The purpose of the Nashville Area Chamber of Commerce is to facilitate community leadership to create economic prosperity.
Letter from the Chairman

There’s never been a more exciting time to live and do business in Middle Tennessee. Nashville’s economic prosperity and quality of life are making national headlines, and we continue to attract new companies, jobs and residents.

In June, Nashville was named one of the best U.S. cities for job growth and one of the strongest economies in the nation. And in March, *TIME* magazine published a feature article naming Nashville the South’s “red-hot town” that has emerged from the Great Recession to achieve new heights of success.

Business and community leaders like you are helping sustain this momentum, and spreading the message that Nashville is on the rise.

Thank you for your support of the Chamber and the work you are doing to help our city and region thrive.

KENT ADAMS
Chairman, Nashville Area Chamber of Commerce Board of Directors
President and CEO, Caterpillar Financial Services Corporation

BRAND PROMISE

Nashville is a thriving city filled with risk-takers. Positive energy and camaraderie fuel the spirit of the region. Every day, people find new ways to take advantage of opportunities offered, to make something from nothing, to make their mark, to realize their dreams. At the center of this spirit is the Nashville Area Chamber of Commerce.

AT THE CHAMBER, YOU:

**Belong** – Collaborate with others, energized by common drive and passion;

**Engage** – Share a vision for the future and the collective influence to make it happen;

**Lead** – Impact our region and transform our future;

**Prosper** – Realize opportunities that grow your business and enrich our communities.
To proactively tackle workforce challenges, the Chamber joined Middle Tennessee’s workforce investment boards, the Tennessee Board of Regents and the region’s community colleges and colleges of applied technology to form the MIDDLE TENNESSEE REGIONAL WORKFORCE ALLIANCE AND SKILLS PANELS.

YP Nashville recognized the winners of the SEVENTH ANNUAL NASHVILLE EMERGING LEADER AWARDS.

The Chamber and the Nashville Entrepreneur Center HOSTED THE NEXT AWARDS to recognize excellence in business and entrepreneurship in Middle Tennessee.

The Chamber unveiled its FIRST NASHVILLE REGION’S VITAL SIGNS REPORT to the community.

THE CHAMBER HOSTED ECONOMIST DR. RICHARD FLORIDA as the keynote speaker for our Annual Meeting. Florida shared how Nashville’s creative class is vital to our economic success.

The Chamber presented the 21ST EDUCATION REPORT CARD to the community, highlighting the progress of our public school system and sharing recommendations for future improvements.
Businesses for Tennessee Prosperity, a coalition of chambers and business organizations, launched with a press conference in support of **COMMON CORE STATE STANDARDS AND THE PARCC ASSESSMENT**.

**WORKIT NASHVILLE CELEBRATED ITS ONE-YEAR ANNIVERSARY.** The campaign received 119 million impressions worldwide.

Community and regional leaders traveled to Vancouver, B.C., for the **23RD ANNUAL LEADERSHIP STUDY MISSION** to learn about the city’s efforts around workforce, transit and sustainable growth.

The Chamber sponsored Launch Tennessee’s **SOUTHLAND CONFERENCE**, which brings together the ideas, talent and capital that fuel a strong startup culture.

The Chamber hosted the **FOURTH ANNUAL ACADEMIES OF NASHVILLE AWARDS**, a celebration of the successes of Metro’s 12 zoned high schools.

The Chamber **LAUNCHED A NEW AREA ADVISORY COUNCIL, CHAMBER MIDTOWN**, to give a voice to members in this vibrant area of town.
SPECIAL THANKS TO OUR 2013-2014 SPONSORS

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Roland Yarbrough has chaired the Chamber West Area Advisory Council two years in a row and has been an outstanding representative for the Area Advisory Councils. He has a passion for public education in Nashville, which is one of Chamber West’s focus areas. Yarbrough serves on the advisory board of Hillsboro High School’s Academy of International Baccalaureate Diploma Programme and has volunteered for the Academies of Nashville “My Future, My Way” Career Exploration Fair. Through Yarbrough’s involvement with Chamber West, he was instrumental in providing business connections for Hillsboro High School job-shadowing opportunities. He is also an advocate for advancing the transit conversation in West Nashville.
The collaborative spirit of our region allows Middle Tennessee to thrive economically. The Chamber’s work is made possible by our members, who are driving our region’s future.

Through Chamber events, programs and initiatives, our members have grown their businesses, taken leadership roles in the community, mentored each other and helped Middle Tennessee grow and prosper.

**Spirited of the Awards**
We annually name Spirit of the Chamber, Spirit of the Region and Prosperity Partner award recipients to recognize outstanding Chamber volunteers for their efforts, which are fundamental to our success.

**Area Advisory Councils**
Area Advisory Councils are membership volunteer organizations that champion business prosperity in five specific geographic areas. Each council serves the unique needs of its members, with its own leadership team, strategic plan, annual budget, programs and initiatives. This year, the Chamber launched its newest Advisory Council, Chamber Midtown, to support this rapidly growing area of our business community.
CHAMBER NORTH
CHAIR
Todd Alexander, Southeast Venture
FOCUS
• Develop workforce in North Nashville
• Connect the business community
• Tell North Nashville’s story
Chamber North gives business leaders opportunities to connect with each other and their elected officials at each quarterly meeting. Metro Council members from each district representing the Chamber North area are very engaged with this council and give periodic updates on important topics that affect the business environment in North Nashville.

CHAMBER EAST
CHAIR
Ashley Segroves, Ashley Segroves & Companies
FOCUS
• Promote a cohesive brand for East Nashville
• Present a unified business voice
• Tell East Nashville’s story
Chamber East is working to make it easier to navigate in East Nashville. The first phase of this project is naming business districts that include the Eastland corridor and the intersections of McFerrin and Cleveland and 17th and Fatherland. Business leaders are working with elected officials to name each area. The next phase will include signage that matches the vibe of each business district. A new East Nashville logo was unveiled in September 2014 to help further the neighborhood’s brand.

CHAMBER MIDTOWN
CHAIR
Stan Snipes, Sperry Van Ness
FOCUS
• Educate elected officials on business issues
• Advocate for mass transit
• Advocate for smart growth and development
Chamber Midtown is the Nashville Area Chamber’s newest Area Advisory Council. Launched in March 2014, Chamber Midtown is off to a great start with well-attended quarterly coffees featuring topics relevant to business leaders in the area.

CHAMBER SOUTH
CHAIR
Tarek El Gammal, Southeast Venture
FOCUS:
• Continue building the Crossings Nashville brand
• Market the area to economic development influencers
• Tell South Nashville’s story
Chamber South hosted its fourth annual South Nashville economic development luncheon in April 2014. Commercial real estate brokers, developers, economic development and business leaders met to hear about opportunities and growth in South Nashville.
A panel discussion led by Ben Freeland, owner of Freeland Chevrolet, included Jeff Cogen, CEO of the Nashville Predators; Paul Fassbender, director of public policy and economic development at Asurion; and Jim McEvoy, president and CEO of Wirtgen America.
MEMBERSHIP

As Middle Tennessee’s largest business federation, the Chamber represents more than 2,000 member companies and welcomed 348 new members last year. Our members range from sole proprietorships to corporations with more than 10,000 employees, and represent more than 100 industry categories.

