The Leon County School District does not discriminate against any person on the basis of sex (including transgender status, gender nonconforming, and gender identity), marital status, sexual orientation, race, religion, ethnicity, national origin, age, color, pregnancy, disability, military status, or genetic information.

Lively Technical College Annual Report 2020-2021

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Director’s Message

Throughout the challenging 2020–2021 school year, Lively continued successfully serving as the top career and technical training provider across the Big Bend Region of Florida. Our mission is focused on providing career-oriented education for the community.

Lively occupies two sites, including the main campus on Appleyard Drive and the aviation training campus at Tallahassee International Airport. Lively also offers dual enrollment programs at Rickards High School, Godby High School, Chiles High School, Lincoln High School, SAIL High School, and Wakulla High School. In addition, Lively provides part-time career enhancement courses for the city, county, and state governmental agencies and private businesses.

Lively’s vision is to lead workforce training by utilizing industry-driven educational solutions and community partnerships to equip students to meet the needs of local, regional, statewide, and national employers.

This year’s annual report reflects the successful dedication and teamwork of Lively’s staff, instructors, students, alumni, and community business partners. On behalf of the entire Lively team, we are grateful to continue supporting our students’ career opportunities and positively impacting the lives of everyone affiliated with Lively Technical College.

Shelly L. Bell
Director
Lively welcomes the opportunity to teach teens and adults. The faculty and staff are dedicated to serving their students and bringing a diverse complement of educational degrees and work experiences.

Lively’s history began when Lewis M. Lively, a local businessman, established Lively Technical College in 1937 with the hope that the vocational school would provide individuals with the education and training needed to obtain gainful employment and earn a living. The school opened with one full-time and one half-time instructor and 52 students.

Today, Lively serves thousands of students annually, with a faculty and staff of 85. The college is designated by the Florida State Board of Education to primarily serve Leon, Gadsden, and Wakulla counties. However, Lively welcomes students from throughout the state Florida and has become popular with students from neighboring Georgia and Alabama.
Located in Tallahassee, Lively occupies two sites, including the main campus and the campus at the Tallahassee International Airport. Lively also offers dual enrollment programs on campus at Rickards High School, Godby High School, Chiles High School, Lincoln High School, SAIL High School and Wakulla High School. In addition, part-time career enhancement courses for city, county, state governmental agencies, and private businesses, are often held at the hosts’ facilities.

Lively welcomes the opportunity to serve teens and adults. The faculty and staff are dedicated to serving their students and bringing a diverse complement of educational degrees and work experiences. This broad range of expertise ensures Lively’s ability to provide students with the career knowledge, on-the-job skills, positive work attitudes, and employability skills that lead to a successful career.

Lively utilizes various educational delivery methods, including classroom lectures, computer-assisted instruction, audio-visual instruction, hands-on learning opportunities, one-on-one instruction, externships. Some courses require students to achieve competency in skills within a specified timeframe, while many other courses are individualized, self-paced programs that allow students to progress and achieve competency in skills according to their abilities.
Strategic Goals

Goal #1 Teaching & Learning:
Ensure quality instruction and prepare students for a lifetime of success.

Goal #2 Student Access:
Increase opportunities for student access and reduce barriers to enrollment.

Goal #3 Community Involvement:
Strengthen and expand community partnerships to benefit student outcomes.

Goal #4 Professional Practices:
Provide a learning community in which students, faculty, and staff strive for excellence and growth.

The mission of Lively Technical College is to provide career-oriented education for the community.
Lively Campus

The Welding Technology program has the largest on campus enrollment.
The Nursing Assistant program prepares students for employment in hospitals, assisted living facilities, medical clinics and home aide services. Nursing assistants work directly with patients and nurses, helping with the many physical and complex tasks for patient care.
Student Enrollment

Enrollment numbers reflect students enrolled in a state program of study. Enrollment numbers do not include CDL, Motorcycle, or short courses offered throughout the year.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>1,062</td>
<td>1,381</td>
<td>1,674</td>
<td>1,768</td>
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<tr>
<td>Total Number of Instructional Hours</td>
<td>529,836</td>
<td>655,488</td>
<td>778,078</td>
<td>779,673</td>
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<tr>
<td>Occupational Completion Points/Courses</td>
<td>999</td>
<td>1,321</td>
<td>1,501</td>
<td>1,636</td>
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<tr>
<td>Full Program Completers</td>
<td>275</td>
<td>294</td>
<td>443</td>
<td>472</td>
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</tbody>
</table>
## Other Programs

