



ANNUAL REPORT FY 2017-2018

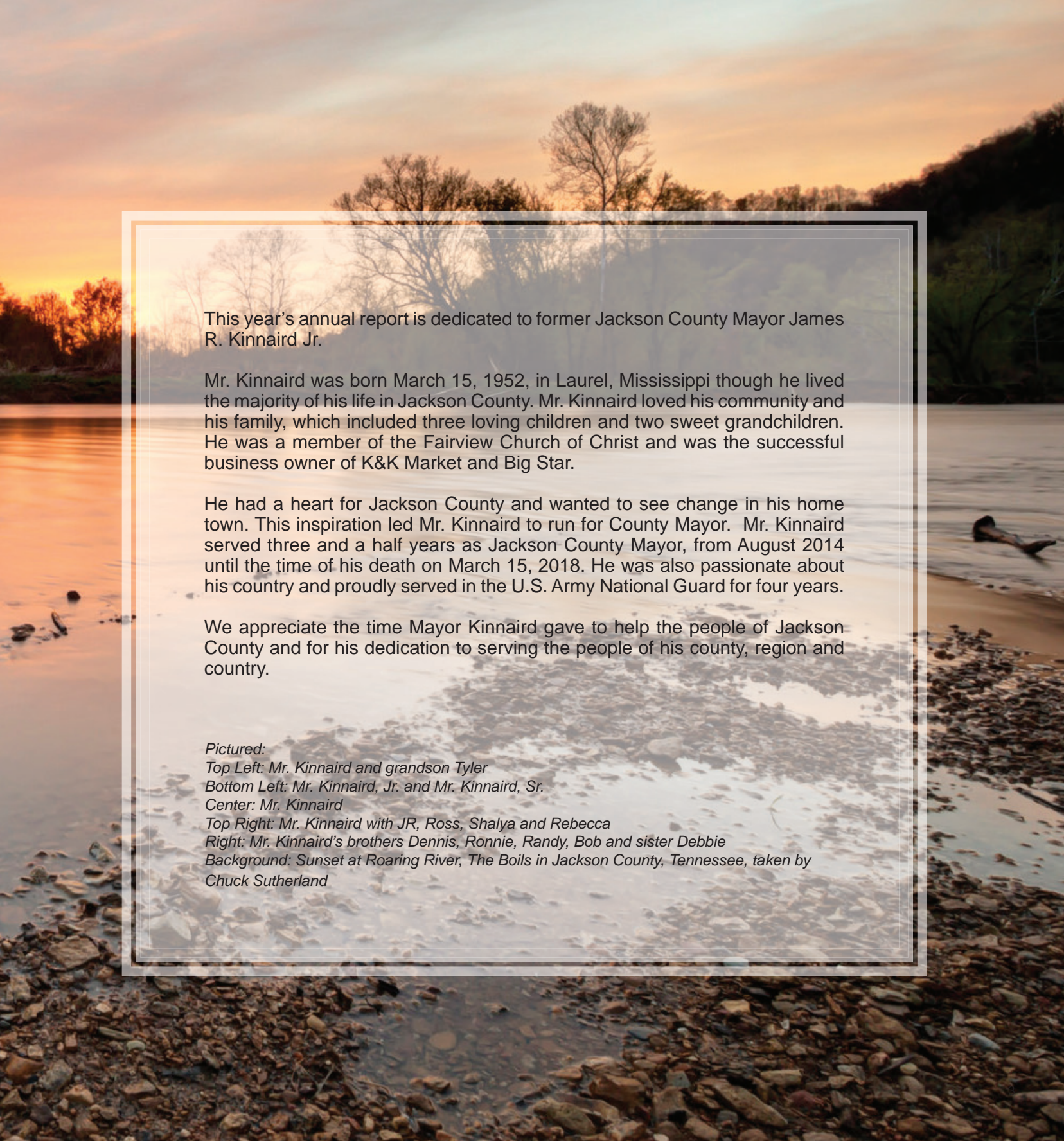
Upper Cumberland Development District

About The Cover, Page 4

James R. Kinnaird Jr.

March 15, 1952 - March 15, 2018





This year's annual report is dedicated to former Jackson County Mayor James R. Kinnaird Jr.

Mr. Kinnaird was born March 15, 1952, in Laurel, Mississippi though he lived the majority of his life in Jackson County. Mr. Kinnaird loved his community and his family, which included three loving children and two sweet grandchildren. He was a member of the Fairview Church of Christ and was the successful business owner of K&K Market and Big Star.

He had a heart for Jackson County and wanted to see change in his home town. This inspiration led Mr. Kinnaird to run for County Mayor. Mr. Kinnaird served three and a half years as Jackson County Mayor, from August 2014 until the time of his death on March 15, 2018. He was also passionate about his country and proudly served in the U.S. Army National Guard for four years.

We appreciate the time Mayor Kinnaird gave to help the people of Jackson County and for his dedication to serving the people of his county, region and country.

Pictured:

Top Left: Mr. Kinnaird and grandson Tyler

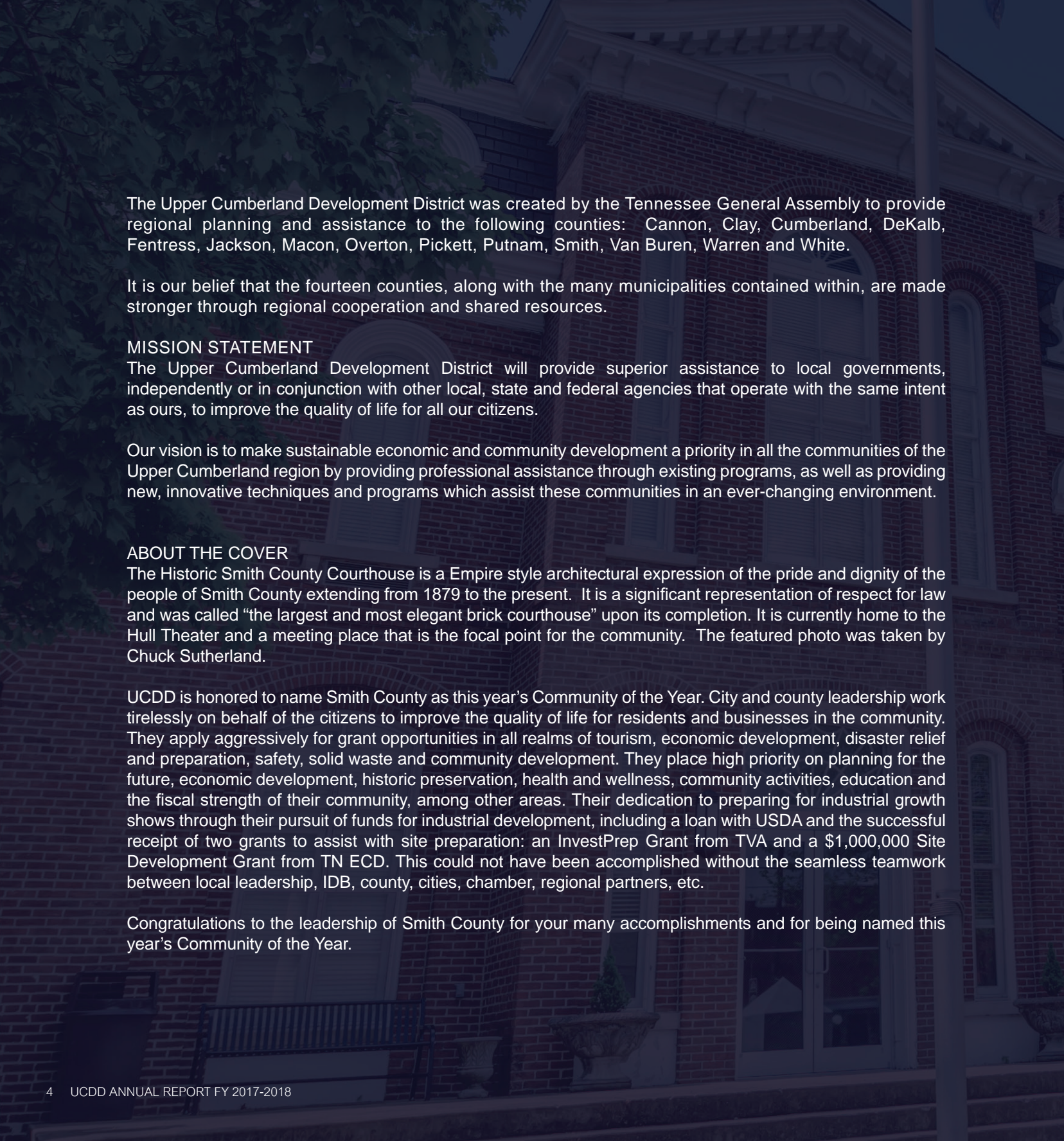
Bottom Left: Mr. Kinnaird, Jr. and Mr. Kinnaird, Sr.

Center: Mr. Kinnaird

Top Right: Mr. Kinnaird with JR, Ross, Shalya and Rebecca

Right: Mr. Kinnaird's brothers Dennis, Ronnie, Randy, Bob and sister Debbie

Background: Sunset at Roaring River, The Boils in Jackson County, Tennessee, taken by Chuck Sutherland



The Upper Cumberland Development District was created by the Tennessee General Assembly to provide regional planning and assistance to the following counties: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren and White.

It is our belief that the fourteen counties, along with the many municipalities contained within, are made stronger through regional cooperation and shared resources.

MISSION STATEMENT

The Upper Cumberland Development District will provide superior assistance to local governments, independently or in conjunction with other local, state and federal agencies that operate with the same intent as ours, to improve the quality of life for all our citizens.

Our vision is to make sustainable economic and community development a priority in all the communities of the Upper Cumberland region by providing professional assistance through existing programs, as well as providing new, innovative techniques and programs which assist these communities in an ever-changing environment.

ABOUT THE COVER

The Historic Smith County Courthouse is a Empire style architectural expression of the pride and dignity of the people of Smith County extending from 1879 to the present. It is a significant representation of respect for law and was called “the largest and most elegant brick courthouse” upon its completion. It is currently home to the Hull Theater and a meeting place that is the focal point for the community. The featured photo was taken by Chuck Sutherland.

UCDD is honored to name Smith County as this year’s Community of the Year. City and county leadership work tirelessly on behalf of the citizens to improve the quality of life for residents and businesses in the community. They apply aggressively for grant opportunities in all realms of tourism, economic development, disaster relief and preparation, safety, solid waste and community development. They place high priority on planning for the future, economic development, historic preservation, health and wellness, community activities, education and the fiscal strength of their community, among other areas. Their dedication to preparing for industrial growth shows through their pursuit of funds for industrial development, including a loan with USDA and the successful receipt of two grants to assist with site preparation: an InvestPrep Grant from TVA and a \$1,000,000 Site Development Grant from TN ECD. This could not have been accomplished without the seamless teamwork between local leadership, IDB, county, cities, chamber, regional partners, etc.

