

Tennessee Leaders Action Platform



global action
platform
food+health+prosperity

Zone 4: Cookeville-Crossville

Competitiveness and Clusters Factbook 2026



**CLUSTER
MAPPING**
A Strategy and Competitiveness Associates project

Made possible through the generous support of the
John R. Ingram Advised Fund of the Community Foundation of Middle Tennessee.

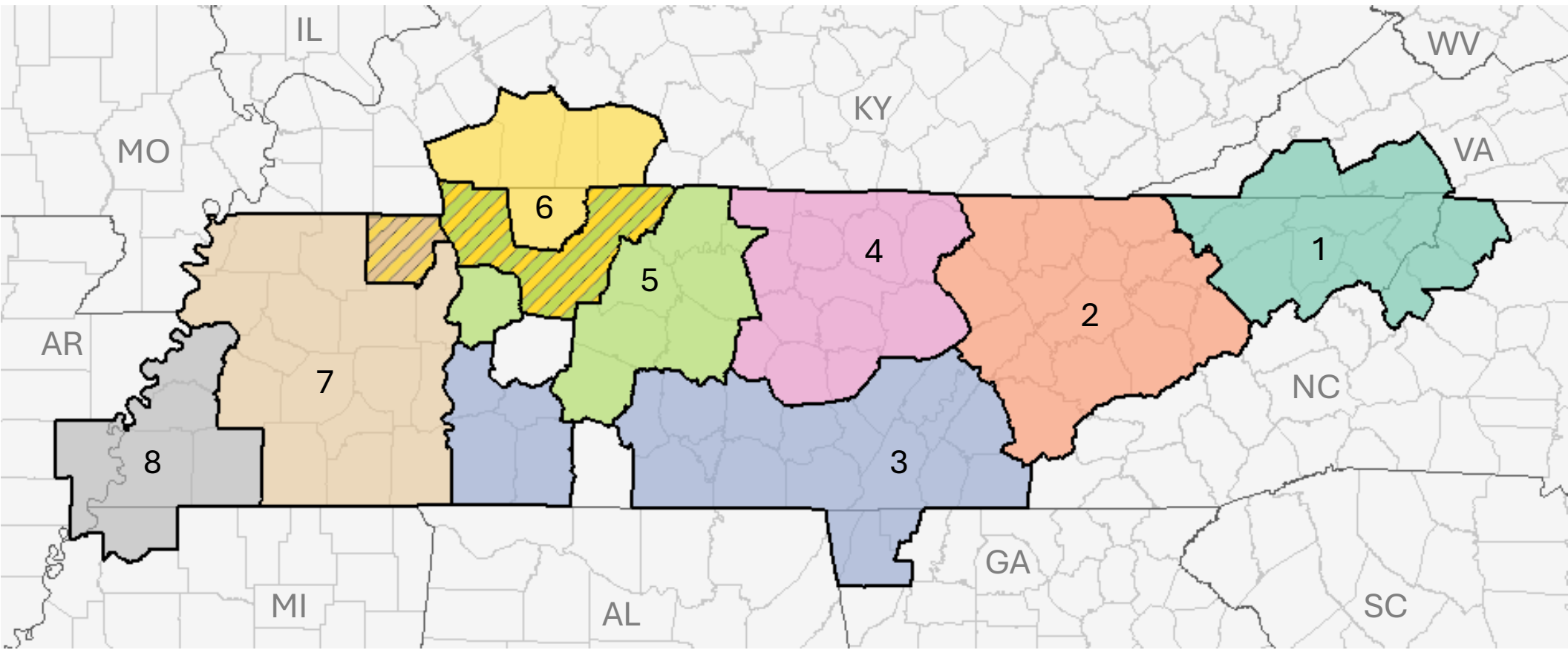
Introduction

The research and publication of the Tennessee Competitiveness Scorecard and the Regional Competitiveness and Cluster Factbooks are made possible through the generous support of the **John R. Ingram Advised Fund of the Community Foundation of Middle Tennessee** to provide a data-driven foundation for regional competitiveness .

Global Action Platform has organized the Tennessee Leaders Action Platform to advance the competitiveness and guide the eight major cluster economies anchored in Tennessee and adjacent states. This Competitiveness and Cluster Factbook is provided to the Fellows of the Porter Development Initiative Fellows Academy to advance data-driven strategies and decisions for regional development. The Academy gives Tennessee leaders access to cutting-edge ideas, metrics, and practical strategies to create shared prosperity for their communities and supports initiatives that connect creation of globally competitive innovation hubs with education and research, regional collective impact collaboration, and quality of life.

Strategy and Competitiveness Associates has leveraged data from the US Cluster Mapping Project to assemble factbooks customized for each of the eight Tennessee Leaders Action Platform (TLAP) regions. These factbooks are structured around the four major themes for the inaugural TLAP conference to be held in June 2026: Innovation Hub Development, Education and Workforce, Collaborative Governance, and Quality of Life. This work owes much to our long collaboration with Prof. Michael E. Porter at Harvard Business School, especially around his insights on the foundational role of Traded Clusters in regional economic development and on the role of public-private partnerships in support of the quality of regional business environments surrounding clusters and in support of social progress for all citizens.

Tennessee Leaders Action Platform: Eight Zones Organized



- Zone 1: Tri-Cities
- Zone 2: Knoxville-Oak Ridge
- Zone 3: Chattanooga
- Zone 4: Cookeville-Crossville
- Zone 5: Nashville
- Zone 6: Clarksville-Fort Campbell
- Zone 7: Jackson-Martin
- Zone 8: Memphis

Note: The Clarksville-Fort Campbell Zone overlaps with two other zones.

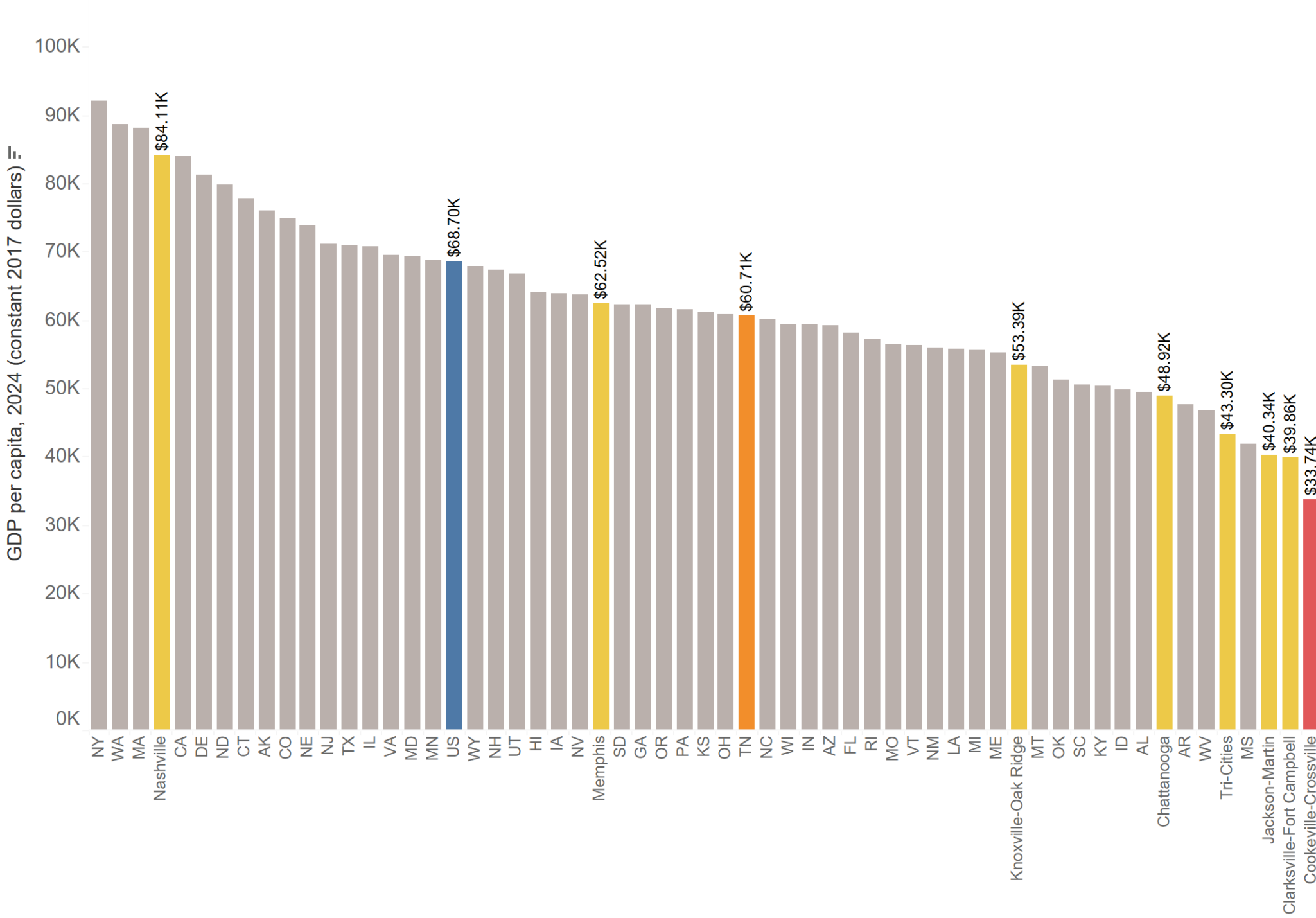
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Economic Outcomes

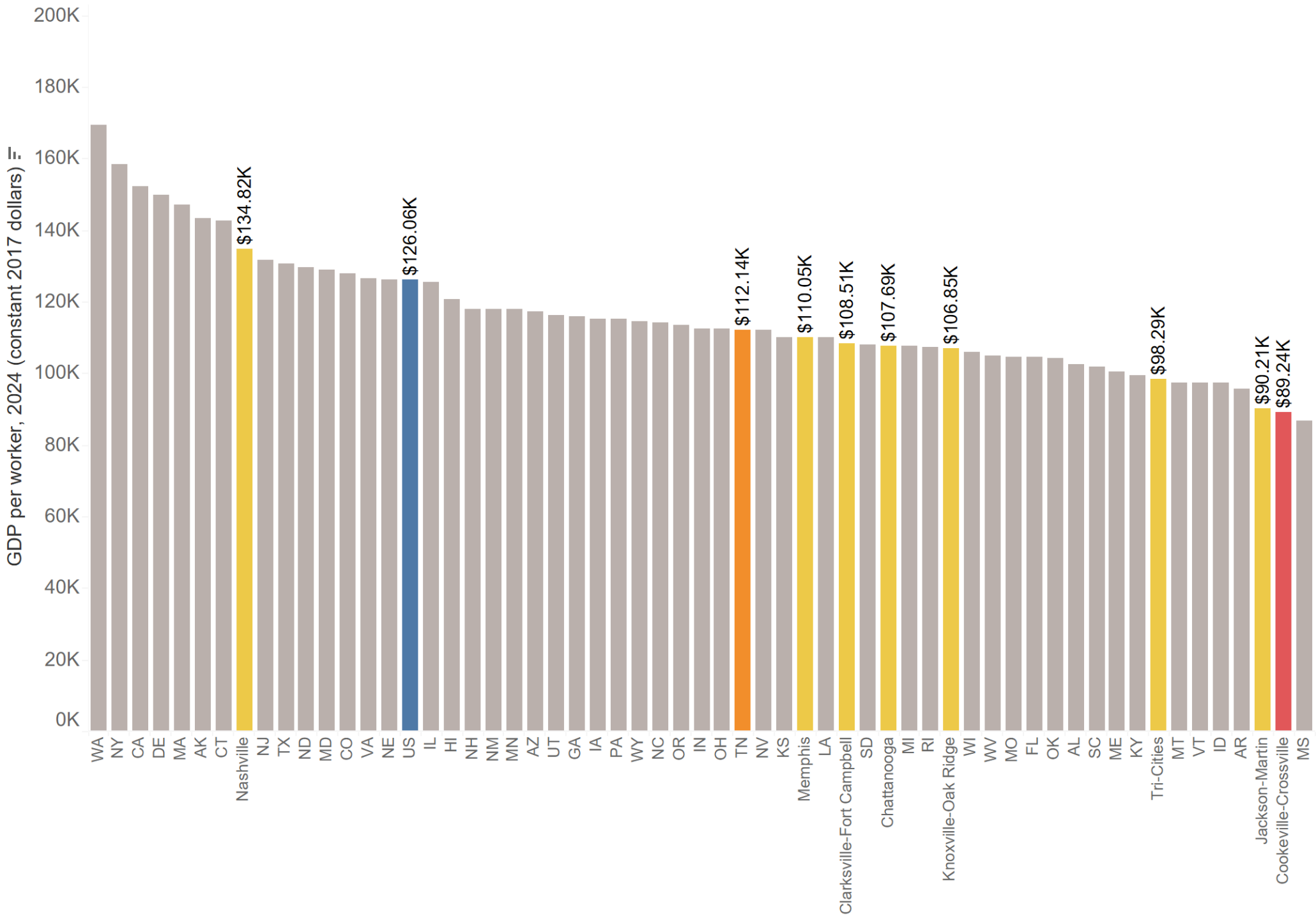
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GDP per capita, 2024



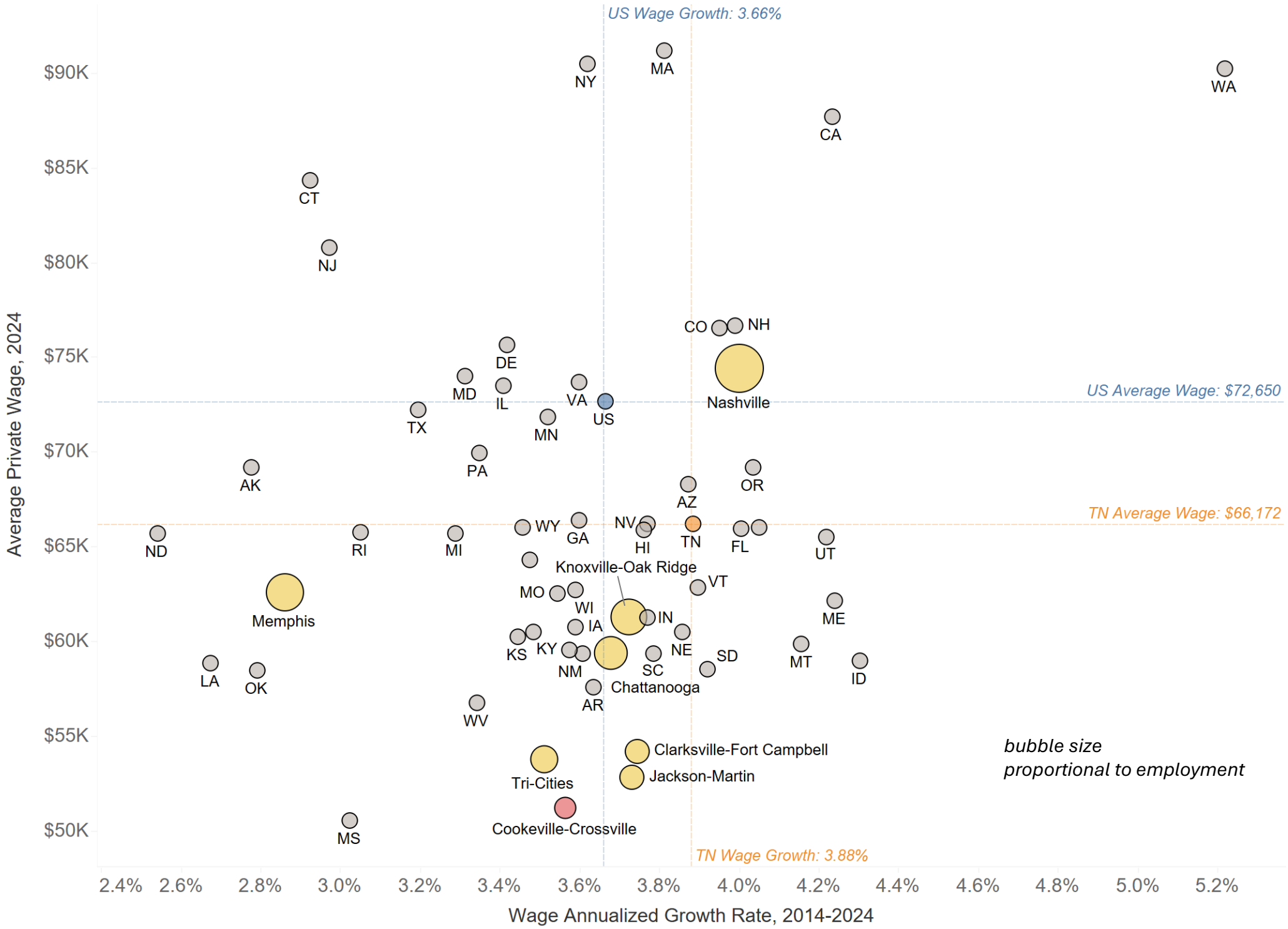
Source: US Cluster Mapping Project; BEA; Census

