

# Upper Cumberland Human Resource Agency LWDA 7

## 2016 Labor Education Alignment Program (LEAP 2.0)

Advanced Manufacturing and Health Science Pathways  
in the Upper Cumberland

Upper Cumberland Human Resource Agency LWIOA 7

IN PARTNERSHIP WITH

Tennessee College of Applied Technology – Livingston

Highlands Workforce and Education  
Upper Cumberland Pathways to Prosperity

Clay County School System  
Jackson County School System  
Overton County School System  
Putnam County School System  
White County School System

Academy Sports  
Automation Tool  
Flowserve  
Hutchinson  
Celina Health and REHAB  
Quality Private Duty Care



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\$800,000

  
\_\_\_\_\_  
Director of TCAT Livingston

  
\_\_\_\_\_  
Project Director

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## PROJECT SUMMARY

The Upper Cumberland LEAP 2.0 grant will build on the strong partnerships and work of the LEAP 1.0 grant and will provide work-based activities and training in five counties—Clay, Jackson, Overton, Putnam and White counties. The TCAT Livingston works closely in partnership with the UCHRA and the Highlands Workforce Development and Education committee to support the Upper Cumberland Pathways to Prosperity and this grant will create and expand as well as enhance training and work-based activities in two pathways—Advanced Manufacturing/Pre-Engineering/Industrial Maintenance and Health Care. The grant will strengthen the alignment of training between education and employers and will promote the attainment of industry certifications and post-secondary credentials.

During the past year, the dual enrollment classes in Industrial Maintenance Mechatronics have continued to grow and provide high school students with post-secondary training. As result of the interaction with employers, the need to provide training in robotics and maintenance continues to be an area of emphasis. The LEAP 2.0 grant would expand the current offerings of the program to include a certification in both the operation and maintenance of the FANUC robot by placing an additional robot in each lab. In addition, the grant will provide for each lab to purchase a Motoman robot to provide diversity in the types of robotics training being offered.

This grant will strengthen the seamless pathway in Advanced Manufacturing by providing students with opportunities to participate in work-based activities. The work-based activities will reinforce skills learned in the classroom, provide students with meaningful workplace experiences, enhance the student's work ethics, communication and soft skills, and will increase the employer engagement with our local education partners. The grant will provide for students both in high school and post-secondary to participate in co-ops and internships.

The LEAP 2.0 grant will allow for the expansion of the Industrial Maintenance pathway to include a state-of-the-art Welding program in Cookeville. Local data demonstrates the need for welders in the Upper Cumberland and with dual enrollment, Welding programs being offered in Overton and White Counties, the creation of a post-secondary Welding Technology program in Putnam County would provide opportunities for a seamless pathway from secondary to post-secondary training. The addition of this new program would increase the number of post-secondary credentials being awarded aligning with Tennessee's Drive to 55 goals.

The LEAP 2.0 grant would also create new dual enrollment programs in the Health Science pathway at Jackson and Putnam County Schools. The grant would also enhance programs currently being offered at Clay, Overton and White Counties by acquiring new equipment for clinical labs. Students will have an opportunity to enroll in Nursing Education and train to become a Certified Nursing Assistant upon completion of the course.

Each aspect of the Upper Cumberland LEAP 2.0 grant addresses current workforce needs and aligns with the Drive to 55 goals. By creating, enhancing and expanding training programs in the two pathways, the Upper Cumberland Region will ensure that post-secondary educational institutions are producing the credentials employers need and workforce to drive new industry to our region.

## **Section 1: Demonstrated Need**

Demand for skilled workers in all areas of advanced manufacturing continues to grow in the Upper Cumberland area. Within 50 miles of Cookeville, TN, which is the epicenter of the Upper Cumberland job market, Jobs4TN.gov (Job Search - Manufacturing LWIA7, 2016) indicates that there are immediate openings in manufacturing ranging from basic assembly line positions and maintenance technicians to engineering positions.

The placement rate of 93% in 2015 - 2016 of the Industrial Maintenance Program at the Tennessee College of Applied Technology – Livingston would indicate that area employers are hiring graduates of the program as soon as they complete the program. The demand for workers skilled in all areas of advanced manufacturing has been on the rise in the last 24 months, with regard to entry level maintenance and operations positions as well as robotics technicians and advance maintenance technician positions. Program advisory meetings with local employers support the demand for additional workers now and into the future. According to the Labor Supply and Demand for LWIA 7 for the Operations and Maintenance cluster, the outlook for this cluster is excellent in LWIA 7. The growth rate is above the average for all occupations and IN DEMAND with employers.

The need for welders in all areas of manufacturing and construction is strong and according to the Jobs4TN website (Job Search Page - Welder, 2016) there are immediate openings for welders within 50 miles of Cookeville, Tennessee. Welding is identified in the Tennessee Industry and Occupational Employment Projections 2012 – 2022 report (Unit, 2012) as one of the fastest growing occupations in Tennessee with a projected annual growth rate of 3.2% through 2022. Welders, cutters, solderers, and brazers are on Tennessee's Hot Careers to 2014 with 270 average annual openings from 2014 to 2024. According to the Jobs4TN websites, the outlook for this cluster in LWIA 7 is Excellent and occupations in this cluster are expected to be IN DEMAND with employers. The growth rate is above the average for all

occupations across the state and more job openings are expected annually than there were training completers in the recent year.

In the area of healthcare, the demand for all levels of qualified workers is strong and growing. According to the Department of Economic and Community Development, County Profile Tool, (TN Dept. of Economic and Community Development, 2016) healthcare is among the highest demand career fields. The largest employer in Cookeville is the Cookeville Regional Medical Center with over 2000 employees. According to Jobs4TN.gov (Job Search - CNA, 2016), there are immediate openings for Certified Nursing Assistants, Licensed Practical Nurses, and positions for general healthcare jobs in the LWIA7 Workforce Region. Nursing Assistants is another one of Tennessee's Hot Careers with an average annual openings of 1,315 through 2024. According to the Labor Supply and Demand LWIA 7 Nursing Assistant and Home Health cluster, the outlook for Nursing Assistants is very good. The growth rate is positive and the occupation is expected to be IN DEMAND with employers.