Congratulations to the leadership of Smith County for your many accomplishments and for being named this year’s Community of the Year.

TENNESSEE'S UPPER CUMBERLAND



**Upper Cumberland
Development District**
"Providing Solutions through Regional Cooperation"

REASONS TO USE

UPPER CUMBERLAND DEVELOPMENT DISTRICT

THIS IS YOUR AGENCY. Your elected city and county mayors control the direction of this organization.

COMMUNITY REINVESTMENT.

Project administrative services' fees are returned to the local area in the form of other programs and services.

ADEQUATE BONDING INSURANCE. We carry adequate bonding insurance on employees engaged in project administrative services.

TO SAVE MONEY. Take advantage of economies of scale, especially where fixed costs are high (e.g., infrastructure and equipment) or strong expertise is required.

TO DELIVER QUALITY SERVICES. Specialized areas often require professionals beyond the means of small units of government, unless they join others to spread the cost (e.g., planners) and assure high quality.

TO ACHIEVE GREATER POLITICAL CLOUT.

When several local governments are unified in an active effort, vis-à-vis state and federal agencies, they have a better chance of success.

TO COMPLEMENT STRENGTHS AND WEAKNESSES.

By drawing on unique strengths and weaknesses of each community, nearby communities can develop a combined strategic package or position which is more balanced; they may complement one another without duplicating.

TO SHARE SCARCE FEDERAL & STATE

RESOURCES. Often state and federal agencies in an era of budget austerity can fund a joint facility or a joint staff position for a new program and thereby serve more people.

TO PLAN MORE REALISTICALLY. In a global economy, any community is dependent on other communities in its multi-county region for labor and other resources. Indeed, its economy and other aspects of its life are dependent on its state or multi-state region.

TO WORK ON ENVIRONMENTAL AND OTHER

CONCERNS. Among the "boundary-spillover" effects of modern life are environmental impacts – on water, air and other natural resources. Purely local approaches to most environmental problems do not work. An economic example might be that in an era of solid waste tipping fees, failure to coordinate fees can result in over or under-use of a community's facilities by residents and/or non-residents.

TO CREATE A SENSE OF LOCAL AND REGIONAL

HARMONY. Officials become acquainted through cooperative efforts, develop communication and trust, and reduce jurisdictional conflict.

TO ACHIEVE ECONOMIC CLOUT. Regional marketing for tourism and/or economic development permits better media buys and more comprehensive, sophisticated clout in the marketplace.

TO SOLVE A SPECIFIC PROBLEM. Two heads are better than one. Sharing ideas and resources often permits better problem solving, at a reduced cost.



UCDD Board of Directors FY 2017-2018

CHAIRMAN

Tim Stribling
DeKalb County Mayor

VICE CHAIRMAN

Ben Danner
Overton County Executive

SECRETARY

Herschel Wells Sr.
Warren County Executive

TREASURER

Randy Porter
Putnam County Executive

LEGISLATIVE MEMBERS

*Representative Cameron
Sexton
*Senator Paul Bailey

**Denotes Executive
Committee Members*

***Denotes Minority
Member-At-Large &
Executive Committee
Member*

****Denotes Members
of General Assembly &
Executive Committee
Member*

CANNON COUNTY

*Mike Gannon, County Executive
*Andy Duggin, Mayor of Woodbury
Roger Turney, Mayor of Auburntown
Corey Davenport, Industrial Representative

CLAY COUNTY

*Dale Reagan, County Mayor
*Joey Rich, Mayor of Celina
Kevin Donaldson, Industrial Representative

CUMBERLAND COUNTY

*Kenneth Carey, County Mayor
Emmett Sherrill, Mayor of Crab Orchard
*James Mayberry, Mayor of Crossville
Dianne Savage, Mayor of Pleasant Hill
J. Bradley Allamong, Industrial
Representative

DEKALB COUNTY

*Tim Stribling, County Executive
*Jimmy Poss, Mayor of Smithville
Bennett Armstrong, Mayor of Alexandria
Pam Redmon, Mayor of Dowelltown
Dwight Mathis, Mayor of Liberty
Suzanne Williams, Industrial Representative

FENTRESS COUNTY

*J. Michael Cross, County Executive
*Darlene Davis, Mayor of Jamestown
Larry Moles, Mayor of Allardt
Scott Sandman, Industrial Representative

JACKSON COUNTY

*Randy Heady, County Mayor
*Lloyd Williams, Mayor of Gainesboro
Troy York, Industrial Representative

MACON COUNTY

*Steve Jones, County Mayor
*Richard Driver, Mayor of Lafayette
Tom Fultz, Mayor of Red Boiling Springs
Richard Thomas, Industrial Representative

OVERTON COUNTY

*Ben Danner, County Executive
*Curtis Hayes, Mayor of Livingston
Greg McDonald, Industrial Representative

PICKETT COUNTY

*Richard Daniel, County Executive
*Sam Gibson, Mayor of Byrdstown
Bruce Elder, Industrial Representative

PUTNAM COUNTY

*Randy Porter, County Executive
John Martin, Mayor of Baxter
Kirk Dyer, Mayor of Algood
Bill Wiggins, Mayor of Monterey
*Ricky Shelton, Mayor of Cookeville
George Halford, Industrial Representative

SMITH COUNTY

*Michael F. Nesbitt, County Mayor
*Donnie Dennis, Mayor of Carthage
Jimmy Wheeler, Mayor of South Carthage
James Gibbs, Mayor of Gordonsville
Patrick Geho, Industrial Representative

VAN BUREN COUNTY

*Greg Wilson, County Executive
*Mickey Robinson, Mayor of Spencer
Stacy Mills, Industrial Representative

WARREN COUNTY

*Herschel Wells Sr., County Executive
*Jimmy Haley, Mayor of McMinnville
Joel Akers, Mayor of Centertown
William Ramsey, Mayor of Viola
Sue Anderson, Mayor of Morrison
**Marvin Lusk, Minority Representative
Don Alexander, Industrial Representative

WHITE COUNTY

*Denny Wayne Robinson, County
Executive
*Jeff Young, Mayor of Sparta
Ray Spivey, Mayor of Doyle
Rodger McCann, Industrial Representative

UCDD Staff

Mark Farley | Executive Director

ADMINISTRATIVE SERVICES

Sherry Thurman | Administrative Services Director

Hope Austin | Receptionist

Macey Korth | Special Projects Assistant

Sarah Cunningham | Legislative & Communications Coordinator

Tammy O'Dell | Project Manager/Administrative Assistant

FINANCE

Ginger Stout | Finance Director

Leah Bane | WIOA Financial Specialist

Robin Mayberry | Financial Assistant

Susie Allen | Financial Specialist

AREA AGENCY ON AGING AND DISABILITY

Patty Ray | Area Agency on Aging and Disability Director

Holly Williams | Long Term Services & Supports Assistant Director

LaNelle Godsey | Community Services Assistant Director/SMP Project Director

Alana Huddleston | Options Counselor

Barbara Williams | SMP/Senior Center Support Staff

Betty Scruggs | CHOICES HCBS Qualified Assessor

Christal Boswell | CHOICES Eligibility & Services Support

Clare Farless | Family Caregiver Coordinator

Connie Vassilev | CHOICES I&A Specialist

Cynthia Spivey | CHOICES HCBS Qualified Assessor

Deborah Austin | District Public Conservator

Gertha Walker | Options Counselor

Holly Oakley | CHOICES HCBS Qualified Assessor

Ingrid Bertmeyer | Administrative Assistant

Jeff Hodges | CHOICES Program Manager

Jennifer Birdwell | OAA Quality Assurance Coordinator

Jessica Pruett | I&A Specialist

Jim McCaleb | Options Counselor

Joshua Hunter | SHIP Benefits Outreach Coordinator/Volunteer Coordinator

Juanita Pierce | CHOICES I&A Specialist

Judy Roberson | CHOICES CLS Ombudsman/Support Staff

Kelly Clarkson | CREVAA Advocate

Kym Dunham | District Public Conservator
Lewis Betterton | Financial Specialist/IT Specialist
Linda Maggart | Options Counselor
Loni Hitchcock | SMP Statewide Manager
Meghian Moore | Management Information Specialist
Melissa Fincher | CHOICES HCBS Qualified Assessor
Melissa Sliger | Guardian Financial Support Staff
Nestor Chavez | SNAP Coordinator/ Financial Support
Sonny Sexton | CHOICES Support Assistant
Tyler McCullar | SHIP Coordinator

CUMBERLAND AREA INVESTMENT CORPORATION

Megan Choate | Director of Lending and Economic Development

ECONOMIC & COMMUNITY DEVELOPMENT

Tommy Lee | Director of Economic & Community Development
Virginia Solimine | Assistant Director/ Community Development Planner/ Center Hill RPO Coordinator
Allison Fox | Community Development Planner
Chuck Sutherland | GIS Specialist
Haley Dickson | Community Development Planner
Henry Bowman | Research Analyst
Jillian Hale | Community Development Planner
Lisa Luck | Solid Waste Planner
Mark Dudley | Dale Hollow RPO Coordinator/Historic Preservation Planner

HOUSING & FAMILY SERVICES

Myra Walker | Housing & Family Services Director
Vickie Reels | Relative Caregiver Program Director
Alicia Allen | Project Manager
Amy Reels | Project Manager
Andy Meadows | Project Manager/Home Specialist/Emergency Repair Program Specialist
Chad Blair | Emergency Repair Program Specialist/Project Manager
Ladelle Randolph | Project Manager
Marcia Riddle | RCP Family Advocate/ Case Manager
Melissa Allison | Data Intake/Activities Facilitator
Tammy O'Dell | Project Manager/Administrative Assistant
Tasha Schwenn | Service Coordinator
Vicki Beck | Relative Caregiver Senior Advocate/RCP Case Management

A New Home



Change is on the horizon for the Upper Cumberland Development District. After more than forty years at the same location, UCDD is planning to build a new facility located at 1100 England Drive in Cookeville.

UCDD has called the office on Willow Avenue home since December of 1972. The current building has been expanded over the years to satisfy the needs of program and staff growth and has finally reached capacity.

Landlocked by neighboring businesses, UCDD's options to renovate and expand the existing facility to offer additional parking, offices and meeting space were limited at best. Finding a new home at a visible and accessible location with ample parking became priority.

