

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY - JACKSBORO

RHCPE GRANT: Expanding Health Care Pathways in Rural Counties

Lead Entity: Tennessee College of Applied Technology – Jacksboro

Fiscal Agent: Tennessee College of Applied Technology – Jacksboro

IN PARTNERSHIP WITH:

1. Higher Education Institution: Tennessee College of Applied Technology – Jacksboro

2. LEA/School Districts:
Campbell County School District
Claiborne County School

3. Employer Partners:
LaFollette Medical Center: Tennova
Tennova LaFollette Health and Rehabilitation Center
Dayspring Health, Inc.
Claiborne Medical Center – Covenant Health

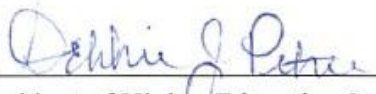
Project Director Ms. Jada Stanley, 265 Elkins Rd., Jacksboro, TN 37757

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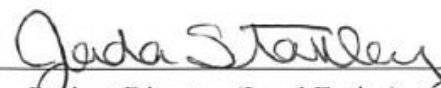
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Funding requested:

\$2,000,000

X 

President of Higher Education Institution
(Fiscal Agent)

X 

Project Director (Lead Entity)

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ABSTRACT/PROJECT SUMMARY

The *Expanding Health care Pathways in Rural Counties* plan proposed by Tennessee College of Applied Technology – Jacksboro (TCAT Jacksboro) aligns with the strategy to develop and implement collaborative, meaningful, and structured work-based learning (WBL) experiences to include increasing awareness of health care fields at the secondary level.

Strategies identified to accomplish this objective include leveraging the knowledge, skills and actionable feedback of top healthcare leaders and professionals in the identified counties of Campbell and Claiborne County in rural East Tennessee to inspire and attract new workers to the health care field by creating apprenticeship models, WBL experiences and presentations to create education and training pathways tied increasing the workforce. Strengthening the economic opportunity and mobility of students and health care workforce of these communities will be the outcome's goal.

The two school district partners share the goal to support the medical infrastructure and have identified the need to expand pre-employment training, expanding the faculty and attract and inspire students to health care careers through career awareness efforts. The purchase of identified equipment provides an opportunity to use modern technology to recruit and update curriculum. The ability to learn and experience medical science is beneficial and an effective tool in preparing students to enter a health care profession. The goal will be to attract and retain students into the health care profession. This grant will closely coordinate with the GIVE 3.0 grant to ensure that in place activities are expanded upon.

PROGRAM PROPOSAL

Section 1: Program Narrative

The *Expanding Health care Pathways in Rural Counties* includes a consortium of partners including the Tennessee College of Applied Technology – Jacksboro (TCAT Jacksboro), Campbell County Schools, Claiborne County Schools, LaFollette Medical Center: Tennova, LaFollette Health and Rehabilitation Center, Dayspring Health, Inc., and Claiborne Medical Center – Covenant. The school systems are integral in being partners in this collaborative as they provide the foundational skills for students. Our employer partners will assist in forming the activities of this project to best meet the needs of local and regional employers. The collaborative will implement activities in Campbell and Claiborne counties.

Activities will focus on introducing students to health care opportunities at an early age, so they understand the many career pathways available. TCAT Jacksboro and School System staff will work closely with our employers to identify opportunities for classroom presentations and facility tours. Our consortium will work to identify and implement additional dual enrollment and post-secondary opportunities in health care-related fields. Stackable credentials which allow students to master short-term credentials while working toward longer term goals. This grant will be closely coordinated with the GIVE 3.0 *PATH – Providing Appalachian Training in Health care* to ensure that activities are not duplicated.

Section 2: Demonstration of Need

Localized data demonstrating the need for action. The Tennessee College of Applied Technology – Jacksboro; *Expanding Health Care Pathways in Rural Counties* supports the need to engage students and non-traditional students in skills that appeal to their personal interests and goals and provide a pathway to pursue the career path that matches their interests. The grant activities focus area includes the rural Tennessee counties of Campbell and Claiborne. Rural communities are diverse and have distinctive benefits but also face unique challenges, particularly with regards to the health care workforce. Rural communities are often under resourced, making recruiting and retaining the health care workforce a challenge. The objective is to strengthen higher education partnerships and support workers in these communities.

County 2024 rankings observed at [tn.gov](https://www.tn.gov) rank Campbell County as 87th in Tennessee; with an economic well-being of 83rd; the 2022 median household income was \$44,268 compared to the state at \$65,231. Identified opportunities for improving outcomes included: Making high school students aware of the community college and technical school benefits available to them through Tennessee Promise and encouraging on-time high school graduation (Appendix C). Claiborne County ranks 69th overall and 59th in economic well-being; the 2022 median household income was \$41,087. Similarly, to Campbell County, Claiborne County has an opportunity for improving outcomes by addressing chronic absenteeism including connecting students to success in school (Appendix D). As published by TN Department of Health, 2023

With the use of economic indicators; Appalachian Regional Commission published in fiscal year 2025, Campbell and Claiborne Counties are classified as “at-risk” (Appendix E). Both Counties are identified as areas with Persistent High Poverty and/or Possible high poverty areas as determined by the Economic Development Administration (Appendix F).

Clear linkages between grant activities and local/regional needs. Using Career Pathways as a common driver to health care careers is an observed need in Campbell and Claiborne Counties. Occupations in health care share common skills, knowledge, and interests. Using industry- recognized credentials of training or education to help provide opportunities for career advancement. Regional data identifies health care support occupations in Eastern Tennessee as in-demand among Tennessee's business community. Projecting the number of annual job openings over the next 10 years as 1,018 for health care support occupations (Appendix G). The county profile tool published by Tennessee Department of Economic and Community Development lists three of TCAT - Jacksboro's partners as top 10 employers of these two counties (Appendix H). The 2024 Academic Supply for Occupational Demand report shows clear opportunities in East Tennessee in health care fields listed as Occupations with High Employer Demand (Appendix I). The Tennessee Department of Labor & Workforce Development shows - In Demand Occupations to 2026 report for East Tennessee Registered Nurses as well as Licensed Practical and Licensed Vocational Nurses as jobs in demand with positive job growth and at least 75 expected annual job openings. (Appendix J). The 2020 Needs for Higher Education Credentials shows a high demand for Nursing Assistants and High Demand for Home Health Aides in this geographical area and the TCAT – Jacksboro Campus is in a high need for additional higher education designated area (Appendix K).

Critical to sustaining a strong health care workforce is strengthening the nursing pipeline since nurse's touch on every attribute of care delivery in most health care settings. Nurses are the backbone of the health care workforce, connecting care for patients in care settings. Recruiting and retaining the direct care workforce i.e. Nursing Aides is a challenge for Communities. These workers provide essential services for older adults, people with disabilities and people

undergoing intensive rehabilitation. While the direct care workforce is essential, these workers are often in short supply. Focusing on learners who might be interested in upskilling, career paths and skills gaps between the two positions will be paramount.

Supportive partnerships drive the direction of this project: Tennessee College of Applied Technology – Jacksboro has a long-standing partnership with both the Campbell County School Administration as well as the Claiborne County School Administration. Both partners serve as advisory committee members for TCAT – Jacksboro. This project will strengthen the well-matched goal to introduce students to health care opportunities at an early age, so they understand the many career pathways available. Health care employers with opportunities for clinical sites and/or provide WBL (Work Based Learning) opportunities include: Dayspring Health Center, LaFollette Health and Rehabilitation Center; Claiborne Medical Center – Covenant Health. This project will strengthen the goals to expose students to job shadowing, clinical assignments, and apprenticeship opportunities.

Campbell County Schools are making progress; the Tennessee Higher Education Commission shows progress for Campbell County Schools: of the class of 2022; 51.8% in the county enrolled in college immediately following high school, compared to 46.6% of the class of 2017 (Appendix L). Claiborne County Schools Districts showed a slight decrease: of the class of 2022; 56.2% in the county enrolled in college immediately following high school, compared to 59.7% of the class of 2017 (Appendix M). Tennessee College of Applied Technology – Jacksboro has a track record of success and an established footprint in both counties. College Data Profile confirms this with a 22-23 program completion rate of 83%, job placement rate of 86% and licensure pass rate of 89% (Appendix N). Nationally, the Bureau of Labor and Statistics employment projections 2023-33 predict health care and social assistance sector occupations to

see the fastest employment growth (Appendix O). Licenses Practical Nurses as shown in the Occupational Outlook Handbook by the Bureau of Labor Statistics a projected growth of 3% from 2023 to 2033 (Appendix P). Additional top program opportunities for Health & Related Programs in Campbell County include enrollment at Roane State Community College's Extension Campus in Campbell County who report a total 2023 enrollment of 368 students from Campbell County (Appendix Q).

The Health Care Science & Services industry has technical skills that represent the knowledge and skills needed to be successful in this industry. Including: Privacy and confidentiality, health industry ethics, laws and regulations, additionally the ability to keep accurate and confidential documentation. Patient interaction, infection control, understanding of drugs and medications, as well as the knowledge of diagnostic procedures, scientific methods, and technology are some of the skills needed for success in the health care industry. Educators can harness technology to make learning more engaging, preparing students for careers in so many health care fields that are growing.

Additionally, and ultimately counties are best served when they have health care professionals who understand their community profile and make patient centered medical decisions with and in partnership including community leadership. County Data Package shows Campbell County had 17 childcare providers to serve the 8,150 children under the age of 18 (Appendix R) the same resource shows 21 childcare providers in Claiborne County to serve the 6,106 children under the age of 18 (Appendix R).

Proposed expansion of academic programs, work-based learning opportunities, and needed equipment. In conjunction with the GIVE 3.0 funding, this grant will fund additional technology for both high school and post-secondary students to be exposed to cutting edge

training. One of the requests will be to purchase *Anatome* science tables which will allow students to get in-depth training in anatomy and physiology. Having this teaching tool will enhance the health-related courses at both the high school and post-secondary levels.

Currently, the school systems are offering nursing aide and basic emergency medical technology programs. TCAT Jacksboro offers nursing aide, emergency medical technology (basic and advanced), practical nursing, pharmacy technology, and medical billing and coding. Partners are currently discussing additional health care related programs that could be added to our program inventories to meet the local and regional needs of employers.

Section 3: Program Plan

Detailed summary of proposed program. This project will follow the Work Based Learning (WBL) Framework Continuum including industry and career awareness, career exploration, career preparation, and career training (Appendix S). As shown in the data section, Campbell and Claiborne Counties are rural and have pockets of high poverty. Having access to reliable health care is critical for both counties; however, the employers in the counties do not have enough applicants to fill the positions needed. WBL activities will focus on the needs of employers and finding ways to attract more students to enter training for the open positions. Career awareness will be emphasized for younger students. More health care WBL activities will be implemented for high school students and additional health care training opportunities will be implemented for post-secondary students.

Detailed project timeline and overview. A timeline has been established with benchmarks as follows. **Year 1/Quarter 1** – The staff will hold the first quarterly steering committee to discuss the budget, goals for the four-year period and continue discussions for strengthening current pathways and creating new ones. Steering committee meetings will be conducted

quarterly. Work will commence with high school counselors, faculty and staff to increase the WBL opportunities for students.

Year 1/Quarter 2 and Quarter 3 – Approved equipment purchases will be purchased and placed in the high schools and TCAT Jacksboro. In coordination with School System staff, TCAT Jacksboro staff, and Roane State Director, opportunities will be explored to coordinate dual enrollment activities and campus tours.

Year 1/Quarter 4 – Partners will coordinate the middle school camps funded by the GIVE 3.0 grant with additional employer visits and campus-based activities. The middle school camps will be an ongoing component for the life of the GIVE 3.0 grant. The GIVE 3.0 grant ends on September 30, 2028. This grant will fund the middle school camps in Summer 2029.

Year 2/Quarter 1 – Continued work will be done to develop additional work-based learning opportunities. In conjunction with the GIVE 3.0 grant, the articulation and pathways with Roane State Community College, Lincoln Memorial University and East Tennessee State University will be given priority.

Year 2/Quarter 2 – Job shadowing, clinical assignments, and apprenticeship opportunities will be a milestone for this quarter in addition to the work already in progress.