GDP per worker, 2024



Source: US Cluster Mapping Project; BEA; Census

Average Wage and Wage Growth, 2014-2024

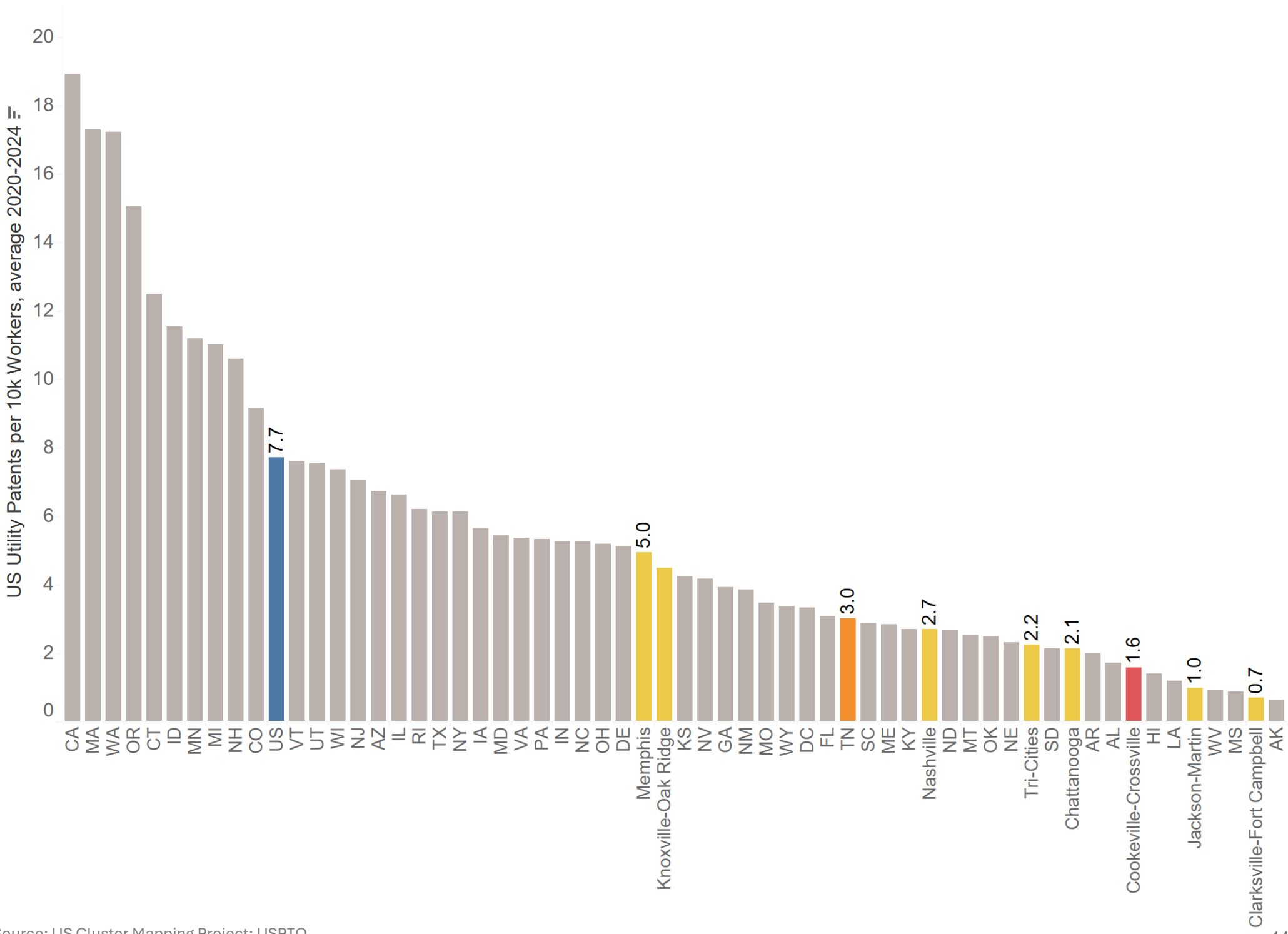


Source: US Cluster Mapping Project; BLS QCEW; Census NES – private employment

Innovation Inputs

Patenting Intensity	page 14
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Growth Rate of FDI-driven Employment*	page 18
Share of Employment Created through FDI*	page 19
Export Intensity and Rate of Growth*	page 20

Patenting Intensity, 2020-2024



Source: US Cluster Mapping Project; USPTO

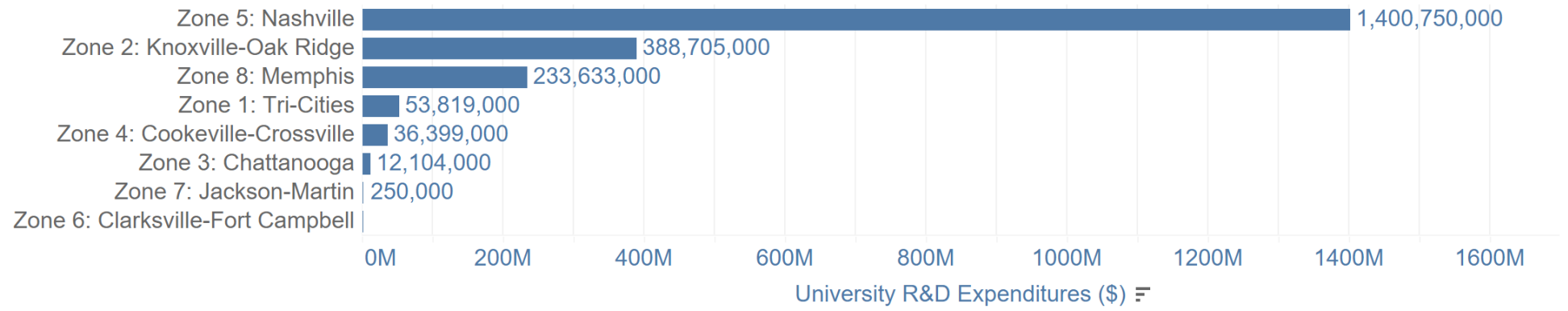
Utility Patents by Organization, 2020-2024

Zone 4: Cookeville-Crossville

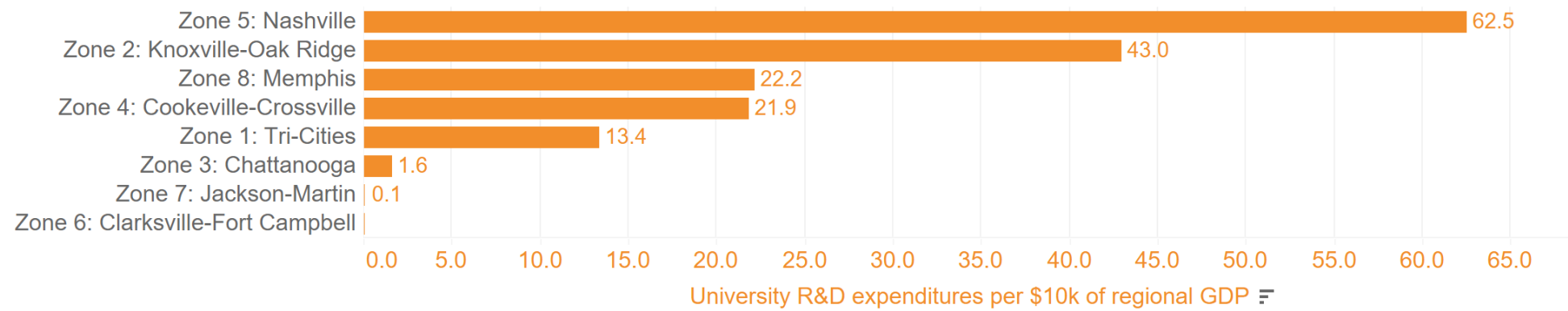
CUMMINS FILTRATION IP, INC.	37
TENNESSEE TECHNOLOGICAL UNIVERSITY	10
TACO METALS LLC	4
WHISPER AERO INC.	4
RESEARCH ELECTRONICS INTERNATIONAL, LLC	3
TUTCO, LLC	3
Z OPTICS, INC.	3
DAVCO TECHNOLOGY, LLC	2
EKAMOR	2
HUNTER FAN COMPANY	2
JPW INDUSTRIES INC.	2
NEVERSINK TOOLS	2
TECHNOLOGY FOR ENERGY CORPORATION	2

Note: Showing organizations with at least 2 patents 2020-2024 and in top 25 for region.
 Location is assigned by address of the first listed inventor and may differ from organization location.
 Source: US Cluster Mapping Project; USPTO.

University R&D Expenditures by TLAP Region, 2024



University R&D Intensity by TLAP Region, 2024

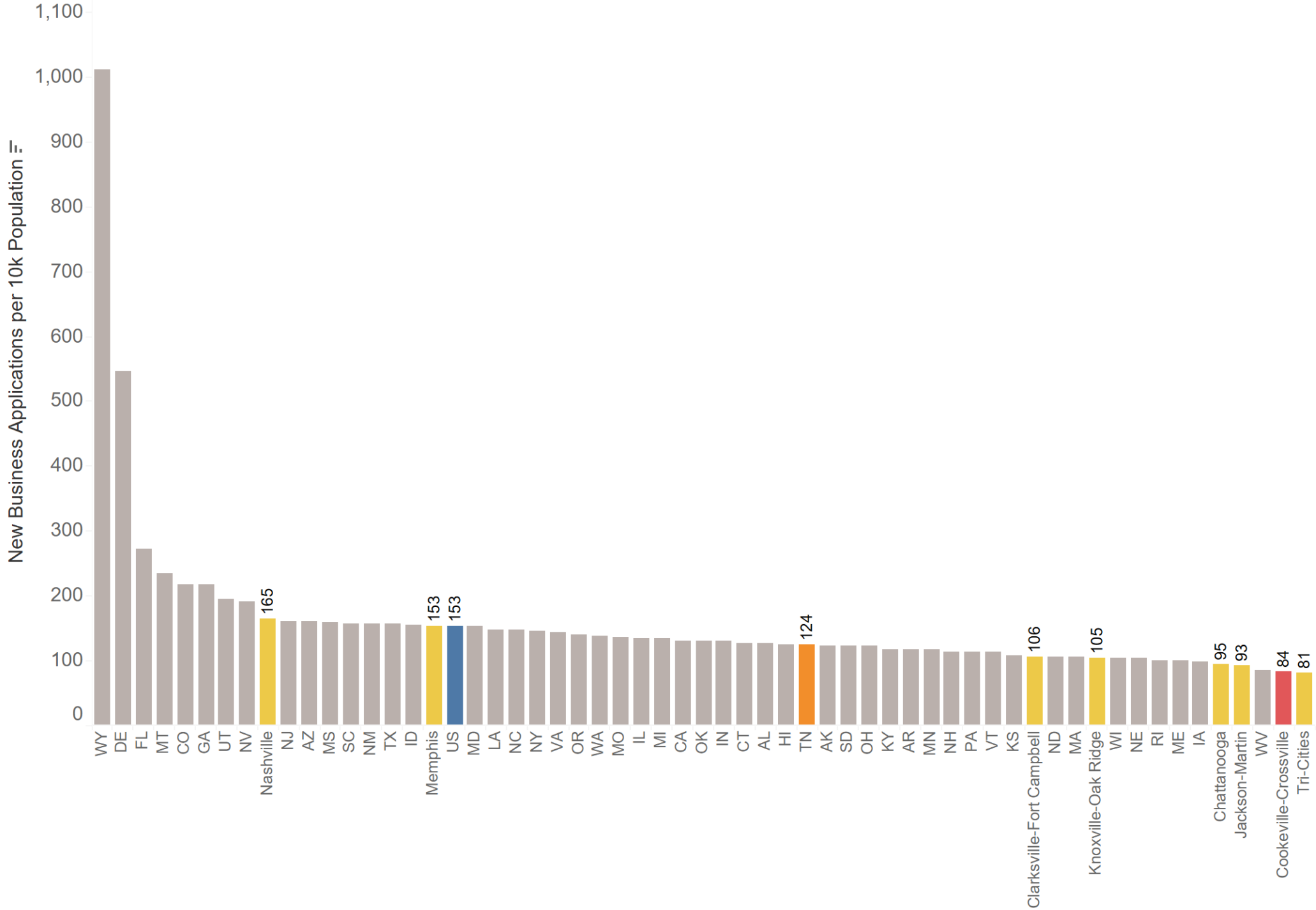


R&D Expenditure by University, 2024

Zone 1: Tri-Cities	East Tennessee State U.	\$42,526,000
	Appalachian State U.	\$11,293,000
Zone 2: Knoxville-Oak Ridge	U. Tennessee, Knoxville	\$386,949,000
	Lincoln Memorial U.	\$1,756,000
Zone 3: Chattanooga	U. Tennessee, The, Chattanooga	\$12,104,000
Zone 4: Cookeville-Crossville	Tennessee Technological U.	\$36,399,000
Zone 5: Nashville	Vanderbilt U. and Vanderbilt U. Medical Center	\$1,327,870,000
	Tennessee State U.	\$35,017,000
	Meharry Medical C.	\$23,691,000
	Middle Tennessee State U.	\$8,736,000
	Fisk U.	\$3,425,000
	Lipscomb U.	\$2,011,000
Zone 7: Jackson-Martin	U. Tennessee, The, Martin	\$250,000
Zone 8: Memphis	U. Tennessee, Health Science Center	\$124,771,000
	U. Memphis	\$108,862,000

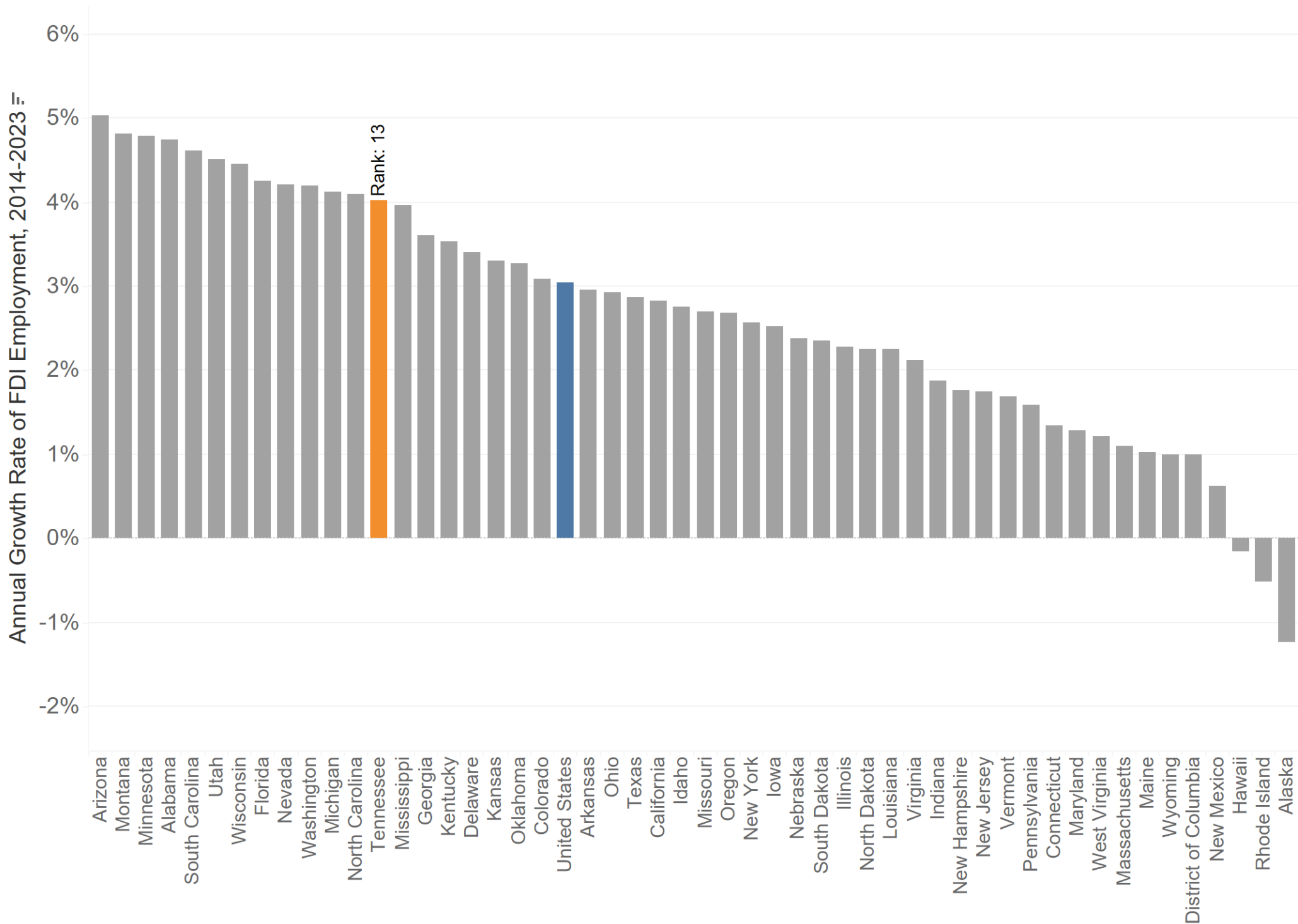
Source: US Cluster Mapping Project; NSF NCSES

New Business Formation, 2024



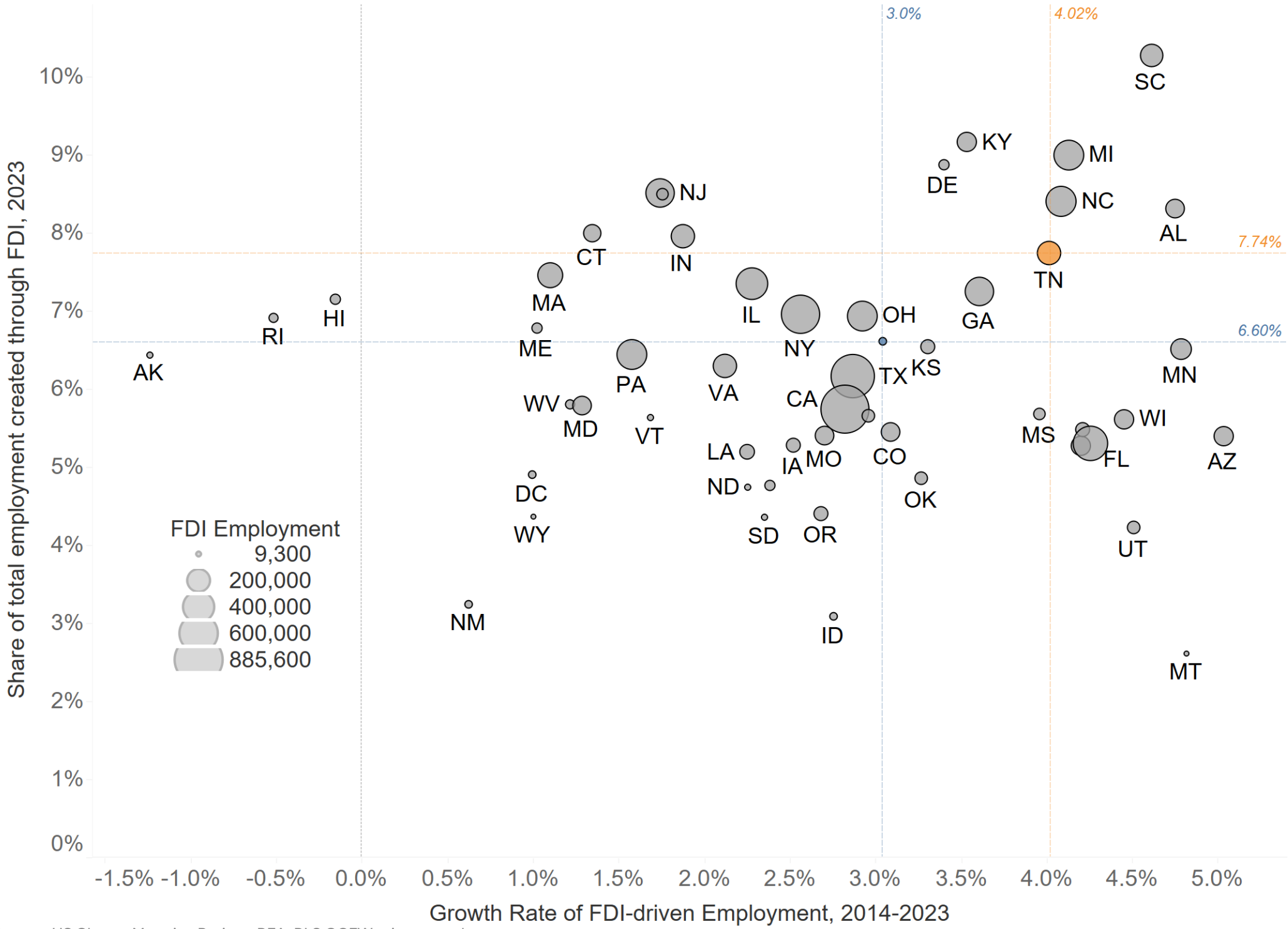
Source: US Cluster Mapping Project; BEA; Census