The selected site at the intersection of Interstate 40 and Highway 111 addresses all of these needs. The location is highly visible and ensures ease of access for our clients and leadership. The location is greatly beneficial to our staff as well. Development District staff members are in each of our 14 counties daily, and each community is accessed by way of I-40 or Hwy 111.

The new office space will offer 19,483 square feet, compared to the 15,164 square feet at the current location, and 105 parking spaces compared to the current 70. With ample parking and meeting space, the new facility will be able to accommodate large group meetings. The proposed layout was thoughtfully designed, with a larger waiting area and handicap accessible hallways and restrooms as well as client meeting rooms near the entrance of the building.

We believe the new building and location will better serve our clients and we are excited about our future home.



Legislators of the Year





Senator Janice Bowling and Representative Kelly Keisling received this year's "Legislator of the Year" Awards from the Tennessee Development District Association (TDDA). The awards were made by the Upper Cumberland Development District on March 14, 2018, during TDDA's Legislative Awards Breakfast in Nashville.

The awards are given on the basis of nominations from each of the nine development districts to those legislators who have shown leadership and put forth considerable effort on behalf of their cities and counties.

Senator Janice Bowling and Representative Kelly Keisling understand the needs of our rural region and continue to advocate, sponsor and support needed changes in economic development to bring success to the people and businesses of the Upper Cumberland.

We appreciate the support each has given our local governments by supporting the efforts of development districts and local governments in the legislature.

Pictured: Representative Kelly Keisling, Senator Janice Bowling and UCDD Executive Director Mark Farley.

2018 Rebuild Tennessee Award

City of Lafayette, Tennessee

The City of Lafayette was chosen as the recipient of the 2018 John S. Wilder Rebuild Tennessee Award by the Upper Cumberland Development District for the development of Winding Stairs Park.

The award was presented to City of Lafayette Mayor Richard Driver and County Mayor Steve Jones on March 14, 2018, during the Tennessee Development District Association's Legislative Awards Breakfast in Nashville.

Each year the TDDA recognizes local government and other agencies for special contributions to the improvement of infrastructure systems by presenting the Rebuild Tennessee Awards. These awards highlight and recognize projects from across the State of Tennessee that have had a significant impact on the jurisdictions in which they are located. In recognition of the memory of Lt. Governor and Senate Emeritus John S. Wilder, the award has been renamed the John S. Wilder Rebuild Tennessee Award.

Winding Stairs Park recently celebrated its grand opening on November 4, 2017. The property, originally privately owned, is now owned by the City. Since 2015, the City has been building trails, restoring the natural area, and utilizing grant funds to create what we now know as Winding Stairs Park.

The City received \$186,320 from the Recreational Trails Program with the Tennessee Department of Environment and Conservation to create the trails down to the waterfall. They have built a pavilion and restrooms to accommodate visitors to the park and utilized Tennessee Arts Commission Funds to create artwork and signage throughout the area.

Most recently, the City has completed the installation of a log cabin on the property with a Tourism Enhancement Grant. The cabin will be available for rentals as well as open to the community for civic group meetings such as 4H and Boy Scouts.

The City of Lafayette has been able to preserve this jewel of nature and establish a park that will be enjoyed by all for years to come. We are proud to recognize them as this year's Rebuild Tennessee Award recipient.

Pictured, Top Right: UCDD Executive Director Mark Farley, UCDD Director of Lending and Economic Development Megan Choate, City of Lafayette Mayor Richard Driver, Macon County Mayor Steve Jones, Senator Janice Bowling, Representative Kelly Keisling and UCDD Director of Economic and Community Development Tommy Lee.







STEERING COMMITTEE MEETING PERFORMS SWOT ANALYSIS FOR WARREN COUNTY - MCMINNVILLE'S COMPREHENSIVE PLAN



THOMPSON BROWN INC. CELEBRATES GRAND OPENING, JACKSON COUNTY



HORMANN ANNOUNCES \$64 MILLION INVESTMENT IN WHITE COUNTY



LIVINGSTON AND OVERTON COUNTY CELEBRATE THE OPENING OF CENTRAL PARK LIVINGSTON



CLAY COUNTY AND REGIONAL PARTNERS MEET DURING AN ECONOMIC DEVELOPMENT STRATEGY SESSION



ALGOOD TO TRANSFORM HISTORIC WHITE PLAINS HOME. PICTURED: MARK DUDNEY WITH ALGOOD CITY ADMINISTRATOR KEITH MORRISON & ALGOOD CITY MAYOR KIRK DYER

Economic & Community Development

ECONOMIC DEVELOPMENT

We recognize successful economic development takes the right team of individuals working together to strategically plan for the future. To facilitate strategic planning conversations between all state and regional partners with local government officials and community leaders, UCDD coordinates Economic Development Strategy Sessions in each Upper Cumberland county annually. Additional economic development assistance includes the preparation of Requests for Information (RFI) and industrial grant proposals including Tennessee Department of Economic and Community Development's Site Development Grant, TNECD's Fast Track and Tennessee Valley Authority's InvestPrep. To ensure your community is best positioned for economic growth, our staff can also attend and assist with meeting compliance of your Joint Economic and Community Development Board (JECDB) and Industrial Development Board (IDB) meetings.

GEOGRAPHICAL INFORMATION SYSTEMS (GIS)

A geographic information system (GIS) is a framework for gathering, managing, and analyzing data. Rooted in the science of geography, GIS integrates many types of data. It analyzes spatial location and organizes layers of information into visualizations using maps and 3D scenes. With this unique capability, GIS reveals deeper insights into data, such as patterns, relationships, and situations—helping communities make smarter decisions. Here's what we can do to help you and your community: make maps (cartography), tell you where things are (location), tell you what areas meet criteria (condition), tell you about temporal changes at a location (trends), tell you about spatial patterns that exist (patterns) and tell you what happens if you do something on the landscape (modeling).

Other IT services provided include database creation and management, as well as general data management (archival, retrieval, cloud access). Our services are helpful for planning, grant writing, presentations, publications, graphic design, and much more.

GRANT WRITING AND ADMINISTRATION

The UCDD has several experienced and specialized project managers on staff who have assisted in the writing and administering of grants across a wide spectrum of projects. We have extensive application experience in the following: Community Development Block Grants (CDBGs), Appalachian Regional Commission (ARCs), Economic Development Administration (EDA), Fast-track Infrastructure Development Program (FIDPs), TN Department of Environment and Conservation (TDEC), TN Department of Transportation (TDOT), HOME Housing Rehabilitation Grants and CDBG Facade Grants.

HISTORIC PLANNING SERVICES

The UCDD's mission to preserve, protect and promote the cultural resources of the Upper Cumberland region is accomplished through an agreement with the Tennessee Historical Commission, which receives federal funds from the National Park Service, Department of the Interior. This mission leverages the unique character of the region to help foster economic development. The Historic Preservation Planner, in conjunction with the Tennessee Historical Commission, offers technical assistance with the following federal and state programs: Federal Historic Preservation Grants, National Register of Historic Places, Investment Tax Credit Program, Section 106 of the National Historic Preservation Act, Certified Local Government Program and Historical Markers Program.



PROPERTY EVALUATION PROGRAM SITE VISIT IN JACKSON COUNTY



CHUCK SUTHERLAND PRESENTS ON DATA SOURCES AT TDDA ANNUAL TRAINING

LOCAL PLANNING SERVICES

Community Planners provide assistance to twelve municipal and regional planning commissions in several areas including, but not limited to the following: approval of subdivision plats, technical assistance with regards to Historic Zoning Code, enforcement of the Flood Damage Prevention Ordinance, adoption and amending of local subdivision regulations and zoning ordinances, compliance with the National Flood Insurance Program, Long Range Planning, Land Use and Transportation Policy Planning, Major Thoroughfare Planning, the adoption and closure of county roads, four hours of continuing education of Planning Commission members required by Tennessee Code annotated, technical assistance to the local Board of Zoning Appeals, the adoption of the yearly county road list, certification of special censuses and annexations and Plans of Services.

REGIONAL MARKETING

The UCDD recognizes cities and counties stand stronger when they stand together. The Upper Cumberland Development District provides regional support in economic and community development marketing by offering a unified approach on behalf of the Upper Cumberland. In collaboration with state and regional partners, the Upper Cumberland Tourism Association and others, the Development District continues to strengthen and expand a marketing alliance dedicated to promoting the Upper Cumberland. Our staff currently promotes the region at local, state, national and international economic development conferences and trade shows while continually seeking new opportunities to market the Upper Cumberland.

RURAL PLANNING ORGANIZATIONS (RPO)

The UCDD contracted with the Tennessee Department of Transportation to establish two Rural Planning Organizations (RPOs) in the Upper Cumberland region. The Center Hill RPO includes Cannon, Cumberland, DeKalb, Putnam, Van Buren, Warren and White counties. The Dale Hollow RPO includes Clay, Fentress, Jackson, Macon, Overton, Pickett and Smith counties. The organizations' purpose is to facilitate input from rural counties to TDOT for transportation planning. RPOs work with TDOT to identify the Upper Cumberland region's needs regarding highways, transit, bike/pedestrian issues, aviation and waterways. RPOs are partners with Tennessee's development districts because economic and community development drive many of the transportation improvements in rural counties.

SOLID WASTE ASSISTANCE (TDEC)

Through a contract with the Department of Environment and Conservation (TDEC), our staff provides solid waste management assistance to the Upper Cumberland. Services include support in compiling county Annual Progress Reports (ARPs), filing a Needs Assessment (NA) for each county every five years, and helping counties find and apply for grants to update county solid waste equipment and facilities. Additional services include: participation in county Solid Waste Planning – updating



JILL HALE & ALLISON FOX GATHER COMMUNITY INPUT FOR THE WARREN CO. MCMINNVILLE COMPREHENSIVE PLAN AT THE WARREN CO. FAIR



MEGAN CHOATE & KENDRICK CURTIS (MTIDA) WITH ATTENDEES AT SELECT USA FOREIGN DIRECT INVESTMENT SUMMIT

goals and measuring progress, education on sufficient and environmentally sound disposal, management of Household Hazardous Waste (HHW), encouraging increased access and participation in recycling, increasing the diversion of organics from the waste stream, research on waste reduction and recycling technology, education on landfill disposal, and assistance in updating county Disaster Debris Management Plans.

STATISTICAL INFORMATION

The UCDD has been the depository of regional statistics for over 40 years. The staff maintains information relating to retail sales, personal income, traffic counts, labor force data, population characteristics, housing data, area wages and various other economic and demographic indicators.