PROGRAMS AND EVENTS

Programs and events are among the most tangible benefits of Chamber membership. Chamber members gather to network, celebrate and learn something new in various settings throughout the region. Studies continually show that face-to-face meetings are integral to business. We help our members grow by providing access and opportunities to make these connections.

SOCIAL MEDIA

More than 19,000 people follow @nashchamber on Twitter, and more than 3,400 fans engage with the Chamber on Facebook. The Chamber’s website received 634,467 unique visits in the past year, and our LinkedIn groups have 1,694 members.

CHAMBER WEST

CHAIR
Roland Yarbrough, FedEx Office

FOCUS
• Improve education through business support
• Advocate for mass transit
• Connect the business community

Chamber West partnered with Hillsboro High School’s International Baccalaureate program to help juniors find job-shadowing opportunities with West Nashville businesses. Several Hillsboro High School students and administrators gave presentations at a Chamber West monthly networking coffee.

BY THE NUMBERS

Over the past year, 1,300 Chamber-member businesses were actively engaged in the work of the Chamber through event attendance, committee membership or other leadership and volunteer opportunities. These members make up 65 percent of our total membership.
COST-SAVINGS PROGRAMS

When our members save on everyday expenses, it means more profit for their businesses. The Nashville Area Chamber offers two group-buying programs to help our members save on the products and services they use every day. These partnerships are a unique benefit of Chamber membership.

Nearly 200 Chamber members are participating in either the Office Depot or Infintech cost-savings programs. Our Office Depot participants can save from 15 to 30 percent off frequently used office supplies. The Chamber’s Infintech participants can save 30 percent or more off their credit card processing fees, and have seen a total of $160,000 in annual savings.

When businesses experience tangible value that benefits their bottom lines through their Chamber membership, they have a strong incentive to continue investing in the Chamber. A number of members have saved enough money through these two programs to more than cover the cost of their Chamber memberships.

Dr. Richard Florida shared his insights on economic prosperity and the creative class at the 2013 Annual Meeting. His full presentation can be viewed at youtube.com/nashvillechamber.
“Nashville” star Eric Close made a cameo appearance during the Chamber’s Annual Meeting and thanked the business community for their support of the ABC show.

BY THE NUMBERS
Approximately 12,000 individuals registered to attend a Chamber event in the past program year. This includes employees from more than 1,200 active member companies and 200 prospective member companies.

EVENT SPOTLIGHT: NASHVILLE AREA CHAMBER AND PARTNERSHIP 2020 ANNUAL MEETING
This annual celebration reflects upon the past year at the Chamber and provides a look ahead to the coming year.

At the 2013 Annual Meeting, author and noted economist Dr. Richard Florida discussed his theories of the “creative class,” the concept that high concentrations of musicians, artists and other creatives fuel greater economic growth in metropolitan regions. Florida’s presentation was a strong connection to and example of the progress Middle Tennessee has experienced over the past two years, as seen in job growth and national rankings.
PROSPERITY PARTNER AWARD

A dedicated Chamber volunteer, Dr. Mike Schatzlein was appointed to the Chamber’s board in 2011. In 2013, Mayor Karl Dean asked Schatzlein to chair the Amp Coalition, a public/private group dedicated to advocating for regional, multi-modal transit. Schatzlein’s work in this role will leave a lasting legacy upon the regional discussions surrounding the need for a multi-modal transit infrastructure. His leadership is essential to addressing mobility/congestion – one of the Chamber’s top priorities.

Dr. Mike Schatzlein, Saint Thomas Health Services
ENGAGE

Members of the Chamber share a vision for the future of Middle Tennessee, and we are working together to support community development, regional transit and improvements in education to ensure our region continues to prosper.

THE AMP COALITION

Over the last year, the Chamber has coordinated the work of the Amp Coalition, a broad-based group of people and organizations who share a common passion – the need to create a regional transit strategy that will prepare us for growth in development, population and traffic. To date, more than 2,600 signatures have been collected on a petition in support of the Amp. In March, the Federal Transit Authority announced funding in President Obama’s budget for $75 million for the project over multiple years. The city will receive $27 million in the next fiscal year. This funding is a critical component to the future of the project. The Coalition’s message continues to be that the Amp is the strategic spine and first step of a regional rapid transit system, and that this work is about connecting people, jobs and destinations. The Amp Coalition will continue to work with federal, state, regional and local leaders on the Amp project.
NASHVILLE REGION’S VITAL SIGNS

On Oct. 1, the Chamber, in partnership with the Nashville Area Metropolitan Planning Organization, released the inaugural Nashville Region’s Vital Signs report during a special meeting of the Middle Tennessee Mayors’ Caucus. The meeting was attended by 27 mayors from Cheatham, Davidson, Montgomery, Robertson, Rutherford, Sumner, Williamson and Wilson counties. Vital Signs is a collaborative process led by the Chamber to track key issues that impact the region’s economic well-being and activate community-driven solutions to address them. Since the report release, an Action Team of 16 community and business leaders from throughout the region has identified three key focus areas for action: postsecondary education and attainment, regional transportation and health and wellness. The Vital Signs process provides both the information and the necessary leadership to help our region remain economically vibrant.

ACADEMIES OF NASHVILLE

The Academies of Nashville, which enable students to learn through the lens of a career or academic theme in a highly personalized learning community, continue to help students make gains. Since the Academies were first initiated in 2006, graduation rates have increased, high school attendance is at an all-time high and discipline incidences have decreased. Additionally, in the last year, Metro high school students made a 10-percentage-point gain in algebra I.

Twelve of the 42 academies have earned national accreditation. President Barack Obama highlighted the work of the Academies during his Jan. 30 visit to McGavock High School. On May 12, more than 300 educators and business volunteers gathered at Rocketown to recognize excellence within the Academies of Nashville. The Academies model enables students to choose a theme by which their core academic subjects are taught in order to help them think about their future, see the reason for their education and apply their academic knowledge to real-world situations. The continued success of the model proves that students are better prepared for life after high school graduation.

Shoney’s CEO David Davoudpour (left) enjoys a guided tour of the 2013 “My Future, My Way” freshman career exploration fair with Mayor Karl Dean. Shoney’s is the presenting sponsor of this annual event that allows Metro freshmen to experience career opportunities through interactive exhibits.
BY THE NUMBERS

There are 51 active members in our Education Committee, a group of volunteers who assist the Chamber in supporting and advocating for an effective education system and expanded access to higher education.

The Chamber worked with 20 CEO Champions, a committee of business and community leaders dedicated to improving Metro’s high schools, over the last year.

More than 125 volunteers served on the Academies of Nashville Partnership Councils as liaisons between the business community and specific Metro Schools academies.