Growth Rate of FDI-driven Employment, 2014-2023



Source: US Cluster Mapping Project; BEA

Foreign Direct Investment, 2014-2023



Source: US Cluster Mapping Project; BEA; BLS QCEW private employment

Export Intensity and Rate of Growth, 2014-2024

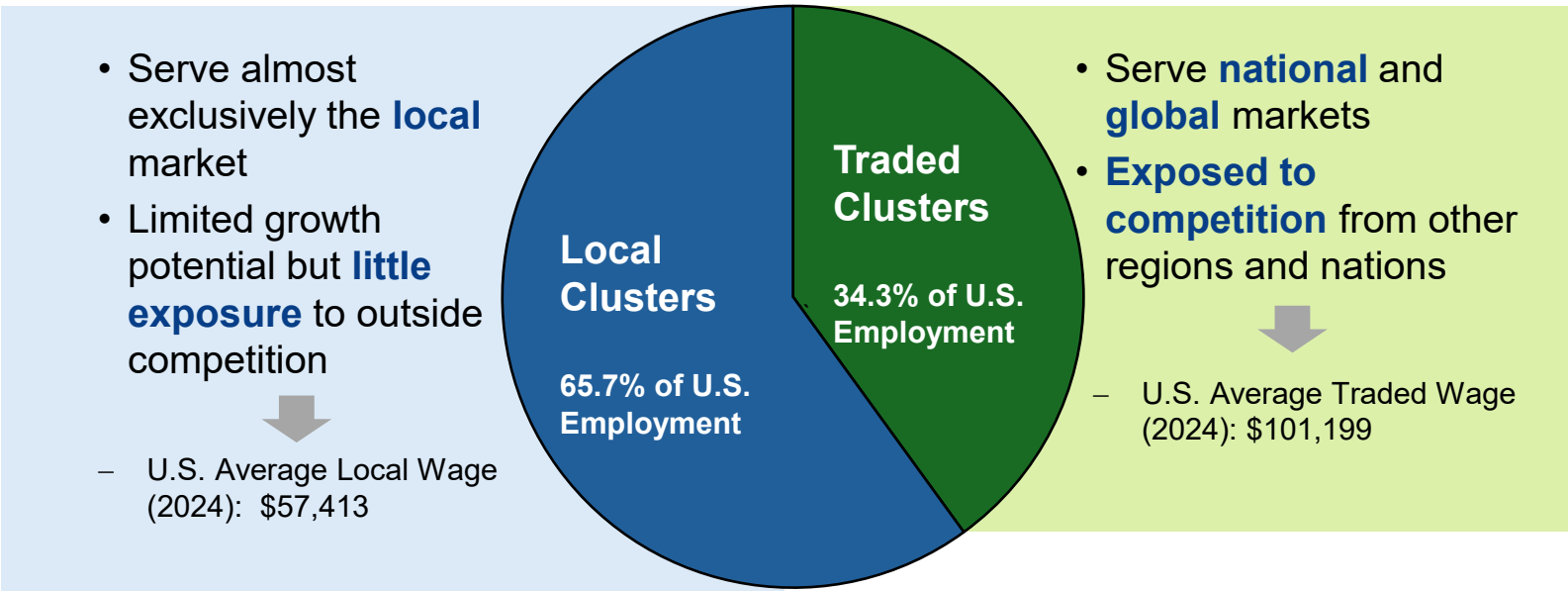


Source: US Cluster Mapping Project; BEA; USATrade. Nominal values.

Cluster Composition

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Tri-Cities: Traded versus Local Clusters

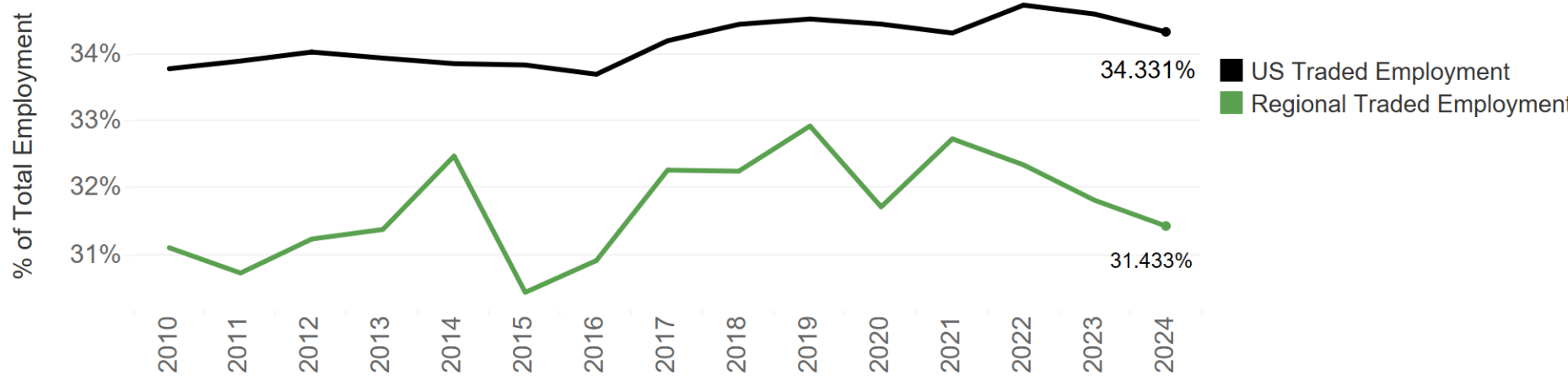


Traded Employment Share, 2024

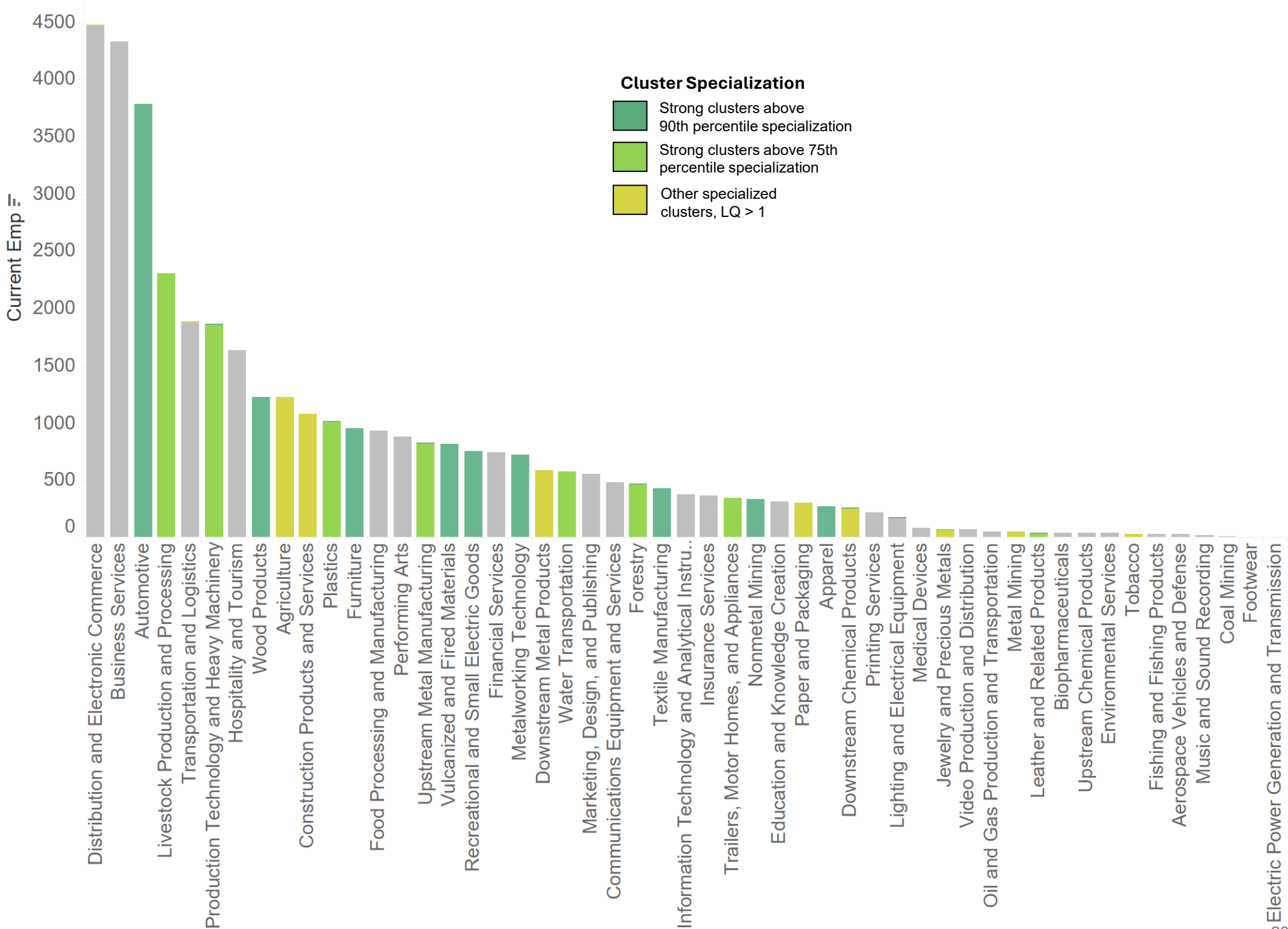
	Local	Traded
Regional Employment	68.6%	31.4%
US Employment	65.7%	34.3%

Cookeville-Crossville Relative Wages, 2024

	Local	Traded	Total
Regional Wage	49,045	62,873	51,437
US Wage	57,413	101,199	72,465
Percent of US	85.4%	62.1%	71.0%