TACIR

In order to accurately portray the infrastructure needs across Tennessee to the General Assembly, the Tennessee Advisory Commission on Intergovernmental Relations (TACIR) developed the Infrastructure Needs Inventory. TACIR has partnered with the nine development districts across the state to gather this information. UCDD staff conduct interviews with local and state agencies each year to compile an inventory of governmental and school system infrastructure needs. TACIR staff analyze the data and prepare an annual report for the General Assembly which assists in their budgeting process. Each project listed on the inventory is either in the conceptual, planning and design or construction phase. The TACIR inventory process proves beneficial not only to the state of Tennessee and the general assembly, but to the local communities. The process involves a variety of local leaders including but not limited to school superintendents, road superintendents, elected officials and public works directors. TACIR provides an avenue for long-range planning across the region and close to home.

TENNESSEE DOWNTOWNS/TENNESSEE MAIN STREET

TN Downtowns is a program under the umbrella of TN Main Street. As revitalization surges through small downtowns, this program has become more popular. Towns apply for the program with a committee of volunteers, and if chosen, are awarded a \$15,000 grant to jump start the revitalization. The first year of the grant award is primarily education for the committee allowing them to attend numerous seminars. Representatives from the program (both local and national) visit the town and work with committees to create a plan for the grant money and build a vision for the community. In the second year, the grant money is awarded. Allowable projects include signage, streetscapes, facades, awnings, landscape, lighting, windows, doors, way-finding signs, benches, crosswalks and other projects that improve the look and feel of a downtown area. UCDD has also collaborated with TTU, coordinating interns from the College of Human Ecology to work with downtowns on design and merchandising. This program opens doors for other grant awards for downtown revitalization.



TAMMY O'DELL & MYRA WALKER WITH CLAY COUNTY MAYOR DALE REAGAN AT THE CLAY COUNTY FALL FEST AND CHILI COOK-OFF



FALLOVEEN SERVICE COORDINATOR ACTIVITY WITH HILLCREST RESIDENTS



MEMBERS OF GAINESBORO'S AUNT POLLY EATON WILLIAMS CHAPTER TEN, ORDER OF CONFEDERATE ROSE LEAD A HISTORICAL "TEA" FOR RESIDENTS OF SOUTH CARTHAGE MANOR APARTMENTS



LADELLE RANDOLPH, CHASITY HOWARD & AMY REELS AT 2017 SENIOR EXPO



SOUTH CARTHAGE APARTMENTS



EMERGENCY REPAIR PROGRAM CLIENT RECEIVES NEW HANDICAP ACCESSIBLE PORCH BEFORE (LEFT) AND AFTER



FIDDLERS MANOR APARTMENTS

Housing & Family Services

CUMBERLAND REGIONAL DEVELOPMENT CORPORATION
CRDC works with U.S. Department of Housing and Urban Development, Tennessee Housing Development Agency, Federal Home Loan Bank, Tennessee Department of Economic and Community Development and U.S. Department of Agriculture Rural Development to create affordable housing.

The HUD 202 housing units are for senior citizens 62 years of age or older and are funded by HUD through the Section 202 program.

The HUD 811 housing units are for individuals with verifiable disabilities and are funded by HUD through Section 811 program.

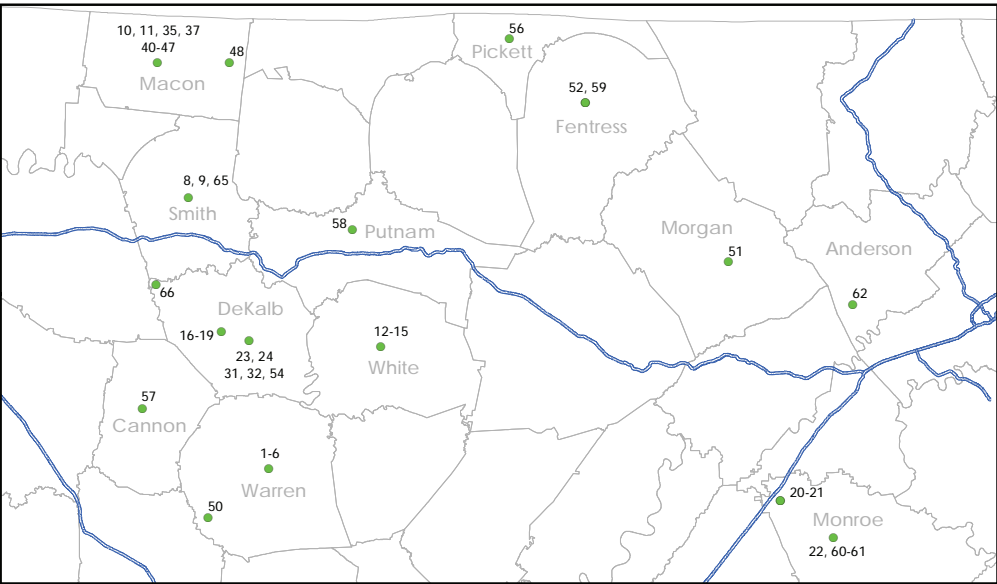
Neighborhood Stabilization Program (NSP), Macon County Rentals and Estes Duplex units are available for low income housing.

Farm Labor housing units are for individuals who are employed in the agricultural sector.

CRDC's most recent addition is Maplewood Apartments in Athens which are designed for low income individuals.

We currently have complexes in the following Tennessee counties: Anderson, Cannon, DeKalb, Fentress, Macon, McMinn, Monroe, Morgan, Pickett, Putnam, Smith, Warren, White and Wilson.

Housing Complexes •



ID	Name	Address	ID	Name	Address
1	NSP	119 Poplar St., McMinnville, TN	34	Dekalb 4 Plex	D 1103 Vaughn Lane Smithville, TN 37166
2	NSP	214 Walker St., McMinnville, TN	35	Macon County Rentals	11 Kristen Dr., Lafayette, TN
3	NSP	110 Swann St., McMinnville, TN	36	Macon County Rentals	48 Kristen Dr., Lafayette, TN
4	NSP	1123 Red Rd., McMinnville, TN	37	Macon County Rentals	73 Kristen Dr., Lafayette, TN
5	NSP	124 Warren St., McMinnville, TN	38	Macon County Rentals	159 Kristen, Lafayette, TN
6	NSP	201 Center ST, McMinnville, TN	39	Macon County Rentals	528 Galen Rd., Lafayette, TN
7	NSP	Clearview (lot), McMinnville, TN	40	Macon County Rentals	388 Fishburn, Lafayette, TN
8	NSP	220 Rite Ave. W, Carthage, TN	41	Macon County Rentals	44 Webb Ln., Lafayette, TN
9	NSP	508 Water Str., Carthage, TN	42	Macon County Rentals	986 Spring Creek Rd, Lafayette, TN
10	NSP	311 Browns, Lafayette, TN	43	Macon County Rentals	606 Tuck Rd, Lafayette, TN
11	NSP	702 Elm Street, Lafayette, TN	44	Macon County Rentals	31 Kelly Ct., Lafayette, TN
12	NSP	589 Franklin, Sparta, TN	45	Macon County Rentals	100 Eve St., Lafayette, TN
13	NSP	591 Franklin, Sparta, TN	46	Macon County Rentals	302 Kay Cricle, Lafayette, TN
14	NSP	132 N. Main, Sparta, TN	47	Macon County Rentals	380 Kay Circle, Lafayette, TN
15	NSP	241 Roberts, Sparta, TN	48	Macon County Rentals	145 Gamaliel Rd. RBS, Lafayette, TN
16	NSP	811 Evins, Smithville, TN	49	Macon County Rentals	26 Kellie Court, Lafayette, TN
17	NSP	576 Shady Dr., Smithville, TN	50	Beacon Light Farm Labor	86 Deimer Drive Morrison, TN 37357
18	NSP	583 E. Main St., Smithville, TN	51	Clinch River 811	940 Main Street Wartburg, TN 37887
19	NSP	400 Talpha, Smithville, TN	52	Fairgrounds 811	400 Hill Road Jamestown, TN 38556
20	NSP	263 Oakland, Sweetwater, TN	53	Fiddlers Annex 202/children	125 Fiddlers Drive Smithville, TN 37166
21	NSP	716 Fair Street, Sweetwater, TN	54	Fiddlers Manor	712 Walker Drive Smithville, TN 37166
22	NSP	519 Sunset Dr, Madisonville, tn	55	Golden Oaks 202	111 Woodmont Drive McMinnville, TN 37110
23	Estes Duplexes	612 Estes Street Smithville, TN 37166	56	Hillcrest 202/811	115 Hillcrest Drive Byrdstown, TN 38549
24	Estes Duplexes	614 Estes Street Smithville, TN 37166	57	Hilltop Manor 202	147 Sunny Slope Road Woodbury, TN 37190
25	Estes Duplexes	618 Estes Street Smithville, TN 37166	58	Laurel Creek 202	580 Cora Drive, Cookeville, TN 38501
26	Estes Duplexes	620 Estes Street Smithville, TN 37166	59	Mace 811	518 Mace Ave, Jamestown, TN 38556
27	Estes Duplexes	624 Estes Street Smithville, TN 37166	60	Pedigo I 811	301 Willow Creek Drive Madisonville, TN 37354
28	Estes Duplexes	626 Estes Street Smithville, TN 37166	61	Pedigo II 202	310 Willow Creek Drive Madisonville, TN 37354
29	Estes Duplexes	630 Estes Street Smithville, TN 37166	62	Robertsville 811	306 Jefferson Terminal Rd, Oak Ridge, TN 37830
30	Estes Duplexes	632 Estes Street Smithville, TN 37166	63	Shenandoah 202	100 Shenandoah Dr Lafayette, TN 37083
31	Dekalb 4 Plex	A 1097 Vaughn Lane Smithville, TN 37166	64	Shenandoah Haven 811	400 Shenandoah Dr Lafayette, TN 37083
32	Dekalb 4 Plex	B 1099 Vaughn Lane Smithville, TN 37166	65	South Carthage 202	116 Old Lebanon Road South Carthage, TN 37030
33	Dekalb 4 Plex	C 1101 Vaughn Lane Smithville, TN 37166	68	Maplewood Apts.	36653 Nashville Hwy, Alexandria TN 37012

EMERGENCY REPAIR PROGRAM FOR THE ELDERLY

The UCDD administers the Emergency Repair Program for the Elderly(ERP) through a grant under the Housing Trust Fund provided by Tennessee Housing Development Agency. The program provides housing repairs for individuals who are 60 years of age or older or disabled as declared by Social Security, have homeownership and meet the 60% income guidelines. The ERP enables eligible participants to receive repairs or replacement of structural problems to their home allowing them to remain in their home. As we see so often, many elderly and disabled individuals do not have the funds or means to replace/repair dilapidated systems or structural repairs. Through the ERP, individuals are able to make their homes safer and more sustainable. Eligible participants must have a need and provide a 1/3 match to the 2/3 match provided by THDA. The maximum allowable funds per household are \$10,000 from THDA and \$5,000 to be provided by the homeowner or other matching source, such as USDA Rural Development or Weatherization Program. There is no lien placed on the property. The ERP is available to all 14 counties within the Upper Cumberland region.