Year 2/Quarter 3 – Additional employer partners will be incorporated into the collaborative. Planning for the middle school camps will also be a part of the coordination this quarter.

Year 2/Quarter 4 – Additional work with articulation pathways and apprenticeships will be a milestone for this quarter. The Steering Committee will provide input on additional program opportunities needed in the region.

Year 3/Quarter 1 – Continued work with health care providers will be focused on implementing job shadowing and apprenticeship opportunities.

Year 3/Quarter 2 – Increased clinical opportunities will be added during this quarter to serve more students. Other work started in previous quarters will continue.

Year 3/Quarter 3 – Collaboration with Roane State Community College, East Tennessee State University and Lincoln Memorial University to identify additional pathways will be a major focus of this quarter.

Year 3/Quarter 4 – Coordination with the GIVE 3.0 grant summer health care grants will be the quarterly focus with all other activities ongoing.

Year 4/Quarter 1 – Articulation work will continue with other post-secondary institutions opening pathways for students who wish to pursue Associate, Bachelor, Masters or Doctoral degrees in health care fields.

Year 4/Quarter 2 – The consortium of partners will ensure that sustainability activities are considered as the grant nears the end. All other activities will continue.

Year 4/Quarter 3 – Quarter 3 activities will be a continuation of the previous quarters.

Year 4/Quarter 4 – The health care summer camps will be funded under this grant as the GIVE 3.0 grant has expired. Continued work with high school staff to ensure activities are in place to continue at the end of the *Expanding Health Care Opportunities in Rural Counties*.

Identify key objectives for each phase of the project and describe how they will be measured. Year 1 – The equipment requested in this proposal will be purchased. A work-based counselor will be designated in Campbell County and Claiborne County schools. The TCAT staff will work closely with the school staff to ensure coordination works to the best benefit of

both high school and post-secondary students. WBL opportunities will be offered to 30 high school students in the two counties.

Year 2 – In-service presentations will be coordinated with TCAT and high school health care faculty to ensure that everyone is working together to make WBL opportunities available to at least 40 students interested in health care fields. Presentations will also be arranged for both elementary and middle-school students introducing them to potential health care fields.

Stackable credentials will be integrated into the WBL activities.

Year 3 – Of the students who participated in high school WBL activities, 25 will pursue post-secondary programs upon graduation. An additional 45 students will pursue WBL activities in high school.

Year 4 – WBL and post-secondary opportunities will continue as the final year of the grant occurs. Employer input will be critical for the sustainability of the activities as the grant ends. Steering committee meetings will occur on a regular basis to ensure the grant activities meet the needs of the employers both locally and regionally.

Program governance and accountability plan. The steering committee’s membership consists of leaders in their fields. TCAT Jacksboro has a long-term working relationship with both Campbell and Claiborne County schools in providing dual enrollment opportunities. The health care industry partners have served on TCAT program advisory committees. Claiborne Medical Center – Covenant is being added as a partner due to their critical involvement in the health care industry in Claiborne County. Both county mayors are supportive of our project and serve on the steering committee. Through the GIVE 3.0 grant, we are working with other higher education institutions to provide seamless career pathways. That work will benefit this project while allowing us to create additional pathways. TCAT Jacksboro has strong working

relationships with all partners which give us the ability to create opportunities in health care fields for the rural communities we serve.

Counties served. The counties to be served by this project are Campbell and Claiborne. LaFollette Medical Center – Tennova, Tennova - LaFollette Health and Rehabilitation Center, Claiborne Medical Center – Covenant and Dayspring Health, Inc. provide the health care needs for many residents of the two counties. The employer partners experience a need for more trained health care employees. The employer partners will guide the expansion of any new pathways developed at the K-12 and post-secondary levels. School systems will have a dedicated WBL staff person to work closely with TCAT Jacksboro and employer partners. Employer partners will provide multiple opportunities to all health care students as outlined in the MOU. As shown in the demonstration of need section, Campbell and Claiborne counties are rural in nature with areas of high poverty. Three of the four employer partners are listed as top 10 employers in the counties which makes them the ideal partners to participate in this project.

Section 4: Strength of Partnership

Detailed description of each mandatory partner’s role and their capabilities in implementing the identified project. The Memorandum of Understanding (MOU) outlining the partnership agreement from local and area employers and partnering secondary institutions is included in Appendix A. All partners have agreed upon the components of the proposal documented by their completion of the MOU. If funded, additional employer partners will be brought onboard to participate in the opportunities to connect students with employers. The partner employers are in the top ten employers in both counties.

Section 5: Budget Plan

Clear alignment between funding requests and grant activities. Planned purchases and expenditures requests align with the project activities. Students must be trained using the latest technology and equipment. As they enter the workforce, graduates need to be prepared to use the technology and equipment used by local and regional employers.

Salaries and Wages, Benefits & Payroll Taxes. Three positions will be hired to ensure the successful implementation and execution of the grant. Positions at high schools are budgeted based on the salary plans for the counties and the TCAT position is budgeted based on the TCAT salary scale.

Supplies, Telephone, Postage, and Shipping. The budgeted request will support the supply needs for the high schools and TCAT Jacksboro. No telephone, postage or shipping is requested. Minor sensitive equipment is also included in this line item.

Travel, Conferences and Meetings. Transportation costs for student tours, one year of summer camps, and staff travel have been requested.

Capital Equipment. Equipment purchase requests will allow us to ensure that secondary partners have the latest technology and equipment to train the high school students. As high school students transition to TCAT Jacksboro for dual enrollment or full-time enrollment in health care fields, they will be using the same equipment that is being used by health care employers. Adding the *Anatomage* science tables will enhance the teaching aids that health care instructors need to teach anatomy and physiology and other courses. Our team plans to provide in-service activities for our employer partners using the *Anatomage* science tables. This will be an excellent use of the equipment but will strengthen the partnerships in this project. Additional

equipment requests will enhance learning experiences for both high school and post-secondary students.



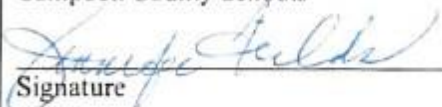
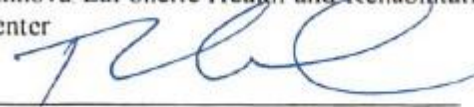
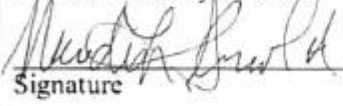
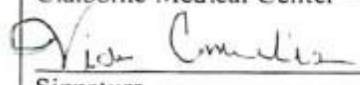
Specific Assistance to Individuals. This line item requests funds to support short-term training, stackable credentials and certifications.

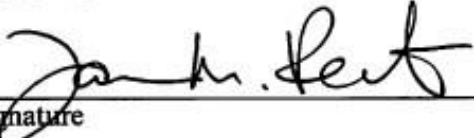
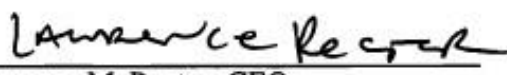
Indirect Costs. The 8% indirect costs will cover the administrative expenses associated with human resources, payroll, procurement, purchasing, financial and other reporting, auditing and campus support for the successful implementation and execution of the grant.

Section 6: Sustainability

Detailed plan for sustaining the program beyond the 48-month funding period. In conjunction with the GIVE 3.0 *PATH – Providing Appalachian Training in Health care* funding, this project will allow the partners to establish and plan long-term for the sustainability of project activities and grow employer participation. The MOU partners are members of both programs and general advisory committees at TCAT Jacksboro. These memberships ensure that we are moving forward with the needs of local and regional health care employers. This funding allows us to build a robust infrastructure and framework for the future. All partners have committed to the sustainability of the project with their signatures on the MOU. In coordination with the *PATH – Providing Appalachian Training in Health care* project, TCAT Jacksboro has the responsibility for ensuring continued grant activities beyond the grant period.

APPENDIX A: Memorandum of Understanding

<p>COLLEGE: Tennessee College of Applied Technology - Jacksboro</p> <p><u></u> Signature</p> <p>_____ Debbie J. Petree, President</p> <p><u>01/22/2025</u> Date</p>	<p>EMPLOYER PARTICIPANT: LaFollette Medical Center: Tennova Healthcare</p> <p><u></u> Signature</p> <p><u>R MARK CAIN</u> R. Mark Cain, CEO</p> <p><u>1/29/25</u> Date</p>
<p>EDUCATIONAL PARTICIPANT: Campbell County Schools</p> <p><u></u> Signature</p> <p><u>Jennifer Fields</u> Jennifer Fields, Director of Schools</p> <p><u>01/22/2025</u> Date</p>	<p>EMPLOYER PARTICIPANT: Tennova LaFollette Health and Rehabilitation Center</p> <p><u></u> Signature</p> <p><u>R MARK CAIN</u> R. Mark Cain, CEO</p> <p><u>1/29/25</u> Date</p>
<p>EDUCATIONAL PARTICIPANT: Claiborne County Schools</p> <p><u></u> Signature</p> <p><u>Meredith Arnold</u> Meredith Arnold, Director of Schools</p> <p><u>01/22/2025</u> Date</p>	<p>EMPLOYER PARTICIPANT: Claiborne Medical Center – Covenant Health</p> <p><u></u> Signature</p> <p><u>Betsy Maples, Marketing Manager/Patient Experience Advisor</u> Vicki Cornelius, CEO</p> <p><u>1/23/25</u> Date</p>

	<p>EMPLOYER PARTICIPANT: Dayspring Health, Inc.</p> <p> Signature</p> <p> Lawrence M. Rector, CEO 1/23/2025 Date</p>
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APPENDIX B: Budget

GRANT BUDGET				
Rural Health Care Pathways Expansion Grant				
<p>The grant budget line-item amounts below shall be applicable only to expense incurred during the following</p> <p>Applicable</p> <p>Period: BEGIN: August 1, 2025 END: August 31, 2029</p>				
POLICY 03 Object Line-item Reference	EXPENSE OBJECT LINE-ITEM CATEGORY ¹	GRANT CONTRACT	GRANTEE PARTICIPATION	TOTAL PROJECT
1. 2	Salaries, Benefits & Taxes	1,090,074.00	0.00	0.00
4, 15	Professional Fee, Grant & Award ²	0.00	0.00	0.00
5, 6, 7, 8, 9, 10	Supplies, Telephone, Postage & Shipping, Occupancy, Equipment Rental & Maintenance, Printing & Publications	15,000.00	0.00	0.00
11. 12	Travel, Conferences & Meetings	28,000.00	0.00	0.00
13	Interest ²	0.00	0.00	0.00
14	Insurance	0.00	0.00	0.00
16	Specific Assistance To Individuals	34,495.00	0.00	0.00
17	Depreciation ²	0.00	0.00	0.00
18	Other Non-Personnel ²	0.00	0.00	0.00
20	Capital Purchase ²	672,431.00	0.00	0.00
22	Indirect Cost	160,000.00	0.00	0.00
24	In-Kind Expense	0.00	0.00	0.00
25	GRAND TOTAL	2,000,000.00	0.00	0.00

¹ Each expense object line-item shall be defined by the Department of Finance and Administration Policy 03, *Uniform Reporting Requirements and Cost Allocation Plans for Subrecipients of Federal and State Grant Monies, Appendix A.* (posted on the Internet at: <https://www.tn.gov/finance/looking-for/policies.html>).

² Applicable detail follows this page if line-item is funded.

GRANT BUDGET LINE - ITEM DETAIL

Line 1 Salaries and Wages

On this line, enter compensation, fees, salaries, and wages paid to officers, directors, trustees, and full-time employees. An attached schedule may be required showing client wages or other included in the aggregations.

Line 2 Employee Benefits & Payroll Taxes

Enter (a) the institution's contributions to pension plans and to employee benefit programs such as health, life, and disability insurance; and (b) the institution's portion of payroll taxes such as social security and Medicare taxes and unemployment and workers' compensation insurance. An attached schedule may be required showing client benefits and taxes or other included in the aggregations.

Line 4 Professional Fees

Enter the organization's fees to outside professionals, consultants, and personal-service contractors. (A detailed description is required in the Grant Budget Line-Item Detail if this line-item is funded.)

Line 5 Supplies

Enter the organization's expenses for office supplies, food and beverages, and other supplies. An attached schedule may be required showing food expenses or other details included in the aggregations.