The Tennessee Industry and Occupational Employment Projections 2012 – 2022 report indicates that “The projected increases in Tennessee’s healthcare industries mirror those of the United States. An aging population (17.3% of the population is projected to be 65 years or older by 2022) will in part drive demand for health services. The Bureau of Labor Statistics notes that “increasing cost pressures are expected to shift demand from hospitals and inpatient physician services to lower cost home health services, outpatient health services, and clinical services.” The outpatient care centers industry is expected to be one of the fastest growing industries in the state. Other areas of top growth are professional and business services industries. Nationally, the management of companies and enterprises industry is expected to grow because of businesses’ increasing need of consultants due to regulatory changes, technological advances, and new management techniques. Similarly, increasing demand for these services and subsequent industry employment growth is expected in Tennessee.” According to the

same report, Outpatient Care centers will see a growth rate of skilled workers of 3.7% annually. (Unit, 2012)

## References

Job Search - CNA. (2016). Retrieved from Jobs4tn Online:

[https://www.jobs4tn.gov/jobbanks/joblist.asp?session=jobsearch&geotype=zip&geo=&zip=38570&radius=50&keyword=CNA&ff\\_keyword\\_option=1,%202&ff\\_greenjobs=0&txtCompany=&t=q](https://www.jobs4tn.gov/jobbanks/joblist.asp?session=jobsearch&geotype=zip&geo=&zip=38570&radius=50&keyword=CNA&ff_keyword_option=1,%202&ff_greenjobs=0&txtCompany=&t=q)

Job Search - Manufacturing LWIA7. (2016). Retrieved from Jobs4TN Online:

<https://www.jobs4tn.gov/jobbanks/joblist.asp?session=jobsearch&geo=4715000335&t=q&faqg=&geotype=&city=&zip=&radius=>

Labor Supply and Demand for LWIA7, Operations & Maint. with cluster code 13.2200000

<https://www.jobs4tn.gov/vosnet/lmi/LabSupplyDetails.aspx?geo=4715000335&time=20140100&session=LABSUPPLY&subsession=99&clustercode=13.2200000&onelic=True>

Job Search Page - Welder. (2016). Retrieved from Jobs4TN Online:

[https://www.jobs4tn.gov/jobbanks/joblist.asp?session=jobsearch&geotype=zip&geo=&zip=38501&radius=50&keyword=welder&ff\\_keyword\\_option=1,%202&ff\\_greenjobs=0&txtCompany=&t=q](https://www.jobs4tn.gov/jobbanks/joblist.asp?session=jobsearch&geotype=zip&geo=&zip=38501&radius=50&keyword=welder&ff_keyword_option=1,%202&ff_greenjobs=0&txtCompany=&t=q)

Labor Supply and Demand for LWIA 7, Construction Welding cluster code 02.2500000

<https://www.jobs4tn.gov/vosnet/lmi/LabSupplyDetails.aspx?geo=4715000335&time=20140100&session=LABSUPPLY&subsession=99&clustercode=02.2500000&onelic=True>

Labor Supply and Demand for LWIZ7, Nursing Assistants and Home Health cluster code 08.416000

<https://www.jobs4tn.gov/vosnet/lmi/LabSupplyDetails.aspx?geo=4715000335&time=20140100&session=LABSUPPLY&subsession=99&clustercode=08.4160000&onelic=True>

TN Dept. of Economic and Community Development. (2016, July). Retrieved from Community Profile Tool: <http://www.tnecd.com/county-profiles#cp-data-resp>

Unit, O. E. (2012). Tennessee Industry and Occupational Employment Projections. Nashville: Tennessee Department of Labor and Workforce Development.

Tennessee's Hot Careers to 2024. TN Department of Labor and Workforce Development

[https://www.jobs4tn.gov/admin/gsipub/htmlarea/uploads/statewide\\_2024\\_outlooks.pdf](https://www.jobs4tn.gov/admin/gsipub/htmlarea/uploads/statewide_2024_outlooks.pdf)

## Section 2: Program Plan

The Upper Cumberland LEAP 2.0 grant proposes and addresses four areas that align with the Drive to 55 goals. The first area is to establish a work-based program that will provide summer internship opportunities to secondary students and co-op opportunities for post-secondary students.

The second area will be to enhance the Industrial Maintenance – Mechatronics dual enrollment classes and TCAT lab by adding more robotics training in the curriculum and acquiring two additional robots for each of the three labs equipped through the LEAP 1.0 grant. Another area addressed by this grant will be to expand the Advanced Manufacturing pathway by implementing a Welding Technology program in Cookeville and purchasing the equipment to start the program. The fourth area will create new dual enrollment classes in Nursing Education—Certified Nursing Assistant. The grant will fund and enhance equipment for six clinical labs throughout the Upper Cumberland. Each aspect of the grant will equip more Tennesseans with a college credential and will increase the educational attainment of citizens in the Upper Cumberland.

The opportunity for students to participate in work-based activities will build on the success of the LEAP 1.0 grant. The Industrial Maintenance-Mechatronics program has awarded 345 industry certificates in the first 18 months. The program has offered dual enrollment classes in five high schools and provided training at the TCAT Livingston with a total of 160 students receiving training. The work-based activities will fill the “gap” between the classroom and the workplace. Students will have the opportunity to utilize skills gained in the program and learn the importance of the “soft skills” needed for successful enter into the workforce. Employers will have an opportunity to experience first-hand the skill sets being achieved by students and identify any areas for improvement.

The addition of robots to the Industrial Maintenance-Mechatronics lab will address an area of need that has been expressed by employers who have reviewed the program. By adding more robots, students will have access to more training time and more advanced training in the area of operation and maintenance of the robots. The acquisition of this equipment will also provide diversity in the types of robots utilized to train students. The grant will address a “skill gap” that had been identified through the implementation of the previous grant.

The last two areas will focus on creating new programs in Welding Technology at the post-secondary level and Certified Nursing Assistant (CNA) program through Nursing Education dual enrollment classes. By creating a Welding Technology program in Cookeville, more individuals will have access to training and the number of credentials awarded will be increased. The CNA program is the foundational position for individuals who want to pursue a career in the health care field as a Licensed Practical Nurse, Registered Nurse, or other related health care occupations. Providing this program at the secondary level connects students with one of the fastest growing occupations in our geographical area and allows them to begin on their pathway in the healthcare field.

All four areas supports the region's efforts of creating a "seamless pathway" for the Advanced Manufacturing and Health Science pathways in the Upper Cumberland. The Drive to 55 goals of increasing the number of post-secondary credentials and industry certifications will be supported through the creation, expansion, and enhancement of programs at the TCAT both for adults and secondary students. The measureable outcomes of the grant will be the increased enrollment in the two pathways and the completion and placement rates of the programs being proposed.

In the fall of 2016, the TCAT Livingston will convene the partners and employers to create the criteria for implementing the work-based activities and to recruit additional employer engagement and commitment to the providing co-ops and internship opportunities for students. The TCAT Livingston will also begin the process of seeking TBR approval and accreditation approval to establish a Welding Technology program in Cookeville. The TCAT Livingston will also seek approval for the Certified Nursing Assistant programs in Jackson and Putnam counties from the Tennessee Department of Health. The purchase of equipment for the Industrial Maintenance-Mechatronics, Welding Technology, and Certified Nursing Assistant programs will begin immediately upon the awarding of the grant. The goal of the grant will be to have all equipment in place and available for training in January of 2017.