RELATIVE CAREGIVER PROGRAM (RCP)

The Relative Caregiver Program is a comprehensive public/private collaboration funded by the Department of Children's Services that provides support to children who are at risk of being placed in state custody. The Relative Caregiver Program is a voluntary program that provides support services and resources to relatives raising relative children whose parents are no longer able to do so. The Relative Caregiver Program was developed out of recognition that nurturing from a family member of a relative child provides a stronger support system that benefits both mentally and physically as opposed to being placed in state custody. Since many relative caregivers are aging and/or living on a fixed income, providing the basic necessities for their relative children can be a financial struggle. The RCP provides monthly support groups in all of the 14 counties in the Upper Cumberland as well as quarterly enrichment activities that include movie theaters, plays, vouchers to restaurants, park passes, bowling, year round camp, fun factory and trainings for both caregiver and child to include basic computer classes, cardiopulmonary resuscitation (cpr) training, emergency preparedness, home safety, Adverse Childhood Experience classes, grandparent skills as parents again. The program also provides emergency financial assistance as well as material assistance to relative caregiver families. Monthly case management is offered to the whole relative family, and caregivers are provided with a resource manual that lists available resources and services within their own community and statewide. With this program, families are encouraged and guided to empower and stabilize the family composition.

The Relative Caregiver Program is always working with families to stabilize and create a permanent foundation for these relative caregiver children. Many times the relative caregiver case managers are very instrumental in helping caregivers with adoption. This is not only a success for the relative caregiver family but also confirms how this program truly impacts the future of these children.



KING ADOPTION SMILE



KIDS GETTING TO KNOW "KIDS" (GOATS)



GRANDMA'S DAY AT THE SPA



RCP CAREGIVERS LEARN CPR

The Relative Caregiver Program
is making a *positive impact* on families,
empowering caregivers in their
most vulnerable time.



Meet the Henderson Family.

Steve and Sherrie Henderson's family grew by six over night when they became the caregivers for Kaitlyn, Khloe, Patrick, Kaamil, Steven and Christina this past Easter. In the sudden transition, the Hendersons turned to the Relative Caregiver Program for assistance in gathering basic necessities for their new relative family. The Hendersons have been in the RCP program since, participating in enrichment activities and support groups.

"It's still a work in progress! Would not be this far without you guys." - Sherrie Henderson

The Relative Caregiver Program is funded through the Department of Children's Services and became a formal program passed through legislation in 2004. The program is designed to stabilize and strengthen relative caregivers whose relative child/children are at risk of entering state custody.



AAAD PARTNERS WITH STONECOM, SAMS CLUB AND GOLDEN CORRAL IN A FUNDRAISER FOR HOLIDAY FOOD BAGS (LEFT)

STAFF ASSEMBLE HOLIDAY FOOD BAGS FOR SENIORS IN NEED IN THE REGION



CLARE FARLESS AND AAAD INTERNS PARTNERED WITH LIFE CHURCH AND THE BRIDGE MINISTRY TO DISTRIBUTE AND SERVE FOOD TO THE HOMELESS



2017 AAAD VOLUNTEER TRAINING

PATTY RAY AND LANELLE GODSEY WITH THE "BAXTER BEES" your hand if you need some
2017 UPPER CUMBERLAND SENIOR BRAIN GAMES WINNING TEAM



TENNESSEE COMMISSION ON AGING & DISABILITY MEETING

Area Agency on Aging & Disability

THE UPPER CUMBERLAND AREA AGENCY ON AGING AND DISABILITY (AAAD) is supported through federal Older Americans Act funds as well as other state and federal funds. Each AAAD in Tennessee is designated and funded by the Tennessee Commission on Aging and Disability. The AAAD has three primary functions: advocacy services to those who lack the capacity to have their voice heard, information and assistance to guide individuals through a maze of support services and the provision of services through contracts with licensed providers in each county of the state. The UCAAAD also provides assistance to individuals through funding provided by the Bureau of TennCare and the Administration on Community Living.

INFORMATION AND ASSISTANCE PROGRAM

The AAAD serves as the Aging and Disability Resource Center (ADRC) for adults age 60 and over, adults with disabilities, caregivers and agencies or organizations seeking information on behalf of an individual regarding services and programs to meet their needs. The AAAD/ADRC maintains a resource database containing up-to-date information about community resources. Information and Assistance (I&A) includes: assessing the needs and capacities of the individual, providing current information on opportunities and services available within their community and linking the individual to available opportunities and services. An individual may contact the AAAD/ADRC for Information & Assistance through email at cvassilev@ucdd.org, by personal visit or by telephone at (1-866-836-6678).

TENNCARE CHOICES

The AAAD serves as the single point of entry for individuals and families seeking information about CHOICES including institutional and Home and Community-Based Services (HCBS). The AAAD provides: outreach and education about Options for Long Term Services and Supports (LTSS) for the community-at-large, consumers, caregivers and providers; information and referral for individuals or families; screening and assessment to assist individuals and families in determining possible eligibility; facilitate enrollment into the CHOICES LTSS system; and advocacy on behalf of individuals and families seeking access to and/or receiving Medicaid-reimbursed LTSS. The AAAD also provides Ombudsman services for CHOICES members receiving the Community Living Supports (CLS) benefit.

HOME AND COMMUNITY-BASED SERVICES (HCBS)

Home and Community-Based Services provide eligible adults age 60 and over and adults age 18 and over with physical disabilities who are at risk of entering long-term care facilities the option of receiving services in their homes or in a community setting. Home and Community-Based Services are state-funded (OPTIONS for Community Living) and federally-funded (Older Americans Act Title III) services. Priority of services is given to those with greatest economic and social need. The AAAD's Options Counselors conduct an in-home assessment to determine the need for services, develop an Action Plan along with the client to determine current supports in place and identify unmet needs, arrange for the delivery of services either through an outside provider agency the AAAD contracts with or through the self-directed care option and provide on-going service coordination and re-assessments. In-home services may include home delivered meals, homemaker or personal care.



FOR THE HOLIDAYS

For the fourth year, the AAAD has partnered with Golden Corral, Stonecom Radio and Sam's Club to raise funds providing holiday food bags to low-income, homebound seniors in the Upper Cumberland communities. More than \$4,500 was raised allowing AAAD staff to assemble and deliver 200 bags filled with holiday treats and staples such as ham, fruitcake, mixed nuts, summer sausage, cheese, salmon and a book of stamps.

FAMILY CAREGIVER PROGRAM

The National Family Caregiver Support Program (NFCSP) provides assistance to family caregivers and grandparents or other relative caregivers. Family members are the primary providers of long-term care for older adults and adults with disabilities in the United States rather than social service agencies, nursing homes or government programs. These informal caregivers provide unpaid help to those who live in the community and have Activities of Daily Living (ADL) limitations such as bathing, transferring, eating, dressing and walking. NFCSP provides five basic services for family caregivers that include: information to caregivers about available services; assistance to caregivers in gaining access to services; individual counseling, support groups, and caregiver training to assist caregivers in making decisions and solving problems relating to their caregiving roles; respite care to enable caregivers to be temporarily relieved (ex: homemaker, adult day care, respite and personal care services); and supplemental services, on a limited basis, to complement the care provided by family caregivers (ex: home-delivered meals and medical supplies).

SENIOR EXPO

The Senior Expo has historically drawn in hundreds of seniors, caregivers and healthcare professionals each year to obtain information and resources from sponsors and vendors from all across the Upper Cumberland. This year's Senior Expo was held on October 19, 2017, with approximately 900 people in attendance. The expo offered attendees many opportunities to participate in hands-on educational activities such as EMA/EMS Live Demonstration and Virtual Dementia Training, obtain community resources and participate in free health screenings.

SENIOR CENTERS

As per the Older American's Act (OAA), the purpose of the senior center is to facilitate the social, emotional and physical well-being of Tennessee adults age 60 and over as part of a comprehensive and coordinated system of community-based services and activities. Senior centers provide access to community resources that maintain independence and wellness. The Upper Cumberland AAAD contracts with 18 senior centers throughout the 14 counties of the Upper Cumberland.

UPPER CUMBERLAND SENIOR EXPO AND CAR SHOW
CAR SHOW WINNERS (LEFT) & COSTUME CONTEST WINNERS (RIGHT)



Some of the services available through local senior centers are: resource information, health promotion, physical fitness, recreational activities, educational activities, telephone reassurance and Evidence-Based programs. Senior Centers provide programs which ensure the health and well-being of seniors and promote quality of life. Programs and services are encouraged to meet the needs of multiple generations of seniors.

An example of the fun and stimulating activities offered at local senior centers includes the annual Senior Brain Games competition. On August 2, 2017, six senior centers competed in the Upper Cumberland District Senior Brain Games. The Baxter Senior Center's team, known as the Baxter Busy Bees 1, won the local competition. On September 15, team members Dianne Elmore, Karen Brown and Ralph Short competed in the regional semi-finals held at the Coffee County Senior Center. Sponsored by the Tennessee Commission on Aging and Disability, in partnership with the Upper Cumberland Area Agency on Aging and Disability, the Senior Brain Games competition is designed to help keep seniors mentally active, provide an opportunity for social interaction and get some healthy competition going among the senior communities throughout the state.

CONGREGATE NUTRITION

The Congregate Nutrition Program provides a nutritious lunch to older adults in each of the fourteen counties. There are 17 congregate meal sites throughout the Upper Cumberland co-located at the senior centers. The goals of the Congregate Nutrition Program are to: promote, maintain and improve the health and well-being of eligible consumers aged 60 years and older; reduce nutritional risk among consumers through the provision of nutritious meals, nutrition screening, and nutrition counseling; reduce social isolation; provide planned nutrition education in the congregate and home-delivered meals programs; and link eligible consumers to available community services.

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP)

SNAP, formerly known as Food Stamps, is the nation's largest entitlement food security program. In Tennessee, there are a large percentage of older adults who are eligible for SNAP and either are not receiving it at all or not receiving the maximum benefit amount for which they are entitled. The AAAD's SNAP Coordinator's focus is on expanding SNAP outreach, education and application assistance for older adults age 60 and above and those with disabilities in an effort to maximize the amount of benefits being received for Upper Cumberland residents.



