistance Program (WAP) is a federally funded program administered by the Tennessee Housing Development Agency (THDA). WAP provides basic insulation and weatherization measures for low-income households. In FY19, WAP weatherized twenty-four (24) homes, serving forty-two (42) people. The average amount spent on weatherization per household was \$11,161.65.

52 PARTICIPANTS SERVED THROUGH SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM IN FY19

46 HOUSEHOLDS SERVED THROUGH HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS PROGRAM IN FY19

56 RYAN WHITE HIV/AIDS PROGRAM PARTICIPANTS RECEIVED SUPPORT SERVICES FOR NUTRITION & TRANSPORTATION

5,586 LOW-INCOME HOUSEHOLDS RECEIVED ENERGY ASSISTANCE VIA LIHEAP, WITH ANOTHER 2,237 HOUSEHOLDS THAT RECEIVED EMERGENCY ENERGY ASSISTANCE

24 HOMES WEATHERIZED, HELPING 42 PEOPLE THROUGH WAP IN FY19

COMMUNITY SERVICES, CONTINUED

» CHILD & ADULT CARE FOOD PROGRAM

The Child & Adult Care Food Program (CACFP), funded by the Department of Human Services (DHS) supplements the cost of meals and snacks to caregivers for children enrolled in Registered or Licensed Day Care Homes. From July 1, 2018 through June 30, 2019 CACFP provided \$847,359 in reimbursement for 573,378 nutritious meals and snacks served to 1,931 children in 105 daycare homes in twenty-five (25) counties.

» SOCIAL SERVICES BLOCK GRANT

The Social Services Block Grant (SSBG), which is funded by the Department of Human Services (DHS), funds the Adult Protective Services (APS) Homemaker Program. The APS Homemaker Program receives referrals from APS to serve adults who have been abused, neglected or exploited. Services provided by the homemaker include: household chores, errands, budgeting and other services to enable them to live independently. During FY19, 137 individuals received 7376.95 hours of service.

» COMMUNITY SERVICES BLOCK GRANT

The Community Services Block Grant (CSBG), a federal block grant funded by the Office of Community Services and administered by the Department of Human Services (DHS), provides assistance to alleviate the causes and conditions of poverty in communities by removing the barriers to self-sufficiency. The CSBG program enables agencies to provide a range of emergency services to vulnerable populations, such as: The Reward to Work program, CHORE, Vulnerable Population Assistance Program. CSBG also funds the STAR program, which works with individuals and families to obtain self-sufficiency. Case Managers work with individuals/families to reduce barriers for employment and education. From July 1, 2018 through June 30, 2019, CSBG served 444 households, reaching 849 individuals and provided 3,599.25 units of service. CSBG also fills in the gap to meet the needs in the community with assistance to the Commodities program, nutrition program and providing information and referral services to residents of the Upper Cumberland. CSBG served 29,735 non CSBG clients with information and referral services during last program year. Additionally, CSBG helps to fund a Regional Opioid Coordinator. The Regional Opioid Coordinator is currently building partnerships in the community and seeking funding to implement a Hub and Spoke Model to address substance abuse in the Upper Cumberland.

» HOME & COMMUNITY SERVICES

Through a contract with TennCare and the Area Agency on Aging and Disability (AAAD) in-home services are provided to eligible clients. Services can include homemaker, personal care and/or home delivered meals. In FY19, 588 clients received homemaker and/or personal care services through AAAD contract, totaling 4622.75 units of service. Through the TennCare contract, ten (10) CHOICES clients received 21,984 units of services for homemaker and/or personal care services. Through the AAAD nutrition contract 4,830 congregate meals served and 124,104 home delivered meals. The agency also served 35,125 CHOICES meals.

1,931

CHILDREN SERVED
NUTRITION MEALS
AND SNACKS THROUGH
CACFP IN FY19

7,376

HOURS OF SERVICE
PROVIDED THROUGH
SOCIAL SERVICES BLOCK
GRANT IN FY19

444

HOUSEHOLDS SERVED
THROUGH CSBG IN FY19

588

CLIENTS RECEIVED
HOMEMAKER AND/OR
PERSONAL CARE
SERVICES IN FY19



In August, the agency's Community Service team's Self-sufficiency Training and Results (STAR) program, which works with individuals and families to obtain self-sufficiency, was awarded the 2019 Gordon Acuff Excellence award at this year's TAHRA conference.



Macon County Mayor Steve Jones delivers meals to clients.



In August, UCHRA's Senior Community Service Employment Program team was recognized as an Outstanding Performance award from Senior Service America for exceeding the FY2018 Unsubsidized Employment Goal. The group was also awarded a \$224,354 grant to aid older workers in the same month.