EDUCATION REPORT CARD

Each year since 1993, the Chamber has convened a diverse group of business and community representatives to evaluate the progress of Nashville’s public school system. The committee examines academic performance data and prepares a written report presenting findings and recommendations for improvement to the city, including the school board, the director of schools and the mayor. This year, the committee offered five recommendations to increase student achievement:

- Metro Schools should take decisive action toward discontinuing their persistently lowest-performing, under-enrolled school programs under the new district Academic Performance Framework.
- Metro Schools should implement an aggressive strategy to recruit and retain high-performing bilingual teachers.
- Metro Government should allow enrolled K-12 students to ride Metropolitan Transit Authority buses at no cost to the student, making school choice a real possibility for Nashville’s students and families.
- The Tennessee General Assembly should stay the course in implementing Common Core State Standards.
- Metro Schools should implement a strategy to communicate with parents, teachers, students and the broader public about the increased rigor and higher expectations that correspond with Common Core State Standards.

Since the December Report Card release, significant progress has been made on three of the report’s five recommendations. Most significantly, in the Metro budget for fiscal year 2015, MTA will receive a $3 million improvement, part of which will allow high school students in Metro schools to ride any MTA bus for free.

THANKS TO OUR EDUCATION ADVOCATES:

Altria

Regions
Holley West served as communications chair of the Amp steering committee in 2013, leading the communications committee through the launch of the coalition and creating the communications strategy that would best support the goals of the coalition. West was also an integral member of the Chamber’s Education Report Card Committee, having served in 2011, 2012 and 2013. Her background in communications was a great asset to the committee’s work – from her well-researched questions during meetings and interviews to her thoughtful input into the report itself.
The Nashville Area Chamber continues to set the community agenda as the voice of business throughout Middle Tennessee, and we focus our advocacy efforts to create an environment where businesses can succeed and our local economy can thrive. By engaging our members in leadership roles, we are able to extend our voice and our impact in the community. Our policy work encompasses education initiatives, community development and legislative advocacy, all supporting our members’ needs in a competitive business environment.

During the 2014 state legislative session, the Chamber was successful in defending key pieces of our legislative agenda that were threatened, including Common Core State Standards and mass transit, as well as initiating and passing legislation that advances our agenda, including unemployment tax rates for relocating businesses and charter school accountability. On the local level, the Chamber supported mass transit (the Amp), economic development incentives and civic projects (the new Sounds stadium). This work is crucial to maintaining the economic prosperity of our city and region.
CONTINUED STATE COMMITMENT TO COMMON CORE STATE STANDARDS

A key priority in the Chamber’s 2014 state legislative agenda was to support the continued implementation of Common Core to preserve rigorous K-12 academic standards. During the legislative session, multiple bills were filed to pause, delay or repeal the standards, all of which the Chamber opposed. The Chamber engaged in a number of activities to ensure the preservation of the standards, including coordinating Businesses for Tennessee Prosperity, a coalition of chambers and business organizations, and activating and highlighting the issue throughout the session through Middle Tennessee Business Voice. Due to these and other efforts, the standards were ultimately preserved.

INITIATION AND PASSAGE OF UNEMPLOYMENT INSURANCE TAX LEGISLATION

During the 2014 state legislative session, the Chamber initiated a bill – SB 1763/HB 1386, sponsored by Sen. Bill Ketron and Rep. William Lamberth – that authorizes the Department of Labor to calculate an unemployment tax rate for businesses new to Tennessee that takes into account their employment history in other states. The bill became effective July 1, 2014. Before this legislation passed, businesses that relocated and were new to Tennessee were faced with a 2.7 percent “new employer” rate on their unemployment tax bill for a period of three years, regardless of their employment history in the state from which they came.

INITIATION AND PASSAGE OF CHARTER SCHOOL ACCOUNTABILITY LEGISLATION

Charter schools are publicly financed but independently run schools that receive flexibility around such areas as instructional hours, staffing and curriculum, with the goal of producing exceptional results. While local school boards have authorized charter schools that are among state leaders in academic gains, a couple of charters are among our state’s lowest-performing schools. During the 2014 state legislative session, the Chamber initiated a bill – SB 2285/HB 1989, sponsored by Sen. Steven Dickerson and Rep. Dawn White – that requires charter schools on the state’s priority schools list (rated among the lowest 5 percent in the state) to be closed automatically at the end of the academic year, beginning in 2015. This bill implements a recommendation from the Chamber’s 2012 Education Report Card.

PRESERVATION OF THE PROCESS FOR THE AMP

During the state legislative session, there were multiple attempts to derail the Amp through proposed legislation that would prohibit bus rapid transit (BRT) systems on state designated highways in metropolitan governments from having a dedicated lane or erecting center-lane stations for passenger loading or unloading. However, a revised bill did pass that would allow these systems on state highways if they use state or federal funds and are approved by the local government, commissioner of transportation and the General Assembly through the annual budget process. This preserves an approval process for BRT systems throughout the state, and the Amp project specifically. The work of Chamber volunteers, members and staff, through the Amp Coalition, contributed to this success.

On the local level, the Chamber participated in a briefing for Metro Council about funding for a regional mass transit system.

BY THE NUMBERS

Forty-six volunteers were engaged in the Chamber’s business advocacy work.

In 2013-2014, the state legislature voted with the Chamber’s position 83 percent of the time, and Nashville’s Metro Council voted with the Chamber’s position 100 percent of the time.
EXPANSION OF REGIONAL ADVOCACY PARTNERSHIPS

The Nashville Area, Hendersonville Area, Robertson County and Rutherford County chambers worked together during the 2014 state legislative session to advance a joint legislative agenda. The advocacy partnerships leverage the resources of all four organizations to give the chambers’ combined 5,000 members a stronger voice in policy issues that impact business. Nearly 600 individuals representing more than 350 member companies of the Nashville Area, Hendersonville Area, Robertson County and Rutherford County chambers have sent messages via MidTNBusinessVoice.com since the website launched in 2012.

PROSPERITY LEADERS

This year, the Chamber worked with 27 Prosperity Leaders, volunteers who are charged with communicating the Chamber’s policy positions to the public in targeted ways. Between January and June, these volunteers took action on Middle Tennessee Business Voice, personally reached out to legislators, attended key events and meetings – including the Urban Chambers Legislative Reception in January and several key House and Senate committee hearings – spoke on behalf of our issues at press conferences and authored a number of opinion pieces in The Tennessean.

BUSINESSES FOR TENNESSEE PROSPERITY

Businesses for Tennessee Prosperity launched in January and is a coalition of the four regional chambers of commerce in Nashville, Knoxville, Chattanooga and Memphis working alongside other business organizations across the state, including the Tennessee Chamber of Commerce, the Tennessee Business Roundtable and the chambers of commerce in Kingsport, Rutherford County, Robertson County and Hendersonville.