In January of 2017, training will begin in the Welding Technology program, additional robotics training will be available in the Industrial Maintenance—Mechatronics classes. The Certified Nursing Assistant program will be offered in the Nursing Education dual enrollment classes in Putnam County. The first work-based co-op opportunities will be available for adult students and will continue throughout the grant period.

In the spring of 2017, counselors will begin recruiting for dual enrollment classes for the fall of 2017. The partners will also meet to begin the process of establishing the summer internship opportunities for secondary students.

The TCAT Livingston will host LEAP 2.0 celebrations that will showcase the success of the program and the labs created by the grant funds. Continued communications and awareness of the training provided by the LEAP 2.0 grant will be a priority of the partners of the grant. All partners will receive updates on the status of the grant activities and will be given the opportunity to provide input for the successful implementation and sustainability of the grant activities. Program advisory committees will meet at least two times per year to review curriculum, equipment, delivery modes, and skillsets mastered by students. The input from employers on the advisory committee will be a key component in the partners' efforts to align the educational training with the workforce needs and the success of this grant.

### **Section 3: Strength of Partnership**

The Upper Cumberland LEAP 2.0 grant collaboration consist of the following partners: Upper Cumberland Human Resource Agency LWDA 7; The Highlands Workforce and Education—Pathways to Prosperity; Tennessee College of Applied Technology – Livingston; Clay, Jackson, Overton, Putnam, and White County School Systems; Academy Sports, Automation Tool Company, Hutchinson, Celina Health and REHAB, and Quality Private Duty Care.

The grant is also supported by the local Chamber of Commerce in Clay, Overton, and Putnam Counties. Local government officials are also supporting the efforts of the Upper Cumberland in securing LEAP 2.0 funding.

The Upper Cumberland Human Resource Agency (UCHRA) will serve as the lead entity for this grant. The Tennessee College of Applied Technology – Livingston will serve as the fiscal agent for the grant and will work closely with UCHRA to coordinate all grant activities, organize partnership meetings, and host community events to support the grant.

The Highlands Pathway to Prosperity committees will continue to seek avenues to strengthen and enhance the seamless pathways in Advanced Manufacturing and Health Science. Through the partnership of this grant, activities will support and reinforce the promoting of career awareness, opportunities for additional classes and training, and employer engagement in both pathways. This grant will fully support the efforts and objectives of the Pathways to Prosperity in the Upper Cumberland.

Clay, Jackson, Overton, Putnam, and White County Schools systems and Career and Technical Education Directors will partner with TCAT Livingston and the Highlands Pathways to Prosperity to encourage and promote the enrollment of students in Advance Manufacturing and Health Science programs of study. The county school systems have all agreed to provide classroom and lab spaces to implement the programs proposed in the LEAP 1.0 and 2.0 grants.

The TCAT Livingston has successfully implemented and maintained technical programs that address the needs of the workforce for 50 years. The administration, staff, and instructors of the College are committed to the grant activities and will work to ensure the successful implementation of the programs proposed in this grant.

A key component of this grant will be the continued support and commitment from the employer partners. During meeting held in July, the TCAT discussed with employers the opportunities

for work-based activities (co-ops and internship programs) and how these programs would be an asset to training being provided in the Upper Cumberland. The educational partners will work together through this grant to increase the number of employers participating in the work-based aspect of the grant. All partners agreed the employer engagement is an important link needed to ensure a smooth and successful transition from school to work. The Upper Cumberland has solid foundation of employers to begin the process of building a employer engagement piece that will fully support the work-based grant activities proposed in this grant.

#### **Section 4: Budget**

The overall objective of this grant is to provide and strengthen a seamless pathway for students who pursue careers in Advanced Manufacturing and Health Science. The grant will seek to align the training in both of the pathways with the needs of employers and future employers of the Upper Cumberland region. The partners in this grant propose to offer work-based opportunities through co-ops at the post-secondary level and summer internships for secondary students in the Advanced Manufacturing pathway as well as create a new post-secondary Welding Technology program. In addition, the grant will expand the current offerings in Industrial Maintenance – Mechatronics by adding more robotic operation and maintenance training to the current curriculum.

The grant will fund 50% of the salaries for the work-based co-ops and summer internship programs. The partnering employers will fund 50% of the salary plus benefits. The budget is based on a student working 40 hours per week for an eight-week period of time at \$12 per hour. The budget amount of \$50,000 will provide approximately 25 students each year the opportunity to participate in the work-based program. The grant will fund the program for two summers (internships for secondary students) and six trimesters (co-ops for post-secondary students). The TCAT Livingston will serve as the fiscal agent for payment to employers upon completion of the co-op or internship. The employer will

submit an invoice for the amount along with required documentation of time, competencies achieved, and evaluation of the student. The TCAT will reimburse the employer 50% of the student's salary up to \$2,000. The TCAT will utilize TBR approved documents for the internship and co-op agreements. This budget line item aligns with the intent of the LEAP 2.0 Work-Based Learning component by providing meaningful and sustainable work experiences to students and increasing local employer engagement with educational partners.

The grant will fund the purchase of equipment for the state-of-the-art Welding lab. With grant funds, the TCAT Livingston will purchase 10 Dual Welding Booths, 20 Welders, a robotic welder, and a CNC Plasma Cutter. The approximate cost of equipment for the lab will be \$300,000. The TCAT Livingston will provide the match for this part of the grant by providing the facilities, instructor salary and benefits, gas and metal and other supplies for the program. This lab will allow the training of approximately 15 to 20 welding students. This aspect of the grant aligns with the LEAP 2.0 goal of being responsive to current workforce needs by creating a new educational program in a new location. The program will also provide the opportunity for more individuals to obtain post-secondary credentials and industry certifications which will support and achieve the goals of the Drive to 55.

As a result of the employer engagement and input provided under the Upper Cumberland LEAP 1.0 grant activities, the need to incorporate more robotic training and maintenance of robots was identified as an area for improvement in the current Industrial Maintenance—Mechatronics program. The grant will fund the purchase of two additional robots (Fanuc and Motoman) for each of the three labs funded by the previous LEAP grant. These robots will allow more instructional time for students and will provide opportunities for additional industry certifications. The TCAT Livingston will match this portion of the grant by providing instructors and funding training of instructors. This budget item addresses the primary goal of the LEAP to create relationships between employers and educational partners that will identify and address job candidate "skill gaps" in the local workforce pool. The

program enhancement and additional training will better prepare students for the workforce and ensure the program is producing the credentials employers need while producing a skilled workforce for new industry.