### CDL

<table>
<thead>
<tr>
<th>Description Title</th>
<th>2018-2019</th>
<th>2019-2020</th>
<th>2020-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visual Inspection</td>
<td>178</td>
<td>130</td>
<td>144</td>
</tr>
<tr>
<td>Basic Control Skills</td>
<td>100</td>
<td>77</td>
<td>62</td>
</tr>
<tr>
<td>Road Test</td>
<td>106</td>
<td>86</td>
<td>62</td>
</tr>
<tr>
<td>Total</td>
<td>384</td>
<td>293</td>
<td>268</td>
</tr>
</tbody>
</table>

### Motorcycle

<table>
<thead>
<tr>
<th>Description Title</th>
<th>2018-2019</th>
<th>2019-2020</th>
<th>2020-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courses Offered</td>
<td>40</td>
<td>29</td>
<td>28</td>
</tr>
<tr>
<td>Student Enrollment</td>
<td>239</td>
<td>123</td>
<td>159</td>
</tr>
</tbody>
</table>

Our vision is to lead workforce training by utilizing industry-driven educational solutions and community partnerships to equip students to meet the needs of local and global employers.
# Students Served
(Unduplicated by year)

<table>
<thead>
<tr>
<th>Program Number</th>
<th>Program Name</th>
<th>2018-2019</th>
<th>2019-2020</th>
<th>2020-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>C400100</td>
<td>Heating, Ventilation, Air-Conditioning/Refrigeration 1</td>
<td>72</td>
<td>90</td>
<td>80</td>
</tr>
<tr>
<td>C400200</td>
<td>Heating, Ventilation, Air-Conditioning/Refrigeration 2</td>
<td>19</td>
<td>46</td>
<td>40</td>
</tr>
<tr>
<td>T404100</td>
<td>Automotive Maintenance &amp; Light Repair Technician</td>
<td>18</td>
<td>21</td>
<td>26</td>
</tr>
<tr>
<td>T400700</td>
<td>Automotive Service Technician 1</td>
<td>61</td>
<td>35</td>
<td>54</td>
</tr>
<tr>
<td>T400800</td>
<td>Automotive Service Technician 2</td>
<td>11</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>T640300</td>
<td>Aviation Airframe Mechanics</td>
<td>61</td>
<td>64</td>
<td>66</td>
</tr>
<tr>
<td>T640400</td>
<td>Aviation Powerplant Mechanics</td>
<td>31</td>
<td>26</td>
<td>37</td>
</tr>
<tr>
<td>N100600</td>
<td>Baking &amp; Pastry Arts</td>
<td></td>
<td></td>
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<tr>
<td>I120402</td>
<td>Barbering</td>
<td>51</td>
<td>61</td>
<td>39</td>
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<tr>
<td>I120403</td>
<td>Barbering (NEW 2021)</td>
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<tr>
<td>C100100</td>
<td>Building Trades &amp; Construction Design Technology</td>
<td>46</td>
<td>38</td>
<td>117</td>
</tr>
<tr>
<td>K610100</td>
<td>Commercial Photography 1</td>
<td>19</td>
<td>20</td>
<td>1</td>
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<tr>
<td>K610200</td>
<td>Commercial Photography 2</td>
<td>8</td>
<td>4</td>
<td>1</td>
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<tr>
<td>D500100</td>
<td>Cosmetology</td>
<td>69</td>
<td>104</td>
<td>115</td>
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<tr>
<td>T440400</td>
<td>Diesel Maintenance Technician</td>
<td>13</td>
<td>17</td>
<td>10</td>
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<tr>
<td>T650100</td>
<td>Diesel Systems Technician 1</td>
<td>1</td>
<td>5</td>
<td>12</td>
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<tr>
<td>K700100</td>
<td>Digital Design 1</td>
<td>13</td>
<td>21</td>
<td>19</td>
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<tr>
<td>K700200</td>
<td>Digital Design 2</td>
<td>7</td>
<td>3</td>
<td>3</td>
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<tr>
<td>K100200</td>
<td>Digital Media/Multimedia Design</td>
<td>17</td>
<td>21</td>
<td>28</td>
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<tr>
<td>I460312</td>
<td>Electricity</td>