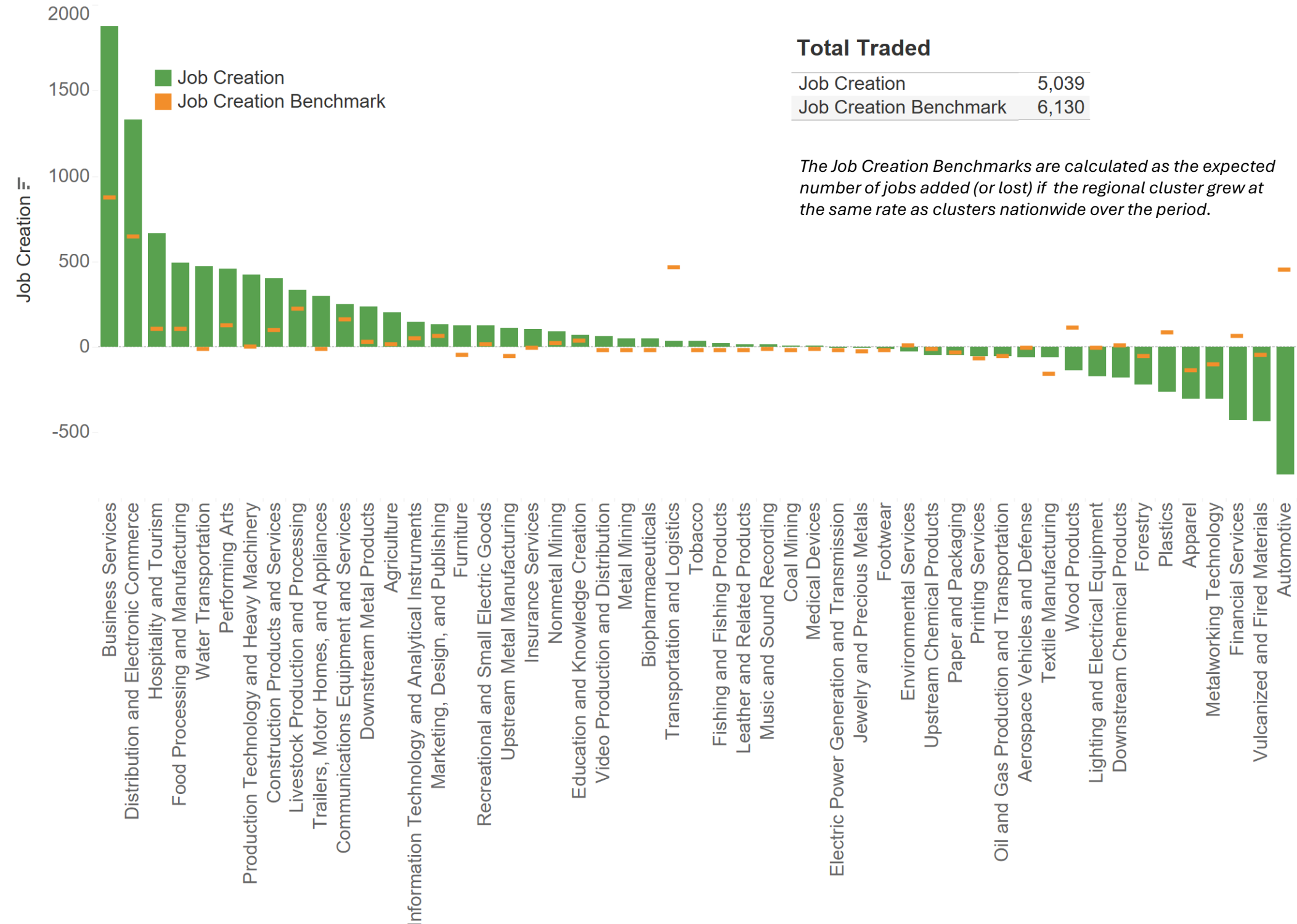


Cookeville-Crossville - Employment in Traded Clusters, 2024

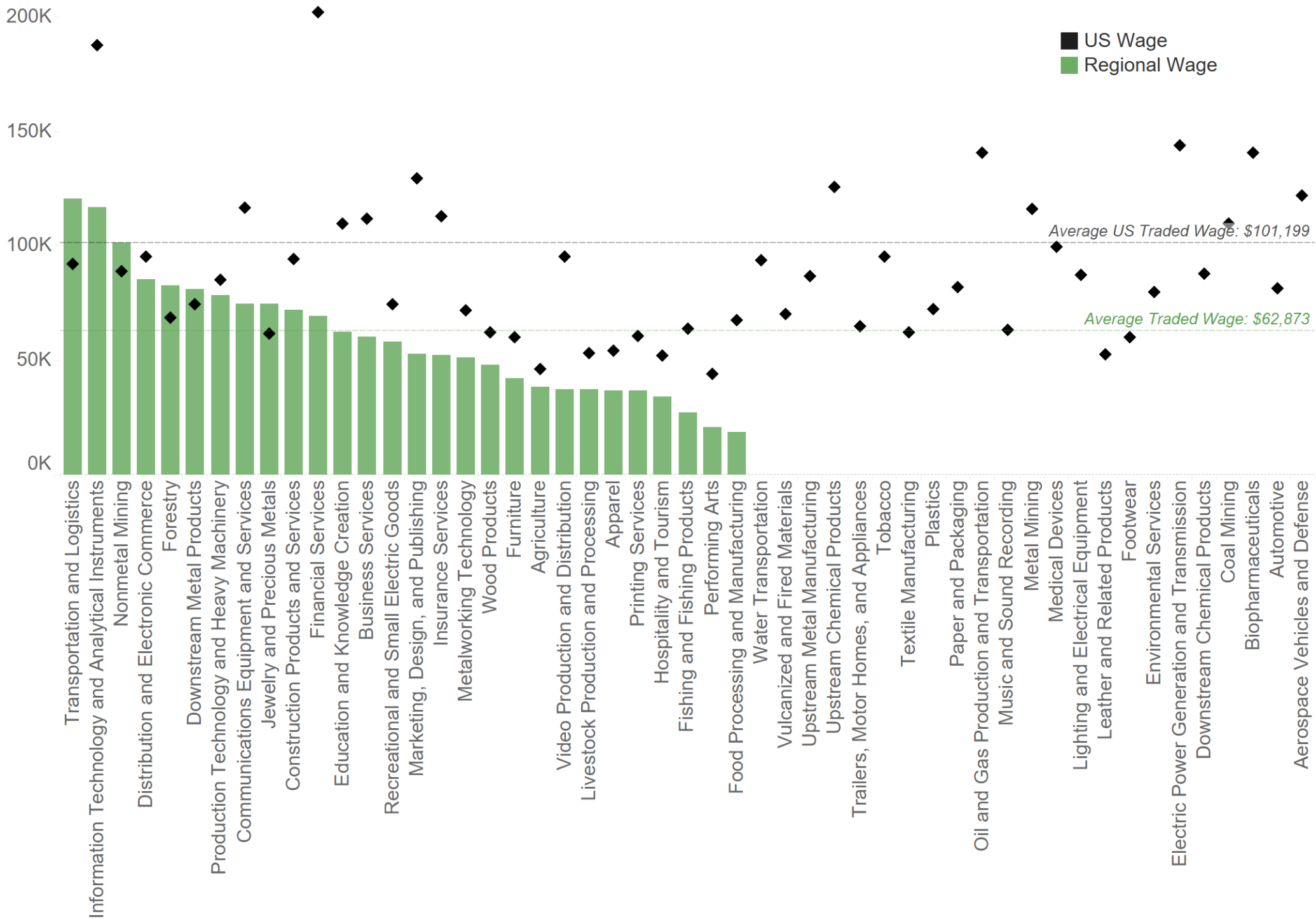


Source: US Cluster Mapping Project; BLS QCEW; Census NES – private employment

Cookeville-Crossville - Job Creation in Traded Clusters, 2014-2024

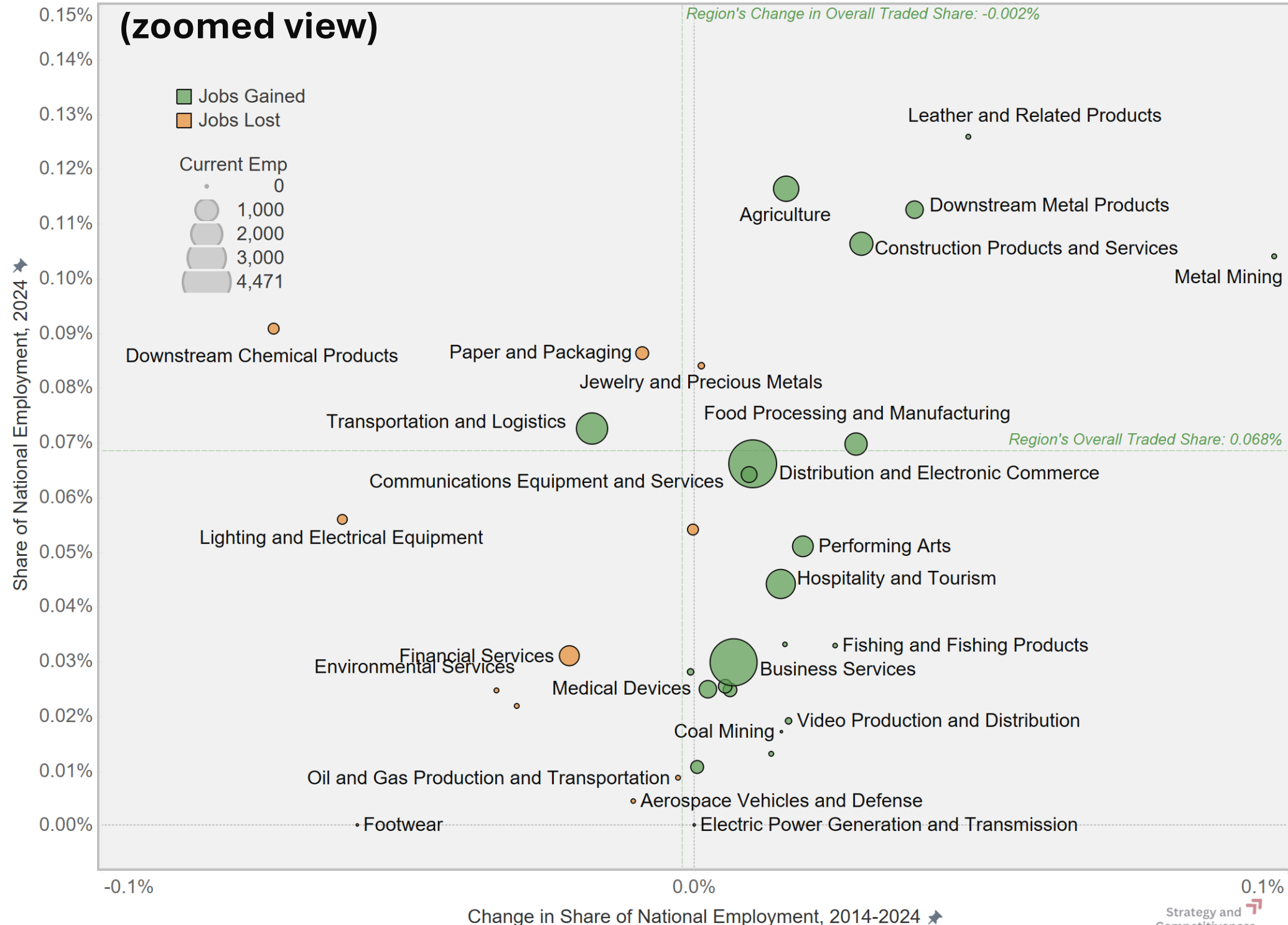


Cookeville-Crossville - Wages in Traded Clusters, 2024

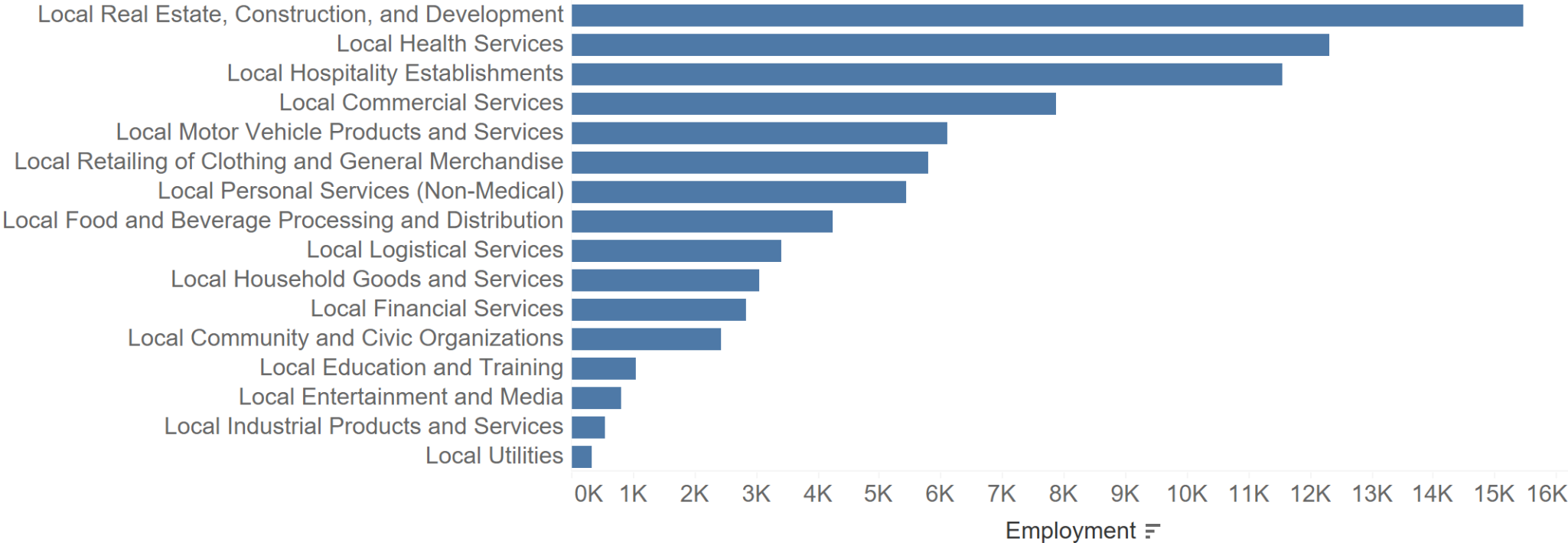


Source: US Cluster Mapping Project; BLS QCEW; Census NES – private employment

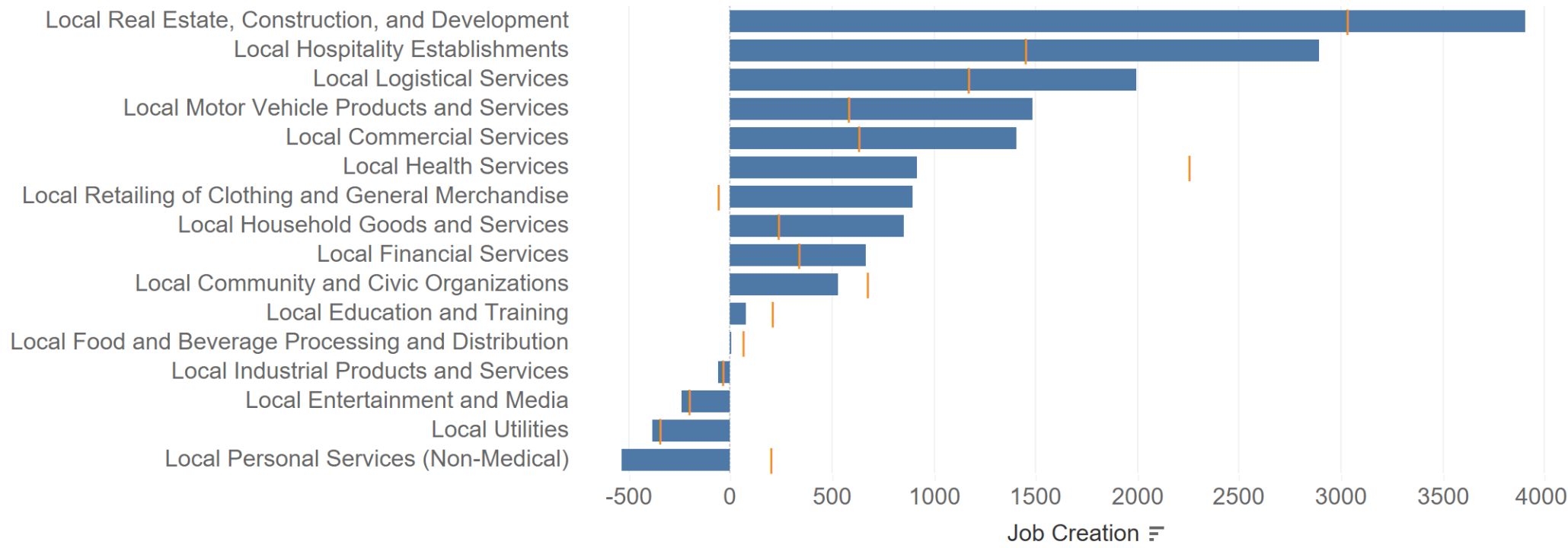
Zone 4: Cookeville-Crossville - Specialization in Traded Clusters, 2014-2024



Cookeville-Crossville - Employment in Local Clusters, 2024



Cookeville-Crossville - Job Creation in Local Cluster, 2014-2024



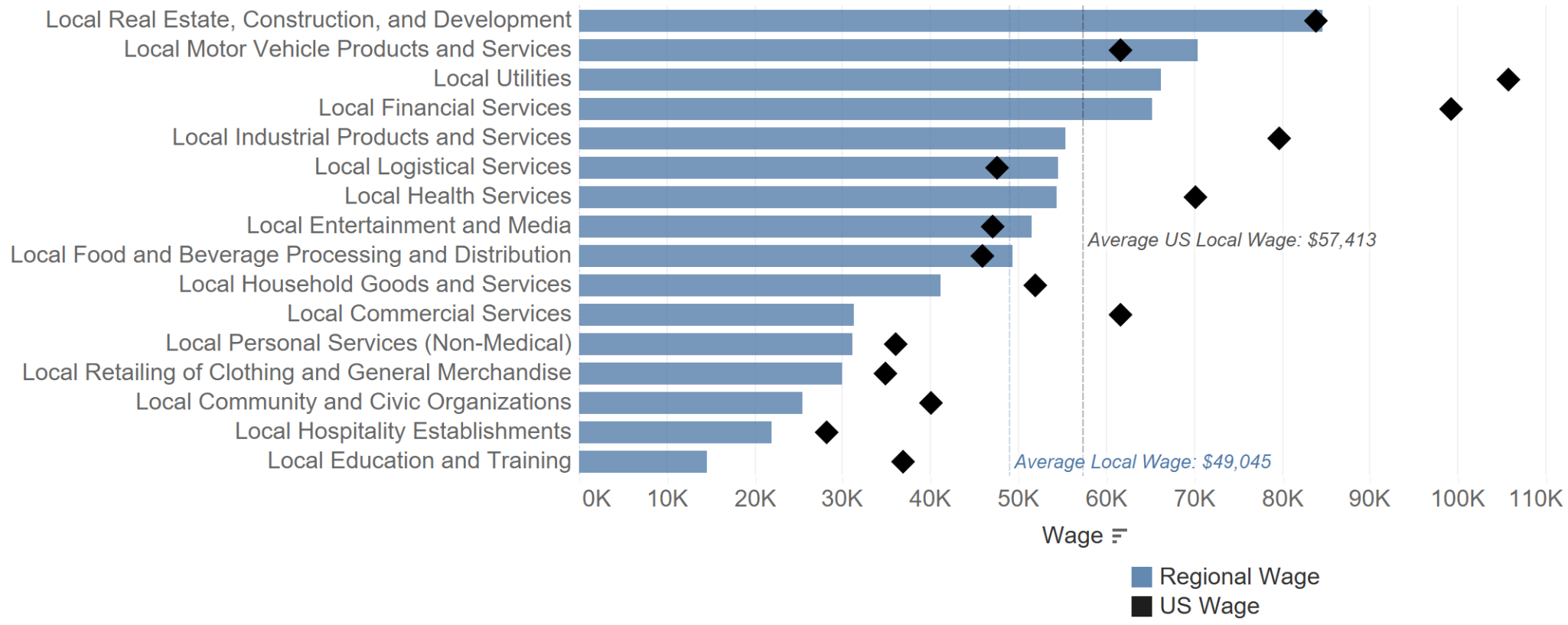
Total Local

Job Creation	14,385
Job Creation Benchmark	11,039

■ Job Creation
■ Job Creation Benchmark

The Job Creation Benchmarks are calculated as the expected number of jobs added (or lost) if the regional cluster grew at the same rate as clusters nationwide over the period.

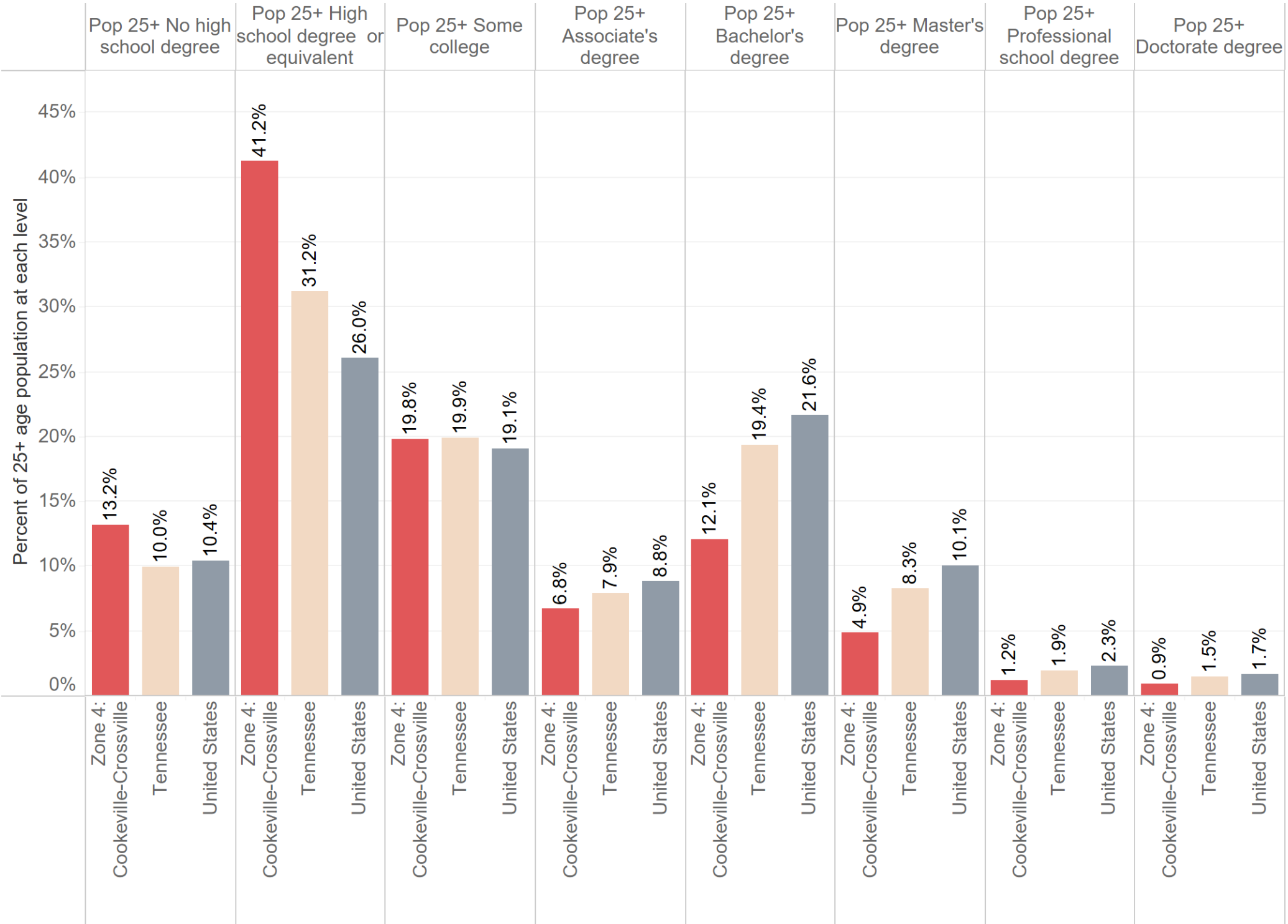
Cookeville-Crossville - Wages in Traded Clusters, 2024



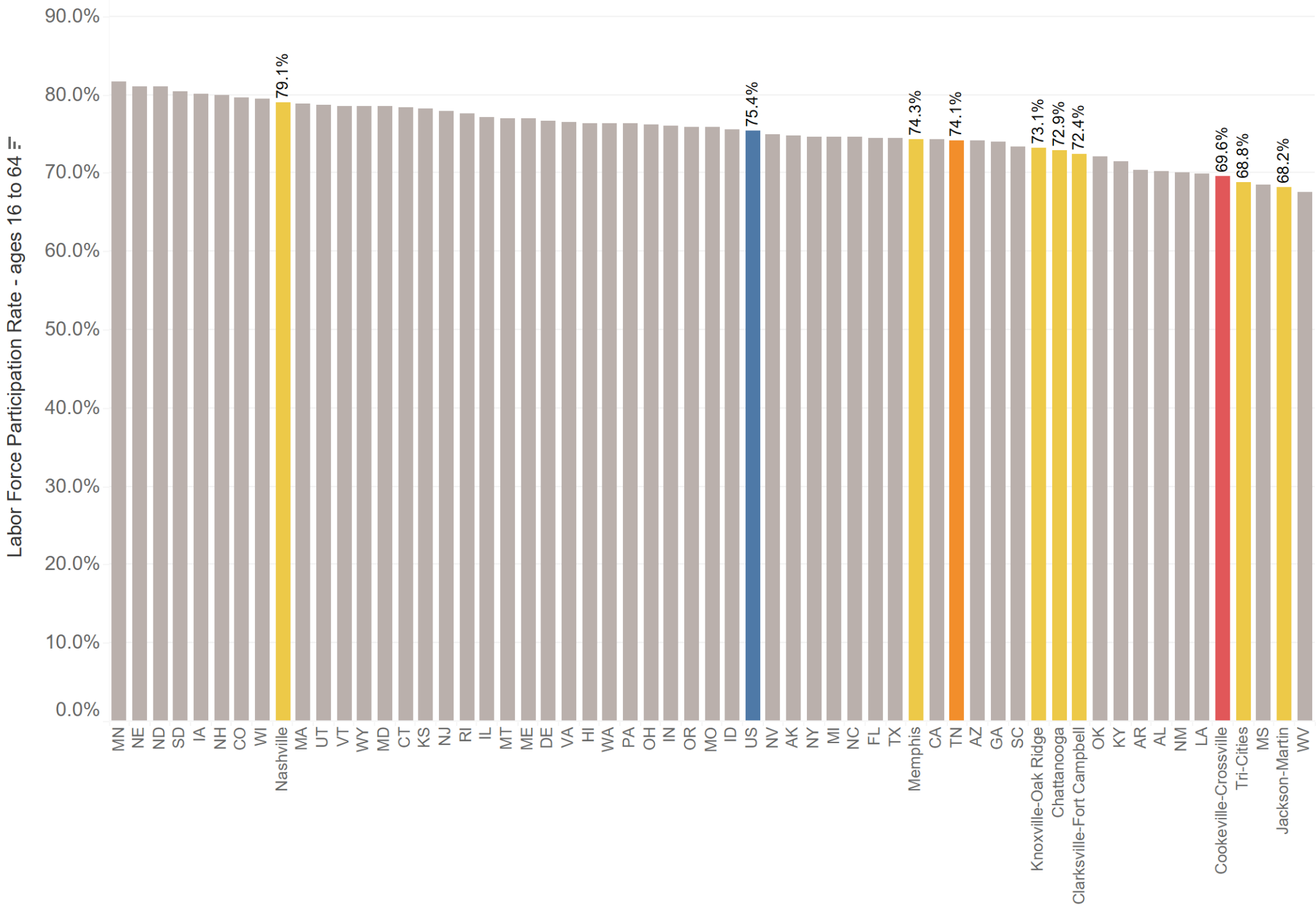
Education and Workforce

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Educational Attainment, 2024