In the Health Science pathways, the grant will provide additional training programs in Nursing Education—Certified Nursing Assistant training at the secondary level through dual enrollment classes offered by the TCAT Livingston in Jackson and Putnam County (Cookeville and Baxter). In order to implement these new programs at the secondary level, the grant will provide for the purchase of equipment for clinical labs. The programs currently being offered in Clay, Overton, and White counties will also receive updated equipment for their labs. With the purchase of hospital beds, simulators, manikins, and accessories, the training will improve the quality and competency of students enrolled in the training. The budgeted amount to create and update six labs in five counties—Clay, Jackson, Putnam (2 labs), Overton (TCAT Livingston), and White counties will be \$230,000. The TCAT Livingston and the five county school systems will provide the match for this part of the grant by providing facilities, instructor salaries and benefits, supplies, instructor training, and other costs for the program. Match for this item will also include the employer partners who will provide clinical rotations for students during their training. While this clinical experience is not paid, it clearly aligns with the efforts of the region to provide more work-based opportunities for students in the health care pathway. This budget item demonstrates how the creation of a program and acquisition of equipment will address a demonstrated workforce need and skillset deficit in the local area while creating a seamless pathway for secondary students to enter post-secondary training in the healthcare field.

## **Section 5: Sustainability**

The Tennessee College of Applied Technology – Livingston will be celebrating 50 years of providing workforce training to the Upper Cumberland region. The mission of the College is to be the

premier supplier of workforce development and the proposed programs and work-based activities will allow the College to continue to achieve its mission. The College maintains high enrollment, completion, and placement rates and dual enrollment classes have been an integral part of the training offered by the TCAT Livingston. The grant will allow the TCAT to expand dual enrollment programs and to enhance programs currently being offered. The College and the five county school systems are committed to sustaining these programs after the 30-month period of the grant and continuing to offer programs that align with the needs of employers in our region. The TCAT Livingston will continue to offer the programs implemented in this grant as long as a need exists in our region. The TCAT Livingston will maintain the equipment and support the work-based activities to ensure the needs of the employers are being met through the training created and implemented through LEAP 2.0.

Each of the Career and Technical programs at the secondary level strive to provide programs that address the needs of our workforce. All five county programs work closely with the Upper Cumberland Pathways to Prosperity and continue to support activities and programs that provide a seamless pathway for students.

The Upper Cumberland Human Resource Agency and the LWDA 7 have administered successful grants and programs for the past 20 years. The leadership and administration of the UCHRA LWDA 7 supports and promotes training that address the needs of local employers. Through partnerships established by the LEAP grant, local workforce development boards, educational leaders, community partners, and employers, we will continue to strengthen collaborative efforts that produce a skilled workforce for our region.

The Highlands Workforce and Education Committee continues to be a strong asset to our community. The work of the committee has identified workforce needs, established programs to address these needs, and continues to seek grants and partnership that will align the needs of employers with educational opportunities in the region. The Highland Workforce and Education

committee has successfully implemented the Upper Cumberland Pathways to Prosperity and the Upper Cumberland TN Reconnect Community as well as TN Scholars Program, Parental Engagement Program, Speakers Program, UC Talent Development, and the UC Career Fair. All of these programs continue to thrive and to be sustainable in our region. The leadership and experience of this partner will be a key asset to the success of LEAP grant for the Upper Cumberland.

The employer partners of this grant are the leading employers in the Upper Cumberland and continue to employ many of the citizens in the counties being served by this grant. Each employer has shown in the past through their commitment to our region that preparing the workforce is a necessity for the economic development of our region. They continue to give of their time and expertise by serving on workforce development committees, grant committees, and educational advisory boards; giving plant tours and being guest speakers to classes; and mentoring students through clinical rotations and work-based activities. The building of a strong workforce would not be possible without the commitment of these partners. The TCAT Livingston will continue to seek involvement of other employers in our region and will involve employer partners in program advisory committee after the grant period.

Communication between the partners will continue after the grant program through several different avenues. The TCAT Institutional Advisory Committee and the TCAT Program Advisory committee will continue to seek the input and expertise of the partners when sustaining current programs and implementing new programs. The partners will communicate through the local workforce development board, the Highlands Workforce and Education Committee, and the local CTE advisory boards. The many different partners representing community leaders, government leaders, educational leaders, and employers believe the continued success of our region depends on our partnerships, communication, and collaboration—all partners working together as a team for the good of our region, our businesses and industries, and our citizens.

Appendix A: Budget

<b>GRANT BUDGET</b>		
LEAP Program Competitive Grant		
The grant budget line-item amounts below shall be applicable only to expenses incurred during the following.		
Applicable Period:	BEGIN: September 14, 2016	END: March 13, 2019

<b>POLICY 03 Object Line-item Reference</b>	<b>EXPENSE OBJECT LINE-ITEM CATEGORY</b>	<b>GRANT CONTRACT</b>	<b>GRANTEE PARTICIPATION</b>	<b>TOTAL PROJECT</b>
1,2	Salaries, Benefits & Taxes		\$125,500	\$125,500
4, 15	Professional Fee, Grant & Award	\$50,000	\$53,000	\$103,000
5,6,7,8, 9,10	Supplies, Telephone, Postage & Shipping, Occupancy, Equipment Rental & Maintenance, Printing & Publications	\$750,000	\$20,000	\$770,000
11, 12	Travel, Conferences & Meetings		\$2,500	\$2,500
18	Other Non-Personnel			
20	Indirect Cost			
22	In-Kind Expense			
<b>25</b>	<b>GRAND TOTAL</b>	<b>\$800,000</b>	<b>\$201,000</b>	<b>\$1,001,000</b>

**Breakdown of Expense Object Line Items**

**Salaries, Benefits, & Taxes:** Welding Instructor Salary \$44,500—one year; Certified Nursing Assistant Instructors: \$81,000—6 instructors for two years (does not include benefits)

**Professional Fee, Grant & Award:** \$50,000 for Work-based activities paid by grant; \$53,000 paid by employer as match for salary and benefits.

**Equipment and Supplies:** \$750,000 for equipment purchased by grant--\$300,000 for Welding, \$220,000 for Industrial Maintenance, and \$230,000 for Certified Nursing Assistant. \$20,000 for supplies for Welding and CNA classes paid by TCAT as match for gases and metal and medical supplies.