<td>52</td>
<td>50</td>
<td>43</td>
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<tr>
<td>I120424</td>
<td>Facials Specialty</td>
<td>21</td>
<td>27</td>
<td>10</td>
</tr>
<tr>
<td>I120425</td>
<td>Facials Specialty (NEW 2021)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>N100520</td>
<td>Fundamental Foodservices Skills</td>
<td>13</td>
<td>25</td>
<td>19</td>
</tr>
<tr>
<td>I460514</td>
<td>Industrial Pipefitter (NEW 2021)</td>
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<td></td>
<td></td>
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<tr>
<td>B072000</td>
<td>Legal Administrative Specialist</td>
<td>11</td>
<td>18</td>
<td>14</td>
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<tr>
<td>B070300</td>
<td>Medical Administrative Specialist</td>
<td>21</td>
<td>12</td>
<td>30</td>
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<tr>
<td>HT70515</td>
<td>Medical Assisting</td>
<td>39</td>
<td>52</td>
<td>43</td>
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<tr>
<td>I120414</td>
<td>Nails Specialty</td>
<td>6</td>
<td>22</td>
<td>5</td>
</tr>
<tr>
<td>I120415</td>
<td>Nails Specialty (NEW 2021)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>HT70690</td>
<td>Nursing Assistant (Articulated)</td>
<td>137</td>
<td>179</td>
<td>236</td>
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<tr>
<td>HT70694</td>
<td>Patient Care Technician</td>
<td>33</td>
<td>29</td>
<td>23</td>
</tr>
<tr>
<td>HT70302</td>
<td>Phlebotomy</td>
<td>0</td>
<td>35</td>
<td>76</td>
</tr>
<tr>
<td>HT70500</td>
<td>Pharmacy Technician</td>
<td>12</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>HT70607</td>
<td>Practical Nursing</td>
<td>133</td>
<td>176</td>
<td>143</td>
</tr>
<tr>
<td>N100500</td>
<td>Professional Culinary Arts &amp; Hospitality</td>
<td>34</td>
<td>41</td>
<td>34</td>
</tr>
<tr>
<td>T660100</td>
<td>Transit Technician 1 (NEW 2021)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Y700100</td>
<td>Web Development</td>
<td>15</td>
<td>12</td>
<td>8</td>
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<tr>
<td>J400400</td>
<td>Welding Technology</td>
<td>231</td>
<td>241</td>
<td>212</td>
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<tr>
<td>J400410</td>
<td>Welding Technology Advanced</td>
<td>57</td>
<td>62</td>
<td>96</td>
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<tr>
<td>I47061R</td>
<td>Automotive Apprenticeship</td>
<td>4</td>
<td>6</td>
<td>2</td>
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<td>I47021R</td>
<td>HVAC Apprenticeship</td>
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<tr>
<td>Y3003R</td>
<td>Information Technology Apprenticeship</td>
<td>6</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>
Top 5 Programs by Enrollment

- Nursing Assistant (Articulated)
- Welding Technology
- Practical Nursing
- Building Trades & Construction Design Technology
- Cosmetology

Top 5 Industry Certifications

- Certified Nursing Assistant
- Certified Phlebotomy Technician
- National Licensed Practical Nursing
- AWS Certified Welder- SMAW Plate
- AWS Certified Welder- SMAW Pipe

Top 5 Dual Enrollment Programs

- Nursing Assistant (Articulated)
- Building Trades & Construction Design Technology
- Welding Technology
- Automotive Maintenance & Light Repair Technician
- Fundamental Foodservice Skills
Enrollment Stats

$5,059
Welding Technology Program Tuition

Lively’s average cost for the Welding Technology program is $4,200 less than the national average cost of welding technology programs.

Financial Aid is available to students who qualify and enroll in an approved career training program.