CLARE FARLESS, CHRISTAL BOSWELL & AAAD INTERNS AT THE TENNESSEE FEDERATION FOR THE AGING DAY ON THE HILL



DORTHA TEEPLE ADVOCACY AWARD RECIPIENT
DAN SCHMITT

TRANSPORTATION

The AAAD contracts with the Upper Cumberland Human Resource Agency (UCHRA) to coordinate and provide public transportation services for adults age 60 and over with priority given to those of greatest economic and social need. Transportation vouchers are disseminated at each senior center to those needing transportation services for activities of daily living such as, but not limited to, shopping for groceries and other needs, non-TennCare medical and other health care related appointments, pharmacies, congregate meal sites, etc. The transportation voucher is redeemed through the UCARTS public transit system throughout the fourteen county region. With the goal being to prevent isolation in our rural counties, many success stories have been shared by senior center directors across the region.

SENIOR MEDICARE PATROL (SMP) PROGRAM

The mission of the Senior Medicare Patrol (SMP) program is to empower and assist Medicare beneficiaries, their families, and caregivers to prevent, detect and report healthcare fraud, errors and abuse. Through outreach, counseling and education; the Tennessee SMP program increases awareness and understanding of health care programs to protect Medicare beneficiaries from the economic and health-related consequences associated with Medicare fraud, errors and abuse.

THE STATE HEALTH INSURANCE ASSISTANCE PROGRAM (SHIP)

SHIP provides free and objective one-on-one counseling and education to individuals and groups in regards to Medicare and other related insurances. The SHIP program assists Medicare beneficiaries in comparing and enrolling in Medicare Prescription Drug Plans, applying for Medicare Savings Programs and the Low Income Subsidy (Extra Help) and answers general questions about original Medicare and Medicare Advantage. The SHIP program provides assistance to thousands of seniors each year that saves them large amounts of money on a monthly basis. During the annual enrollment period, October 15 through December 7, Upper Cumberland SHIP saved local Medicare beneficiaries \$2,431,386.

PUBLIC GUARDIANSHIP PROGRAM

The Public Guardianship for the Elderly Program is designed to aid persons 60 years of age and older who are unable to make financial or medical decisions and have no family member, friend, bank or corporation willing and able to act for them. The District Public Conservator may, through court appointment, legally make decisions for the client and manage the person's care and/or property. An individual may request the District Conservator to serve as attorney-in-fact under a Durable Power of Attorney for finances and/or health care. This instrument should specify the powers of the attorney-in-fact and should always be "durable," allowing it to remain in effect in case of disability.



PUBLIC GUARDIANSHIP MOST HOURS VOLUNTEERED RECIPIENT
LECIA GANTT



OMBUDSMAN NANCY HENDRIX VOLUNTEER AWARD RECIPIENT
BERNARD BARTON

COLLABORATIVE RESPONSE TO ELDER AND VULNERABLE ADULT ABUSE (CREVAA)

The mission of the CREVAA program is to provide emergency services and coordinate the provision of long-term services and supports for elder and vulnerable adult victims of crime in a trauma-informed, person-centered manner. The CREVAA Advocate will ensure the provision of direct services to victims. The local CREVAA Advocate will also work with the following stakeholders to receive referrals: Adult Protective Services, local law enforcement, District Attorneys and other members of the VAPIT.

LEGAL ASSISTANCE

This program is delivered through a subcontract with Aging Services for the Upper Cumberland, Inc., a non-profit corporation which provides free legal assistance in specified areas of law for persons age 60 and over. The legal assistance program utilizes senior centers as contact points in each county and visits at least once a quarter. The attorney is mandated to give priority to older persons who are minority individuals, those with the greatest economic or social need, and those who are frail/disabled. The staff attorney can provide legal assistance, which may include advice, counseling, and representation, in areas of law including, but not limited to, Social Security, Supplemental Security Income (SSI), insurance problems, Medicare, Medicaid, TennCare, elder abuse, and other legal matters.

OMBUDSMAN

The Ombudsman Program is also delivered through a contract with Aging Services for the Upper Cumberland, Inc., which provides advocacy services to persons residing in long-term care facilities such as nursing homes, assisted care living facilities and homes for the aged. The district long-term care Ombudsman can assist with questions about long-term care facilities, investigate complaints against facilities and assist in the resolution of problems. The Ombudsman also recruits and trains Volunteer Ombudsman Representatives (VOR) who make quarterly visits to long-term care facilities in the service area. The VOR's receive ongoing training and refer clients with problems to the attorney and the district Ombudsman.

QUALITY ASSURANCE

The Quality Assurance (QA) program ensures contractual compliance and customer satisfaction of all AAAD programs. QA staff complete on-site and desk review monitoring of all subcontractors as well as programs administered directly by the AAAD. Each year, clients complete satisfaction surveys. The survey results are summarized and analyzed in order for the AAAD staff and subcontractors to improve services, as needed.

Cumberland Area Investment Corporation

Cumberland Area Investment Corporation (CAIC), in cooperation with private lenders, USDA Rural Development and U.S. Department of Commerce-Economic Development Administration (EDA) offers loans to small businesses in the Upper Cumberland region working to expand or retain jobs.

Clark Buford Bait Company of Tennessee

Clark Buford Bait, Inc. was started in 1949 in Celina, Tennessee to service the live fishing bait needs of customers in Kentucky and Tennessee.

The Celina operations of Clark Buford Bait, Inc. were purchased in August 2016 by CBBC LLC dba Clark Buford Bait Company of Tennessee. Since then, the company has invested significant funds to make improvements to campus buildings, infrastructure, equipment and personnel.

Clark Buford Bait Company became a CAIC customer to help the business move forward in self-transporting baitfish, aquaculture, expanding their geographic service areas and eCommerce. With these changes, their current 7 employee operation will expand by 5 additional positions.

Their eCommerce initiative, Tackle of the Month club, is a subscription based service that delivers

name-brand fishing tackle to their clients' door steps each month. The Wonder Tackle Box includes surprise gear from names like BOOYAH,

YUM Baits, Bandit Lures, Rooster Tail, Stren, Berkley, PowerBait, TruTurn and more that are perfect for any angler. Interested anglers can easily sign-up for the monthly subscription at wondertacklebox.com. To amp up their marketing efforts, Clark Buford Bait Company is partnering with Tennessee Tech's internship program, who just recently finished a photo shoot to market their Wonder Tackle Box.

We are proud to support existing industries like Clark Buford Bait Company of Tennessee and wish them many more years of success.



*"A Wonder-ful box
of fishing tackle
surprises
every
month"*

Meet Our Client

Fall Creek Falls Outfitters & General Store



Fall Creek Falls Outfitters & General Store's owner Ronnie Hitchcock has been a CAIC client since 2014 when he requested a loan to purchase the family business. The general store has become a staple in the community, offering a one-stop-shop for Fall Creek Falls merchandise, outdoor equipment, clothing, hiking supplies, food and more to the 1.6 million visitors traveling through the state park each year. Since becoming a CAIC customer, Mr. Hitchcock has expanded his business to include a snack shop and has grown it from 10

Mr. Hitchcock stated that the Cumberland Area Investment Corporation, "Is great for a small business that's getting started. It was great for me." When commenting on the impact the CAIC loan have made on his businesses he shared that his stores, "wouldn't be as good as they are."

employees to 30. Fall Creek Falls Outfitters & General Store has been an excellent client, consistently paying on time and is a prime example of a successful, locally owned business that is filling a need in its community.

Mr. Hitchcock's entrepreneur spirit is not stopping at Fall Creek Falls. He has opened a second business similar to the general store in Rock Island. We are proud to feature Fall Creek Falls Outfitters & General Store and wish them the most success.

Meet Our Client

UCDD

Financial Summary

Administration		2016-2017 Actual		2017-2018 Proposed		2018-2019 Proposed	
<u>Estimated Revenues</u>							
Grantor Revenue		746,359		779,469		769,892	
Local Revenues	\$	535,097	\$	483,814	\$	465,404	
Total Revenues	\$	1,281,456	\$	1,263,283	\$	1,235,296	
<u>Estimated Expenditures</u>							
Administration		746,359		779,469		769,892	
Local Expenses	\$	125,179	\$	115,624	\$	123,624	
Total Expenses	\$	871,538	\$	895,093	\$	893,516	
Cash Match							
Aging and Disability						213,833	
Econ.& Community Dev.						65,715	
Housing						55,071	
						\$	334,619
Gain (Loss)						\$	7,161

Area Agency on Aging And Disability						2016-2017 Actual	2017-2018 Proposed	2018-2019 Proposed
<u>Estimated Revenues</u>								
Grantor Revenue						3,966,287	4,026,701	4,132,507
Local Revenues						\$ 192,319	\$ 217,586	\$ 213,833
Total Revenues						\$ 4,158,606	\$ 4,244,287	\$ 4,346,340
<u>Estimated Expenditures</u>								
Senior Medicare Patrol						299,227	296,838	324,504
Long Term Care						309,171	330,676	318,920
Aging Planning						473,799	482,284	397,562
Coordination						72,665	71,249	68,884
Information & Assistance						89,367	87,604	55,413
Guardianship						219,113	223,464	215,454
Passthrough						1,840,881	1,881,819	1,880,823
State Health Insurance Program						71,174	77,302	77,302
IIID Preventative Health						29,322	35,745	30,291
Waiver Administration						681,896	693,278	794,352
Medicare Improvements Act						68,557	64,028	63,800
SNAP & VOCA						\$ -	\$ -	\$ 119,035
Total Expenditures - Aging						\$ 4,155,172	\$ 4,244,288	\$ 4,346,340

UCDD

Financial Summary

Economic & Community Development						2016-2017 Actual		2017-2018 Proposed		2018-2019 Proposed	
<u>Estimated Revenues</u>											
Grantor Revenue				880,130				704,012		710,685	
Local Revenues				178,247				120,639		65,715	
In-Kind Revenue		\$		32,750		\$		26,667		\$ 26,667	
Total Revenues		\$		1,091,127		\$		851,318		\$ 803,067	
<u>Estimated Expenditures</u>											
Rural Planning Org. - Dale Hollow				58,533				58,018		64,268	
Rural Planning Org. - Center Hill				53,444				58,018		58,018	
Brownfield				55,681				-		-	
Local Planning				84,662				112,605		80,252	
Historic Preservation				70,080				66,667		66,667	
TN Arts Commission & 604B				150,677				-		-	
Solid Waste				43,275				40,738		47,831	
TACIR				68,641				59,729		59,629	
Appalachian Regional Commission				219,363				265,296		179,794	
Cumberland Area Investment Corp.				133,218				125,089		118,904	
Economic Development Admin.				106,363				90,000		107,705	
ECD & Technical Assistance		\$		11,853		\$		20,000		\$ 20,000	
Total Expenditures - ECD		\$		1,055,790		\$		896,160		\$ 803,067	