Welding:	10 Dual Booth each \$16,840	Total \$168,400
	20 Welders each \$2,500	Total \$ 50,000
	Robotic Welder	\$ 74,000
	CNC Plasma Cutter	\$ 25,700
	GRAND TOTAL:	\$318,100 (Grant will fund \$300,000)

Certified Nursing Assistant:	Hospital Beds each \$3,000 (3 per lab with 6 locations):	TOTAL \$54,000
	Advanced GERI Manikin each \$5,250 x 6 labs	TOTAL 31,500
	Koken Aged Simulation Set \$3,000 x 6 labs	TOTAL 18,000
	Basic KERI Manikin \$1,600 x 6 labs	TOTAL 9,600
	3B Scientific Patient Care Manikin \$3,187 x 6 labs	TOTAL 19,122
	Curtains, Bed Stands, Overbed Stands, Call Lights	
	And Supplies \$5,000 per bed x 18 beds	TOTAL 90,000
	Medical Charts 10 each x 6 labs @ \$21	TOTAL 1,260
	Skeltons 1 each x 6 labs @ \$1,200	TOTAL 7,200
	GRAND TOTAL:	\$230,682
	(Grant will fund \$230,000)	

Industrial Maintenance:	FANCU Robots \$40,000 each x 3 labs	\$120,000
	Motoman Robots \$35,000 each x 3	105,000
	GRAND TOTAL	\$225,000
	(Grant will fund \$220,000)	

Travel: \$2,500 for Instructor Training and Travel will be paid by TCAT as match for the grant.



# TENNESSEE COLLEGE OF APPLIED TECHNOLOGY

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LIVINGSTON

July 26, 2016

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

I am pleased to write this letter of partnership and support for the Upper Cumberland LEAP 2.0 Grant Proposal. The Tennessee College of Applied Technology – Livingston will serve as the fiscal agent for all grant activities and will assume the role of the leader of the partnering educational institution. Having as our mission to be the premier provider for workforce development in the Upper Cumberland, the goals of the grant are aligned with our mission, the Drive to 55, and the LEAP program.

We are committed to ensuring the development and implementation of career pathways in Advanced Manufacturing and Healthcare and to addressing the skills gap employers in our region face and will continue to face in the future. The funding of this grant will allow the TCAT Livingston to offer dual enrollment classes and purchase equipment needed to implement new CNA programs, a new Welding Technology program and to enhance our dual-enrollment Industrial Maintenance/Mechatronics program. These programs will address the labor needs in our region and promote the career pathways in Advanced Manufacturing and Healthcare. I believe the implementation of work based programs will provide students with experience and create a smooth transition from the classroom to the workforce. I believe the awarding of this grant will provide a strong collaboration between employers and educators which is the key to having a strong workforce and to producing graduates with the credentials needed by our workforce.

The TCAT Livingston has a rich history and great success in offering dual enrollment classes in the Upper Cumberland. We have the commitment, the capacity, and the desire to implement these programs of study in the partnering high schools and will continue to support the programs after the grant timeframe.

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[www.tcatlivingston.edu](http://www.tcatlivingston.edu)



# TENNESSEE COLLEGE OF APPLIED TECHNOLOGY

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LIVINGSTON

As Director of the TCAT Livingston, I will work closely with the LEAP grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and the LEAP program. I appreciate your review of our grant application.

Sincerely,

A handwritten signature in black ink that reads "Myra West".

Dr. Myra West, Director  
Tennessee College of Applied Technology – Livingston

**HIGHLANDS**  
ECONOMIC PARTNERSHIP

*An elevated mindset, a higher calling.*

July 25, 2016

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

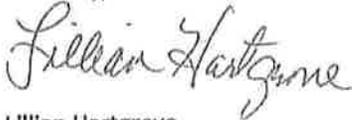
The Highlands Economic Partnership is a strong partner and supporter of the Upper Cumberland Region's LEAP 2.0 Grant Proposal and are very pleased for our region to have this opportunity. We believe the outcomes of this grant will have a significant impact on the development of our workforce. The goals of the LEAP 2.0 grant are:

(1) to facilitate the development and implementation of employer driven career pathways in Advanced Manufacturing (2) to develop and implement collaborative, meaningful, and sustained work-based learning programs through co-ops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. We believe these goals align with the goals of the Governor's Drive to 55 and address the needs of our employers in the region.

It is an imperative that employers and educators work together to prepare students for the workforce with the skilled labor shortages that exist in the region. Providing internships and co-ops for students will provide an important opportunity for employers to expose students to work and to experience what it takes to maintain employment. Experiencing firsthand what employers expect will have a tremendous impact on the quality of our future workers. We believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce. We are proud to offer our full support to this project and look forward to being a part of the Upper Cumberland LEAP 2.0 Grant.

I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,



Lillian Hartgrove  
Highlands Workforce Development and Education VP  
Email: [Lhartgrove@highlandsoftn.com](mailto:Lhartgrove@highlandsoftn.com) Phone: 931-526-2211

# uchra

Upper Cumberland  
Human Resource Agency

July 26, 2016

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. The Upper Cumberland Human Resource Agency Local Workforce Development Area 7 (UCHRA/LWDA 7) believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant align with the goals of Drive to 55 and address the needs of employers in our area.

We, at UCHRA/LWDA 7 are very pleased and excited to be a participant in the Upper Cumberland LEAP 2.0 Grant Proposal. The high demand for skilled labor in our area mandates the need for educators and employers to work together to ensure that students are adequately prepared to enter the workforce at the conclusion of their studies. Providing internships and co-ops for students will provide a unique opportunity for employers to expose students to the culture of the work environment and allow them to experience the standards of employment that a worker must meet to maintain employment. The development of soft skills like punctuality and attendance are paramount to the success of new workers entering the workforce and the opportunity for students to experience firsthand what employers expect will have a tremendous impact on the quality of our future workers. We believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce. We are proud to offer our full support to this project and look forward to being a part of the Upper Cumberland LEAP 2.0 Grant.

As the LWDA 7 Director, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,



Ron Basham  
LWDA 7 Director

Delivering Hope

**CLAY COUNTY HIGH SCHOOL**  
**860 Clay County Highway**  
**Celina, Tennessee 38551**  
**Melissa D. White, Principal**  
**Daniel Strong, Assistant Principal**  
**Phone: 931-243-2340**

July 25, 2016

LEAP RFP Review Committee  
Attn: Curt Johnson  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. Clay County High School believes the outcomes of this grant would have a significant impact on our community's workforce. The goals of the LEAP 2.0 grant are: (1) to facilitate the development and implementation of employer-driven career pathways in Advanced Manufacturing and (2) to develop and implement collaborative, meaningful, and sustained work-based learning programs through co-ops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. I believe these goals align with the goals of the Drive to 55 and address the needs of employers.

I am very pleased to continue my support of the Upper Cumberland LEAP Grant project by committing to be a partner in the Upper Cumberland LEAP 2.0 Grant Proposal. I have seen our students achieve industry certifications and receive high-tech training as a result of LEAP 1, and the opportunity to provide internships and co-ops is a natural next step for student development. I believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers who are better prepared to enter the workforce. Emulating the environment that students will encounter in the workplace is challenging, so the opportunity for them to experience what it is like to work in the field for which they are training will have a tremendous impact on students and will better prepare them for the expectations of employers. I am proud to offer my full support to this project and continued success with the Upper Cumberland LEAP 2.0 Grant.