Line 6 Telephone

Enter the institution's expenses for telephone, cellular phones, FAX, E-mail, telephone equipment maintenance, and other related expenses.

Line 7 Postage and Shipping

Enter the institution's expenses for postage, messenger services, overnight delivery, outside mailing service fees, freight and trucking, and maintenance of delivery and shipping vehicles.

Line 9 Equipment Rental and Maintenance

Enter the institution's expenses for renting and maintaining computers, copiers, postage meters, and other office equipment used exclusively for this grant initiative.

Line 10 Printing and Publications

Enter the institution's expenses for producing printed materials (not including posters, advertising, and other marketing materials), purchasing books and publications, and buying subscriptions to publications.

Line 11 Travel

Enter the institution's expenses for travel, including transportation, meals, lodging, and per diem payments.

Line 12 Conferences and Meetings

Enter the institution's expenses for conducting or attending meetings, conferences, and conventions. Include rental of facilities, speakers' fees and expenses, printed materials, and registration fees.

Line 15 Grants and Awards

Enter the institution's awards, grants, subsidies, and other pass-through expenditures to individuals and to other institutions, including travel and equipment allowances outside the institution (this includes WBL salary reimbursements). This classification includes items used in direct support of this initiative. (A detailed description is required in the Grant Budget Line-Item Detail if this line-item is funded.)

Line 18 Other Non-personnel Expenses

Enter the institution's allowable expenses for advertising, the institution's and employees' membership dues in associations and professional societies and licenses, permits, registrations, and testing fees.

Line 19 Capital Purchases

Enter the organization's purchases of fixed assets and purchases with a minimum life expectancy of one year. Include land, equipment, buildings, leasehold improvements, and other fixed assets.

Line 22 Indirect Cost

This amount is intended to cover costs associated with administrative functions including providing the required project reports, financial information, and information to support project evaluation. Not to exceed eight percent of the total budget.

Line 24 In-Kind Expenses

This amount is for reporting the value of contributed resources applied to the program. Approval and reporting guidelines for in-kind contributions will be specified by those contracting state agencies who allow their use toward earning grant funds.

Line 25 Total Expenses

Total Direct and Administrative Expenses, and Line 24, In-kind Expenses, goes on this line.

APPENDIX C: Campbell County Profile

Appendix - C

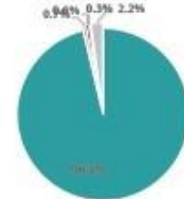
<https://www.tn.gov/content/dam/tn/tccy/documents/county-profiles/2024countyprofiles/2024Campbell.pdf>

87th CAMPBELL

Population Under 18: 20.5%



Child Population by Race



■ White, including Hispanic
■ Black, including Hispanic
■ Native American/Alaskan
■ Other/Unknown

■ Black, including Hispanic
■ Asian/Pacific Islander



■ Hispanic, All Races ■ Non-Hispanic

Published July 2024

ECONOMIC WELL-BEING 83RD		Rank	Previous Percent/Rate	Previous Rank
Children living in poverty 26.8% 2022		84th	25.3%	78th
Severe housing cost burden 9.5% 2018-2022		57th	10.1%	61st
Child care cost burden 39.5% FY2022-23		85th	23.5%	23rd
EDUCATION 87TH		Rank	Previous Percent/Rate	Previous Rank
3rd to 8th grade reading proficiency 28.1% 2023-24		80th	28.3%	75th
3rd to 8th grade math proficiency 32.7% 2023-24		63rd	30.3%	68th
Youth graduating high school on time 85.4% 2022-23		91st	86.9%	87th
HEALTH 48TH		Rank	Previous Percent/Rate	Previous Rank
Kindergarten full immunization series 93.7% 2022-23		55th	93.1%	76th
Children who lack health insurance 4.6% 2021		34th	5.0%	9th
Babies born at a low birth weight 9.2% 2020-2022		69th	9.1%	64th
FAMILY & COMMUNITY 86TH		Rank	Previous Percent/Rate	Previous Rank
Youth Crime Rate Per 1,000 13.5 2022		20th	12.9	23rd
Children who are chronically absent 31.1% 2022-23		93rd	29.5%	85th
Victims of abuse or neglect per 1,000 16.1 FY2022-23		65th	23.3	91st

Campbell County

	Number	Rate	Tennessee Rate	County Rank	Year
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Demographics

Total population (state value is number not rate)	40,223	NA	7,126,489	40	2023
Population under 18 years of age (percent of total population)	8,265	20.5%	22.0%	55	2023

Economic Well-Being

Median Household Income	\$44,268	NA	\$65,231.00	87	2022
Youth unemployment	23	3.6%	9.8%	12	2023
Per capita personal income (state value is dollars not rate)	\$42,051	NA	\$58,292	60	2022
Median home sales price (state value is dollars not rate)	\$255,055	NA	\$325,000	48	2022
Children receiving Families First grants (TANF)	264	3.2%	1.5%	91	FY23
Children receiving Supplemental Nutrition Assistance (SNAP)	2,638	31.9%	22.4%	84	FY23
Fair market rent (percent of monthly median household income)	\$1,138	30.8%	21.4%	92	FY23
WIC participation (percent of children under 5)	903	41.7%	29.0%	75	FY23

Education

School age special education services (age 3 to 21)	959	11.4%	8.0%	82	2022-23
TEIS participation (percent of children age 0 to 4)	88	4.1%	4.4%	42	2022-23
Economically disadvantaged students	2,004	40.0%	30.2%	77	2022-23
School suspensions	245	4.9%	4.6%	66	2022-23
Graduating seniors scoring 21 or better on the ACT at least once	69	22.7%	35.4%	78	2022-23
Young adult college enrollment (percent of graduating seniors)	NA	51.8%	54.3%	45	2022

Health

Neonatal abstinence syndrome (per 1,000 live births)	12	29.78	7.1	35	2022
Births to mothers who smoked during pregnancy	107	25.7%	9.1%	89	2021
Children on TennCare (Medicaid)	6,621	71.3%	53.1%	89	Dec-23
Total TennCare (Medicaid) enrollees	13,152	32.7%	23.0%	87	Dec-23
Births covered by TennCare (Medicaid)	313	77.7%	54.5%	87	2022
Children qualified for Medicaid/CHIP but uninsured	231	4.4%	6.1%	14	2021
Infant mortality (per 1,000 live births)	*	*	6.2	*	2021
Neonatal death (per 1,000 live births)	*	*	3.2	*	2021
Child deaths (per 100,000 children age 1 to 14)	*	*	20.7	*	2021
Teen violent deaths (per 100,000 youth age 15 to 19)	*	*	69.7	*	2021
Adequate prenatal care	343	82.9%	73.9%	16	2021
Pediatric physicians (per 100,000 children)	0	0.0	76.1	59	2022-23
Children who are food insecure	1,880	23.3%	17.9%	63	2022
Teens with STDs (per 1,000 youth age 15 to 17)	*	*	16.1	*	2022
Confirmed elevated blood lead level (per 1,000 screened)	15	7.2%	4.7%	75	2019-23
Breastfeeding initiation at birth	319	79.4%	83.3%	46	2022
Individuals scoring for severe depression (all ages) PHQ-9 (per 100K)	69	43.6	44.8	65	2020-23
Individuals reporting frequent suicidal ideation (all ages) PHQ-9 (per 100K)	59	37.3	43.6	59	2020-23
Individuals scoring positive for PTSD (all ages) PTSD Screen (per 100K)	36	22.8	22.1	48	2020-23
Individuals scoring at risk for psychotic-like experiences PQ-B (per 100K)	55	34.8	27.7	75	2020-23

Family & Community

Reported child abuse cases	438	5.3%	4.2%	59	FY23
Commitment to state custody (per 1,000 children)	29	3.2	2.5	49	FY23
Remaining in state custody (per 1,000 children)	80	8.9	5.1	65	FY23
Juvenile court referrals	59	0.7%	1.8%	21	2022
Child restraint use in crashes (age 0-12)	NA	96.8%	NA	36	2023
Regulated child care spaces (percent of children age 0 to 12)	1,233	21.6%	29.8%	51	FY23

Campbell

Overall

At 87th, Campbell County is in the near the bottom of Tennessee counties in child well-being. The county's strongest area was Health.

Strengths

Campbell's strongest indicator is the rate of youth crime per 1,000, where the county ranks 20th. The county also performs well in the percent of children without health insurance at 34th.

Opportunities

The county's biggest challenge is the percent of chronic absenteeism among public school students, where it ranks 93rd. There are opportunities for improvement in the percent of high school students graduating on time as well.

Policy/Practice/Program Options to Improve Outcomes

Many of these policies have multiple models for delivery, including public-private partnership, non-profit partners and community engagement.

Evidence-based strategies to address chronic absenteeism begin with early warning prevention and intervention systems, identifying students before their absences hit chronic levels and looking for underlying causes. Implementing positive and supportive engagement strategies to improve students' attendance at, connection to and success in school can help, while counselors who address individual students' challenges with regular attendance improve outcomes. Disciplinary measures that take students out of the classroom are a contributor to chronic absenteeism and not a solution.

Making high school students aware of the community college and technical school benefits available to them through Tennessee Promise can encourage on-time high school graduation. Having counselors available to work with students with personal challenges staying in school can also decrease dropout rates. Studies have found that school climate can play a significant role in students' academic success. Communities can conduct school climate surveys addressing topics such as academics, community, safety, and institutional environment to better gauge a student's experience.

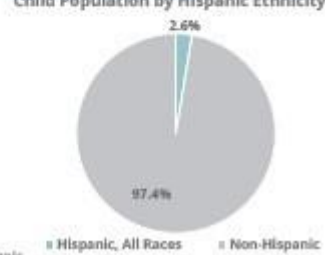
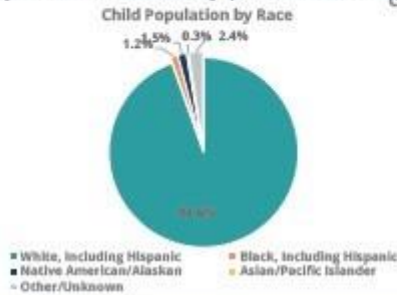
APPENDIX D: Claiborne County Profile

Appendix D

<https://www.tn.gov/content/dam/tn/tccy/documents/county-profiles/2024coprofiles/2024Claiborne.pdf>

69th CLAIBORNE

Population Under 18: 19.1%



Published July 2024

ECONOMIC WELL-BEING 59TH

Children living in poverty 25.7%
2022

Rank

Previous
Percent/Rate

Previous
Rank

83rd

24.5%

71st

Severe housing cost burden 9.5%
2018-2022

56th

9.8%

56th

Child care cost burden 22.2%
FY2022-23

11th

25.9%

51st

EDUCATION 66TH

3rd to 8th grade reading proficiency 29.2%
2023-24

75th

31.4%

62nd

3rd to 8th grade math proficiency 28.3%
2023-24

77th

32.5%

61st

Youth graduating high school on time 95.4%
2022-23

30th

92.3%

57th

HEALTH 23RD

Kindergarten full immunization series 94.1%
2022-23

46th

94.6%

51st

Children who lack health insurance 3.8%
2021

9th

4.7%

5th

Babies born at a low birth weight 8.6%
2020-2022

50th

7.9%

25th

FAMILY & COMMUNITY 85TH

Youth Crime Rate Per 1,000 6.2
2022

8th

11.2

19th

Children who are chronically absent 30.6%
2022-23

92nd

26.7%

78th

Victims of abuse or neglect per 1,000 18
FY2022-23

76th

21.1

87th

Claiborne County

	Number	Rate	Tennessee Rate	County Rank	Year
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Demographics

Total population (state value is number not rate)	32,654	NA	7,126,489	47	2023
Population under 18 years of age (percent of total population)	6,230	19.1%	22.0%	76	2023

Economic Well-Being

Median Household Income	\$41,087	NA	\$65,231.00	93	2022
Youth unemployment	44	8.6%	9.8%	47	2023
Per capita personal income (state value is dollars not rate)	\$42,082	NA	\$58,292	59	2022
Median home sales price (state value is dollars not rate)	\$243,727	NA	\$325,000	53	2022
Children receiving Families First grants (TANF)	190	3.1%	1.5%	87	FY23
Children receiving Supplemental Nutrition Assistance (SNAP)	1,719	27.6%	22.4%	67	FY23
Fair market rent (percent of monthly median household income)	\$983	28.7%	21.4%	86	FY23
WIC participation (percent of children under 5)	602	37.9%	29.0%	61	FY23