LEADERSHIP STUDY MISSION

In its 23rd year, the Chamber’s Leadership Study Mission is a community development initiative led by the vice chair of the Chamber’s board of directors. Each year, leaders from the Nashville region visit another city to study best practices in a variety of timely topics, and return home poised to effect change. One hundred and six leaders participated in the Chamber’s 2014 visit to Vancouver, which focused on two major themes: Vancouver’s Greenest City Plan and the New Vancouver/The New British Columbia (innovative approaches to development and programming). Since the trip, delegates have attended various follow-up discussions on sustainability, immigration and public education as they determine the best ways to implement change in our region. Successes that have been attributed to past visits include the creation of the Transit Alliance of Middle Tennessee, the Middle Tennessee Mayors’ Caucus, the creation of the Nashville Downtown Partnership and early awareness and support for the Music City Center and the Schermerhorn Symphony Center.
SPIRIT OF THE CHAMBER AWARD

Kent Adams, Caterpillar Financial Services Corporation

For the last two years, Kent Adams has served as vice chair of the Nashville Chamber’s board of directors. In this role, he led the 2013 and 2014 Leadership Study Mission delegations to Indianapolis and Vancouver. He also led the Workforce Study Mission, an additional day in Indianapolis, in 2013. The Leadership Study Mission is the Chamber’s annual signature initiative that provides key leaders with the opportunity to study best practices in a variety of timely topics and return home poised to make a difference in their communities. Adams served as a spokesperson during the missions, facilitated wrap-up sessions with delegates and communicated with media after the visits. The success of these experiences would not have been possible without his leadership.
2014-2015 CHAMBER BOARD OF DIRECTORS

CHAIR - KENT ADAMS
President and CEO, Caterpillar Financial Services Corporation

VICE CHAIR - MICHAEL SHMERLING
Chairman, XMI Holdings, Inc.

IMMEDIATE PAST CHAIR - WAYNE SMITH
Chairman and CEO, Community Health Systems, Inc.

PRESIDENT - RALPH SCHULZ
President and CEO, Nashville Area Chamber of Commerce

GENERAL COUNSEL - SCOTT CAREY
Nashville managing shareholder, Baker Donelson

TOM AARON
Managing partner, Deloitte

DOUG BRANDON
Regional managing principal, Cassidy Turley

DAVID BRIGGS
Tennessee market executive, senior vice president, U.S. Trust, Bank of America Private Wealth Management

ALISON BROWN
President, Compass Record Group

TERESA BROYLES-APLIN
CFO and vice president of finance and administration, Nashville Electric Service

WILLIAM F. CARPENTER, III
Chairman and CEO, LifePoint Hospitals

BETH R. CHASE
CEO, c3/consulting, LLC

JEFF COGEN
CEO and alternate governor, Nashville Predators; CEO, Bridgestone Arena

MARGARET DOLAN
President and CEO, Saint Thomas Foundation; executive vice president for institutional advancement, Saint Thomas Health

BETH FORTUNE
Vice chancellor for public affairs, Vanderbilt University
GARY A. GARFIELD  
CEO and president, Bridgestone Americas, Inc.; vice president and senior officer, Bridgestone Corporation

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President and CEO, Barge Waggoner Sumner and Cannon

DAMON T. HININGER  
President and CEO, CCA

LAURA L. HOLLINGSWORTH  
President and publisher, The Tennessean/TN Media; central group president, Gannett U.S. Community Publishing

MARYANNE HOWLAND  
Founder, president and chief excitement officer, ibis Communications; founder and CEO, Global Diversity Leadership Exchange

DAVE KLOEPPEL  
Chairman, EventaGlobal

SUSAN LANIGAN  
Community volunteer

KEN LEVITAN  
Founder and co-president, Vector Management

WANDA LYLE  
Managing director, general manager, UBS USA LLC | Nashville Business Solutions Center

ROBERT A. MCCABE, JR.  
Chairman, Pinnacle Financial Partners

SYDNEY MCPHEE  
President, Middle Tennessee State University

JOHN MORGAN  
Chancellor, Tennessee Board of Regents

BOB PATTERSON  
Partner, Bradley Arant Boult Cummings

NELSON REMUS  
President and CEO, Remar, Inc.

MIKE SCHATZLEIN, M.D.  
President and CEO, Saint Thomas Health; market leader for Indiana and Tennessee, Ascension Health

JAMES R. SCHMITZ  
Executive VP and Middle Tennessee area president, Regions Bank

SAURABH SINHA  
Founder and CEO, emids Technologies

JAMES W. SPRADLEY, JR.  
Chairman and CEO, Standard Candy Co., Inc.

CURT STEVENS  
CEO, Louisiana-Pacific Corporation

SHERRY STEWART-DEUTSCHMANN  
CEO and founder, LetterLogic, Inc.

CHARLES I. STORY  
President, ECS Group, Inc.

STEVE TURNER  
Principal, Marketstreet Equities Company

PETER J. WEIEN  
Vice president and market manager, Gaylord Opryland Resort and Convention Center

W. CARL WHITMER  
President and CEO, IASIS Healthcare

2014-2015 PARTNERSHIP  
2020 CO-CHAIRMEN

MILTON JOHNSON  
President and CEO, Hospital Corporation of America

THE HONORABLE KARL DEAN  
Mayor, Metropolitan Government of Nashville and Davidson County
Special thanks to our outgoing board members for their leadership.

RICHARD BRACKEN  
Chairman and CEO, HCA (retired)

DAVID FOX  
Partner, McNeely, Pigott & Fox

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KATE HERMAN  
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RON SAMUELS  
Chairman, president and CEO, Avenue Bank

LEIGH WALTON  
Member, Bass Berry & Sims

NICK ZEPPOS  
Chancellor, Vanderbilt University
Chris Holmes has worked to advocate for a strong business environment through his role as a Chamber Prosperity Leader since the group’s launch three years ago. Last year, Holmes drew on his experience as a business leader in both West and Middle Tennessee to pen an op-ed in support of Common Core State Standards, helping the Chamber make a strategic connection with West Tennessee delegates on this important issue.

In addition to his role as a Prosperity Leader, Holmes has served as vice chair of the Vital Signs Action Team since the initiative was launched last year. He has been crucial in all components of the Vital Signs process, including development of the inaugural report, recruitment of Action Team members and identification of focus areas for action. He has also helped communicate about areas of need for the region in *The Tennessean*. 
# TOP CHAMBER INVESTORS

## REGIONAL ALTRUISTS
- AT&T
- Fifth Third Bank
- Gaylord Opryland Resort & Convention Center
- Nashville Electric Service
- Regions Bank
- Ryman Hospitality Properties
- U.S. Bank N.A.

## PROSPERITY CHAMPIONS
- Bank of America
- Bridgestone Americas, Inc.
- Butler Snow O’Mara Stevens and Cannada, PLLC
- CGS Administrators, LLC
- Dollar General Corporation
- HCA
- HCA/TriStar Health System
- Ingram Industries, Inc.
- Jackson National Life Insurance Company - Michigan
- LifeWay Christian Resources
- Metropolitan Government of Nashville & Davidson County
- Nashville Live
- Nissan North America, Inc.
- SunTrust Bank
- TATA Consultancy Services
- TN Media
- Wal-Mart Stores, Inc.