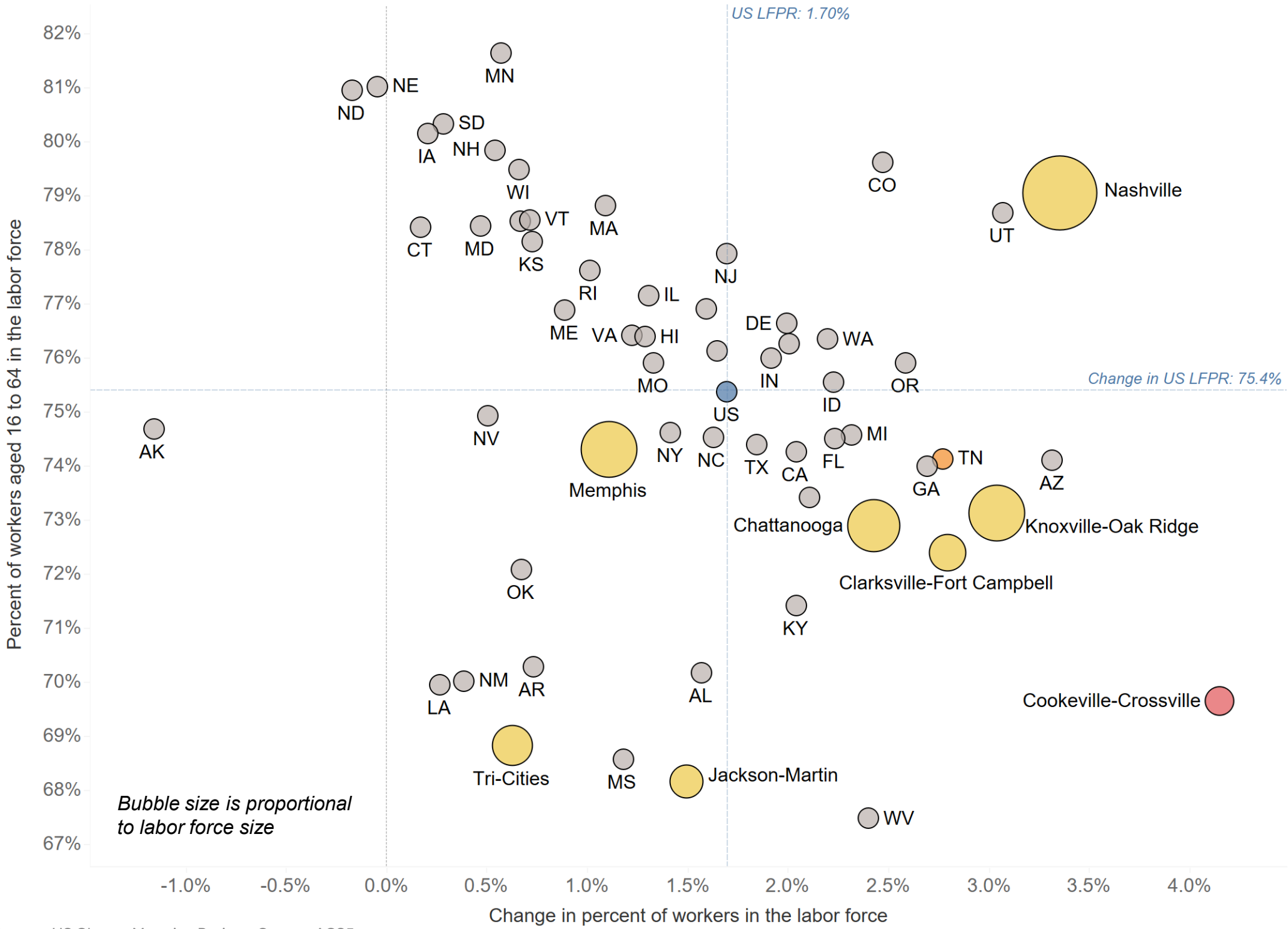


Labor Force Participation Rate - ages 16 to 64, 2024



Source: US Cluster Mapping Project; Census ACS5

Labor Force Participation Rate - ages 16 to 64, 2014-2024

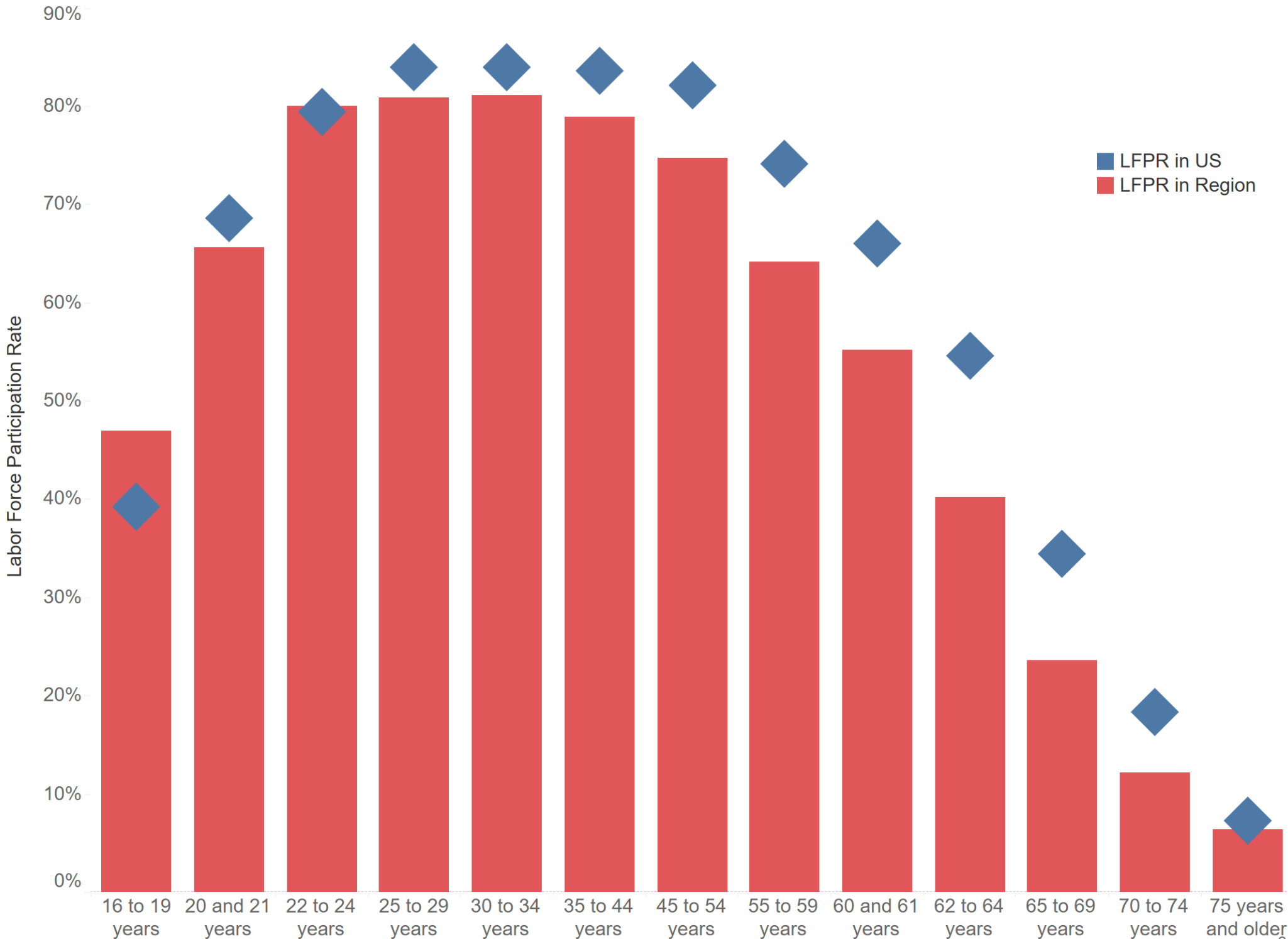


Bubble size is proportional to labor force size

US LFPR: 1.70%

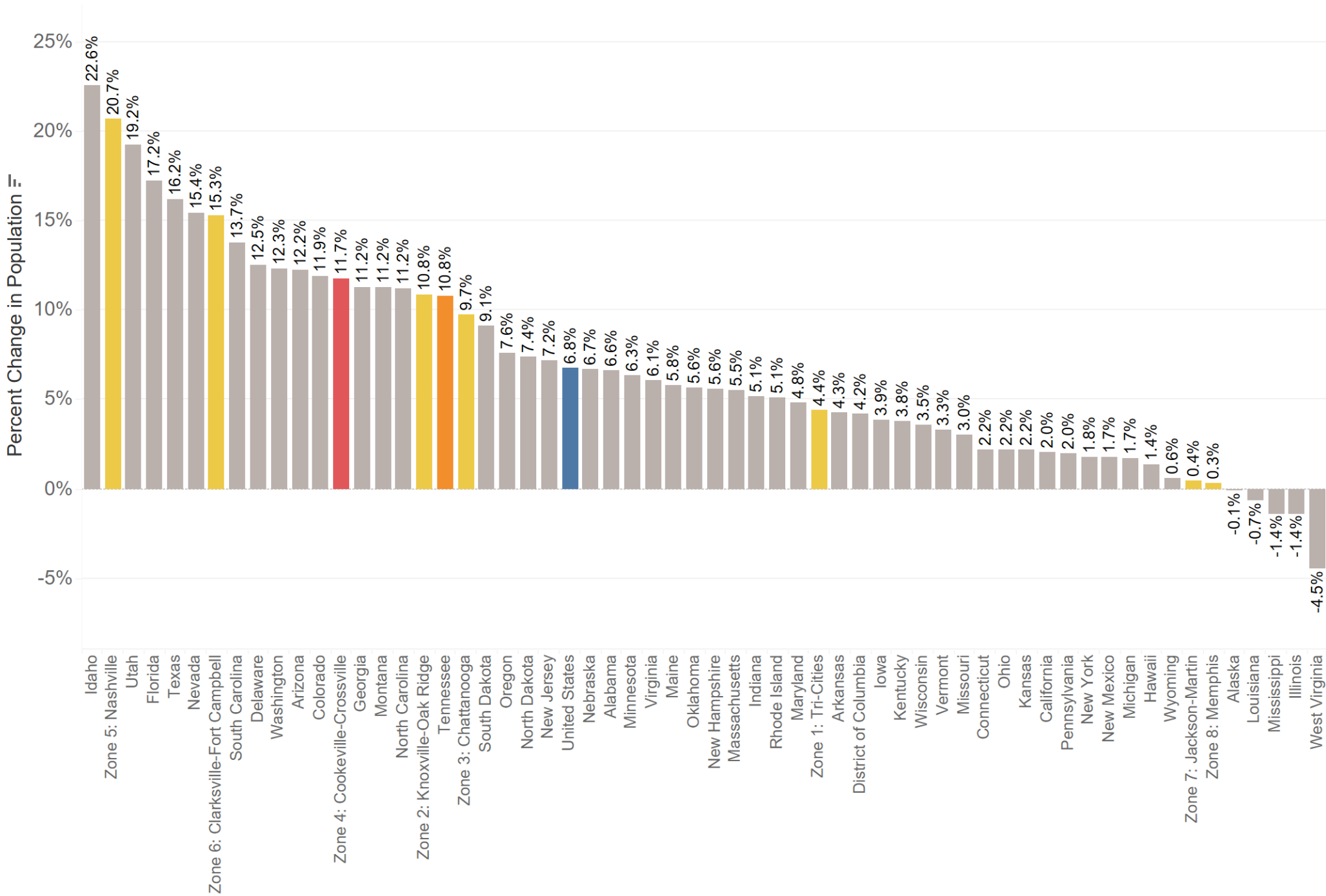
Change in US LFPR: 75.4%

Cookeville-Crossville: Labor Force Participation Rate by Age, 2024



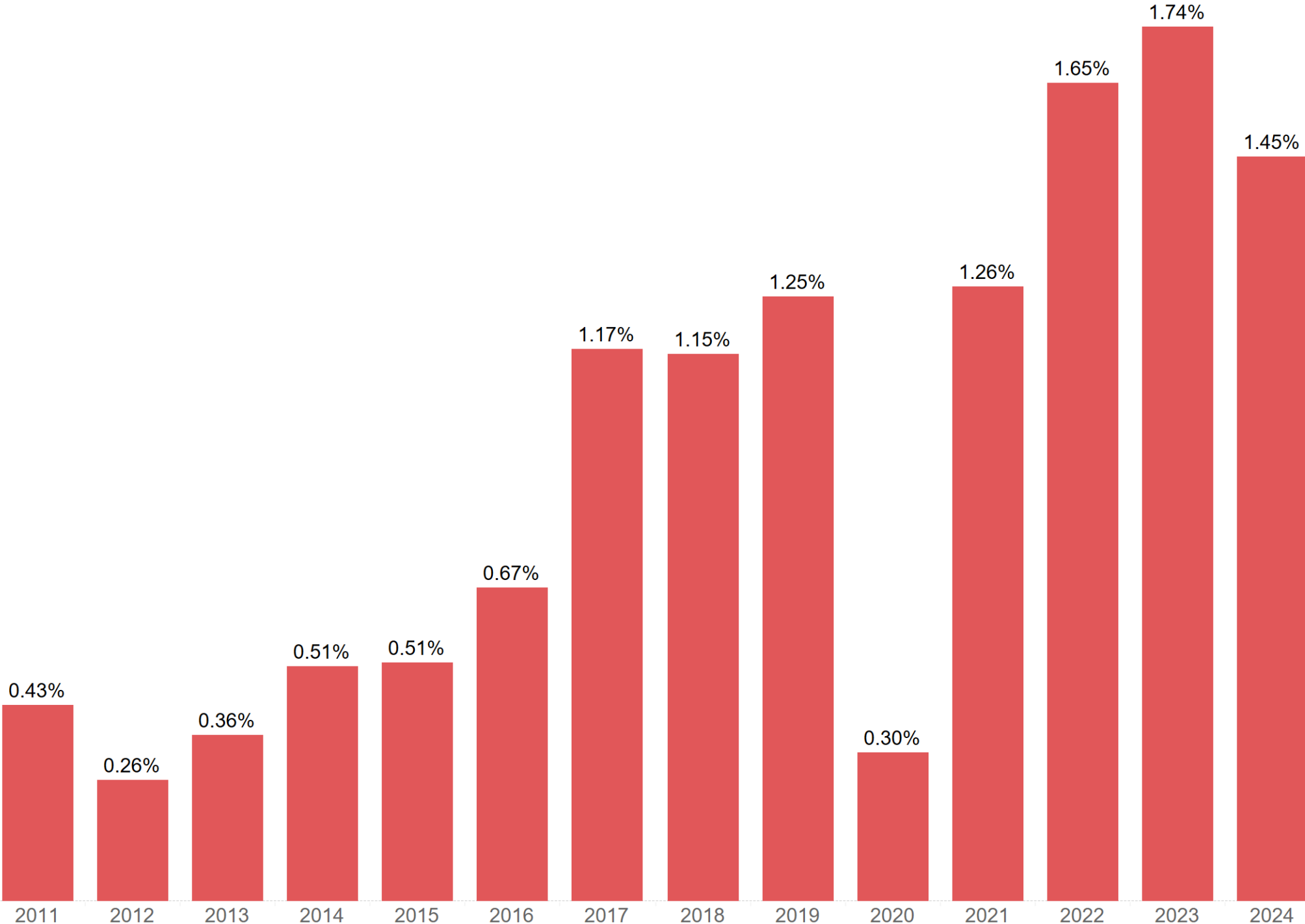
Source: US Cluster Mapping Project; Census ACS5