Education

School age special education services (age 3 to 21)	643	9.2%	8.0%	46	2022-23
TEIS participation (percent of children age 0 to 4)	60	3.8%	4.4%	32	2022-23
Economically disadvantaged students	1,291	33.0%	30.2%	49	2022-23
School suspensions	146	3.7%	4.6%	47	2022-23
Graduating seniors scoring 21 or better on the ACT at least once	91	34.2%	35.4%	32	2022-23
Young adult college enrollment (percent of graduating seniors)	NA	56.2%	54.3%	24	2022

Health

Neonatal abstinence syndrome (per 1,000 live births)	11	34.06	7.1	37	2022
Births to mothers who smoked during pregnancy	65	20.8%	9.1%	80	2021
Children on TennCare (Medicaid)	4,883	65.5%	53.1%	77	Dec-23
Total TennCare (Medicaid) enrollees	9,864	30.2%	23.0%	84	Dec-23
Births covered by TennCare (Medicaid)	212	65.6%	54.5%	59	2022
Children qualified for Medicaid/CHIP but uninsured	162	4.0%	6.1%	6	2021
Infant mortality (per 1,000 live births)	*	*	6.2	*	2021
Neonatal death (per 1,000 live births)	*	*	3.2	*	2021
Child deaths (per 100,000 children age 1 to 14)	0	0.00	20.7	1	2021
Teen violent deaths (per 100,000 youth age 15 to 19)	0	0.0	69.7	1	2021
Adequate prenatal care	252	81.0%	73.9%	25	2021
Pediatric physicians (per 100,000 children)	2	32.1	76.1	36	2022-23
Children who are food insecure	1,230	20.3%	17.9%	44	2022
Teens with STDs (per 1,000 youth age 15 to 17)	*	*	16.1	*	2022
Confirmed elevated blood lead level (per 1,000 screened)	7	4.2%	4.7%	35	2019-23
Breastfeeding initiation at birth	230	71.4%	83.3%	80	2022
Individuals scoring for severe depression (all ages) PHQ-9 (per 100K)	55	40.5	44.8	53	2020-23
Individuals reporting frequent suicidal ideation (all ages) PHQ-9 (per 100K)	59	43.5	43.6	70	2020-23
Individuals scoring positive for PTSD (all ages) PTSD Screen (per 100K)	29	21.4	22.1	34	2020-23
Individuals scoring at risk for psychotic-like experiences PQ-B (per 100K)	37	27.3	27.7	48	2020-23

Family & Community

Reported child abuse cases	301	4.8%	4.2%	43	FY23
Commitment to state custody (per 1,000 children)	34	4.8	2.5	66	FY23
Remaining in state custody (per 1,000 children)	85	12.0	5.1	87	FY23
Juvenile court referrals	195	3.1%	1.8%	76	2022
Child restraint use in crashes (age 0 -12)	NA	91.9%	NA	60	2023
Regulated child care spaces (percent of children age 0 to 12)	1,459	34.4%	29.8%	13	FY23

Claiborne

Overall

At 69th, Claiborne County is in the bottom half of Tennessee counties in child well-being. The county's strongest area was Health.

Strengths

Claiborne's strongest indicator is the rate of youth crime per 1,000, where the county ranks 8th. The county also performs well in the percent of children without health insurance at 9th.

Opportunities

The county's biggest challenge is the percent of chronic absenteeism among public school students, where it ranks 92nd. There are opportunities for improvement in the percent of children living below the federal poverty line as well.

Policy/Practice/Program Options to Improve Outcomes

Many of these policies have multiple models for delivery, including public-private partnership, non-profit partners and community engagement.

Evidence-based strategies to address chronic absenteeism begin with early warning prevention and intervention systems, identifying students before their absences hit chronic levels and looking for underlying causes. Implementing positive and supportive engagement strategies to improve students' attendance at, connection to and success in school can help, while counselors who address individual students' challenges with regular attendance improve outcomes. Disciplinary measures that take students out of the classroom are a contributor to chronic absenteeism and not a solution.

With a high rate of child poverty, improving outreach to those who may qualify to receive SNAP and WIC benefits to be sure they are aware of these services can help ensure basic needs are met. Additionally, nutrition programs that provide food for school-age children to take home can contribute to food security. In the last year, the Community Eligibility Provision threshold expanded making more LEAs eligible for providing free school lunch and breakfast for all. Providing free breakfast and lunch at school can assure children are fed, reduce household expense, and streamlines the administrative process ensuring no child falls through the cracks. Expanding services through Family Resource Centers can also help reach families living in poverty. Making parents aware of opportunities to receive education and training through Tennessee Reconnect can also boost household incomes over the longer term. Many neighborhoods with a high concentration of poverty are also food deserts, lacking access to affordable healthy options. Community gardens can provide fresh produce and help mitigate some of the negative health implications of child poverty.

APPENDIX E: ARC Data

Appendix – E

Appalachian Regional Commission

Campbell County, Tennessee

Campbell County, Tennessee is designated as an **at-risk county** in fiscal year 2025. The maximum ARC share for projects funded in this county is **70%**. This county has **5 distressed areas** in fiscal year 2025.

Note: distressed areas (census tracts) are designated only in at-risk and transitional counties.

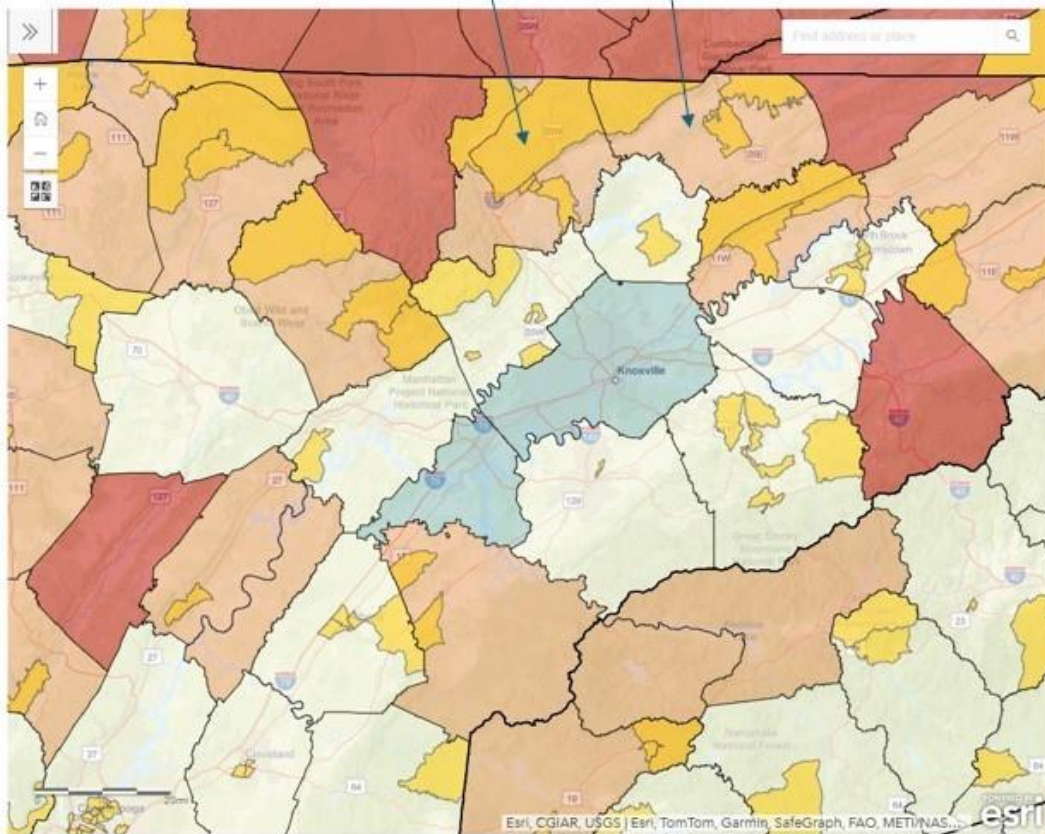
Data sources and methodology:
County Economic Status
Distressed Areas

Claiborne County, Tennessee

Claiborne County, Tennessee is designated as an **at-risk county** in fiscal year 2025. The maximum ARC share for projects funded in this county is **70%**. This county has **3 distressed areas** in fiscal year 2025.

Note: distressed areas (census tracts) are designated only in at-risk and transitional counties.

Data sources and methodology:
County Economic Status
Distressed Areas

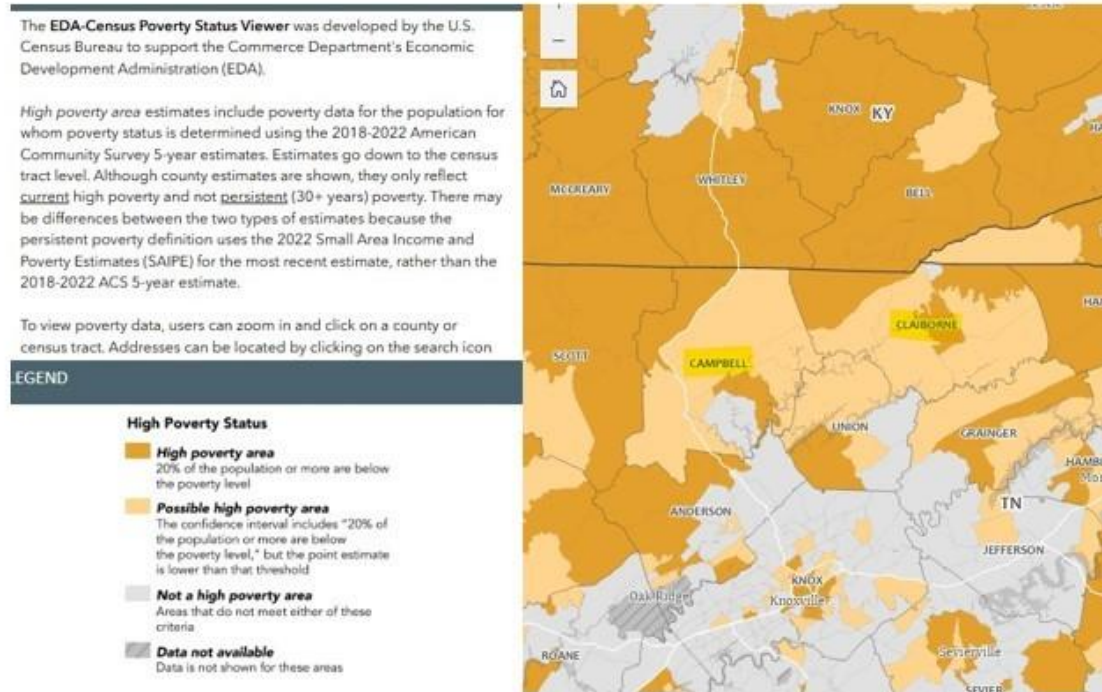


<https://www.arc.gov/map/county-economic-status-in-appalachia-fy-2025/>

APPENDIX F: EDA Census Data

Appendix – F

EDA-Census Poverty View / Economic Development Administration



<https://mtgis-portal.geo.census.gov/arcgis/apps/experiencebuilder/experience/?id=ad8ad0751e474f938fc98345462cdfbf&page=EDA-Census-Poverty-Status-Viewer&views=High-Poverty-Area-%28County%2FTract%29>

Table. FY2023 Persistent Poverty County Status - as of Data Year 2021

Identifying Information		Census Bureau Data				FY23 Persistent Poverty	Census GEO PPC Code
Name	GEOID	1990 Decennial Census, % in Poverty	2000 Decennial Census, % in Poverty	Most Recent Estimate, % in Poverty*	Data Source—Most Recent Estimate		
Campbell County, TN	47013	26.8	22.8	23.6	SAIPE, 2021	Yes	2
Claiborne County, TN	47025	25.7	22.6	20.8	SAIPE, 2021	Yes	2

https://www.eda.gov/sites/default/files/2023-03/EDA_FY23_PPCs.xlsx

APPENDIX G: Demand Occupations

Appendix – G

Workforce – In Demand Occupations East Tennessee



Projected Annual Job Openings for In-Demand Occupations
For each in-demand occupation, this visualization shows the projected number of annual job openings over the next 10 years.