Housing & Family Services		2016-2017 Actual		2017-2018 Proposed		2018-2019 Proposed	
<u>Estimated Revenues</u>							
Grantor Revenue		1,126,834		1,133,422		1,237,932	
Local Revenues	\$	13,010	\$	18,831	\$	55,071	
Total Revenues	\$	1,139,844	\$	1,152,253	\$	1,293,003	
<u>Estimated Expenditures</u>							
Home Rehab		34,794		30,000		45,971	
Housing		489,327		523,903		498,682	
Relative Caregiver		307,154		298,350		298,350	
Emergency Home Repair	\$	308,869	\$	300,000	\$	450,000	
Total Expenditures	\$	1,140,144	\$	1,152,253	\$	2,838,895	

Workforce		2016-2017 Actual		2017-2018 Proposed		2018-2019 Proposed	
<u>Estimated Revenues</u>							
Grantor Revenue		-		-		1,545,892	
Local Revenues	\$	-	\$	-	\$	-	
Total Revenues	\$	-	\$	-	\$	1,545,892	
<u>Estimated Expenditures</u>							
Total Workforce	\$	-	\$	-	\$	1,545,892	
Total Expenditures	\$	-	\$	-	\$	1,545,892	

UCDD

Work Program FY 2019 (2018-2019)

Pursuant to Section 13-1406, Paragraph B-2, Tennessee Code Annotated, the following depicts the work program of the Upper Cumberland Development District for FY-2019.

100 REGIONAL COMPREHENSIVE PLANNING

101 General Development Planning/Comprehensive Economic Development Strategy (CEDS)

The Comprehensive Economic Development Strategy serves as a regional road map for economic and community development. A CEDS committee containing public and private representation from a variety of business and service sectors conducts a SWOT analysis of the region identifying strengths, weaknesses, opportunities and threats. Additionally, economic development strategy sessions are conducted in each of the fourteen counties where goals and objectives are established. The information is compiled and analyzed to identify the greatest needs of the region. The five-year CEDS is reviewed and updated annually and serves as a work plan for each community and partner of economic development. A new CEDS was completed in the fall of 2017 for 2017-2022.

102 Land Use

The UCDD will provide, as part of its local planning contracts, a Land Use and Transportation Policy Plan for the future development of land use and transportation facilities designed to formulate a coordinated, long-term development program. UCDD staff will study historic events, governmental structure, natural factors, and socio-economic characteristics of a community to determine how these have affected and will affect land uses and transportation facilities. Existing land uses and transportation facilities will be analyzed to identify important characteristics, relationships, patterns and trends. From this information and analysis, relevant problems, needs and issues concerning land will be identified. The plans usually cover a planning period of about twenty years. The development goals, objectives, and policies and the implementation strategies in this plan will be periodically reviewed and, when necessary, updated to reflect unanticipated occurrences or trends after adoption.

103 Data Analysis

The staff Research Analysis will continue to collect and analyze data used in planning documents, special studies, and project applications, as well as, answer requests from the public and private sector. The UCDD is an official Sub-State Data Center for the U.S. Bureau of Census.

104 Infrastructure Needs Assessment

The Upper Cumberland Development District will pursue funds to conduct a regional infrastructure study which will identify the existing system in addition to future needs and service gaps. The completed study will be periodically updated to reflect changes across the region and will be an integral part of strategic planning for economic and community development. This will be done in conjunction with the TACIR report as referenced on page nineteen of the Annual Report.

105 Growth Plan (Public Act 1101)

The UCDD staff has been working with a number of Upper Cumberland cities and counties in fulfilling the requirements of Public Act 1101. This activity will continue as needed.

106 Community Comprehensive Planning

The UCDD staff will continue to assist communities in comprehensive planning on an as requested basis.

200 HOUSING DEVELOPMENT

201 Housing Planning

The UCDD will coordinate housing related activities as follows: contract with cities and counties to administer and implement housing grants; develop and write housing rehabilitation grants and grants for new construction of housing for low-income families for cities, counties, and non-profits; work with the Cumberland Regional Development Corporation to maintain access to affordable rental property and homeownership opportunities for low and very low income households; conduct public hearings on housing related issues; and perform Fair Housing activities for cities and counties. It is estimated that the elderly population will double during the next 20 years.

202 Private Housing Development Industry

Pursuant to a contract with the Tennessee Housing Development Agency, the UCDD will continue to provide technical assistance to the private sector.

203 Public Sector Housing Development

Pursuant to a contract with the Tennessee Housing Development Agency, the UCDD will continue to provide technical assistance to the public sector.

204 Regional Housing Facilitation

Pursuant to a contract with the Bureau of TennCare, the AAAD will facilitate the increased availability of affordable, accessible, safe and stable community based homes for TennCare LTSS members by developing local partnerships and resources.

300 TRANSPORTATION DEVELOPMENT

301 Transportation Planning

The UCDD working in conjunction with the Tennessee Department of Transportation, will serve as a focal point for the following Rural Planning Organization's (RPO): (1) Dale Hollow RPO; serving Clay, Fentress, Jackson, Macon, Overton, Pickett, and Smith counties (2) Center Hill RPO; serving Cannon, Cumberland, DeKalb, Van Buren, Warren, and White counties. These groups provide a permanent mechanism for local official's input into the transportation decision-making process. The RPO's consider multi-modal transportation needs as well as short term funding priorities; and make recommendations to TDOT. The UCDD will provide, as part of its local planning contracts, a Land Use and Transportation Policy Plan for the future development of land use and transportation facilities designed to formulate a coordinated, long-term development program. UCDD staff will study historic events, governmental structure, natural factors, and socio-economic characteristics of a community to determine how these have affected and will affect land uses and transportation facilities. Existing land uses and transportation facilities will be analyzed to identify important characteristics, relationships, patterns, and trends. From this information and analysis, relevant problems, needs, and issues concerning land will be identified. The plans usually cover a planning period of about twenty years. The development goals, objectives, and policies and the implementation strategies in this plan will be periodically reviewed, and, when necessary, updated to reflect unanticipated occurrences or trends after adoption.

302 Highways

Through the RPO's, the Economic and Community Development staff will seek to implement construction of industrial access roads for new or expanding industry.

303 Airports

Through the RPO process, technical assistance will be given in efforts to upgrade all regional airports.

304 Railroads

Through the RPO process, technical assistance will be given in efforts to upgrade all rail service within the Upper Cumberland.

305 Waterways

Through the RPO process, technical assistance will be given in efforts to assist with planning and grant

applications to those communities desiring port development on the Cumberland River. The staff will seek opportunities to promote economic development requiring waterways as a criterion for location in the Upper Cumberland area.

306 Pipeline

No activities are planned under this sub-category.

308 Transit

Through the RPO process, technical assistance will be given in efforts to upgrade all transit services within the Upper Cumberland. The Area Agency on Aging will continue to monitor the activities of and provide technical assistance to the Upper Cumberland Area Regional Transportation System (UCARTS).

309 Personal Transportation

The AAAD participates in the development and implementation of the strategic plan of the Tennessee Commission on Aging and Disability for the purpose of addressing transportation needs of the elderly and adults with disabilities. The AAAD also provides requested information to the Upper Cumberland Human Resource Agency to assist with the strategic planning process for the provision of regional public transportation. The AAAD provides transportation services to low income seniors by contracting with UCARTS public transportation utilizing a transportation voucher system. As part of a statewide initiative, the AAAD will partner with UCHRA to develop a volunteer transportation program to serve seniors in the region. NHC law suit settlement funds will be used to develop the program.

400 ECONOMIC DEVELOPMENT

401 Economic Development Planning

Economic Development Planning will include coordination with other development organizations and technical assistance to on-going economic development projects. Staff will coordinate an annual economic development strategy, involving multiple regional partners and local representatives to establish a work plan each year. The District staff will seek opportunities to implement new economic development programs.

402 Industrial Development

The Economic Development staff will provide technical assistance in the development and improvements of industrial parks to all cities and counties in the District as needed. Assistance will also be provided by the District staff for industrial location and expansion projects.

403 Agriculture and Silviculture

The UCDD will participate with Rural Area Development Committees in addressing problems of farmers and rural residents of the region.

404 Commercial and Tourism Development

The UCDD will provide data and technical assistance to the Upper Cumberland Tourism Association as requested, but will not have a contract for FY-19.

405 Business Loans and Job Creation

The UCDD will assist small businesses in obtaining fixed rate financing and the creation of new jobs through the Cumberland Area Investment Corporation, EDA Revolving Loan Fund, and USDA/ Rural Development IRP Program.

406 Business Incubator/Accelerator Development

The UCDD will work with Tennessee Technological University and Roane State Community College in the implementation of the Business Incubator/Technology Center in the Upper Cumberland. UCDD will also work with the Biz Foundry to promote its accelerator program.

407 Overall Economic Development Planning

The UCDD will use the Comprehensive Economic Development Strategy as a guide to assist local entities in implementing proposed plans and projects throughout the 14-county area.

408 Economic Development Marketing

District staff will coordinate regional marketing of local assets through a presence at appropriate trade shows such as Select USA Investment Summit. Other trade shows will be researched and a regional representative will attend as deemed appropriate. The newly developed regional brand and economic development version of the logo “Made Strong in the UC” will be utilized to brand the region as a whole.

409 Exports

The UCDD will act as a liaison between local companies/communities and state/federal export partners. Services are available to current & prospective exporters. UCDD may coordinate trainings & introductions to state and federal providers.

410 Workforce

Through the Upper Cumberland Workforce program, the UCDD will continue to support workforce development efforts in the region. District staff will continue to partner with Upper Cumberland Tennessee Reconnect Community as they seek to increase the education level of adults in the Upper Cumberland.

411 Retail

The UCDD will continue to work and coordinate efforts with Retail Strategies through their program Retail Academy. The program will provide a way to bridge the gap between communities and retailers by offering access to the tools and knowledge-base necessary to pro-actively recruit sustainable retailers, while maintaining local businesses. Retail Academy will assist communities with effective marketing techniques and educate them on how to most efficiently enhance their retail landscape.

500 HUMAN RESOURCE DEVELOPMENT

501 Human Resource Planning

(See Paragraphs 502-506)

502 Education

No activities are planned under this sub-category.