Population Percent Change, 2014-2024



Source: US Cluster Mapping Project; Census ACS5

Zone 4: Cookeville-Crossville - Change in Population by Year

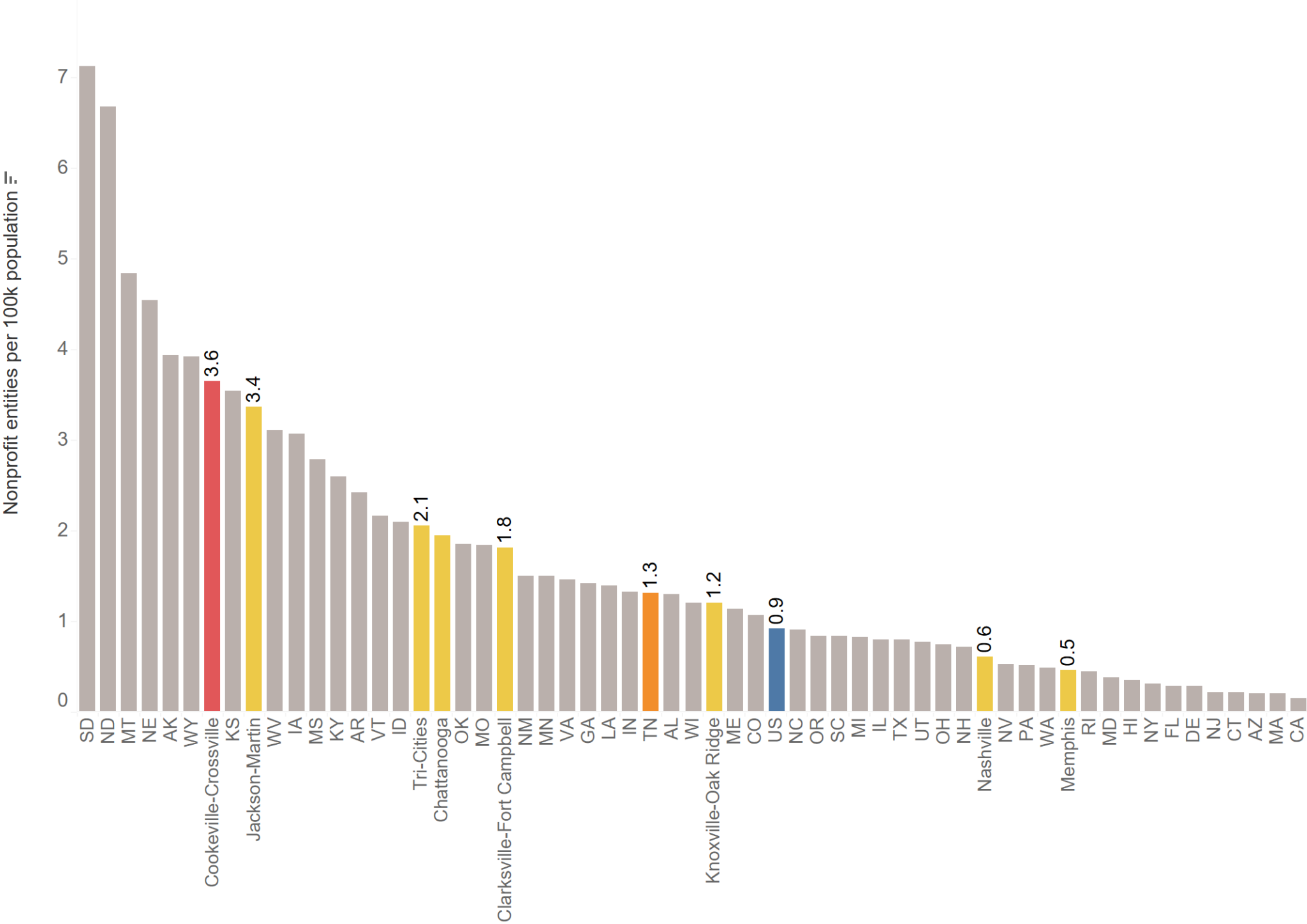


Source: US Cluster Mapping Project; Census ACS5

Collaborative Governance

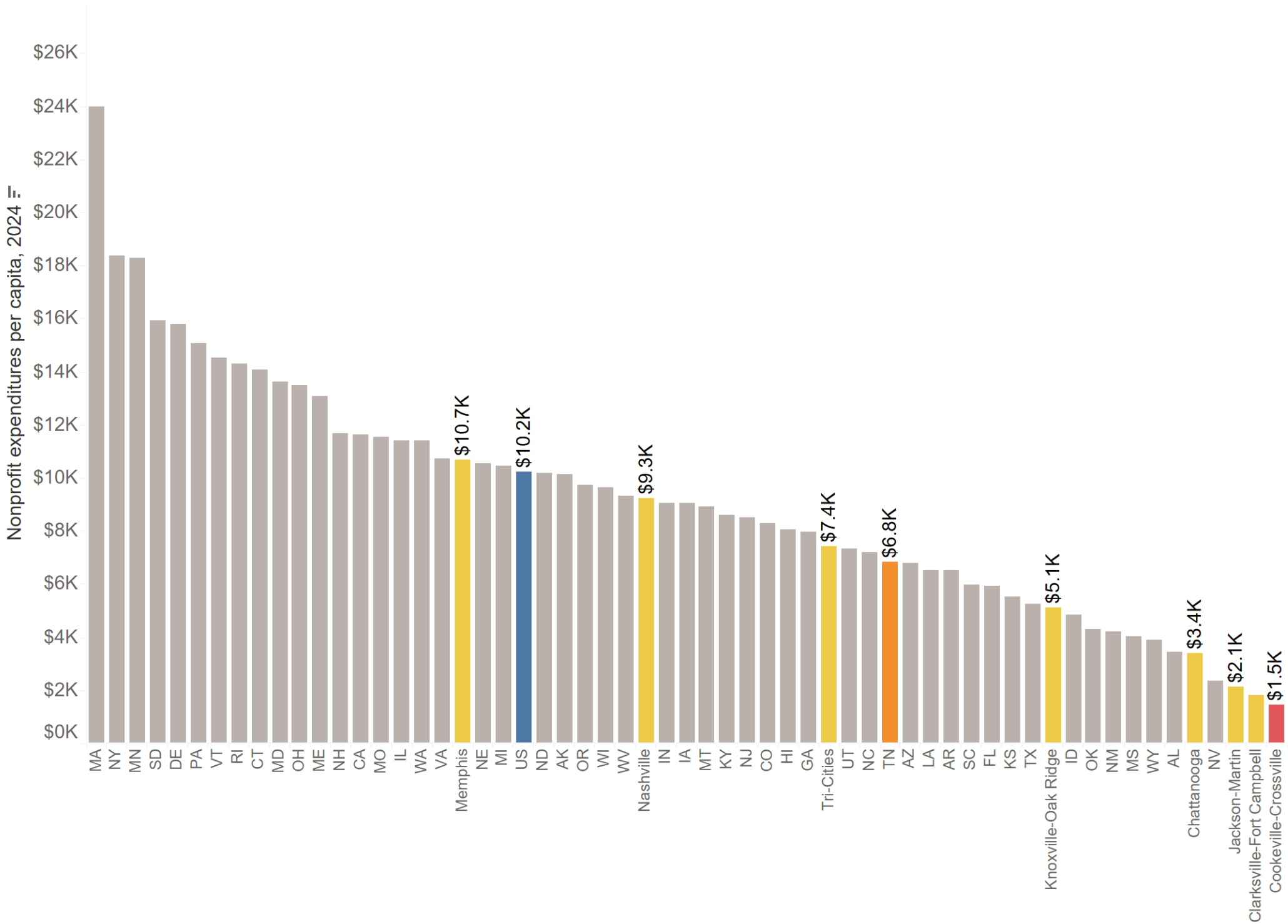
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Nonprofits per capita, 2024



Source: US Cluster Mapping Project; IRS 990, Census

Nonprofit Expenditures per Capita, 2024



Source: US Cluster Mapping Project; IRS 990, Census

Cookeville-Crossville: Nonprofits by Expenditures, 2024

	Expenditures (\$)
UPPER CUMBERLAND ELECTRIC MEMBERSHIP COR..	128,469,762
CANEY FORK ELECTRIC COOPERATIVE INC	72,594,780
TWIN LAKES TELEPHONE COOPERATIVE CORPORA..	67,277,665
BEN LOMAND RURAL TELEPHONE COOPERATIVE INC	33,194,126
DEKALB TELEPHONE COOPERATIVE	25,195,176
FAIRFIELD GLADE COMMUNITY CLUB	24,471,511
MACON COUNTY GENERAL HOSPITAL INC	19,927,902
ISHA FOUNDATION INC	17,737,041
GENERATIONS HEALTH ASSOCIATION INC	15,432,647
LIVINGSTON BYRDSTOWN JAMESTOWN AND COOKE..	13,158,779
UPLANDS VILLAGE	12,620,259
PACESETTERS INCORPORATED	11,228,577
TENNESSEE TECHNOLOGICAL UNIVERSITY FOUNDA..	9,033,896
WOMEN IN CYBER SECURITY	3,930,960
SPRING 2 LIFE ADDICTION RECOVERY MINISTRY	3,770,283
CUMBERLAND COUNTY PLAYHOUSE INC	3,491,926
LAKE TANSI VILLAGE PROPERTY OWNERS ASSOCIA..	3,369,441
REFORMED YOUTH MOVEMENT INC	3,196,229
BETHEL MINISTRIES INC	2,851,327
UPPER CUMBERLAND BROADCAST COUNCIL	2,477,268
EXCHANGE CLUB HOLLAND J STEPHENS CTR PREV..	2,259,689
HABITAT FOR HUMANITY INTERNATIONAL INC	2,220,501
SEEK YE FIRST MINISTRIES INC	2,133,676
E3 VOLUNTEERS INC	2,116,505
PUTNAM COUNTY FAMILY YOUNG MENS CHRISTIAN ..	1,992,571
KIDS PUTNAM INC	1,862,359
PUTNAM COUNTY CHAMBER OF COMMERCE	1,796,281
HOSPICE	1,689,773
HOME AWAY FROM HOME CHILD CARE CENTER	1,569,198
AVALON CENTER INC	1,554,475
MOUNT ZION LITERATURE MINISTRIES	1,550,948
COVENANT ACADEMY	1,543,783
CUMBERLAND REGIONAL DEVELOPMENT CORPORA..	1,438,302
STEERED STRAIGHT INC	1,277,519
TENNESSEE FUTURE FARMERS OF AMERICA FOUN..	1,208,853

Excluding Heath Care and Education

	Expenditures (\$)
UPPER CUMBERLAND ELECTRIC MEMBERS..	128,469,762
FAIRFIELD GLADE COMMUNITY CLUB	24,471,511
UPLANDS VILLAGE	12,620,259
PACESETTERS INCORPORATED	11,228,577
SPRING 2 LIFE ADDICTION RECOVERY MINI..	3,770,283
CUMBERLAND COUNTY PLAYHOUSE INC	3,491,926
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BETHEL MINISTRIES INC	2,851,327
UPPER CUMBERLAND BROADCAST COUNC..	2,477,268
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E3 VOLUNTEERS INC	2,116,505
PUTNAM COUNTY FAMILY YOUNG MENS C..	1,992,571
HOSPICE	1,689,773
HOME AWAY FROM HOME CHILD CARE CE..	1,569,198
AVALON CENTER INC	1,554,475
MOUNT ZION LITERATURE MINISTRIES	1,550,948
CUMBERLAND REGIONAL DEVELOPMENT C..	1,438,302
AVERITT EXPRESS ASSOCIATES CHARITIES	1,200,001
LIGHTHOUSE CHRISTIAN CAMP INCORPOR..	1,003,783
CUMBERLAND GOOD SAMARITANS INC	1,001,852
CUYAHOGA VALLEY YOUTH ORGANIZATIO..	1,000,540
SPARTA-WHITE COUNTY FAMILY YMCA	898,837
POWER OF PUTNAM INC	887,296
FLINT GLOBAL PARTNERS INC	874,549
INTERNATIONAL CHRISTIAN MINISTRIES INC	849,669
TENNESSEE OPPORTUNITY PROGRAMS INC	849,351
MUSTARD SEED RANCH	809,080
THREADS OF HOPE THRIFT STORE INC	752,955
ODD MAN INN ANIMAL REFUGE	724,467
GRANVILLE MUSEUM INC	706,190
UPPER CUMBERLAND ENTREPRENEURIAL ..	691,594
CROSSVILLE SHOOTING SPORTS PARK	597,008
BREAD OF LIFE RESCUE MISSION	584,906
HOPE CENTER ADOPTION AND FAMILY SER..	544,227
PUTNAM COUNTY AGRICULTURAL FAIR INC	534,825

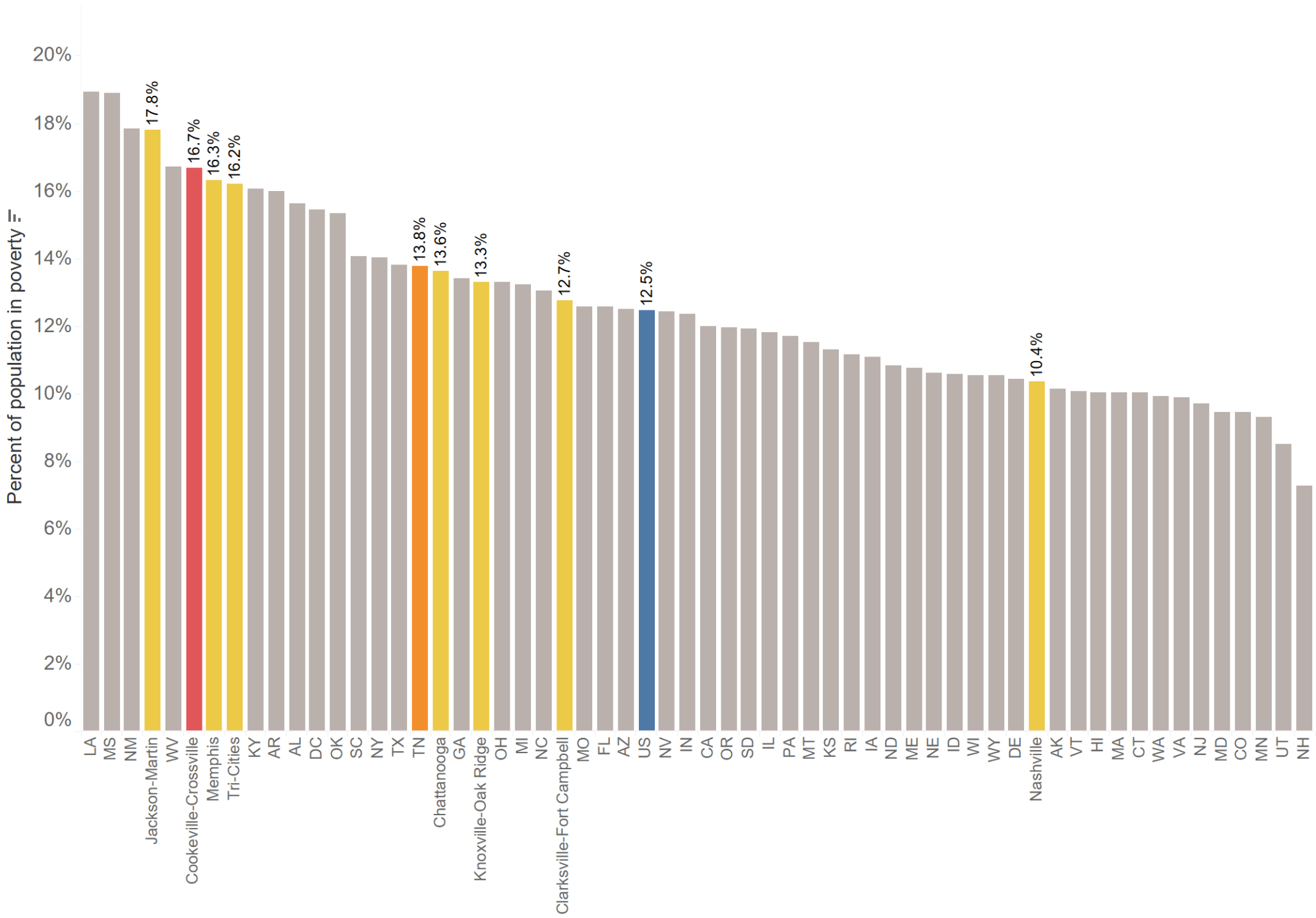
Cookeville-Crossville: TLAP Collaborative Governance Regional Inventory

Initiative	Mission Summary	Lead Organization	Counties Covered
Empower Upper Cumberland	Lift families out of poverty by coordinating workforce, education, social service, housing, and community resources through a collective impact model.	Upper Cumberland Human Resource Agency (UCHRA) as backbone of the coalition	All 14 counties
Upper Cumberland Development District (UCDD)	Govern regional planning, economic development, and inter county program administration serving all 14 counties.	Upper Cumberland Development District (established by state statute)	Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, White
Upper Cumberland Workforce Board (UCLWDB)	Govern WIOA workforce development services, apprenticeship programs, training grants, and employer partnerships across the region.	Upper Cumberland Local Workforce Development Board (501(c)(3))	The full Upper Cumberland geography of 14 counties
Upper Cumberland Coordinated Transit & Human Services Plan	Coordinate public transit planning and human service transportation via shared regional governance and planning.	UCHRA in coordination with TDOT and local stakeholders	All 14 Upper Cumberland counties
Upper Cumberland Regional Health Preparedness Coalition (UCHPC)	Coordinate regional health disaster preparedness and public health systems across local health departments and hospitals.	Upper Cumberland Healthcare Preparedness Coalition (UCHPC) advisory board	UCHPC covers the same 14-county region

Quality of Life

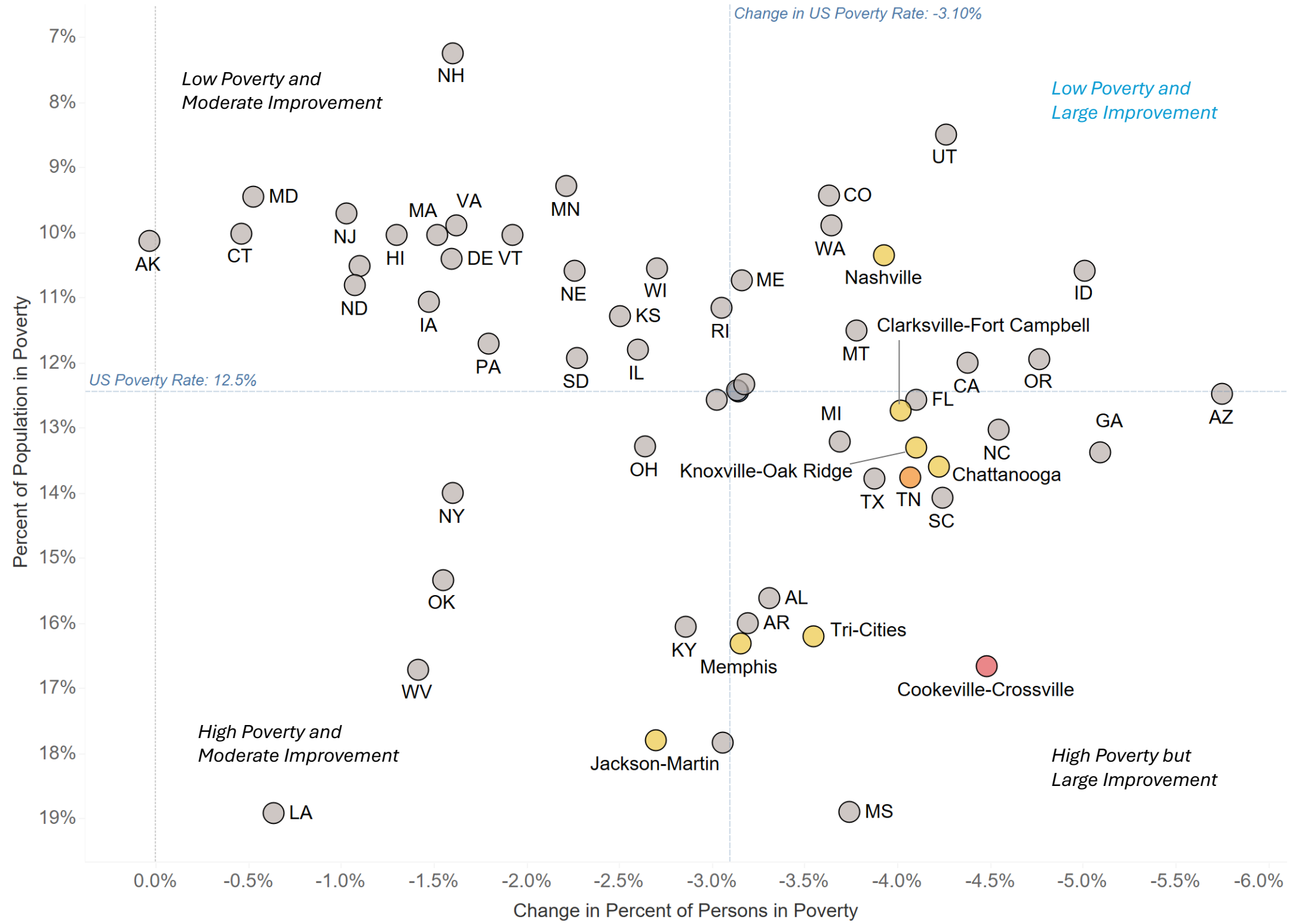
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Poverty Rate, 2024