The graph indicates a steady increase in female enrollment over the last three years.
Enrollment
By Ethnicity

2020-2021
- White: 45%
- Black: 43%
- Multiracial: 6%
- American Indian: 0%
- Asian: 0%
- Pacific Islander: 0%
- No Response: 6%

2019-2020
- White: 43%
- Black: 46%
- Multiracial: 4%
- American Indian: 0%
- Asian: 0%
- Pacific Islander: 0%
- No Response: 7%

2018-2019
- White: 43%
- Black: 50%
- Multiracial: 2%
- American Indian: 1%
- Asian: 1%
- Pacific Islander: 1%
- No Response: 2%

2017-2018
- White: 42%
- Black: 52%
- Multiracial: 2%
- American Indian: 0%
- Asian: 0%
- Pacific Islander: 0%
- No Response: 4%

Percentages are based on school enrollment from 0% to 100%
Social Statistics 2020-2021

OVER HALF-OF-A MILLION FACEBOOK USERS REACHED

8.5K VIDEO VIEWS

10.9K PAGE LIKES

WEBSITE SESSIONS 138K

Lively's website was visited by more than 80,000 users this past year.

Connect with Lively at: Livelytech.com
Top 5 Programs by Enrollment
The Nursing Assistant program was the top program by enrollment. This program prepares students for employment as nursing assistants working with patients in hospitals, nursing homes, and other healthcare facilities. Students perform nursing skills in a clinical and/or simulated laboratory settings under the supervision of a qualified registered nurse instructor.

**Students Learn**

- Turning or repositioning bedridden patients
- Taking patients’ temperature, blood pressure, and other vital signs
- Answering patient calls
- Documenting patients’ health issues and report to nurses
- Feeding patients, measuring and recording their food and liquid intake
- Cleaning rooms and bed linens
- Helping with medical procedures
- Dressing wounds
EMPLOYERS OF GRADUATES

Capital Regional Medical Center

Tallahassee Memorial Healthcare

Centre Pointe Health & Rehabilitation

Eden Springs Nursing & Rehab Center
The Welding Technology program had the second largest enrollment. This program prepares students in the basic and the necessary advanced skills in the welding field. The program teaches welding techniques used in the workforce, such as SMAW-shielded metal arc welding, GMAW-gas metal arc welding, FCAW flux core arc welding, and GTAW-gas tungsten arc welding. Different types of oxygen and acetylene cutting and welding techniques and proper safety precautions are also covered. The program is certified through the American Welding Society (AWS).

**Students Learn**

- SMAW-shielded metal arc welding
- GMAW-gas metal arc welding
- FCAW flux core arc welding
- GTAW-gas tungsten arc welding
- Different types of oxygen and acetylene cutting
- Welding techniques
Practical Nursing

The Practical Nursing Program is committed to providing a high standard of quality nursing education to all students. This is accomplished by providing a good foundation in basic nursing knowledge and skills, critical thinking, and personal qualities. In addition, through cooperative team efforts, our graduate practical nurses will be successful in their certification requirements; be prepared for entry-level nursing positions; adopt measures that ensure the safe practice of nursing; show sensitivity to cultural diversity; and promote healthy habits that contribute to total wellness and become lifelong learners.

Students Learn

- Conduct physical assessments
- Administer medications
- Care for wounds
- Process medical records
- Monitor vital signs
- Collect medical specimens
- Perform routine lab tests
- Monitor medical equipment
- Perform phlebotomy and give injections
- Assist patients with daily activities
- Evaluate patient emotional and spiritual status
EMPLOYERS OF GRADUATES
Building Trades & Construction Design Technology

This program offers a sequence of courses that provides coherent and rigorous content aligned with challenging academic standards and relevant technical knowledge and skills needed to prepare for further education and careers in the Architecture and Construction career cluster. The program provides technical skill proficiency, and includes competency-based applied learning that contributes to the academic knowledge, higher-order reasoning and problem-solving skills, work attitudes, general employability skills, technical skills, and occupation-specific skills, and knowledge of all aspects of the Architecture and Construction career cluster.