	Tennessee	Greater M.	Northwest	Southwest	Northern ..	Southern ..	Upper Ca.	East	Southeast	Northeast
Management Occupations	6,541	2,758	418	404	7,577	683	2,161	2,699	1,417	771
Business and Financial Operations Occupations	2,580	339	15	18	1,476	122	62	525	279	69
Computer and Mathematical Occupations	687	206	19	21	140	66	0	205	46	26
Life, Physical, and Social Science Occupations	794	104	37	9	49	46	189	141	59	
Educational Instruction and Library Occupations	1,475	786	288	219	886	445	534	1,018	746	1,017
Arts, Design, Entertainment, Sports, and Media Occupations	1,521	786	288	219	886	445	534	1,018	746	1,017
Healthcare Practitioners and Technical Occupations	4,278	704	305	27	1,596	31	218	1,281	506	1,430
Healthcare Support Occupations	157	157								221
Protective Service Occupations	25,161	6,259	844	1,173	14,774	1,518	3,116	8,192	4,075	3,106
Food Preparation and Serving Related Occupations	9,512	1,424	216	262	3,992	1,540	275	1,858	900	1,650
Building and Grounds Cleaning and Maintenance Occupations	7,838	10,516	1,162	1,554	12,099	1,516	1,445	2,880	3,369	1,459
Personal Care and Service Occupations										
Sales and Related Occupations										
Office and Administrative Support Occupations										
Farming, Fishing, and Forestry Occupations										
Construction and Extraction Occupations										
Installation, Maintenance, and Repair Occupations										
Production Occupations										
Transportation and Material Moving Occupations										

Projected 10-Year Average Annual Job Openings

<https://www.tn.gov/transparenttn/state-financial-overview/open-eed/openecd/tnecd-performance-metrics/workforce/leap-in-demand-occupations-report.html>

01/09/2025

APPENDIX H: TNECD County Profile Tool

Appendix – H TNECD County Profile Tool

TOP EMPLOYERS

TOP COUNTY EMPLOYERS	ESTIMATED EMPLOYEES	CITY
Campbell County Department of Education	800	Jacksboro
B/S/H Home Appliances Corp.	380	Jacksboro
LaFollette Medical Center	325	La Follette
Walmart Inc.	300	La Follette
Campos Foods LLC	250	Caryville
Sunbridge Regency-Tennessee, Inc.	180	La Follette
Lowe's Home Centers LLC	158	La Follette
Jellico TN Opco, LLC	100	Jellico
Food City	66	Jacksboro
Grace Rehabilitation Center Inc	50	La Follette

TOP EMPLOYERS

TOP COUNTY EMPLOYERS	ESTIMATED EMPLOYEES	CITY
England, Inc.	1,008	New Tazewell
Lincoln Memorial University	1,000	Harrogate
Claiborne County Board of Education	663	Tazewell
Tennessee DTR, Inc.	650	Tazewell
Claiborne Medical Center	350	Tazewell
Giles Industries	250	New Tazewell
Homesteader, Inc.	185	New Tazewell
Claiborne County Government	150	Tazewell
Harrogate Insurance Agency Inc	140	Harrogate
Clinch-Powell Educational Cooperative	100	Tazewell

<https://tnecd.com/county-profiles/>

APPENDIX I: Expanding Health Care Pathways in Rural Counties

Appendix – I

EXPANDING HEALTHCARE PATHWAYS IN RURAL COUNTIES

East Tennessee - Occupations with High Employer Demand										
SOC Code	Description	2022 Jobs	2022 Employment Concentration (National Avg. is 1.0%)	Annual Openings (2020 - 2030)	Job Postings: Openings Advertised Online 2020	2022 Hires	Entry Level Wages	Median Wages	Experienced Wages	Typical Entry Level Education
11-9111	Medical and Health Services Managers	1,740	1.01	219	781	838	\$31.17	\$45.38	\$60.62	Bachelor's degree
29-1071	Physician Assistants	340	0.67	54	103	119	\$37.89	\$49.74	\$56.25	Master's degree
29-2052	Pharmacy Technicians	2,210	1.35	194	667	1,408	\$13.47	\$16.95	\$18.66	High school diploma or equivalent
29-2055	Surgical Technologists	250	0.65	38	670	87	\$18.02	\$23.66	\$25.50	Postsecondary nondegree award
29-2061	Licensed Practical and Licensed Vocational Nurses	3,210	1.41	445	3,608	1,729	\$17.68	\$22.29	\$24.11	Postsecondary nondegree award
31-2021	Physical Therapist Assistants	460	1.30	109	296	418	\$21.03	\$28.16	\$31.06	Associate's degree
31-9092	Medical Assistants	2,930	1.08	508	856	1,990	\$13.88	\$16.95	\$18.50	Postsecondary nondegree award
31-9097	Phlebotomists	560	1.13	58	385	489	\$14.04	\$17.02	\$18.65	Postsecondary nondegree award
31-9099	Healthcare Support Workers, All Other	250	0.65	39	16	183	\$12.87	\$15.53	\$18.75	High school diploma or equivalent
43-3011	Bill and Account Collectors	610	0.83	100	248	476	\$13.33	\$17.25	\$19.79	High school diploma or equivalent
43-3021	Billing and Posting Clerks	1,520	0.95	261	166	938	\$14.96	\$17.75	\$20.69	High school diploma or equivalent

<https://www.tn.gov/thec/research/supply-and-demand.html>

APPENDIX J: Demand Occupations in East Tennessee

Appendix - J
Jobs4TN



(Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier, and Union Counties)

East Tennessee

In Demand Occupations to 2026

Personal Skills and Abilities

- advanced skills required
- moderate skills required
- A artistic/creative ability required

Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Doctoral or professional degree										
Lawyers	80	\$100,947	●	○	●	●				A
Health Specialties Teachers, Postsecondary	75	n/a	●	●	●	●	●			
Master's degree										
Educational, Guidance, School, and Vocational Counselors	95	\$48,276	●	○	●	●				A
Education Administrators, Postsecondary	90	\$87,599	●	○	●	○	○			A
Education Administrators, Elementary and Secondary School	80	\$81,360	●	●	●	●				
Nurse Practitioners	75	\$95,168	●	○	●	●	●			
Bachelor's degree										
General and Operations Managers	825	\$83,083	●	○	●	●	○			
Registered Nurses	605	\$56,850	●	○	●	●	○			
Elementary School Teachers, Except Special Education	385	\$49,360	●	○	●	●	○			A
Accountants and Auditors	320	\$64,088	●	●	●	●				
Financial Managers	250	\$80,047	●	●	●	●				
Secondary School Teachers, Except Special and Career/Technical Education	240	\$50,515	●	○	●	●	○			A
Middle School Teachers, Except Special and Career/Technical Education	175	\$50,131	●	●	●	●				A
Human Resources Specialists	165	\$49,042	●	○	●	○				A
Child, Family, and School Social Workers	160	\$42,335	●	○	●	●	○			A
Medical and Health Services Managers	150	\$84,512	●	○	●	●	○			
Sales Managers	140	\$99,215	●	●	●	●				
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	140	\$67,244	●	○	●	●				A
Market Research Analysts & Marketing Specialists	125	\$51,117	●	●	○	●	○	○		
Loan Officers	125	\$60,790	●	●	●	○				
Management Analysts	115	\$79,069	●	●	●	●				
Construction Managers	115	\$70,177	●	●	●	●	○			

✓ Jobs in Demand

✓ Positive Job Growth

✓ At least 75 expected annual job openings

East Tennessee

(Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier, and Union Counties)



In Demand Occupations to 2026

Personal Skills and Abilities

- advanced skills required
- moderate skills required
- A artistic/creative ability required

Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Bachelor's degree continued										
Software Developers, Applications	115	\$84,101	●	○	○	○	○	●		
Administrative Services Managers	110	\$81,656	●	○	●	●				
Civil Engineers	105	\$97,800	●	●	●	●	●	○	○	
Industrial Engineers	100	\$85,927	●	●	○	○				A
Wholesale and Retail Buyers, Except Farm Products	100	n/a	●	●	●	●				
Training and Development Specialists	90	\$52,511	●	○	●	●				A
Chief Executives	85	\$146,321	●	●	●	●				A
Compliance Officers	80	\$56,060	●	○	●	●				
Network and Computer Systems Administrators	80	\$73,799	●	○	●	○	○	●	●	
Software Developers, Systems Software	80	\$92,844	●	●	○	○		○		
Cost Estimators	75	\$51,573	●	●	○	●				
Mechanical Engineers	75	\$95,014	●	●	●	●	●	○		A
Kindergarten Teachers, Except Special Education	75	\$49,582	●	○	●	●				A
Associate's degree										
Industrial Engineering Technicians	115	\$46,790	●	●	○	○	○		○	
Physical Therapist Assistants	95	\$58,500	●	○	●	○	○			
Paralegals and Legal Assistants	85	\$40,824	●		●	○				
Medical and Clinical Laboratory Technicians	80	n/a	●	○	●	○	●		○	
Postsecondary non-degree award										
Heavy and Tractor-Trailer Truck Drivers	1,235	\$42,519	●	○	○	○			○	
Licensed Practical and Licensed Vocational Nurses	350	\$37,175	●	○	●	●	○			
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	215	\$41,990	●	○	○	○	○		●	
Dental Assistants	130	\$37,857	●	○	●	○	○			
Telecommunications Equipment Installers and Repairers, Except Line Installers	95	\$40,451	●	○	○	○	○	○	●	

✓ Jobs in Demand

✓ Positive Job Growth

✓ At least 75 expected annual job openings

East Tennessee

(Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier, and Union Counties)



In Demand Occupations to 2026

Personal Skills and Abilities

- advanced skills required
- moderate skills required
- A artistic/creative ability required

Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Some college, no degree										
Computer User Support Specialists	180	\$41,266	●	○	●	○	○	○	○	
High school diploma or equivalent										
First-Line Supervisors of Office and Administrative Support Workers	675	\$49,639	●	○	●	●				
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	445	\$48,646	●	○	●	●				
Food Service Managers	425	\$46,888	●	○	●	●				
First-Line Supervisors of Production and Operating Workers	330	\$57,876	●	○	○	●			○	
Electricians	275	\$52,036	●	●	○	○	○		●	
Industrial Machinery Mechanics	270	\$47,212	○	○	○	○	○	○	●	
First-Line Supervisors of Construction Trades and Extraction Workers	245	\$52,846	●	○	●	●	○		○	
First-Line Supervisors of Non-Retail Sales Workers	230	\$63,661								
First-Line Supervisors, Mechanics, Installers, Repairers	205	\$60,192	●	●	●	●			●	
Police and Sheriff's Patrol Officers	180	\$39,428	●	○	●	●				
Chefs and Head Cooks	160	\$46,901	●	●	●	●				A
Property, Real Estate, and Community Association Managers	150	\$43,032	●	○	●	●				
Welders, Cutters, Solderers, and Brazers	145	\$37,817	●	○	○	○			○	
Bus and Truck Mechanics and Diesel Engine Specialists	140	\$39,953	○	○	○	○			●	
Maintenance Workers, Machinery	140	\$43,495	●	○	○	○			●	
Machinists	135	\$45,531	●	○	○	○			○	
Operating Engineers and Other Construction Equipment Operators	130	\$38,236	○	○	○	○			○	
Plumbers, Pipefitters, and Steamfitters	125	\$44,121	●	○	●	○			●	

✓ Jobs in Demand

✓ Positive Job Growth

✓ At least 75 expected annual job openings

East Tennessee

(Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier, and Union Counties)

TN

In Demand Occupations to 2026

Personal Skills and Abilities

- advanced skills required
- moderate skills required
- A artistic/creative ability required

Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability	
High school diploma or equivalent continued											✓ Jobs in Demand
Executive Secretaries and Executive Administrative	115	\$48,021	●	○	●	○					
Welding, Soldering, and Brazing Machine Setters, Operators, and First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	95	\$36,688	○	○	○	○			○		✓ Positive Job Growth
	75	n/a	●	○	●	●			○		✓ At least 75 expected annual job openings

For more information, please contact:

Workforce Insights, Research and Reporting Engine Division
Wired.Info@tn.gov; (615) 741-2284

The Tennessee Department of Labor and Workforce Development is committed to principles of equal opportunity, equal access, and affirmative action. Auxiliary aids and services are available upon request to individuals with disabilities.