As principal, I will work closely with the LEAP 2.0 steering committee to ensure the collaborative partnership and work conducted with the grant fund align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,



Melissa D. White

# Clay County Schools

*Matt Eldridge, Director*

P.O. Box 469, 520 Brown Street

Celina, Tennessee 38551

Phone: 931-243-3310 Fax: 931-243-3706

7/26/16

LEAP RFP Review Committee

Attn: Curt Johnston

Tennessee Higher Education Commission

404 James Robertson Parkway, Suite 1900

Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

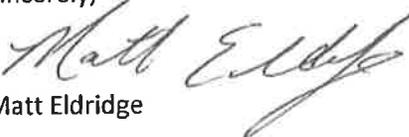
Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. Clay County High School believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are consistent with the goals of Clay County Schools to collaborate with TCAT and other higher institutions of learning to fill the needs of the local workforce. I believe these goals align with the goals of Drive to 55 and address the needs of employers!

I am very pleased to continue my support of the Upper Cumberland LEAP Grant project by committing to be a partner in the Upper Cumberland LEAP 2.0 Grant Proposal. I have seen our students achieve industry certifications and receive high tech training as a result of LEAP 1 and the opportunity to provide internships and co-ops with business and industry is a natural next step for student development in the Upper Cumberland. I believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce. It is difficult to emulate the environment that students will encounter in the workplace, so the opportunity for them to experience what it is like to work in the occupation they are training for will have a tremendous impact on students and will better prepare them for the challenges and expectations of employers. I am proud to offer my full support to this project and continued success with the Upper Cumberland LEAP 2.0 Grant.

As Director of Schools, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,



Matt Eldridge

# JACKSON COUNTY SCHOOLS

711 School Drive  
Gainesboro, Tennessee 38562

*Joe D. Barlow, Director*

Phone: (931) 268-0119 or 268-0268 Fax: (931) 268-3647

## BOARD MEMBERS

Dewey Mabery, Chairman  
Amanda Mahaney  
James Robert Childress

## BOARD MEMBERS

Jeff Lynn  
Mark Brown  
Marty Woolbright

July 27, 2016

LEAP RFP Review Committee

Attn: Curt Johnston

Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. The Jackson County School System believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are:

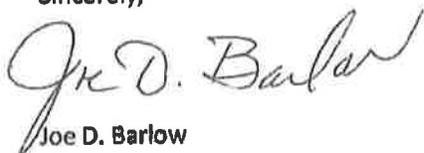
- a) Enhance, expand, and/or acquire equipment to create an academic program at an institution of higher education that fills a critical and demonstrable local workforce need;
- b) Develop and implement collaborative, meaningful, and sustained work-based learning (WBL) programs (defined in detail on page 5) that incent industry partners to develop coops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers.

I believe these goals align with the goals of Drive to 55 and address our needs as employers

I am very pleased to continue my support of the Upper Cumberland LEAP Grant project by committing to be a partner in the Upper Cumberland LEAP 2.0 Grant Proposal. I have seen our students achieve industry certifications and receive high tech training as a result of LEAP 1 and the opportunity to provide internships and co-ops with business and industry is a natural next step for student development in the Upper Cumberland. I believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce. It is difficult to emulate the environment that students will encounter in the workplace, so the opportunity for them to experience what it is like to work in the occupation they are training for will have a tremendous impact on students and will better prepare them for the challenges and expectations of employers. I am proud to offer my full support to this project and continued success with the Upper Cumberland LEAP 2.0 Grant.

As Director of Schools, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,

A handwritten signature in cursive script that reads "Joe D. Barlow". The signature is written in black ink and is positioned above the printed name and contact information.

Joe D. Barlow

Director of Schools

Jackson County

931-268-0119

[joebarlow@jacksoncoschools.com](mailto:joebarlow@jacksoncoschools.com)



July 26, 2016

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. The Overton County School System, believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are:

(1) to facilitate the development and implementation of employer driven career pathways in Advanced Manufacturing (2) to develop and implement collaborative, meaningful, and sustained work-based learning programs through co-ops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. I believe these goals align with the goals of Drive to 55 and address our needs as employers

I am very pleased to continue my support of the Upper Cumberland LEAP Grant project by committing to be a partner in the Upper Cumberland LEAP 2.0 Grant Proposal. I have seen our students achieve industry certifications and receive high tech training as a result of LEAP 1 and the opportunity to provide internships and co-ops with business and industry is a natural next step for student development in the Upper Cumberland. I believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce. It is difficult to emulate the environment that students will encounter in the workplace, so the opportunity for them to experience what it is like to work in the occupation they are training for will have a tremendous impact on students and will better prepare them for the challenges and expectations of employers. I am proud to offer my full support to this project and continued success with the Upper Cumberland LEAP 2.0 Grant.

As Director of Schools I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,

A handwritten signature in blue ink that reads "Dr. Mark L. Winningham".

Mark L. Winningham Ed.D

Overton County Director of Schools



# PUTNAM COUNTY SCHOOL SYSTEM

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ENGAGE INSPIRE ACHIEVE

July 25, 2016

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. The Putnam County School System believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are:

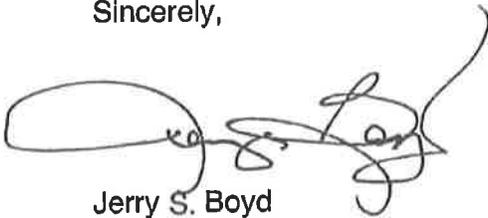
- (1) to facilitate the development and implementation of employer driven career pathways in Advanced Manufacturing
- (2) to develop and implement collaborative, meaningful, and sustained work-based learning programs through co-ops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. I believe these goals align with the goals of Drive to 55 and address our needs as employers

I am very pleased to continue my support of the Upper Cumberland LEAP Grant project by committing to be a partner in the Upper Cumberland LEAP 2.0 Grant Proposal. I have seen our students achieve industry certifications and receive high tech training as a result of LEAP 1 and the opportunity to provide internships and co-ops with business and industry is a natural next step for student development in the Upper Cumberland. I believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce. It is difficult to emulate the environment that students will encounter in the workplace, so the opportunity for them to experience what it is like

to work in the occupation they are training for will have a tremendous impact on students and will better prepare them for the challenges and expectations of employers. I am proud to offer my full support to this project and continued success with the Upper Cumberland LEAP 2.0 Grant.

As Director of Schools, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry S. Boyd". The signature is fluid and cursive, with a large initial "J" and "S".