Cumberland County FBLA students donate Christmas gifts for In-Home Services clients.

UPPER CUMBERLAND HUMAN RESOURCE AGENCY

BUDGET JULY 1, 2019 - JUNE 30, 2020

Total Agency Grant Related Expenditures

Revenues

Federal Grantor Revenue	\$	12,177,893
State Grantor Revenue	\$	2,473,977
Contract Revenues	\$	1,979,768
Fares	\$	175,000
Other Revenue	\$	166,625
In-kind	\$	170,043
TOTAL REVENUE	\$	17,143,306

Program/Matching Revenues

State Appropriation	\$	125,050
Dues	\$	87,921
Rent	\$	1,800
Other	\$	100
TOTAL REVENUE	\$	214,871

Total Agency Grant Related Expenditures, Continued

Expenditures		Non Grant Related Expenditures	
Salaries and Wages	\$ 5,966,126	Lakeside	\$ 56,544
Employee Benefits & Taxes	\$ 1,888,088	Other	\$ 17,000
Total Personnel Expenses	\$ 7,854,213	TOTAL EXPENSES	\$ 73,544
Professional Fees	\$ 98,847		
Supplies	\$ 259,311		
Communication & Advertising	\$ 190,091	Revenue Over (Under) Exp	\$ 141,327
Postage & Shipping	\$ 17,669	Match Requirement	\$ (149,528)
Occupancy	\$ 468,846		\$ (8,201)
Equipment Rental & Maintenance	\$ 119,607		
Travel/Fuel	\$ 626,784		
Training	\$ 45,211		
Vehicle Maintenance	\$ 123,539		
Transportation Trips	\$ 11,759		
Insurance	\$ 329,366		
Assistance to Individuals	\$ 3,055,164		
Printing	\$ 8,336		
Contracted Services	\$ 909,405		
Food	\$ -		
Miscellaneous	\$ 114,776		
RTAP-Training	\$ 5,000		
Job Access Trips	\$ 245,708		
Fundraising Costs	\$ 10,000		
Capital-Preventive Maintenance	\$ 454,000		
Capital-Mobility Management	\$ 237,600		
Reimbursable Capital Exp.	\$ 616,720		
In-kind / CPE	\$ 170,043		
Total Non-Personnel Expenses	\$ 8,117,782		
Total Direct Program Expenses	\$ 15,971,996		
Administrative Expenses	\$ 1,320,839		
TOTAL EXPENSES	\$ 17,292,835		
Program Match	\$ (149,528)		



UPPER CUMBERLAND HUMAN RESOURCE AGENCY STRATEGIC PLAN 2019-2020

GOALS | FINANCE AND ADMINISTRATION

- Goal: The Upper Cumberland Human Resource Agency has a trained workforce able to provide problem solving skills for both individual and community needs.
- Goal: The Upper Cumberland Human Resource Agency is adding new programs and expanding their services to new subsets of the population of the region.
- Goal: The Upper Cumberland Human Resource Agency is in a strong financial position that allows it to provide a stable program of work.
- Goal: The Upper Cumberland Human Resource Agency Utilizes both volunteers and interns to develop, supplement and enhance programs.

GOALS | COUNTY OFFICES

- Goal: The Upper Cumberland Human Resource Agency provides direct services, or has working relationships with other direct service providers, to meet the social service needs of the community.
- Goal: The Agency has a financially strong nutrition program.
- Goal: The Community Services Department is planning and implementing new programs of service.
- Goal: The Community Services Department has a robust data management system that provides real-time information on the needs of the clients.
- Goal: The In-Home Care program is providing relevant services to the region.
- Goal: The agency provides a second shift daycare in the region.
- Goal: The agency provides services to reduce the homeless population in the region.



STRATEGIC PLAN, CONTINUED

GOALS | COMMUNITY INTERVENTION

- Goal: The Agency provides Early Head Start programs in multiple counties.
- Goal: The Agency provides probation services in all Upper Cumberland Counties.
- Goal: The Agency's Residential Youth Homes provide a well-rounded environment for troubled youth to better prepare themselves for adulthood.
- Goal: The CASA program is offered in all Upper Cumberland Counties.
- Goal: The Community Intervention Department is planning and implementing new programs of service.
- Goal: The Community Intervention department provides a comprehensive drug and alcohol counseling program.

GOALS | TRANSPORTATION

- Goal: The Transportation Program has a fully integrated technology system that provides an efficient and responsive mode of transportation for the citizens of the region.
- Goal: The Transportation Staff provides courteous and professional services to passengers.
- Goal: The Transportation program successfully transitions the City of Cookeville into a Small Urban transit system.
- Goal: The rural transportation program serves all segments of the population.
- Goal: The Transportation Department is planning and implementing new programs of service.



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