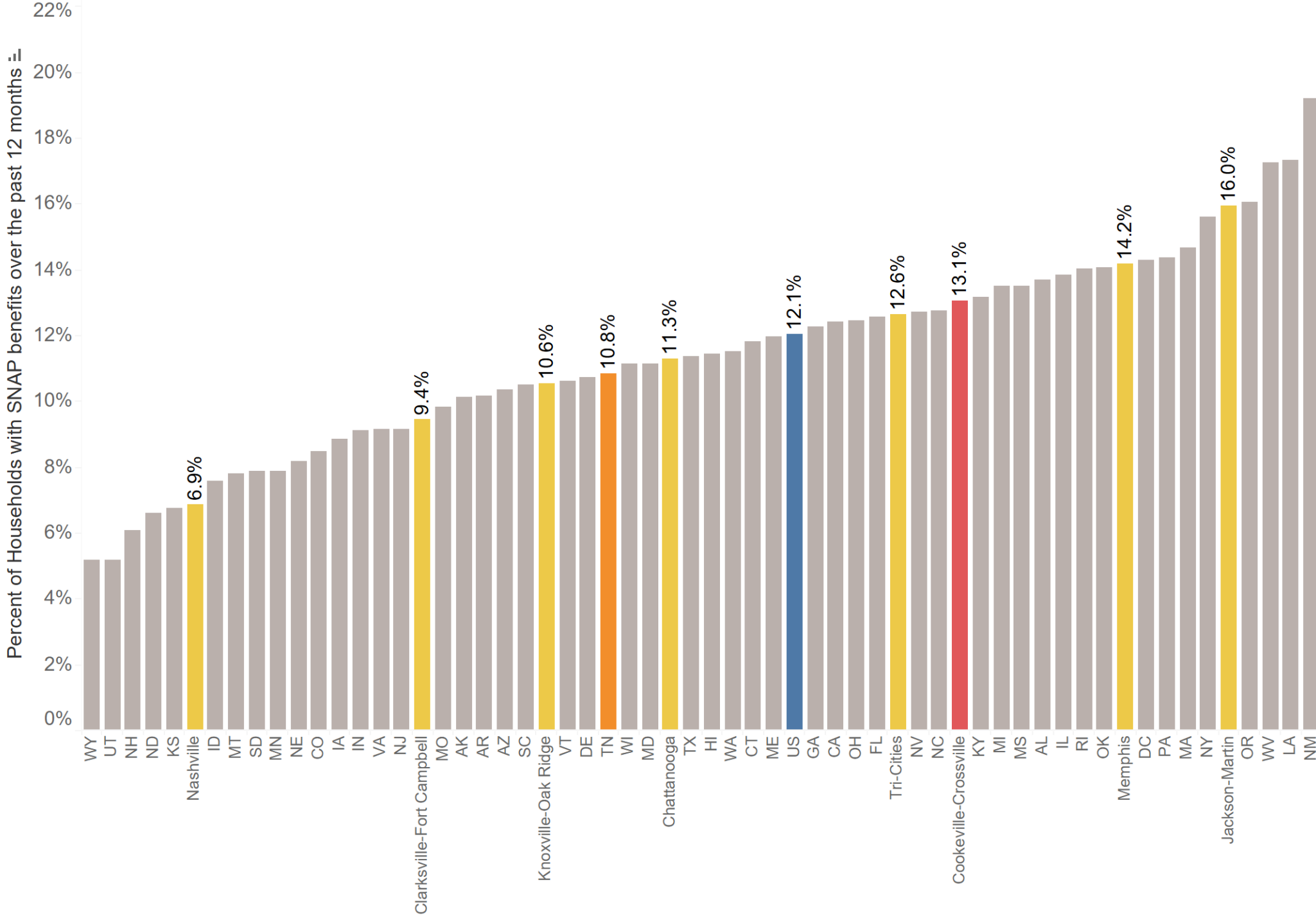
Source: US Cluster Mapping Project; ACS5

Poverty Rate, 2014-2024



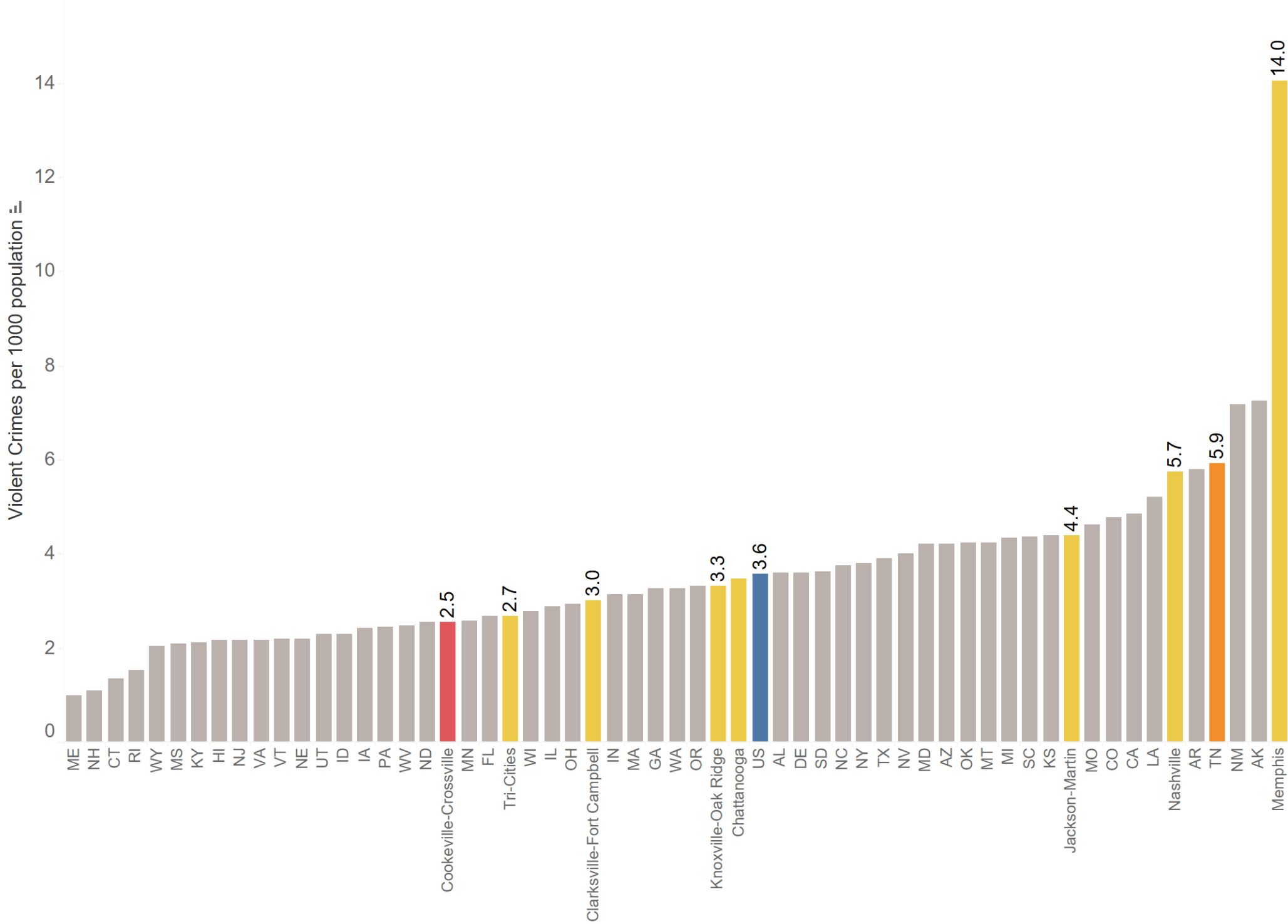
Source: US Cluster Mapping Project; ACS5

Households Receiving SNAP Benefits, 2024



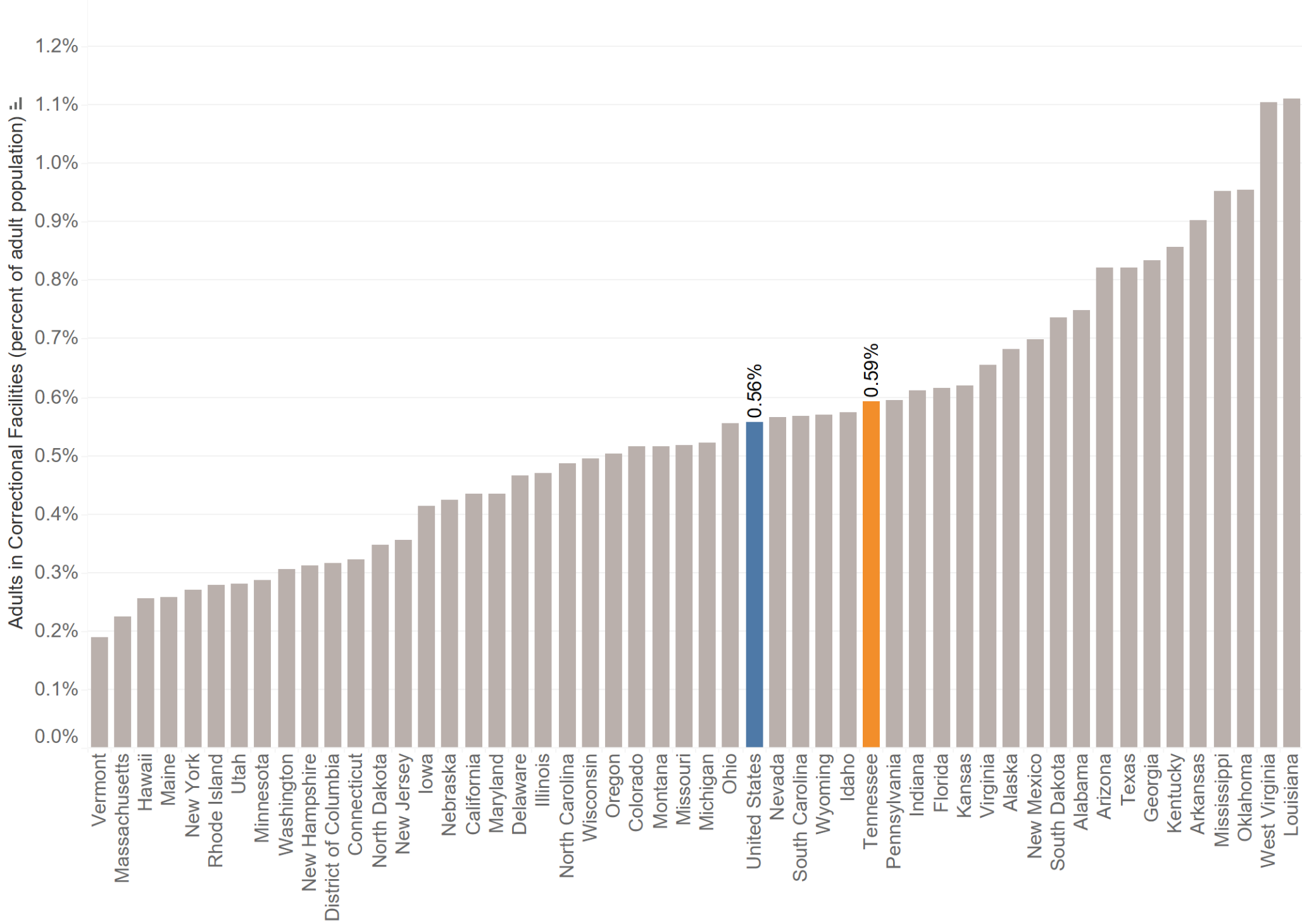
Source: US Cluster Mapping Project; Census ACS5