Jerry S. Boyd  
Director of Schools

# White County Board of Education

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

7/20/16

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. White County High School believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are: (1) to facilitate the development and implementation of employer driven career pathways in Advanced Manufacturing (2) to develop and implement collaborative, meaningful, and sustained work-based learning programs through co-ops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. I believe these goals align with the goals of Drive to 55 and address our needs as employers

I am very pleased to continue my support of the Upper Cumberland LEAP Grant project by committing to be a partner in the Upper Cumberland LEAP 2.0 Grant Proposal. I have seen our students achieve industry certifications and receive high tech training as a result of LEAP 1 and the opportunity to provide internships and co-ops with business and industry is a natural next step for student development in the Upper Cumberland. I believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce. It is difficult to emulate the environment that students will encounter in the workplace, so the opportunity for them to experience what it is like to work in the occupation they are training for will have a tremendous impact on students and will better prepare them for the challenges and expectations of employers.

As director of schools, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,



Kurt Dronebarger  
director@whitecoschools.net  
White County Board of Education  
136 Baker St./ Sparta, TN. 38583  
931-836-2229

July 26, 2016

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

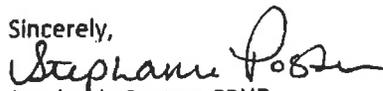
RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. Academy Sports + Outdoors believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are: (1) to facilitate the development and implementation of employer driven career pathways in Advanced Manufacturing (2) to develop and implement collaborative, meaningful, and sustained work-based learning programs through co-ops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. We believe these goals align with the goals of Drive to 55 and address our needs as employers

We, at Academy Sports + Outdoors are very pleased and excited to be a participant in the Upper Cumberland LEAP 2.0 Grant Proposal. Providing internships and co-ops for students will provide a unique opportunity for our company, along with the other industry partners, to contribute to the professional development of our future workforce. We believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce. We believe that real world experience provided through these initiatives will have a tremendous impact on students and will better prepare them for the challenges and expectations of employers. We are proud to offer our full support to this project and look forward to being a part of the Upper Cumberland LEAP 2.0 Grant.

As Senior HR Manager, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,  
  
Stephanie Poston, SPHR  
SR Human Resources Manager  
Stephanie.poston@academy.com



PO Box 2649 • 101 Mill Drive  
Cookeville, TN 38502-2649  
Ph 931-528-5417 • Fx 931-526-3901  
www.atcautomation.com

7/25/16

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. ATC Automation believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are:

- (1) to facilitate the development and implementation of employer driven career pathways in Advanced Manufacturing .
- (2) to develop and implement collaborative, meaningful, and sustained work-based learning programs through co-ops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers.

We believe these goals align with the goals of Drive to 55 and address our needs as employers

We, at ATC Automation, were very pleased to participate in the 2014 Advanced Manufacturing/Industrial Maintenance/Mechatronics in the Upper Cumberland LEAP grant and believe the goals of the LEAP 2.0 program will continue to build a strong collaboration between employers and education. We believe that work-based learning through co-ops and internships is the natural next step for continued workforce development in our area and we are excited to contribute to the continuing success of the programs initiated by LEAP 1. We are proud to offer our full support to this project and look forward to being a part of the Upper Cumberland LEAP 2.0 Grant.

As ATC Controller and Co-Chairman of the Highlands Engineering and Advanced Manufacturing Pathway, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,

R. Adam Bernhardt, Controller  
[adamb@automationtool.com](mailto:adamb@automationtool.com)  
(931) 528-5417

July 27, 2016

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. The Flowserve Corporation, believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are: (1) to facilitate the development and implementation of employer driven career pathways in Advanced Manufacturing (2) to develop and implement collaborative, meaningful, and sustained work-based learning programs through co-ops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. We believe these goals align with the goals of Drive to 55 and address our needs as employers

We, at Flowserve Corporation are very pleased and excited to be a potential participant in the Upper Cumberland LEAP 2.0 Grant Proposal. Providing internships and co-ops for students will provide a unique opportunity for our company, along with the other industry partners, to contribute to the professional development of our future workforce. We believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce. We believe that real world experience provided through these initiatives will have a tremendous impact on students and will better prepare them for the challenges and expectations of employers. We are proud to offer our full support to this project and look forward to being a part of the Upper Cumberland LEAP 2.0 Grant.

As HR Manager, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,

Sheree Wright  
HR Manager  
[shwright@flowserve.com](mailto:shwright@flowserve.com)

July 22, 2106

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

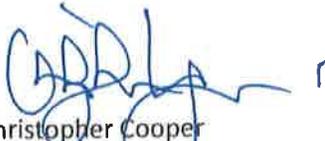
Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. Hutchinson FMS believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are: (1) to facilitate the development and implementation of employer driven career pathways in Advanced Manufacturing (2) to develop and implement collaborative, meaningful, and sustained work-based learning programs through co-ops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. We believe these goals align with the goals of Drive to 55 and address our needs as employers

We, at Hutchinson FMS are very pleased and excited to be a participant in the Upper Cumberland LEAP 2.0 Grant Proposal. Providing internships and co-ops for students will provide a unique opportunity for our company, along with the other industry partners, to contribute to the professional development of our future workforce. We believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce. We believe that real world experience provided through these initiatives will have a tremendous impact on students and will better prepare them for the challenges and expectations of employers. We are proud to offer our full support to this project and look forward to being a part of the Upper Cumberland LEAP 2.0 Grant.

As Human Resource Manager I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,



Christopher Cooper  
HR Manager, Hutchinson FMS

7/26/16

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. The Celina Health and Rehab Center believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are:

a) Enhance, expand, and/or acquire equipment to create an academic program at an institution of higher education that fills a critical and demonstrable local workforce need; b) Develop and implement collaborative, meaningful, and sustained work-based learning (WBL) programs that incent industry partners to develop coops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. We believe these goals align with the goals of Drive to 55 and address our needs as employers

We, at Celina Health and Rehab Center, are very pleased and excited to be a partner in the Upper Cumberland LEAP 2.0 Grant Proposal. We support the addition of new Certified Nursing Assistant (CNA) programs in area high schools and the enhancement of existing CNA programs by updating health science labs with new equipment and resources. We feel that there is a continuing demand for CNA's in our geographical area and we are proud to offer our full support to this project and look forward to being a part of the Upper Cumberland LEAP 2.0 Grant.