503 Health

The Area Agency on Aging and Disability will provide technical assistance for county and regional health fairs that provide screenings and health education to seniors and other adults with disabilities. Staff members will serve on health councils and will encourage senior center directors to participate in their counties. The AAAD funds programs in each county through the local senior centers, along with other social and educational activities, to improve the health and well-being of seniors. The AAAD is researching opportunities to participate in health care integration as well as opioid and other substance abuse initiatives in order to improve health care outcomes by providing social service support.

504 Children’s Services

The UCDD Relative Caregiver Program will work with other agencies responsible for targeting the needs of children in the Upper Cumberland area who are at risk of being placed in state custody. The staff will work with individuals who are “parents again” or those who have the responsibility of caring for children without a biological parent living in the household. UCDD staff will provide support groups available in both day and evening settings, evening groups for adults and children, groups for children and teens, information and referral, emergency assistance for unmet needs upon availability of program funds, short term case management, recreational activities, educational and nutritional health awareness training/workshops. This program is funded by the Department of Children’s Services/Department of Human Services as well as private donations and public funding organizations. Kinship Support Network Programs Training: The Relative Caregiver Program staff will be providing quarterly training to the Tennessee Department of Children’s Services staff.

The Families First Kinship Care (FFKC) payment began as pilot program on April 1, 2005. The program is a collaborative effort between the Department of Children's Services (DCS), the Department of Human Services (DHS) and the Relative Caregiver Program (RCP). The goal of the program is to encourage placements with relatives for children who are at risk of removal from their home and placement in state custody. The FFKC pilot program allows DCS to prevent children from entering or re-entering state custody by offering eligible relative families an additional payment to supplement the Families First Child-Only grant offered by DHS. Eligibility for the payment is determined by DCS staff and referred to the Relative Caregiver Program (RCP) for issuance of payments and supportive services such as case management. The program started in three regions: Davidson, Shelby and Upper Cumberland.

505 Aging

The AAAD has three primary functions: advocacy for those who lack the opportunity to have their voice heard; information and assistance to guide individuals through a maze of support services; and to contract with licensed providers for the provision of direct services. Multiple services are made possible by funding through the Older American's Act and facilitated by the Upper Cumberland Area Agency on Aging and Disability through a contract with the Tennessee Commission on Aging and Disability. In addition to the contract with TCAD, the AAAD provides assistance to individuals needing long term care through funding provided by the Bureau of TennCare. The Upper Cumberland AAAD also administers the statewide contract for the Administration on Community Living to provide the Senior Medicare Patrol program. In compliance with the Tennessee Commission on Aging and Disability expectations, quality assurance for all programs will continue to be a priority in the upcoming year. The Public Guardianship program will expand service capabilities with the addition of a second full time public conservator. Through contracts with TCAD, the AAAD will implement two additional programs: Supplemental Nutrition Assistance Program (SNAP) and Collaborative Response to Elder & Vulnerable Adult Abuse (CREVAA). The SNAP Coordinator will expand outreach, screening and application assistance for adults age 60 and above or those with a disability interested in applying for monthly benefits to purchase food. The CREVAA Advocate coordinates emerging services and the provision of long-term services and supports for older and vulnerable adult victims of crime. The Upper Cumberland AAAD will continue administering the Senior Medicare Patrol program and contracting with the eight other AAAD's across the state in order to provide statewide fraud, abuse and error detection services.

506 Handicapped/Accessibility

The Area Agency on Aging and Disability staff will provide technical assistance concerning public facilities and the 504 regulations, as well as the Americans with Disabilities Act.

600 PUBLIC SAFETY

601 Public Safety Planning

The UCDD will provide technical assistance and assist local governments on grant applications for funds for the Federal Emergency Management Agency.

602 Criminal Justice

The UCDD will assist local law enforcement agencies in development of applications for funding for U.S. Department of Justice, Community Oriented Policies Program.

603 Highway Safety

UCDD will assist the Tennessee Department of Transportation with their RSAR's (Road Safety Audit Review).

604 Fire Services

The UCDD will provide technical assistance and grant applications for funds for fire protection equipment from the U.S. Forestry Service, the Tennessee Department of Economic and Community Development, and the Federal Emergency Management Agency as appropriate.

605 Emergency Service System

The UCDD will provide technical assistance and grant applications for funds for emergency service systems through any available funding source.

606 Hazardous Materials

No activities are planned under this sub-category.

700 RECREATION AND CULTURAL DEVELOPMENT

701 Recreation and Cultural Development Planning

As part of its local planning contracts, the UCDD will provide a Community Facilities Plan that will serve as a general guide for “accomplishing a coordinated, adjusted and harmonious development of the municipality which will, in accordance with existing and future needs, best promote public health, safety, order, convenience, prosperity, and general welfare as well as efficiency and economy in the process of development.” The Community Facilities Plan is intended to provide cities/counties with an inventory and analysis of the existing community facilities and services currently available to local residents. The plan also provides recommendations and suggested policies to assist municipal decision making with respect to the continued provision and enhancement of public facilities and services within the planning area for a planning period of approximately ten years.

702 Parks and Recreation

The UCDD will continue to offer technical assistance to communities seeking grants from the Tennessee Department of Environment and Conservation under the Local Parks and Recreation Fund Program for city and county applications and the Recreational Trails Program for public/private partnership applications.

703 Libraries

The UCDD will offer technical assistance to communities interested in applying for Direct Service Grants.

704 Historic Preservation/Cultural Resources Management

The UCDD will continue to work in conjunction with the Tennessee Historical Commission to assist communities in submitting applications for inclusion of sites in the National Register of Historic Places and other relevant projects, along with preservation grant applications. The Historic Planner undertakes Federal Section 106 reviews of sites on behalf of the Tennessee Historical Commission. The UCDD will promote awareness of the importance of Historic Preservation in enhancing economic development. This will be accomplished by public awareness programs, educational programs, community presentations, scenic byways programs and collaboration with other groups and agencies. In addition, UCDD will be involved in various aspects of Cultural Resources Management, assisting local communities and governments with ongoing projects, and the development of new projects and initiatives.

705 Arts Build Communities (ABC) Grants

The UCDD is a designated agency trained to assist applicants with Arts Build Communities (ABC) grants available through the Tennessee Arts Commission. The ABC grant program is designed to provide support for arts projects that broaden access to arts experiences, address community quality of life issues through the arts or enhance the sustainability of asset-based cultural enterprises. UCDD staff will continue to assist applicants with identifying eligible activities, providing feedback on draft applications, administering local grant review panels and assisting grant recipients with tracking the success of funded activities.

800 ENVIRONMENTAL MANAGEMENT

801 Environmental Planning

The Economic and Community Development staff will continue the preparation of Environmental Assessments as needed. The Community Development staff will conduct environmental reviews for CDBG projects on a contractual basis. The UCDD Environmental Committee will discuss issues of interest with local elected

officials on a regular basis. UCDD will continue to explore potential brownfields sites and will apply for assessment and clean-up grants as appropriate.

802 Soil Resources

No activities are planned under this sub-category.

803 Water Resources

The UCDD will work with the Tennessee Department of Environment and Conservation to improve water quality by coordinating the 604b grant program.

804 Geologic Resources

No activities are planned under this sub-category.

805 Flora Resources

No activities are planned under this sub-category.

806 Fauna Resources

No activities are planned under this sub-category.

807 Air Resources

No activities are planned under this sub-category.

808 Noise

No activities are planned under this sub-category.

900 UTILITIES

901 Utility Planning

(See Paragraphs 902-906)

902 Solid Waste Management

UCDD staff offers technical assistance in preparation of Annual Reports (ARPs) in the Upper Cumberland region, including counties, cities and towns in accordance with the Solid Waste Management Act of 1991. UCDD staff prepares solid waste Needs Assessment every five years for each county in the region. Staff assists the UCDD Environmental Committee in preparing plans which are in compliance with the latest federal, state and local regulations.

903 Sewer Service

The District staff will provide technical assistance to Upper Cumberland municipalities regarding sewer expansions and improvements, and will prepare grant/loan applications to CDBG, ARC, and USDA/Rural Development.

904 Water Service

The District staff along with the consulting engineers will offer technical assistance to local governments in the improvements of water systems. Grant applications for rural water lines will be made to CDBG, ARC, and USDA/Rural Economic and Community Development funding sources.

905 Electric Service

No activities are planned under this sub-category.

906 Natural Gas Service

The District staff will continue to provide technical assistance to local governments wishing to apply for grants and loans for gas pipelines.

1000 ENERGY DEVELOPMENT

1001 Energy Planning

The UCDD will coordinate with TVA to provide expertise in energy planning.

1002 Energy Development and Production

No activities are planned under this sub-category.

1003 Energy Management and Conservation

The UCDD staff will continue to offer technical assistance to any community which requests assistance. The UCDD will promote the State of Tennessee Energy Conservation Program and the U.S. Department of Energy Conservation Programs, for public buildings, and private buildings.

1100 GOVERNMENTAL SERVICES AND COORDINATION

1101 Local Government

The entire District staff will continue to offer technical assistance under each category in this work program as requested. Grantsmanship services will be offered under available State and Federal Programs. The UCDD will offer Community Development Block Grant administration services on a contract basis.

1102 Clearinghouse Functions

The District will continue to serve as Regional Clearinghouse for federal agencies when requested. Currently, the USDA and the Department of Commerce have requested the service be continued.

1103 Information Services

The District will continue to publish an Annual Report, UCDD Quarterly Newsletter, other brochures, news releases, handbooks and various data tabulations as needed. Workshops will be held on timely subjects and programs. The UCDD will host video conferencing meetings and training sessions. The UCDD maintains a website detailing many of our activities and services.

1104 Communications

The UCDD will maintain an internet website about the District. The UCDD will host video conferences that address topics of interest to public officials, community leaders, agencies, organizations and interested citizens. The UCDD has implemented a GIS System to better accommodate local governments.

1200 GENERAL ADMINISTRATION

1201 Administrative Management

The District will continue the development of an Annual Work Program to define total program management, staff assignments, and overall policies and procedures.

1202 Personnel Management

The District will continue to maintain an Equal Employment Opportunity Officer, the Affirmative Action Plan, as well as both in-house and external training programs. We will provide services as needed to implement the Americans with Disabilities Act.

1203 Financial Management

The District's Director of Finance will continue to maintain complete financial records and costs control measures, prepare budgets and financial reports, as well as serve as liaison with various auditors and program monitors.

1204 Board of Directors' Activity

The Executive Committee of the Board of Directors will continue to meet on a bi-monthly or on call basis. The Board of Directors will continue to meet annually or on call.



Upper Cumberland Development District | 1225 S. Willow Ave., Cookeville, TN 38506
P: (931) 432-4111 | www.ucdd.org