## COMMUNITY BUILDERS
- Bass, Berry & Sims, PLC
- BKD, LLP
- Caterpillar Financial Services Corporation
- Comdata Corporation
- Complete Holdings Group
- Counsel On Call
- Dell Computer Corporation
- First Tennessee Bank
- McWilliams Collective
- Nashville Convention & Visitors Corp.
- Omni Nashville Hotel
- Performance Food Group Co.
- Pinnacle Financial Partners
- Southwest Airlines
- Southwestern/Great American, Inc.
- Saint Thomas Health
- Summit Constructors, Inc.
- Tennessee Valley Authority
- TitanRoof
- TVV Capital
- UBS Financial Services, Inc.
- Vanderbilt University
- Waller
- Wells Fargo Commercial Banking

## LEADERSHIP CIRCLE
- Asurion
- Branch Banking and Trust Co. (BB&T)
- Belmont University
- Blood:Water
- Bradley Arant Boult Cummings, LLP
- Carlex Glass America, LLC
- Cassidy Turley
- Comcast
- The Compost Company
- Cracker Barrel Old Country Store, Inc.
Deloitte, LLP
FIBERWEB
Frost Brown Todd, LLC
Genesco, Inc.
Gresham, Smith & Partners
Humana
Kroger
Lend Lease (US) Public, Partnerships LLC
LFM Capital Partners
Lipscomb University
Mars Petcare
Middle Tennessee State University
Peak 10
Pepsi Bottling Co.
Permobil
Piedmont Natural Gas
Pillsbury Winthrop Shaw Pittman, LLP
PNC Bank
Purity Dairies, LLC / A Dean Foods Company
PwC
Randstad USA
Renaissance Nashville Hotel
Sam's Club - Regional Office
Tractor Supply Co.
U.S. Smokeless Tobacco, LP
Unique Quality Marketing
Willis of Tennessee, Inc.

MARKET MOVERS
4Site, Inc.
A.O. Smith Corporation
Adams and Reese, LLP
Advance Financial
AECOM Technical Services, Inc.
Aid & Assist At Home, LLC
Ajax Turner Co., Inc.
Alliant Capital Advisors
Allied Waste Services of Nashville
Allstate Insurance Company
AMEC Environment & Infrastructure, Inc.
American Airlines
American Constructors
American Music Water
AMERIGROUP Community Care
AmSurg Corp.
AmUSA
Anesthesia Medical Group, PC
Angelo's Picnic Pizza
Applied Health Analytics
Aquarium Restaurant
Ardent Health Services
Ascend Federal Credit Union
Atmos Energy Corporation
Baker Donelson
The Bank of Nashville
Bank of Tennessee
Barge Waggoner Sumner & Cannon, Inc.
Batch Nashville
BDO USA, LLP
Bell and Associates Construction, LP
Bernard Health, LLC
Binswanger Nashville
Biomimetic Therapeutics, Inc.
BlueCross BlueShield of Tennessee, Inc.
Boy Scouts of America
The Britt Hunt Company
Brookside Properties, Inc.
Bryan, Pendleton, Swats & McAllister, LLC
The Buckingham Companies
The Buntin Group
Burr & Forman, LLP
C.B. Ragland Company
c3/consulting, LLC
Capella Healthcare
Capital Bank
Care Technology Systems
CCA
The Center for Executive Education at Belmont University
Centerstone
centresource
change:healthcare
Civic Bank & Trust
CLARCOR
CMT
Coca-Cola Bottling Co.
Colliers International
The Comfort Group
Commerce Bank
Commonwealth Commercial Partners TN, LLC
Community Health Alliance
Community Health Systems, Inc.
Continental Health Alliance
Country Delite Farms
Courier Printing Company, Inc.
Courtyard by Marriott - Vanderbilt/West End
Crest Cadillac
Crowe Horwath, LLP
Cumberland University
Cushman & Wakefield | Cornerstone
Delek US Holdings, Inc.
The Designory, Inc.
Det Distributing Co.
Dickinson Wright, PLLC
The Dominican Campus
DoubleTree by Hilton Nashville - Downtown
Dye, Van Mol & Lawrence, Inc.
Dynamic Electronics Recycling
Earl Swensson Associates, Inc.
Earth Solutions
EAZE Custom Framing
EFT Source, Inc.
Embraer Aircraft Maintenance Services, Inc.
Emdeon, Inc.
Emma Email Marketing
ENABLECOMP
Enterprise Electric, LLC
Envision Conference Center
Ernst & Young, LLP
Ethos3
Event Logistics, Inc.
Eventa Global
Everything But The House
F. Scott’s Restaurant
Father Ryan High School
FedEx Office
Ferguson Enterprises, Inc.
First State
FirstBank
Fletcher - Rowley
Fontanel Entertainment Events and Dining
Franklin Marriott Cool Springs
Freeland Chevrolet Superstore
Frothy Monkey
Giant Impact
Gibson Brands
GM Spring Hill Manufacturing
Goodall Homes and Communities
Goodwill Industries of Middle TN, Inc.
Goodwyn, Mills and Cawood
Gould Turner Group
Gray Line of Tennessee
Green Apple Strategy, LLC
Griffin Technology, Inc.
Hall Booth Smith, PC
Harpeth Capital, LLC
Harris Research, Inc. (HRI)
Harris Teeter, Inc.
Hastings Architecture Associates, LLC
Hawkins Partners
HealthStream, Inc.
Hecate Energy
Heery International, Inc.
The Hermitage Hotel
Hilton Nashville Downtown
Hotel Preston
The Human Capital Group, Inc.
Hutton Hotel
IASIS Healthcare Corporation
IBM Corporation
I.C. Thomasson Associates, Inc.
Infinity Restaurant Group
InfoWorks, Inc.
Ingenuity Associates, LLC
InsideTrack
Insurance Benefits Associates, Inc.
J. Alexander’s Corporation
Jack Daniel Distillery
Jackson Hewitt Tax Service
Jackson Thornton
John Bouchard & Sons Co.
Kimley-Horn and Associates, Inc.
KPMG, LLP
KraftCPAs, PLLC
Lattimore Black Morgan & Cain, PC & Affiliates (LBMC)
Lee Company
LetterLogic, Inc.
Lewisburg Printing Company
Lexus of Nashville
LifePoint Hospitals
Lincoln College of Technology
Lithographics, Inc.
Littler Mendelson
LKQ Corp.
Loews Vanderbilt Hotel
Louisiana-Pacific Corporation
LPS Integration, Inc.
M&W Logistics Group, Inc.
Maggiano’s Little Italy
Marathon Music Works
Markraft Cabinets, Inc.
Marsh USA, Inc.
The Mathews Company
McNeely Pigott & Fox Public Relations
McQuiddy Printing Company
Meharry Medical College
Metropolitan Nashville Airport Authority
Meyer Vacation Rentals
Millennium Maxwell House Hotel
Miller & Martin, PLLC
Montgomery Bell Academy
MStreet Entertainment Group
Music City Dining
MyOfficeProducts, LLC
Nashville Airport Marriott Hotel
Nashville Chrysler Dodge Jeep Ram
Nashville Marriott at Vanderbilt University
Nashville Skin & Cancer
Nashville State Community College
Neely Coble Company, Inc.
Nelson Mullins Riley & Scarborough, LLP
Newk's Eatery
NewsChannel 5 Network-WTVF
North Highland Consulting
Northwestern Mutual Financial Network
NSG
Oberto Brands
OHL
onFocus Healthcare
Parsons Brinckerhoff
PearlPoint Cancer Support
Premier Parking of Tennessee, LLC
Price’s Collision Centers
The Print Authority
PSC Metals, Inc.
Pure Air
QSource
Qualifacts Systems, Inc.
Quality Industries
Quorum Health Resources
R.H. Boyd Publishing Corporation
Ragan-Smith Associates, Inc.
Rainforest Cafe
Raymond James
Reliant Realty
Remar, Inc.
ResCare Workforce Services
Riff’s Fine Street Food & Catering
RJ Young
Rogers Group, Inc.
Roof Maintenance of America
Russell Landscape
Ryan, LLC
S3 Group, Inc.
Sandler Training
Sarah Cannon Research Institute
Schneider Electric
Second Harvest Food Bank of Middle Tennessee
ServiceSource
Servis1st Bank
Servpro of South Nashville
Shoney's North America Corp.
Siemens Industry, Inc.
Signature Healthcare of Nashville Rehab & Wellness Center
Sitel
Sitters, Etc.
Skanska USA Building, Inc.
Smartvue Corporation
Smith Seckman Reid, Inc.
SMS Holdings Corporation
Soles4Souls
The Southern Steak and Oyster
SpecialtyCare
Sprint
Sprintz Furniture Showroom
StaffMark
Standard Parking
STG Design
Stites & Harbison, PLLC
Strategic Hospitality
Sysco Nashville
T.W. Frierson Contractor, Inc.
teknetex, Inc.
Tennessee Department of Human Resources
Tennessee State University
Tennessee Voices for Children
Thompson Machinery Commerce Corporation
Trauger & Tuke
Travelink, American Express Travel
Trevecca Nazarene University
Tri Star Energy, LLC
Triumph Aerostructures - Vought Integrated Programs Division
Turner Construction
Two Rivers Ford
Union Station Hotel
Union University Hendersonville
United Methodist Publishing House
United Way of Metropolitan Nashville
UnitedHealthcare
Universal Lighting Technologies
Urology Associates, P.C. & Urology Surgery Center, L.P.
Vanderbilt University - Owen Graduate School of Management
Verizon Wireless
VF Imagewear
Village Real Estate Services
Vision Security Technologies
Volunteer State Community College
Waddell and Associates
Waste Management Inc. of TN
Western Governors University
WEX I Fleet One
Wirtgen America, Inc.
WKRN-TV, Channel 2 / ABC
WSMV Channel 4
Wyatt, Tarrant & Combs, LLP
YMCA of Middle Tennessee
YouthMerch
Zycron, Inc.
When a group of visionary regional leaders founded the Partnership initiative in 1990, they did so with the foresight that greater Nashville’s future economic competitiveness was rooted in our strength as a region.