As Director of Nursing, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,

Kimberly Head, RN  
Director of Nursing  
Celina Health and Rehab Center

7/27/16

QUALITY  
PRIVATE DUTY  
CARE

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. Quality Private Duty Care, believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are: a) Enhance, expand, and/or acquire equipment to create an academic program at an institution of higher education that fills a critical and demonstrable local workforce need; b) Develop and implement collaborative, meaningful, and sustained work-based learning (WBL) programs that incent industry partners to develop coops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. We believe these goals align with the goals of Drive to 55 and address our needs as employers

We, at Quality Private Duty Care, are very pleased and excited to be a partner in the Upper Cumberland LEAP 2.0 Grant Proposal. We support the addition of new Certified Nursing Assistant (CNA) programs in area high schools and the enhancement of existing CNA programs by updating health science labs with new equipment and resources. We feel that there is a continuing demand for CNA's in our geographical area and we are proud to offer our full support to this project and look forward to being a part of the Upper Cumberland LEAP 2.0 Grant.

As Director of Patient Care, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,



Gary Stover

Director of Patient Services @931-403-5064

*"For a nurse and a patient, there is a language of the heart that is spoken through the eyes."*



July 25, 2016

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Please consider this letter as our willingness to support and partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. Putnam County believes the outcomes of this grant would have a significant impact on our workforce.

Putnam County is very pleased and excited to be a participant in the Upper Cumberland LEAP 2.0 Grant Proposal. The high demand for skilled labor in our area mandates the need for educators and employers to work together to ensure that students are adequately prepared to enter the workforce at the conclusion of their studies. The development of soft skills like punctuality and attendance are paramount to the success of new workers entering the workforce and the opportunity for students to experience firsthand what employers expect will have a tremendous impact on the quality of our future workers. We believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce.

As County Executive, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,

Randy Porter  
County Executive



# OVERTON COUNTY GOVERNMENT

317 E. University Street, Suite 1 • Livingston, TN 38570  
Phone: (931) 823-5638 • Fax: (931) 823-9417 • E-mail: [overtonexec@twlakes.net](mailto:overtonexec@twlakes.net)



**Ben Danner**

County Executive

July 25, 2016

LEAP RFP Review Committee

Attn: Curt Johnston

Tennessee Higher Education Commission

404 James Robertson Parkway, Suite 1900

Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. On behalf of Overton County I believe the outcome of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are: (1) to facilitate the development and implementation of employer driven career pathways in Advanced Manufacturing (2) to develop and implement collaborative, meaningful, and sustained work-based learning programs through co-ops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. We believe these goals align with the goals of Drive to 55 and address the needs of employers.

Overton County Government is pleased to be a participant in the Upper Cumberland LEAP 2.0 Grant Proposal. The high demand for skilled labor in our area mandates the need for educators and employers to work together to ensure that students are adequately prepared to enter the workforce at the conclusion of their studies. Providing internships and co-ops for students will provide a unique opportunity for employers to expose students the culture of the work environment. The development of soft skills like punctuality and attendance are paramount to the success of new workers entering the workforce. We believe the goals of the LEAP 2.0 program will help build a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce. We are proud to offer our full support to this project and look forward to being a part of the Upper Cumberland LEAP 2.0 Grant.

As Overton County Executive, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,

A handwritten signature in cursive script that reads "Ben Danner".

Ben Danner

Overton County Executive

July 25, 2016

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as the Cookeville-Putnam County Chamber of Commerce's willingness to support and partner with the Upper Cumberland Region on the LEAP 2.0 Grant Proposal. We believe the outcomes of this grant will impact positively the development of the workforce. The goals of the LEAP 2.0 grant are:

(1) to facilitate the development and implementation of employer driven career pathways in Advanced Manufacturing (2) to develop and implement collaborative, meaningful, and sustained work-based learning programs through co-ops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. We believe these goals align with the goals of the Governor's Drive to 55 and address the needs of our employers in the region.

We welcome the opportunity to be a participant in the Upper Cumberland LEAP 2.0 Grant Proposal. The high demand for skilled labor requires educators and employers to work together to prepare students to enter the workforce at the conclusion of their studies. Internships and co-ops provide employers with better prepared employees who enter the workforce more productive than they would otherwise. Experiencing firsthand what employers expect will have a tremendous impact on the quality of our future workers. We believe the goals of our LEAP 2.0 program will build that stronger partnership between employers and education to create a better prepared workforce. We proudly offer our full support to this project.

I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align to the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,

  
George Halford

Cookeville-Putnam County Chamber of Commerce President and CEO  
Email: [ghalford@cookevillechamber.com](mailto:ghalford@cookevillechamber.com)

**YOUR VISION. OUR VOICE.**

O (931) 526-2211  
(800) 264-5541

1 WEST FIRST ST., COOKEVILLE, TN 38501

F (931) 526-4023

[www.CookevilleChamber.com](http://www.CookevilleChamber.com)



**COOKEVILLE**  
**C H A M B E R**  
PUTNAM COUNTY, TENNESSEE



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*"Home for All Seasons"*

July 22, 2016

LEAP RFP Review Committee  
Attn: Curt Johnston  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

RE: Upper Cumberland LEAP 2.0 Grant Proposal

Dear Review Committee Members:

Please consider this letter as our willingness to support and our commitment to partner with the Upper Cumberland Region on the LEAP 2.0 Grant proposal. The Clay County Chamber of Commerce believes the outcomes of this grant would have a significant impact on our workforce. The goals of the LEAP 2.0 grant are: (1) To facilitate the development and implementation of employer driven career Pathways in Advanced Manufacturing (2) to develop and implement collaborative, meaningful, and sustained work-based learning programs through co-ops and internships that prepare students for rapid entry into the workforce for industry sectors facing a demonstrable shortage of skilled workers. We believe these goals align with the goals of Drive to 55 and address our needs as employers.

We, at the Clay County Chamber of Commerce are very pleased and excited to be a participant in the Upper Cumberland LEAP 2.0 Grant Proposal. The high demand for skilled labor in our area mandates the need for educators and employers to work together to insure that students are adequately prepared to enter the workforce at the conclusion of their studies. Providing internships and co-ops for students will provide a unique opportunity for employers to expose students to the culture of the work environment and allow them to experience the standards of employment that a worker must meet to maintain employment. The development of soft skills like punctuality and attendance are paramount to the success of new workers entering the workforce and the opportunity for students to experience firsthand what employers expect will have a tremendous impact on the quality of our future workers. We believe the goals of the LEAP 2.0 program will help build



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*"Home for All Seasons"*

a stronger collaboration between employers and education and will assist in producing workers that are better prepared to enter the workforce. We are proud to offer our full support to this project and look forward to being a part of the Upper Cumberland LEAP 2.0 Grant.

As Executive Director, I will work closely with the LEAP 2.0 grant steering committee to ensure the collaborative partnership and work conducted with the grant funds align the goals of the Drive to 55 and address the needs of business and industry in the Upper Cumberland. Thank you for your review of our grant application.

Sincerely,

A handwritten signature in black ink that reads "Ray Norris". The signature is written in a cursive style.

Ray Norris  
Executive Director