Students Learn

- Demonstrate safety practices and follow disaster plans.
- Identify and use essential hand tools.
- Identify power tools and describe their proper operation.
- Research, identify, classify, and present construction components, materials, hardware and characteristics.
- Demonstrate an understanding of the construction industry and related occupations.
- Explain the importance of employability and entrepreneurship skills.
- Demonstrate rough and finish carpentry skills.
• Demonstrate masonry skills.
• Demonstrate painting and decorating skills.
• Demonstrate mathematics and science knowledge and skills.
• Explain all that the built environment encompasses.
• Demonstrate an understanding of the natural environment, built environment, and green built environment.
• Research laws applicable to the construction industry.
• Develop a basic understanding of construction contracts and how they apply to the construction process.
• Demonstrate electrical rough-in skills, finish electrical skills, plumbing rough-in skills, and finish plumbing skills.
• Demonstrate heating, ventilation, and air conditioning (HVAC) rough in skills.
• Demonstrate design technology.

EMPLOYERS OF GRADUATES
Cosmetology

The cosmetology program prepares students to sit for the Florida Department of Business and Professional Regulations Cosmetology License. Instruction and learning activities are provided in a laboratory setting using hands-on experience with tools and chemicals appropriate to the program content and in accordance with safety and sanitation practices in the trade. This program requires full-time enrollment.

Students Learn

- Communication
- Leadership
- Human relations and employability skills
- Safe and efficient work practices
- Florida cosmetology law and rules
- Acquisition of knowledge of the cosmetology/nails specialist/facial specialist and the related chemistry
- Bacteriology
- Anatomy and physiology
- Art of make-up
EMPLOYERS OF GRADUATES
The Barbering program allows student to grow their clientele while completing the program.

The Barbering program allows students to grow their clientele while completing the program.

456 Total Industry Certifications earned by students enrolled at Lively.
At Lively, Career Dual Enrollment opportunities are open to all Leon County fulltime high school students age 16 years or older, who have earned at least 11 credits, and have a 2.0 unweighted grade point average. Transportation is the responsibility of the dual-enrolled student. Prospective students should see their high school guidance counselor to discuss Career Dual Enrollment options.

What is career dual enrollment? Career dual enrollment is an option for high school students to enroll in Lively Technical College postsecondary courses creditable toward both high school graduation and a career and technical program certificate.

Where are career dual enrollment programs offered? Both the Lively main and aviation campuses offer career dual enrollment programs in addition to programs offered on Leon County and Wakulla County high school campuses.

When can a student begin the career dual enrollment process? Students age 16 or over may enroll. Some technical programs may be completed as a high school student; others may require a student to complete after graduation as an adult student.

“Our relationship with Lively has been the key to success in expanding the Career and Technical Programs at Wakulla High School. Our students and our community have benefited greatly from this partnership; we look forward to continuing to work together to invest in our students’ future.”

– Bobby Pearce, Superintendent Wakulla County Schools
On Campus

Dual Enrollment Programs

Rickards High School
- Nursing Assistant (Articulated)
- Welding Technology

Godby High School
- Nursing Assistant (Articulated)
- Welding Technology

Lincoln High School
- Automotive Maintenance & Light Repair

Chiles High School
- Nursing Assistant (Articulated)
On Campus
Dual Enrollment Programs

SAIL High School
- Nursing Assistant (Articulated)

Wakulla High School
- Nursing Assistant (Articulated)
- Welding Technology
- Automotive Maintenance & Light Repair
- Fundamental Foodservice Skills
- Building Trades & Construction Design Technology
- Heating, Ventilation, Air-Conditioning/Refrigeration 1
Lively Technical College is approved for the training of qualified veterans under the Veterans Readjustment Benefits Act of 1966. Training is also approved for most Public Law 894 (Disabled Veterans) and Public Law 634 (War Orphans) programs.
Lively Tech is a proud supporter of members of all military branches and their families. We are proud of their service and commitment to the nation as well as our community.
The Success for Occupational Area Readiness (SOAR) Program is an initiative of Lively Technical College and The Leon County School District. The Leon County School District is committed to providing pathways to post-secondary education for all students. In addition, the district believes that it is essential to address the need for post-secondary comprehensive programs for individuals with intellectual disabilities. The SOAR Program will collaborate between the school district, Lively Technical College, and community partners (Vocational Rehabilitation, Capital Region CareerSource, KEYS Big Bend). This partnership will provide inclusive post-secondary technical education in state-approved career certificate programs for persons with intellectual disabilities.