Violent Crime Rate, 2024



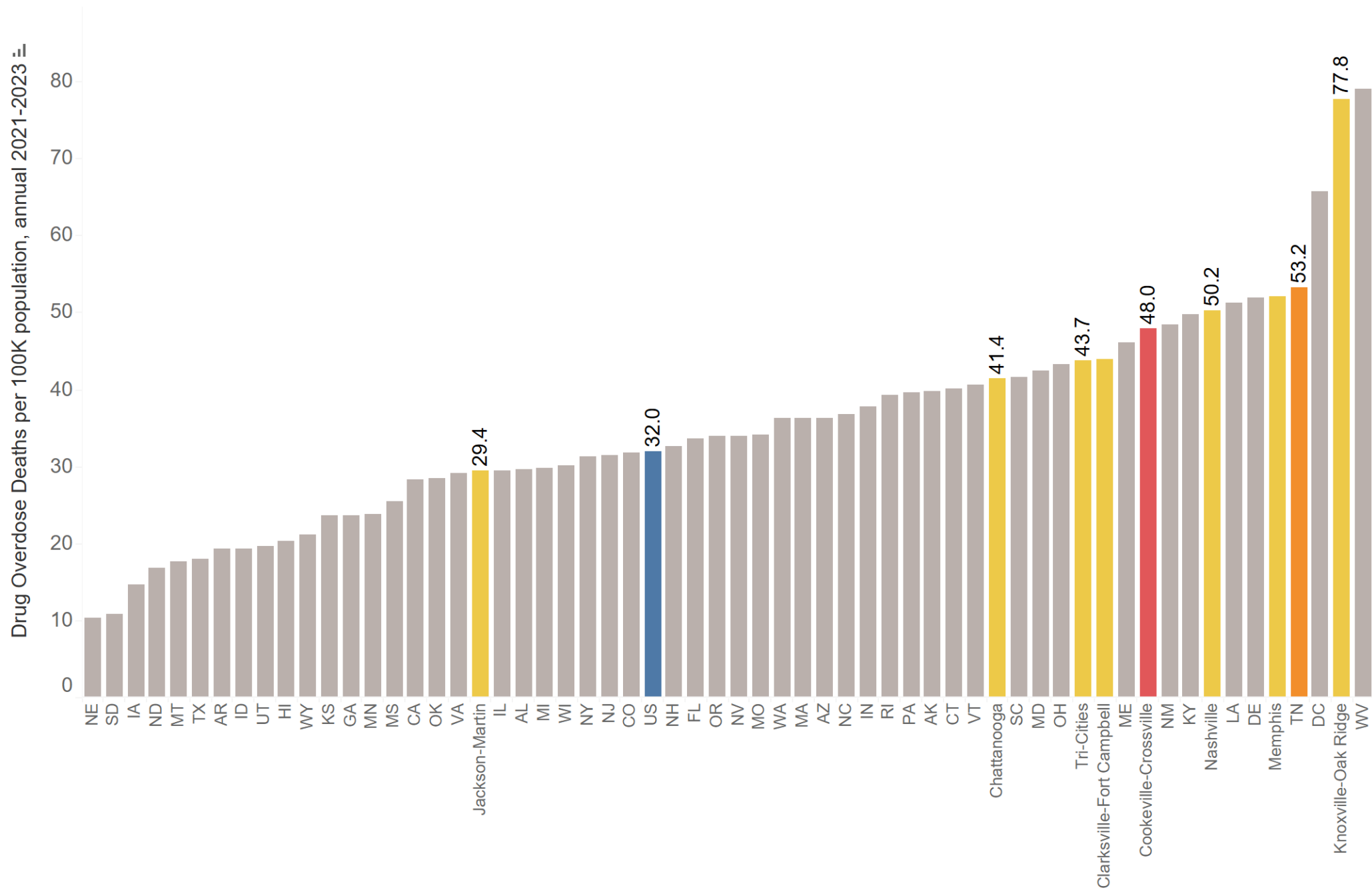
Source: US Cluster Mapping Project; FBI

Adults in Correctional Facilities, 2024

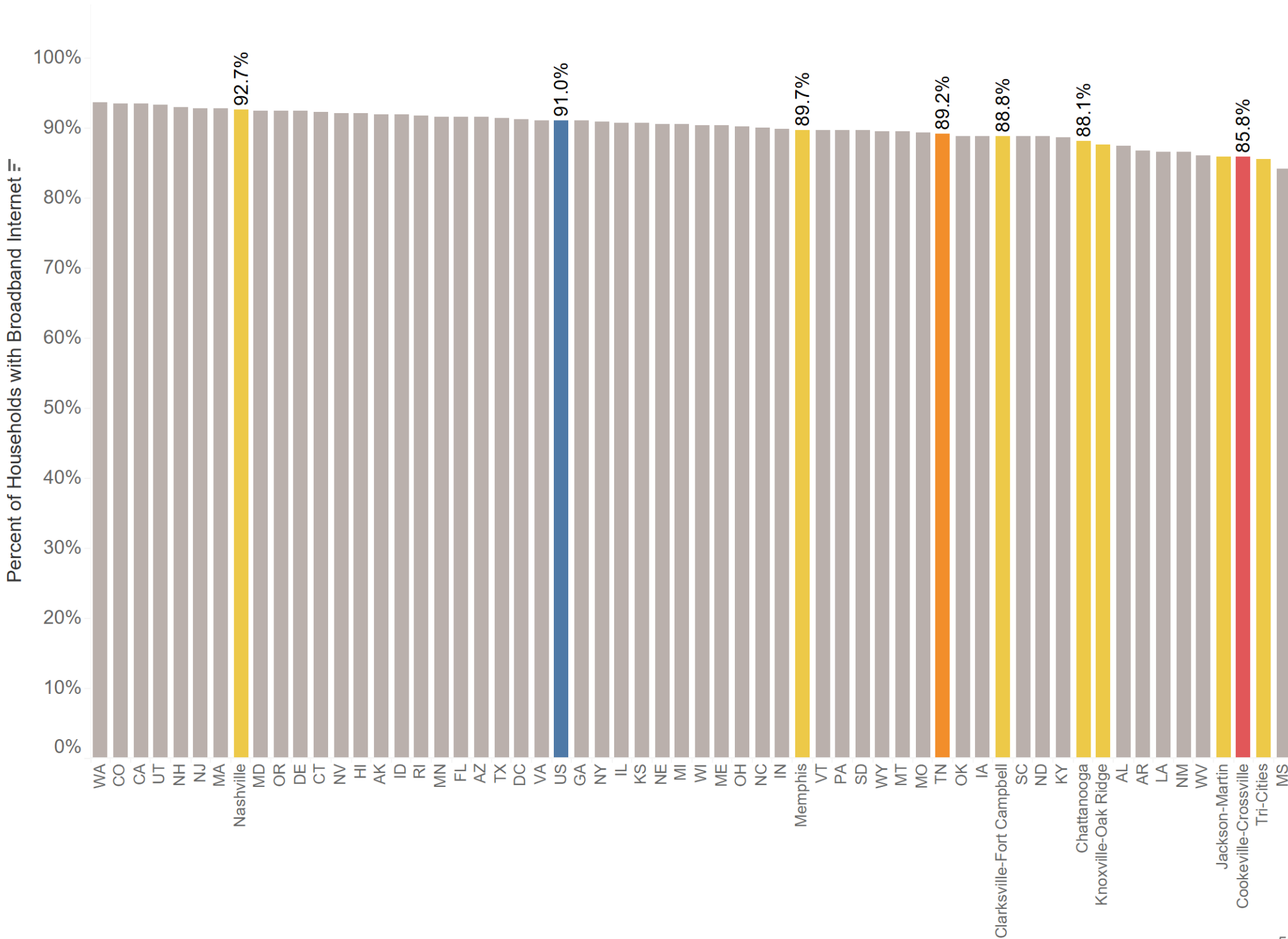


Source: US Cluster Mapping Project; EIA SEDS

Drug Overdose Deaths per 100k Population average annual 2021-2023

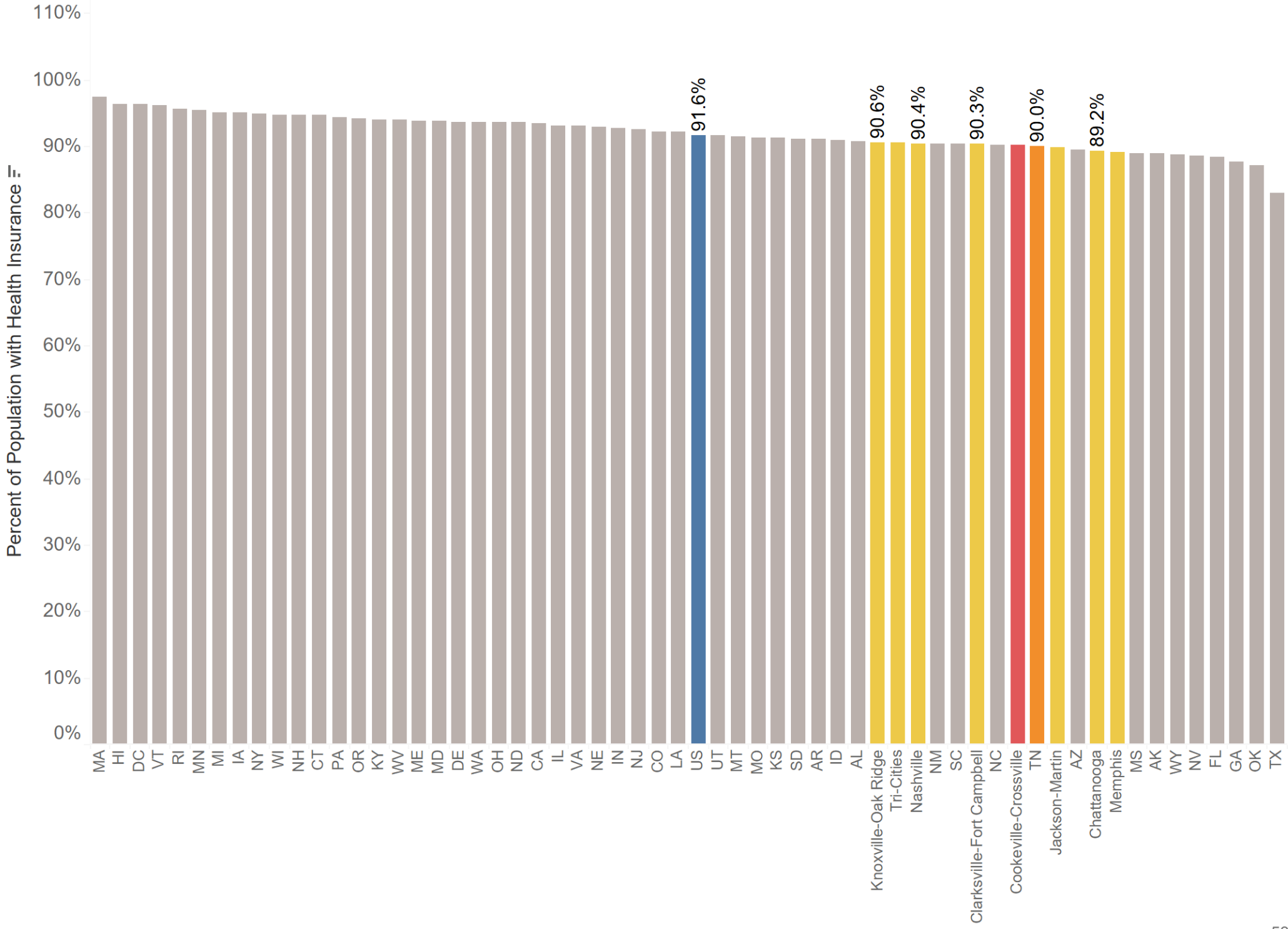


Broadband Adoption, 2024



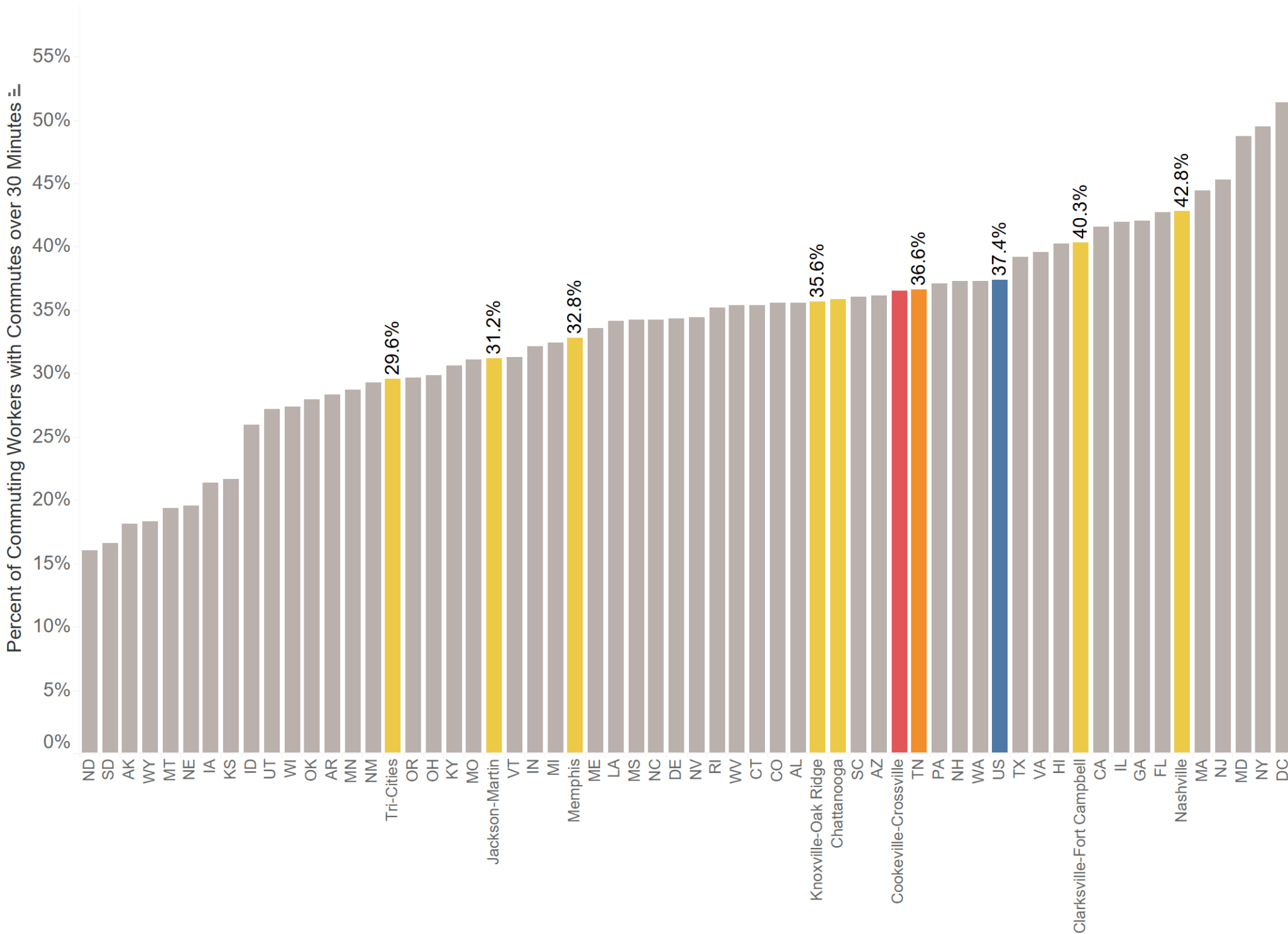
Source: US Cluster Mapping Project; Census ACS5

Health Insurance Coverage Rate, 2024



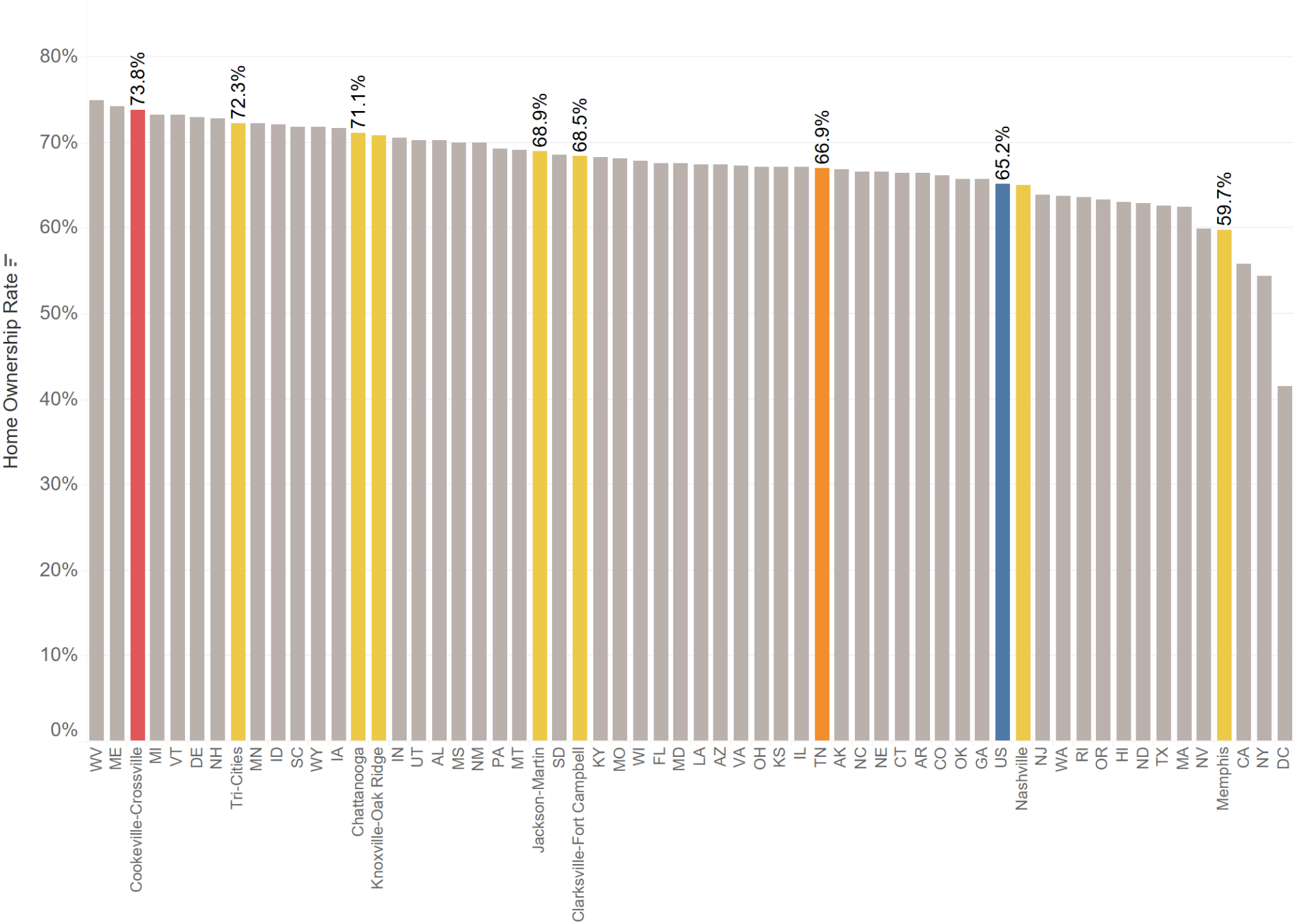
Source: US Cluster Mapping Project; Census ACS5

Percent of Workers with Long Commutes, 2024



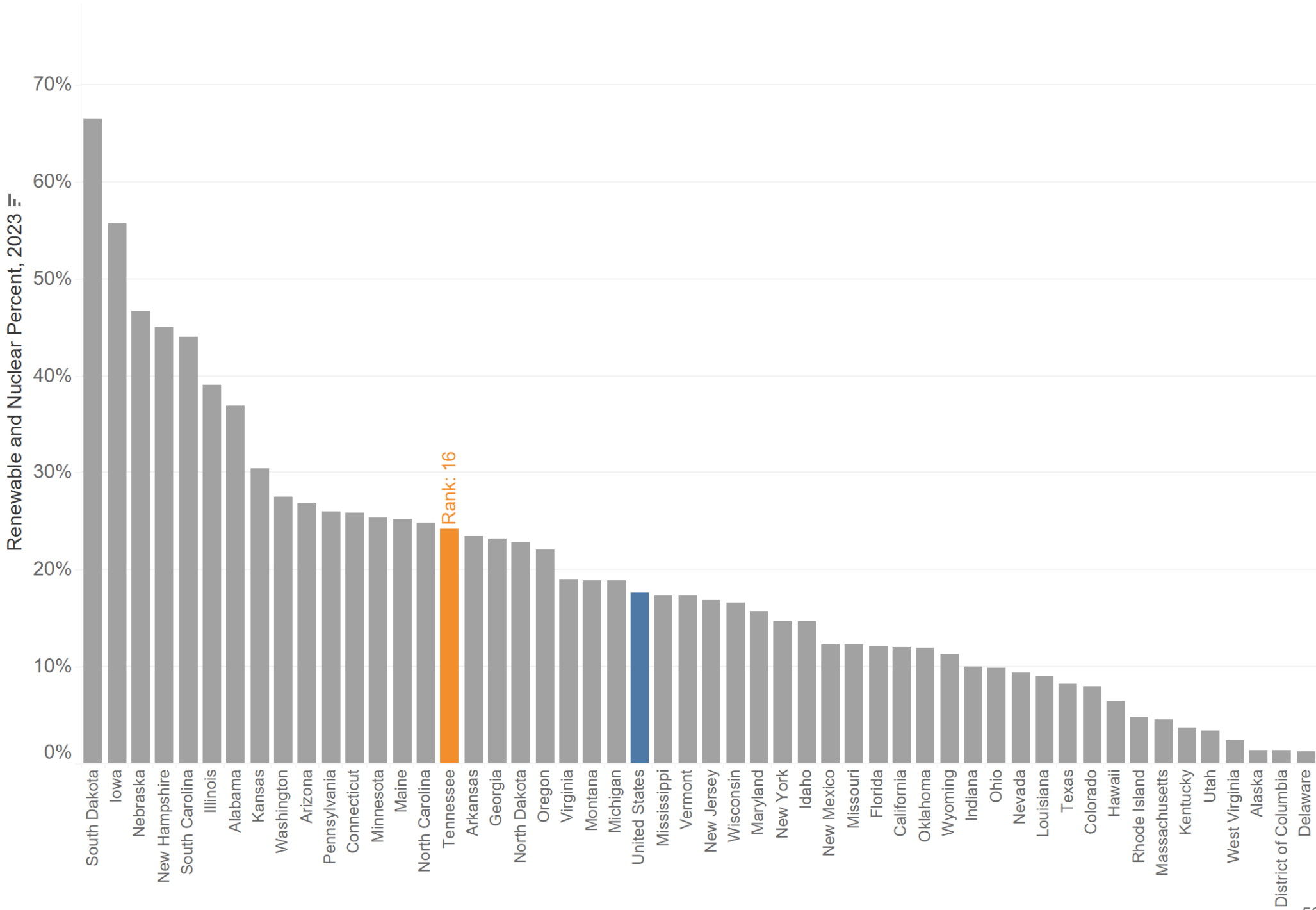
Source: US Cluster Mapping Project; Census ACS5

Home Ownership Rate, 2024



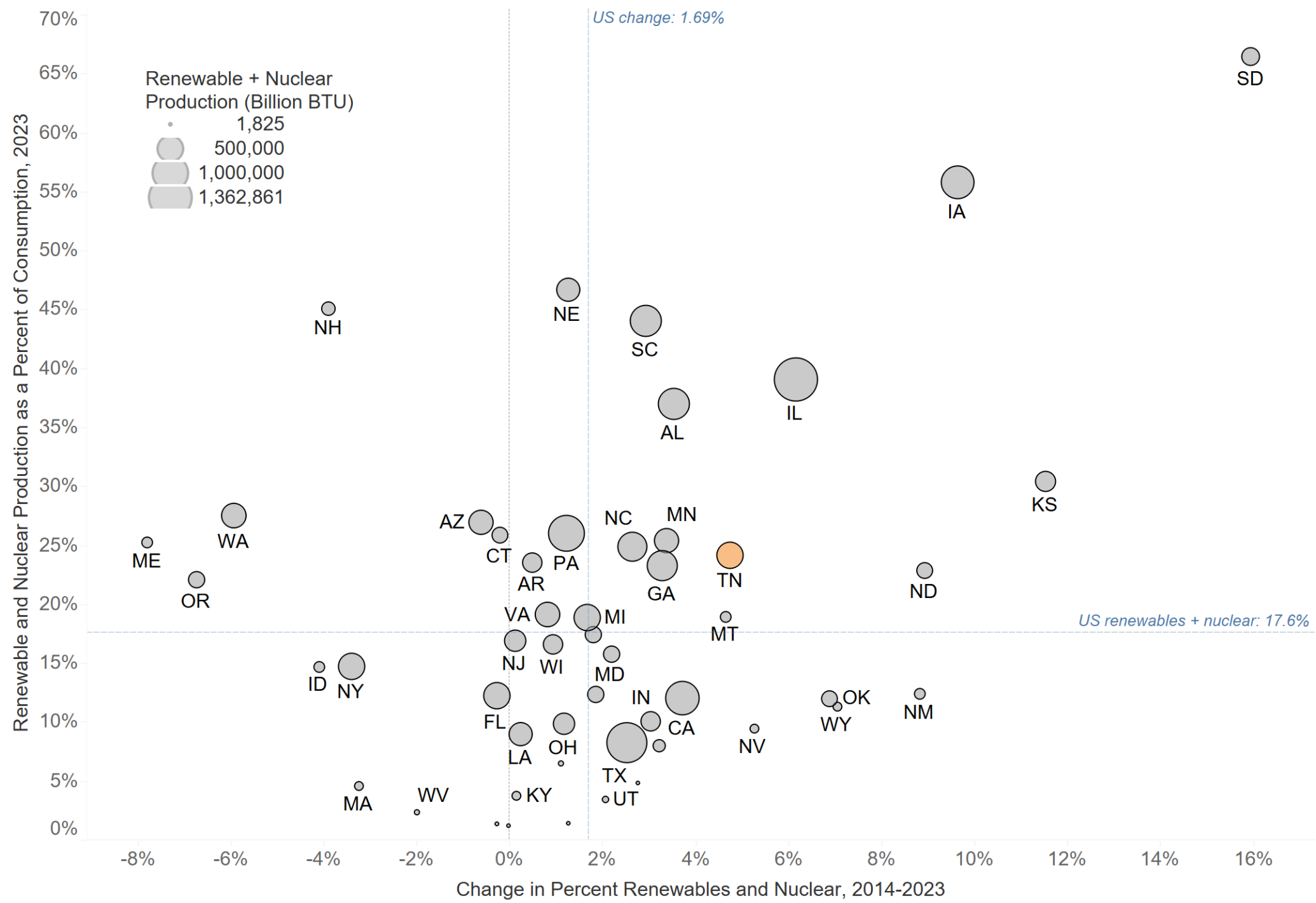
Source: US Cluster Mapping Project; Census ACS5

Renewable and Nuclear Energy Production as a Percent of Consumption, 2023



Source: US Cluster Mapping Project; EIA SEDS

Renewable and Nuclear Energy Production as a Percent of Consumption, 2014-2023



Source: US Cluster Mapping Project; EIA SEDS

Strategy and 
Competitiveness
Associates

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