In the 24 years since the formation of the Partnership, more than 328,000 jobs have been created in Middle Tennessee. In terms of job creation, 2013-2014 was the most successful year in the history of the Partnership – 19,525 new jobs were created through 121 relocations and expansions. Major employers such as Hankook Tire, Nissan, UBS, GM and Aramark are creating jobs throughout our region.

By many measures, Nashville is enjoying tremendous growth. I am proud to work alongside my P2020 co-chairman, Mayor Karl Dean, to share the news about initiatives that are keeping the spotlight on our region. To name just two examples, Nashville and Franklin both received high-level certifications for their commitment to sustainable development, and the WorkIT Nashville campaign has earned more than 116 million impressions worldwide.

The success we are experiencing in Middle Tennessee is the direct result of strategic, focused efforts to keep our region economically competitive. Thank you for your investment and support.
PARTNERSHIP 2020 ANNUAL REPORT

PROSPER

Partnership 2020 (P2020) is the five-year regional economic development initiative of the Nashville Area Chamber of Commerce, dedicated to the long-term vision for the Nashville region’s economic prosperity. P2020 is a public-private effort supported by more than 280 business and community investors. P2020 measures key indicators over the program cycle to ensure success, including job growth, income growth, population growth, innovation measures and public education gains. Recruiting new companies and retaining and fostering growth of existing companies in the Nashville region are the priorities of P2020.

PARTNERSHIP 2020 STRATEGIC DRIVERS

The P2020 plan focuses on four strategic drivers for the region’s economy to continue to prosper and thrive.

ECONOMIC DIVERSITY
Providing quality employment opportunities, with emphasis on corporate operations, health care, advanced manufacturing, music, entertainment and creative fields, and supply-chain management;

TALENT DEVELOPMENT
Having a workforce that exceeds the needs of the employers that are starting, expanding and relocating in the region;

PLACE/LIVABILITY
Having a quality of life that continues to be a key asset to the region’s economic prosperity; and

REGIONALISM
Collaborating with business leaders in the 10-county Middle Tennessee region to develop a unified approach to key issues that impact the region’s economic future.
PAST PARTNERSHIP CHAIRMEN

2010-2013
Jim Wright
Tractor Supply Co. (retired)

2008–2010
C. Keith Herron
Regions Bank

2005–2008
Jack O. Bovender, Jr.
Hospital Corporation of America (retired)

2004–2005
Tom Beeman
Saint Thomas Health Services

2001–2004
Beth Mooney
AmSouth Bank

2000–2001
Marty Dickens
AT&T (retired)

1999–2000
Terry London
Gaylord Entertainment Company

1998–1999
Doyle Rippee
Morgan Keegan & Company

1997–1998
Robert A. McCabe, Jr.
Pinnacle Financial Partners

1996–1997
Craven Crowell
Tennessee Valley Authority (retired)

1995–1996
Clayton McWhorter
Clayton Associates, Inc.