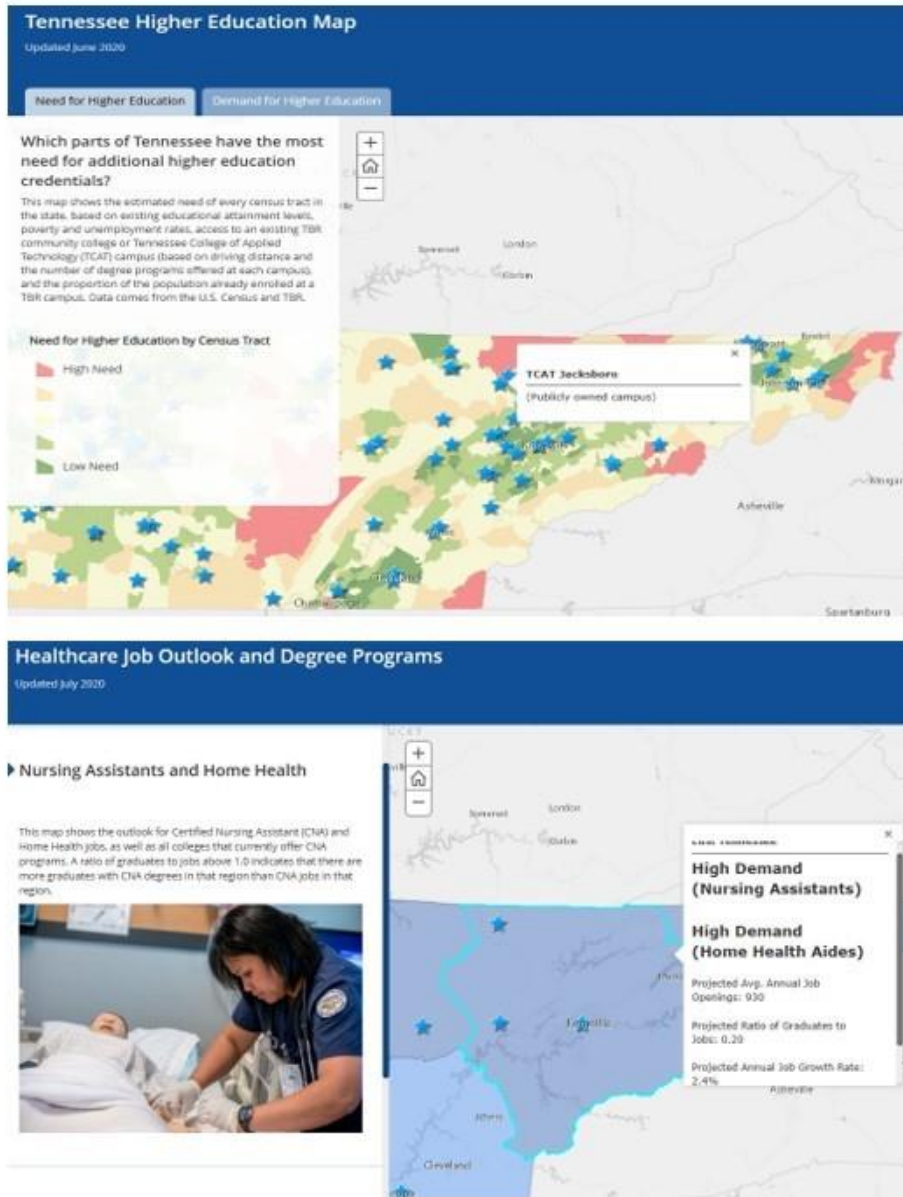


Tennessee Department of Labor and Workforce Development;
Authorization No. 337626, February 2020; This public document was promulgated for electronic use only.

APPENDIX K: Tennessee Higher Education Map

Appendix - K

Tennessee Higher Education Map



<https://tsw.maps.arcgis.com/apps/MapSeries/index.html?appid=0f213dd01713475fb0f258d5d1d24648>

APPENDIX L: THEC Campbell County Profile

Appendix - L

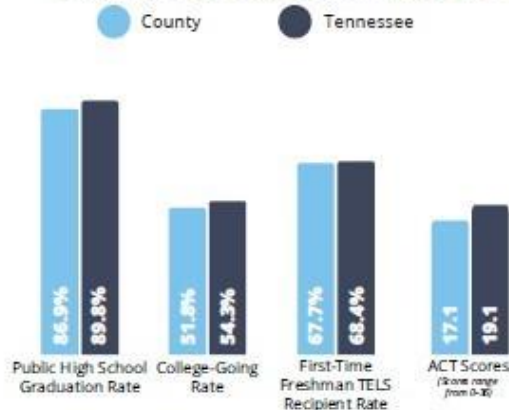


THEC | TSAC RDA SW38

2024 Higher Education County Profile

Campbell County

Community Education Snapshot



Note: 2022 Public High School Graduation Rate and 2022 Average ACT Scores provided by TNED, 2022 College-Going Rate and TELS Recipient Rate for Fall 2022 provided by TRIC.

Education Attainment Rate (age 25-64)	County	TN
Adults with HS+	83.2%	90.0%
Adults with Some College, No Degree	22.1%	20.8%
Adults with Associate or higher	20.6%	38.8%
Adults with Bachelor's or higher	13.2%	30.6%

Socioeconomic Profile	County	TN
Share of Population in Poverty	19.0%	14.3%
Unemployment Rate	5.6%	3.3%
Population Ages 25-64	20,341	3,590,290
Rate of Population Growth (2021-2023)	-0.3%	1.6%
Population Projections (2023-2033)	-3.1%	7.0%
Median Household Income	\$46,110	\$58,516

79.9%

filed the FAFSA in 2022-23 as compared to **78.4%** overall in Tennessee.

Note: Overall filing rate for the 2022-23 FAFSA.

51.8%

of the class of 2022 enrolled in the county enrolled in college immediately following high school, compared to **46.6%** of the class of 2017.

17

additional students must enroll in college to increase the college-going rate by **5 percentage points**.

1

designated VETS Campuses serve the county: Roane State Community College

60

financial aid outreach hours spent in 2022-23 with **455** attendees. An additional 23 hours were invested statewide serving an additional 693 Tennesseans.

Top Colleges Selected by 2022 High School Graduates

1. Roane State Community College - 55
2. TCAT Jacksboro - 44
3. East Tennessee State University, In-State Private Institution - 13
4. Pellissippi State Community College, Kentucky Private Institution - <10
5. UT Knoxville - <10



Top 5 In-Demand Occupations by Projected Annual Openings and Local Workforce Development Area (LWDA)

	Entry-Level Hourly Wage
1. Laborers and Freight, Stock, and Material Movers, Hand	\$11.52
2. Customer Service Representatives	\$11.18
3. Office Clerks, General	\$10.18
4. Heavy and Tractor-Trailer Truck Drivers	\$16.55
5. Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$11.88

Note: 2023 Top Occupations are identified annually in the THEC Supply and Demand Report, using data provided by TN Department of Labor and Workforce Development and TN Department of Economic and Community Development. This list represents top five occupations ordered by the highest number of projected annual openings from 2018-2028. Entry-level wage data is presented with each occupation. Additional in-demand occupations in the LWDA can be found on THEC's website. For more information on these careers, see [O*NET Code Converter](#).

Tennessee Student Assistance Corporation (TSAC)
Outreach Specialist

Erika Adams
Erika.Adams@tn.gov

Tennessee Reconnect Navigator

Whitney McLaughlin
Whitney.McLaughlin@tn.gov

Tennessee Student Assistance Award



700

**TSAA-Eligible
FAFSAs Filed**



371

Awards



**\$694,975
Awarded**

The TSAA is a state-funded grant program. This scholarship provides non-repayable need-based financial assistance to undergraduate students who are residents of Tennessee. TSAA Awardees must be enrolled or accepted for enrollment, at least part-time, at a public or an eligible non-public postsecondary institution in Tennessee and have an Estimated Family Contribution below the eligibility threshold.

Total awarded during 2022-23 academic year.

Tennessee Education Lottery Scholarship Recipients

Scholarship	Recipients
HOPE Scholarship	165
HOPE with GAMS	21
HOPE with Aspire	61
Dual Enrollment Grant	286
HOPE Foster Care Grant	-
Non-Traditional HOPE Scholarship	-
Wilder-Naifeh Technical Skills Grant	172
Total Amount Awarded	\$1,951,874



379

public high school seniors applied for Tennessee Promise in the 2021-22 school year. **33.2%** of those applicants enrolled as part of the Tennessee Promise program in the 2022-23 school year.



109

grant applications for Tennessee Reconnect were received for the 2022-23 school year. A total of **24** Reconnectors were served by Tennessee Reconnect Communities.



2

schools participated in the Electronic Transcript Exchange, which allows schools to submit transcript data to colleges for admissions and to TSAC for scholarship purposes.



4

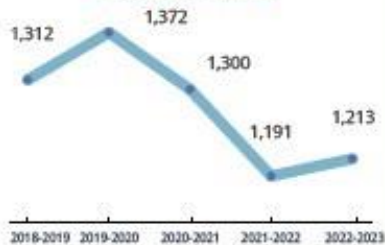
schools participated in Path to College, which provides resources and information to students, building a college-going culture in their schools.



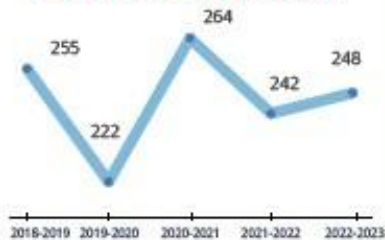
164

high school seniors in the 2021-22 school year received a Dual Enrollment Grant at a public college or university. **64.0%** of those students enrolled in public postsecondary in the 2022-23 school year.

Undergraduate Enrollment



Undergraduate Degree Completion



These graphs represent TCATs, public community colleges, and public universities, including dual enrollment students.

Grant Programs in Campbell County

GEAR UP - Campbell County High School and Jellico High School - 375 Students Served - \$257,060 Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) is a federally-funded program that provides grants to K-12 schools for projects that aim to increase the number of low-income students who are accessing and succeeding in higher education.

SPARC Grants - \$226,703 Supporting Postsecondary Access in Rural Communities (SPARC) grants provide funds for K-12 Career and Technical Education Departments to align program offerings to industry needs and postsecondary education, increase early postsecondary opportunities, and increase work-based learning opportunities.

Date Completed 1/1/2024.

APPENDIX M: THEC Claiborne County Profile

Appendix - M

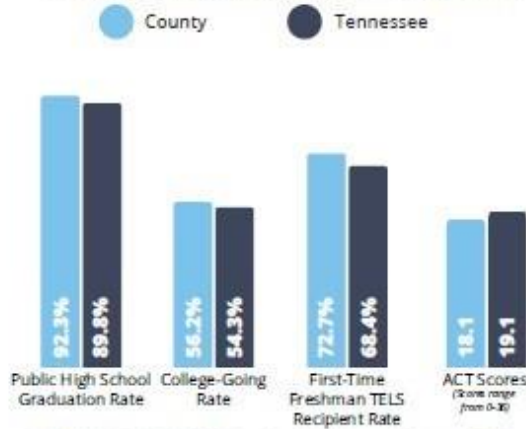


THEC | TSAC RDA SW38

2024 Higher Education County Profile

Claiborne County

Community Education Snapshot



Note: 2022 Public High School Graduation Rate and 2022 Average ACT Scores provided by IPEDS. 2022 College-Going Rate and TELS Recipient Rate for Fall 2022 provided by THEC.

Education Attainment Rate (age 25-64)	County	TN
Adults with HS+	86.7%	90.0%
Adults with Some College, No Degree	18.6%	20.8%
Adults with Associate or higher	28.4%	38.8%
Adults with Bachelor's or higher	19.9%	30.6%

Socioeconomic Profile	County	TN
Share of Population in Poverty	19.0%	14.3%
Unemployment Rate	3.5%	3.3%
Population Ages 25-64	16,733	3,590,290
Rate of Population Growth (2021-2023)	0.7%	1.6%
Population Projections (2023-2033)	1.5%	7.0%
Median Household Income	\$41,938	\$58,516

99.3%

filed the FAFSA in 2022-23 as compared to **78.4%** overall in Tennessee.