The program will provide direct support for students with trained personnel to assist with social skills, technical skills, interpersonal communication, and problem-solving skills. In addition, students will receive additional assistance for skills specifically related to their program of study. To ensure student success, students will have access to support structures designed to help them meet their goals. Students will have access to the SOAR Program Coordinator and Student Services Staff, VR case manager, and relevant community support agency personnel. In addition, students will create unique student success plans with the SOAR Program Coordinator designed to ensure student success.
The overall aim of SOAR is to provide career pathways to students with intellectual disabilities in an area that aligns with the student’s field of interest. The ultimate goal will be that 100% of students who enroll in SOAR will secure gainful employment in their related industry.

Workplace readiness training will be provided by the program coordinator funded through grant dollars. The curriculum covered in the workplace readiness training will include self-advocacy, employment goals, work related soft skills, managing interpersonal relationships, personal productivity, workplace vocabulary, workplace required academics, managing personal finances, effective communication, effective decision making, critical thinking, and effective use of technology.

Students will have the opportunity to select career training in one of six areas: Automotive Service Technology 1, Building Trades & Construction Design Technology, Nails Specialty, Facial Specialty, Heating, Ventilation, Air Conditioning & Refrigeration 1, and Fundamental Foodservice Skills. During their career training, students will be fully integrated with peers without disabilities. In addition, students will receive academic mentoring throughout their program of enrollment. While attending the career training, students will have the opportunity to earn an industry certification related to their training which is recognized by local employers. Upon completion of the program, students will be prepared to apply for competitive employment.
Testimonials

“Shelly Bell, Lively Director, has been an engaged and strong partner as we work to get people skilled and employed. As a board member, her attendance is stellar, and she has made suggestions that we have activated to benefit our system. I enjoy working with Shelly in serving our community.”

– Jim McShane, CEO CareerSource Capital Region

“We have a talent gap that is driving serious challenges in the diversification of our economy. Lively Technical College is a critical partner by providing skilled talent training programs aligning with the needs identified by our employers. We are proud to partner with Lively, as together, we move this community forward by identifying and addressing the training, education, and skills for both current and future high demand jobs.”

– Corrie Melton, Vice President, Membership and Talent Development, Greater Tallahassee Chamber of Commerce

“Tallahassee Memorial HealthCare (TMH) is proud of the affiliation we have with Lively Technical College. They are providing program graduates in many areas that match our recruiting needs and support our ability to provide quality healthcare to the Tallahassee region and beyond.”

– Steve Haynes, Vice President & Chief Human Resources Officer at Tallahassee Memorial Healthcare
“As a national Software-as-a-Service company based in Tallahassee, we are grateful for the local training and talent Lively Tech offers students for digital design and digital media.”

– Alan Hanstein, Director of Business Development, Event Owl

“The dual enrollment program honestly saved me in high school. I needed to feel secure about my future and learning a trade made me happy and gave me security in the knowledge I can have a job I enjoy anywhere at any time, especially when college wasn’t an option for me. More kids should look into trades to secure their futures. The electrical program helped me blend my passion and career path I’m on now.”

– Mara Metcalf, Electricity Program Student

Lively Highlights

38 Career Programs

97% Graduation Rate

57 Talented Educators

13 Night Time Programs
Lively Technical College

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Tallahassee, FL 32304

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https://www.cognia.org

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Lively Technical College is approved for training by the following State Approved Agencies: The Florida Department of Veterans Affairs, The Florida Board of Cosmetology, The Florida State Board of Nursing, The Federal Aviation Administration, The Florida Office of Business and Professional Regulation, The American Heart Association, The Florida Department of Transportation, The Department of Highway Safety and Motor Vehicles, The Florida Rider Training Program and The Motorcycle Safety Foundation. The Heating, Ventilation, Air Conditioning/Refrigeration 1 & 2 (HVAC-R) programs are accredited through HVAC Excellence for Heating & Air. All automotive programs have accreditation through the ASE Education Foundation.