1994–1995
Owen (Bob) G. Shell, Jr.
Bank of America (retired)

1993–1994
Dennis C. Bottorff
Council Capital Management

1992–1993
Richard W. Carden
Arthur Andersen (retired)

1990–1992
Thomas J. Sherrard
Sherrard & Roe, PLC

MISSION CHAMPIONS

HCA  INGRAM  REGIONS

P2020 EVENTS

- Four P2020 full investor council meetings
- Four P2020 lead investor meetings
- Four P2020 economic development committee meetings
- Four regional economic development partners meetings

P2020 investors and regional partners were also invited to support the Chamber’s economic development efforts by participating in inbound and outbound marketing trips. These trips included face-to-face meetings with prospects and site location consultants, as well as networking opportunities at receptions and events.
REGIONAL PARTNERS

P2020 has succeeded largely because of collaboration among the Nashville Area Chamber and our regional partners throughout the 10-county economic market. These organizations understand that teamwork is the key to prosperity. We appreciate the regional economic development, government and chamber organizations that support P2020:

Cheatham Connect
City of Gallatin Economic Development Agency
City of Goodlettsville
Clarksville/Montgomery County Economic Development Council
Dickson County Chamber of Commerce
Forward Sumner Economic Council
Goodlettsville Area Chamber of Commerce
Joint Economic and Community Development Board of Wilson County
Maury County Chamber and Economic Alliance
Metropolitan Government of Nashville and Davidson County
Robertson County Chamber of Commerce
Rutherford County Chamber of Commerce
Tennessee Valley Authority
Williamson, Inc.

2013-2014 MARKETING EFFORTS

The Partnership 2020 team maintained an aggressive marketing calendar in 2013-2014, traveling to seven markets to promote Nashville as an ideal business location. With our regional partners and P2020 investors, we visited Atlanta, Chicago, Dallas, Denver, Los Angeles, New York and San Francisco. These proactive marketing trips included meetings with site consultants and active relocation and expansion prospects. In addition to these marketing trips, members of the economic development staff also attended industry conferences around the country. We also hosted six top executive events welcoming new CEOs to Nashville, as well as expressing appreciation for existing companies.

The P2020 team also hosted inbound events to showcase the business assets of the Nashville region and build stronger relationships with our existing companies in the region. In May, the team hosted an inbound trip of five nationally recognized site selection consultants. These consultants met with our regional economic development partners, the P2020 Economic Development Committee, NAIOP (commercial real estate development association), representatives from the State of Tennessee and Tennessee Valley Authority, Nashville Mayor Karl Dean and Tennessee Economic Development Commissioner Bill Hagerty.
Gov. Bill Haslam and UBS officials announced the company’s plans to expand in Nashville, establishing a new shared service center. This announcement represents the creation of 1,000 new jobs and a $36.5 million investment.
RELOCATIONS AND EXPANSIONS

From July 1, 2013, through June 30, 2014, the Nashville region experienced tremendous economic success, with 121 announced relocations and expansions adding 19,525 new jobs, for a total of $2.5 billion in capital investment and 9,730,631 square feet of space.

BUSINESS RECRUITMENT

Attracting corporate relocations is key to Middle Tennessee’s continued economic success.

A total of 40 companies announced plans to relocate to the Nashville region, creating:

- 5,763 jobs;
- 5,282,695 million square feet of space to be occupied; and
- $1,170,439,998 of capital invested in building and equipment.

BUSINESS RETENTION AND EXPANSION

Retaining existing companies and fostering their growth in the Nashville region is a top priority of Partnership 2020. This year, 81 companies announced expansion plans, accounting for:

- 13,762 new jobs;
- 4,447,936 million square feet of new space to be occupied; and
- $1,416,219,804 of capital invested in building and equipment.
Relocation Highlights

ARAMARK (DAVIDSON COUNTY)
Aramark announced that it will open a business service center in Nashville, consolidating and centralizing financial and human resources services that are currently dispersed across the company's North American operations, and will create 1,000 jobs in Davidson County. ARAMARK is a global leader in delivering food, facility and uniform services for businesses, schools and universities, hospitals, stadiums and various other institutions.

BERETTA (SUMNER COUNTY)
Beretta, one of the world’s leading gun manufacturers, will move manufacturing and R&D operations to Gallatin, bringing more than 300 jobs to the region and investing upwards of $45 million. Construction of a 400,000-square-foot campus began in summer 2014. Company officials looked at 80 locations across seven states.

EVENTBRITE (DAVIDSON COUNTY)
Eventbrite, a San Francisco-based startup, announced their plans to hire 45 local Nashville employees as they expand their customer support team. Founded in 2006, Eventbrite has revolutionized the ticketing industry with its focus on innovation and outstanding customer support. Eventbrite is headquartered in San Francisco and also has offices in the UK and Latin America.

HANKOOK TIRE (MONTGOMERY COUNTY)
Hankook Tire announced they will build their first U.S. manufacturing facility at the Clarksville Corporate Business Park in Montgomery County. Hankook Tire, a worldwide manufacturer of superior quality and high-performance radial tires, will invest $800 million in a state-of-the-art manufacturing facility and create 1,800 new jobs in Clarksville. The company broke ground on the new plant in August and will begin tire production by 2016.

SCHWAN COSMETICS USA (RUTHERFORD COUNTY)
Schwan Cosmetics USA, a Germany-based leading private-label manufacturer of cosmetic products worldwide, will invest $38 million to consolidate its U.S. operations by building a new facility in Murfreesboro, with plans to create 250 jobs during the next five years.
## Relocations

### JULY 2013 - JUNE 2014

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Founding Partner(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASOCIA</td>
<td>Davidson</td>
</tr>
<tr>
<td>Adam Friedman Associates</td>
<td>Williamson</td>
</tr>
<tr>
<td>American Colors</td>
<td>Sumner</td>
</tr>
<tr>
<td>American Mechanical, Inc.</td>
<td>Sumner</td>
</tr>
<tr>
<td>APL Limited</td>
<td>Davidson</td>
</tr>
<tr>
<td>ARAMARK</td>
<td>Davidson</td>
</tr>
<tr>
<td>Beretta USA</td>
<td>Sumner</td>
</tr>
<tr>
<td>Bibby Financial Services</td>
<td>Davidson</td>
</tr>
<tr>
<td>BKD, LLP</td>
<td>Maury</td>
</tr>
<tr>
<td>Blue Company</td>
<td>Wilson</td>
</tr>
<tr>
<td>Carvana (Drive Time Now)</td>
<td>Davidson</td>
</tr>
<tr>
<td>Cognosante, LLC</td>
<td>Williamson</td>
</tr>
<tr>
<td>College Book Renter</td>
<td>Williamson</td>
</tr>
<tr>
<td>Crestlight Venture Productions</td>
<td>Williamson</td>
</tr>
<tr>
<td>Dixon Hughes Goodman</td>
<td>Williamson</td>
</tr>
<tr>
<td>Drake Software</td>
<td>William</td>
</tr>
<tr>
<td>Ebuys, Inc. (Shoe Metro)</td>
<td>David</td>
</tr>
<tr>
<td>Eventbrite</td>
<td>Davidson</td>
</tr>
<tr>
<td>Experian (formerly Passport Health)</td>
<td>Williamson</td>
</tr>
<tr>
<td>Feed The Children</td>
<td>Rutherford</td>
</tr>
<tr>
<td>Hankook Tire Co.</td>
<td>Montgomery</td>
</tr>
<tr>
<td>Hatch Stamping Company</td>
<td>Robertson</td>
</tr>
<tr>
<td>Hogebuilt, Inc.</td>
<td>Davidson</td>
</tr>
<tr>
<td>Hoover</td>
<td>Davidson</td>
</tr>
<tr>
<td>IngagePatient</td>
<td>Williamson</td>
</tr>
<tr>
<td>Lincor Solutions</td>
<td>Williamson</td>
</tr>
<tr>
<td>Mohawk Industries</td>
<td>Dickson</td>
</tr>
<tr>
<td>MuoviTech</td>
<td>Davidson</td>
</tr>
<tr>
<td>Novamet, LLC</td>
<td>Wilson</td>
</tr>
<tr>
<td>PFP, Inc.</td>
<td>Wilson</td>
</tr>
<tr>
<td>Renasant Bank</td>
<td>Davidson</td>
</tr>
<tr>
<td>Round Hill Music</td>
<td>Davidson</td>
</tr>
<tr>
<td>Rounder Records</td>
<td>Davidson</td>
</tr>
<tr>
<td>Schwan Cosmetics USA</td>
<td>Rutherford</td>
</tr>
<tr>
<td>Stonewood Financial Solutions</td>
<td>Davidson</td>
</tr>
<tr>
<td>Tecnotiles, Inc.</td>
<td>Wilson</td>
</tr>
<tr>
<td>Total Quality Logistics</td>
<td>Davidson</td>
</tr>
<tr>
<td>TransCore</td>
<td>Davidson</td>
</tr>
<tr>
<td>TriStar Sports and Entertainment Group</td>
<td>Davidson</td>
</tr>
<tr>
<td>Zinc Oxide, LLC</td>
<td>Dickson</td>
</tr>
</tbody>
</table>
Expansion Highlights