Note: Overall filing rate for the 2022-23 FAFSA.

56.2%

of the class of 2022 enrolled in the county enrolled in college immediately following high school, compared to **59.7%** of the class of 2017.

15

additional students must enroll in college to increase the college-going rate by **5 percentage points**.

1

designated VETS Campuses serve the county: Walters State Community College

1

financial aid outreach hours spent in 2022-23 with **1** attendees. An additional 23 hours were invested statewide serving an additional 693 Tennesseans.

Top Colleges Selected by 2022 High School Graduates

1. Walters State Community College - 55
2. In-State Private Institution - 33
3. TCAT Jacksboro - 17
4. East Tennessee State University - 14
5. TCAT Morristown, UT Knoxville - <10



Top 5 In-Demand Occupations by Projected Annual Openings and Local Workforce Development Area (LWDA)

	Entry-Level Hourly Wage
1. Laborers and Freight, Stock, and Material Movers, Hand	\$11.52
2. Customer Service Representatives	\$11.18
3. Office Clerks, General	\$10.18
4. Heavy and Tractor-Trailer Truck Drivers	\$16.55
5. Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$11.88

Note: 2023 Top Occupations are identified annually in the THEC Supply and Demand Report, using data provided by TN Department of Labor and Workforce Development and TN Department of Economic and Community Development. This list represents top five occupations ordered by the highest number of projected annual openings from 2019-2028. Entry-level wage data is presented with each occupation. Additional in-demand occupations in the LWDA can be found on THEC's website. For more information on these careers, see [THEC Skills Connector](#).

Tennessee Student Assistance Corporation (TSAC)
Outreach Specialist

Erika Adams
Erika.Adams@tn.gov

Tennessee Reconnect Navigator

Whitney McLaughlin
Whitney.McLaughlin@tn.gov

Tennessee Student Assistance Award



610
TSAA-Eligible
FAFSAs Filed



326
Awards



\$748,967
Awarded

The TSAA is a state-funded grant program. This scholarship provides non-repayable need-based financial assistance to undergraduate students who are residents of Tennessee. TSAA Awardees must be enrolled or accepted for enrollment, at least part-time, at a public or an eligible non-public postsecondary institution in Tennessee and have an Estimated Family Contribution below the eligibility threshold.

Total awarded during 2022-23 academic year.

Tennessee Education Lottery Scholarship Recipients

Scholarship	Recipients
HOPE Scholarship	182
HOPE with GAMS	16
HOPE with Aspire	86
Dual Enrollment Grant	209
HOPE Foster Care Grant	<10
Non-Traditional HOPE Scholarship	<10
Wilder-Naifeh Technical Skills Grant	73
Total Amount Awarded	\$1,844,595



325

public high school seniors applied for Tennessee Promise in the 2021-22 school year. **28.9%** of those applicants enrolled as part of the Tennessee Promise program in the 2022-23 school year.



91

grant applications for Tennessee Reconnect were received for the 2022-23 school year. A total of **17** Reconnectors were served by Tennessee Reconnect Communities.



2

schools participated in the Electronic Transcript Exchange, which allows schools to submit transcript data to colleges for admissions and to TSAC for scholarship purposes.



3

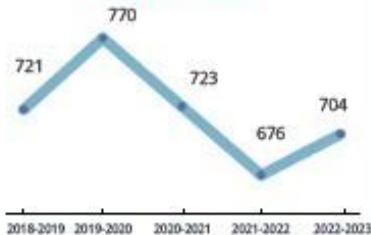
schools participated in Path to College, which provides resources and information to students, building a college-going culture in their schools.



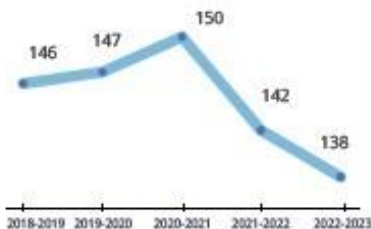
106

high school seniors in the 2021-22 school year received a Dual Enrollment Grant at a public college or university. **61.3%** of those students enrolled in public postsecondary in the 2022-23 school year.

Undergraduate Enrollment



Undergraduate Degree Completion



These graphs represent TCATs, public community colleges, and public universities, including dual enrollment students.

Grant Programs in Claiborne County

GIVE 2.0 Community Grants - Walters State Community College - TIME: Training Industrial Manufacturing Excellence - \$981,217 The Governor's Investment in Vocational Education (GIVE) is designed to foster long-term regional partnerships between Tennessee Colleges of Applied Technology (TCATs), community colleges, industry, economic development/workforce agencies, and K-12 to identify and address "skills gaps" in local workforce pools. Through a competitive grant process, grants of up to \$1 million were made available to local collaboratives for periods of up to thirty (30) months to facilitate the development and implementation of employer-driven career pathways that include both K-12 local education agencies (LEAs) and higher education institutions.

SPARC Grants - \$226,703 Supporting Postsecondary Access in Rural Communities (SPARC) grants provide funds for K-12 Career and Technical Education Departments to align program offerings to industry needs and postsecondary education, increase early postsecondary opportunities, and increase work-based learning opportunities.

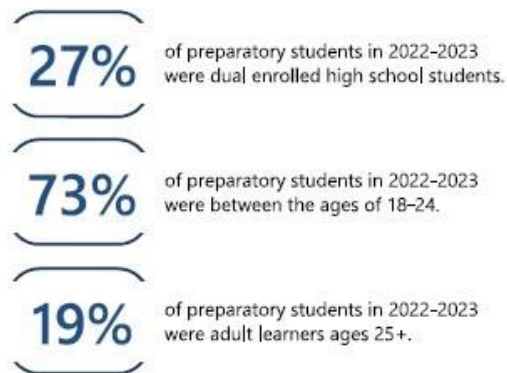
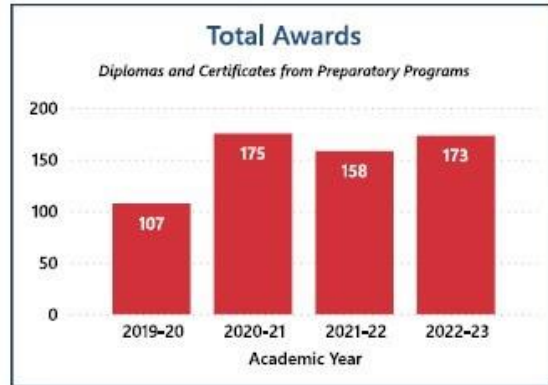
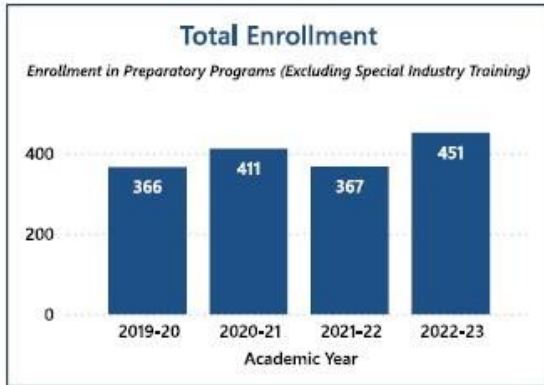
Date Completed 1/1/2024.

APPENDIX N: College Data Profile – TCAT Jacksboro

Appendix - N

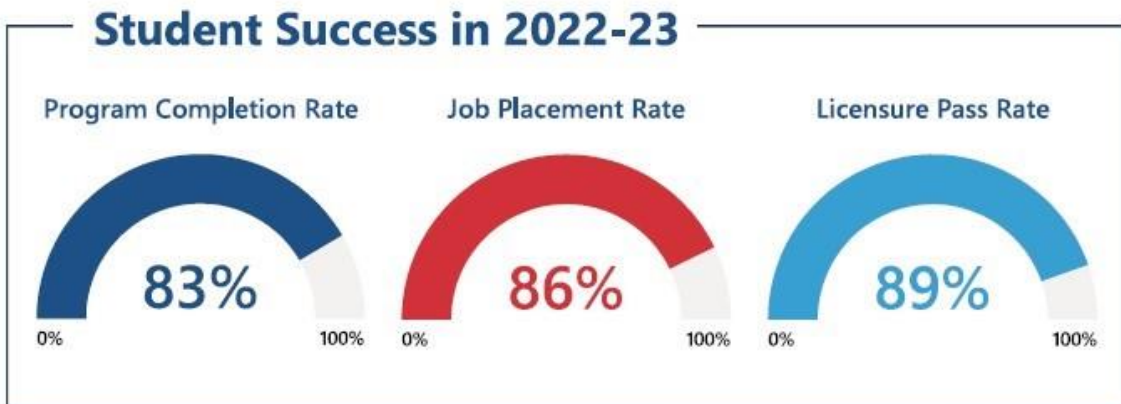
College Data Profile

TCAT Jacksboro



Enrollment in 2022-23

Group	Enrollment	Percent of Enrollment
Female	167	37%
Male	276	61%
White	428	95%
All Other Races	19	4%



Select a TCAT

TCAT Jacksboro

Last Updated August 2024

For more TBR data, visit tbr.edu/data

See all TCAT Data profiles [at this link](#).

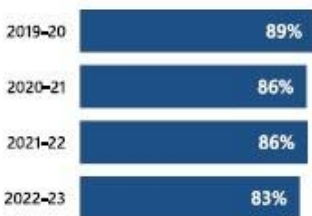
tbr | THE COLLEGE SYSTEM
of TENNESSEE

TCAT Jacksboro

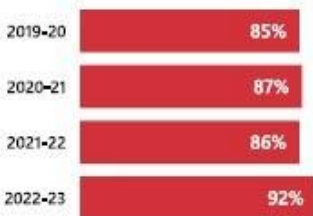


A History of Student Success

Program Completion Rate



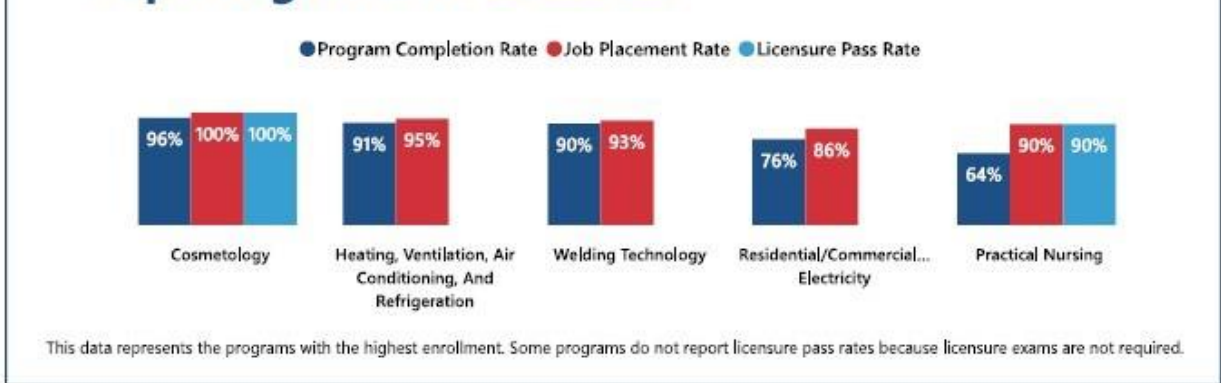
Job Placement Rate



Licensure Pass Rate



Top Programs in 2022-23



Select a TCAT

TCAT Jacksboro

Last Updated August 2024

For more TBR data, visit tbr.edu/data



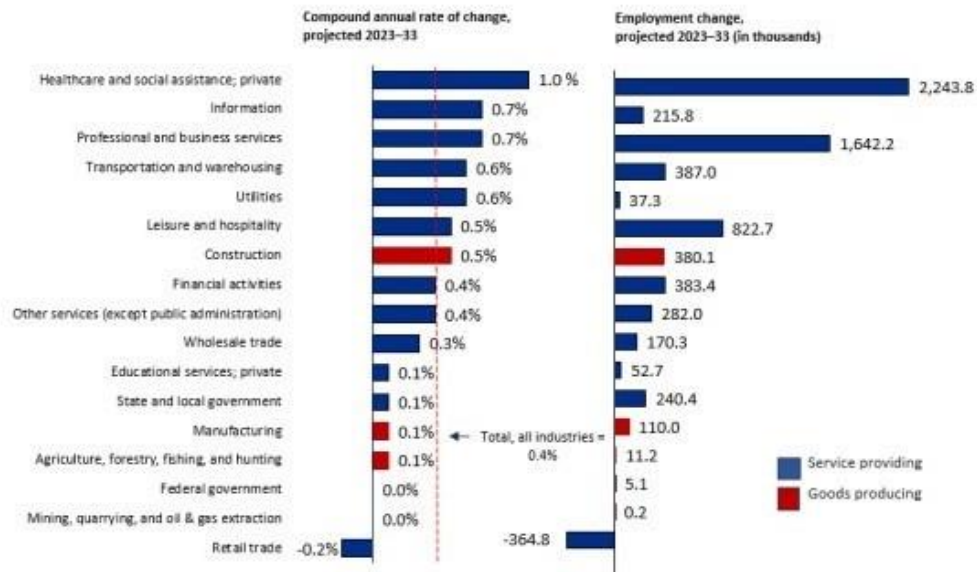
THE COLLEGE SYSTEM
of TENNESSEE

APPENDIX O: Bureau of Labor Statistics Data

Appendix – O

<https://www.bls.gov/news.release/pdf/ecopro.pdf>

Chart 5. Wage and salary employment change by industry sector, projected 2023–33



Industry Employment

Healthcare and social assistance is projected to have the largest growth and be the fastest growing industry sector (+1.0 percent annually). Employment growth in the health care and social assistance sector is expected to be driven by both the aging population and a higher prevalence of chronic conditions, such as heart disease, cancer, and diabetes. Demand for information technology products and services, such as computer systems design services, data processing, and software, are expected to drive the demand for workers in the information sector (+0.7 percent) and professional and business services sector (+0.7 percent). (See chart 5.)

Utilities growth (+0.6 percent annually) will stem from demand for electricity related to electric vehicles and new data centers coupled with the shift towards renewable energy. Solar, wind, geothermal, and other electric power generation are the fastest growing components but are partially offset by the decline in fossil fuel electric power generation as older facilities close.

Population growth directly affects many parts of the economy. Slower projected population growth over the coming decade, particularly among the school-age population, is projected to slow demand for private educational services and state and local government, which includes public education.

Retail trade is the only sector projected to decline (-0.2 percent annually) as e-commerce continues to have a negative effect on in-person sales at retail outlets, although increased online purchases drive the growth in transportation and warehousing (+0.6 percent) as companies ship goods directly to consumers.

APPENDIX P: Occupational Outlook Handbook

1/13/25, 3:16 PM

Licensed Practical and Licensed Vocational Nurses : Occupational Outlook Handbook : U.S. Bureau of Labor Statistics

Appendix P - <https://www.bls.gov/ooh/healthcare/licensed-practical-and-licensed-vocational-nurses.htm#tab-6>



U.S. BUREAU OF LABOR STATISTICS

Bureau of Labor Statistics > Publications > Occupational Outlook Handbook > Healthcare

OCCUPATIONAL OUTLOOK HANDBOOK

[OOH HOME](#) | [OCCUPATION FINDER](#) | [OOH FAQ](#) | [HOW TO FIND A JOB](#) | [A-Z INDEX](#) | [OOH SITE MAP](#)

Go

Licensed Practical and Licensed Vocational Nurses

PRINTER FRIENDLY

[Summary](#)

[What They Do](#)

[Work Environment](#)

[How to Become One](#)

[Pay](#)

[Job Outlook](#)

[State & Area Data](#)

[Similar Occupations](#)

[More Info](#)

Job Outlook



Employment of licensed practical and licensed vocational nurses is projected to grow 3 percent from 2023 to 2033, about as fast as the average for all occupations.

About 54,000 openings for licensed practical and licensed vocational nurses are projected each year, on average, over the decade. Many of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retire.

Employment

As the baby-boom population ages, the overall need for healthcare services is expected to increase. LPNs and LVNs will be needed in residential care facilities and in home health environments to care for older patients.

In addition, a number of chronic conditions, such as diabetes and obesity, have become more prevalent in recent years. LPNs and LVNs will be needed to assist and care for patients with these and other conditions.

Employment projections data for licensed practical and licensed vocational nurses, 2023-33

Licensed practical and licensed vocational nurses

SOC Code:
29-2061

Employment, 2023:
657,800

Projected Employment, 2033:
674,700

APPENDIX Q: College Data Profile – Roane State Community College

Appendix - Q

College Data Profile

Roane State Community College

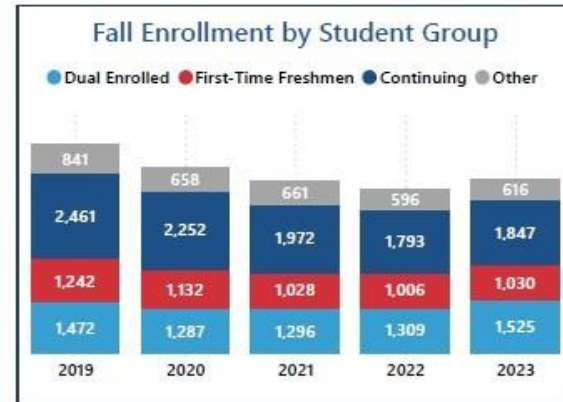
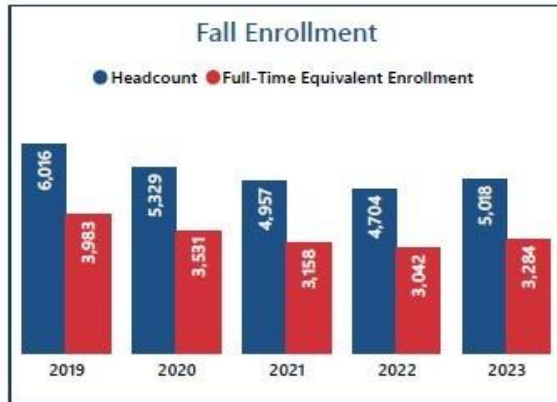
Table of Contents

Enrollment Trends

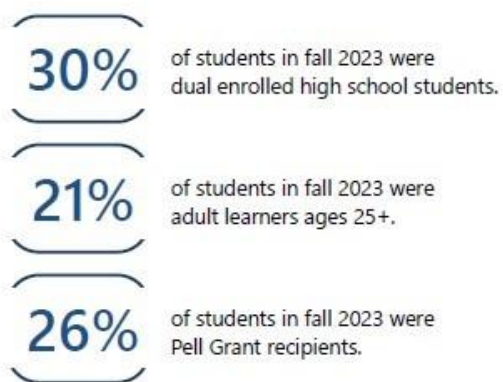
Student Success

First Year Momentum

Success by Group



Group	2023 Enrollment	Percent of Enrollment
Female	3,286	65%
Male	1,730	34%
Black	129	3%
Hispanic	227	5%
White	3,924	78%
All Other Races	738	15%



Select a Community College

Roane State Community College

Last Updated August 2024

For more TBR data, visit tbr.edu/data

See all data profiles [at this link](#).

tbr | THE COLLEGE SYSTEM of TENNESSEE

APPENDIX R: Data Sets

Appendix R

Health.councils@tn.gov

https://www.tn.gov/content/dam/tn/health/documents/vitality-toolkit/data-packages/Data%20Package_Claiborne.pdf

https://www.tn.gov/content/dam/tn/health/documents/vitality-toolkit/data-packages-2024/Data%20Package_Campbell.pdf

SOCIAL ENVIRONMENT

The social environment is someone's immediate physical and social setting where they live, learn, work, and develop. It is the social environment that affects whether people can make healthy choices easily. Metrics included in this section are third-grade reading level, positive childhood experiences (people reporting 5+), high school graduation rate, unemployment rate, adult and child poverty rate, voter participation rate, and population speaking a language other than English at home.

- There are **21 child care providers in Claiborne County** to serve the **6,106 children** under the age 18.
- Between 2016 and 2020 the **average annual domestic violence victimization rate** for **Claiborne County** was **465 victims**, the **average for Tennessee** was **1,163 victims**.

SOCIAL ENVIRONMENT

The social environment is someone's immediate physical and social setting where they live, learn, work, and develop. It is the social environment that affects whether people can make healthy choices easily. Metrics included in this section are third-grade reading level, positive childhood experiences (people reporting 5+), high school graduation rate, unemployment rate, adult and child poverty rate, voter participation rate, and population speaking a language other than English at home.

- There are **15 child care providers in Campbell County** to serve the **8,091 children** under the age 18.
- Between 2016 and 2020 the **average annual domestic violence victimization rate** for **Campbell County** was **748 victims**, the **average for Tennessee** was **1,163 victims**.

APPENDIX S: Work-Based Learning (WBL) Activities



Continuum of Work-Based Learning (WBL) Activities

The following table outlines what students can experience along the continuum of WBL activities through in-depth planning with postsecondary and employer partners.

Type of Opportunity	Description	Purpose	Sample Projects and Activities
Industry and Career Awareness	In early grades, students make connections between foundational skills and how they are applied in different occupations.	Build awareness of the variety of careers available and the role of postsecondary education in broadening student options.	<ul style="list-style-type: none"> • Small-group interactions with industry partners • Industry-driven projects that broaden student awareness. • Workplace tour • Guest speaker • Visiting parents at work
Career Exploration	In early and middle grades, students learn how to succeed in specific industries they may wish to pursue. Interest and aptitude assessments help students understand potential areas of elective focus in high school.	Explore career options and postsecondary requirements for the purpose of motivation and making informed decisions about specific occupations.	<ul style="list-style-type: none"> • Personalized interactions with employers to understand the nature of an occupation • In-depth, student-centered occupational research • Informational interview • Virtual exchange with industry partners
Career Preparation	In middle grades and high school, students enroll in career and technical education (CTE) courses that prepare them for capstone WBL experiences in high-growth industries.	Apply learning through practical experiences that develop knowledge and skills necessary for success in careers and postsecondary education.	<ul style="list-style-type: none"> • Cross-curricular project-based learning activities • Educator-led school-based enterprises • Classroom simulations
Career Training	In grades 11 and 12, students participate in WBL experiences that may include postsecondary credit-bearing courses, career-specific training, school-based enterprises, and capstone WBL placements.	Train for employment and/or postsecondary education in a specific range of occupations.	<ul style="list-style-type: none"> • Paid employment • Long-term internships • TN Certified Pre-Apprenticeships • Clinical experiences • Registered Apprenticeships

APPENDIX T: Budget Worksheet

Budget Worksheet

Salaries and Wages

1 staff position at TCAT - Salary	1	247820	247820
1 staff person at Campbell County schools - Salary	1	229820	229820
1 staff person at Claiborne County schools - salary	1	241048	241048
Summer Camp Counselors (Year 4)	6	750	4500
Adjunct Staff		35000	35000

Employee Benefits and Payroll Taxes

1 staff position at TCAT - Benefits		91183	91183
1 staff person at Campbell County schools - Benefits		117940	117940
1 staff person at Claiborne County schools - benefits		122091	122091
Camp Counselors - benefits	6	112	672

Supplies

Camp Supplies (Year 4)	1	4000	4000
TCAT Jacksboro	1	3000	3000
Campbell County Schools	1	4000	4000
Claiborne County Schools	1	4000	4000

Capital Equipment

Anatomage Science Table Convertible	5	110000	550000
Patient Care Technician Package	3	33900	101700

Minor Sensitive Equipment

Laerdal Training Blood Pressure Training Arm	5	1749	8745
CPR Adult Manikin 4-pk, AED Ultra Traingers	2	1385	2770
CPR Infant Manikin w/feedback (4 pk)	2	492	984
Multipurpose Venous Training Arm	4	2058	8232

Travel

Transportation costs for tours, etc.		18000	18000
Staff Travel		10000	10000

Specific Assistance to Individuals

34495 34495

Indirect Costs

1 160000 160000

Total

2000000