**ASURION (DAVIDSON COUNTY)**
Asurion has opened a premier support solutions center in Nashville. The center will house 800 highly skilled, personal technology support technicians, in addition to management and operational professionals. With the new location, Asurion will occupy 557,473 square feet in Davidson County.

**CALSONIC (RUTHERFORD COUNTY)**
Calsonic will invest $2.1 million at its Smyrna facility, which is located within the Nissan plant. A total of 183 new jobs will be created over the next three years, in addition to the 469 people who are currently employed at this location.

**GENERAL MOTORS (MAURY COUNTY)**
General Motors announced that it will add two more vehicles to the Spring Hill plant. In all, General Motors will spend $350 million and create or retain at least 1,800 jobs to support the reopening of the once-shuttered vehicle assembly line. The plant already has one vehicle in production, the Chevrolet Equinox, which started production a year ago.

**UBS (DAVIDSON COUNTY)**
UBS has established a shared services center in Nashville, expanding the global banking giant’s service center to become the business solutions center for the Americas. This expansion, representing a $36.5 million investment by the company, will create 1,000 new jobs over the next five years.

**VIDEO GAMING TECHNOLOGIES INC. (WILLIAMSON COUNTY)**
Video Gaming Technologies Inc. is planning to add around 100 employees as it expands its headquarters in Franklin. The maker of casino games currently employs around 200 people in Franklin, including those in software engineering, development, design and management. The additional employees will primarily be product managers and software engineers.
Expansions

JULY 2013 - JUNE 2014

20/20 Research Davidson
ABC Group Fuel Systems, Inc. Sumner
Allied Modular Building Systems, Inc. Davidson
Amazon Wilson
AmSurg Davidson
Aptera Software Williamson
Asurion Davidson
AT&T Davidson
Automated Collection Services Davidson
Blood:Water Davidson
Bridgestone Rutherford
Brookdale, Inc. Williamson
Calsonic Kansei North America Rutherford
Cassidy Turley Davidson
CEVA Logistics Davidson
Chateau Industries Rutherford
Clarcor, Inc. Maury
Community Health Systems Maury
Corizon Health, Inc. Williamson
Corsair Distillery Davidson
DAIDO Davidson
DHG Healthcare Robertson
DiaTech Oncology Williamson
EFC Systems Williamson
Electrolux Williamson
eMids Technologies Robertson
Enovate Medical Davidson
Feintool Davidson
ForceX Davidson
GAP Sumner
General Motors Maury
Gibson Davidson
HCA Davidson
Holdrite Rutherford
Hydrodesign USA, Inc. Montgomery
IBEX Global Maury
Integrity Nutraceuticals Maury
InVivoLink Davidson
Iron Solutions Williamson
Johnson Controls Inc. Rutherford
Kirkland’s Williamson
Kyowa Robertson
MAHLE Filter Systems Davidson
Marangoni Williamson
MedSolutions Williamson
NASG Sumner
Nashville Tempered Glass Corporation Davidson
National Distribution & Contracting, Inc. Rutherford
naviHealth Davidson
Nelson Mullins Riley & Scarborough Davidson
NHK Seating of America Rutherford
Nissan Rutherford
Novità Technologies OHL
Orchid International PK Tennessee
Saint Thomas Health ServiceSource SESAC
Souhtec, LLC Davidson
Taylor Farms TechnologyAdvice Davidson
The Bank of Nashville T-Mobile
TruForm Manufacturing Unipres
Tsubaki UBS
Tyno
United Healthcare Dickson
United Methodist Publishing Williamson
United Record Pressing Sumner
Vanderbilt University Davidson
Video Gaming Technologies Sumner
William Morris Endeavor Dickson
Windham Williamson
Wolcott Squared, LLC Sumner
Xtend Healthcare Davidson and Sumner
Sustainability has become a key issue for economic development organizations and communities, as more corporations have demonstrated an increasing commitment to sustainability. In 2013, the city of Nashville earned a platinum rating in the Tennessee Valley Authority’s (TVA) “Valley Sustainable Communities” program, and the city of Franklin received a gold rating. The program is sponsored by TVA, and developed and administered by consultant Boyette Strategic Advisors. The platinum rating is the highest possible designation.

Many factors contributed to Nashville’s platinum rating. Some of those include new and retrofitted sustainable buildings and business parks in the public and private sectors, including the Music City Center, which was built to LEED Silver standards, and the Bridge Building, which received the highest LEED Core & Shell category certification in the world; Mayor Karl Dean’s green business workplace challenge, which recognizes and encourages sustainable practices within the workplace; a more livable and active community, including a new bike-share program; and an ever-expanding open space and greenway system.
## PARTNERSHIP 2020 PROGRESS REPORT

### One-Year Goal

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Employment growth averaging 1.5% per year in the region</td>
<td>10,000</td>
<td>39,100</td>
<td>50,000</td>
<td>190.4%</td>
</tr>
<tr>
<td>Population growth averaging 1.5% per year in the region</td>
<td>26,814</td>
<td>29,930</td>
<td>119,796</td>
<td>77.5%</td>
</tr>
<tr>
<td>Per capita income increased by 1.6% average per year in the region</td>
<td>$677</td>
<td>$1,537</td>
<td>$3,305</td>
<td>183.2%</td>
</tr>
<tr>
<td>GDP increase of 2.3% on average per year in the region</td>
<td>$1,973,308,000</td>
<td>$4,313,000,000</td>
<td>$9,892,000,000</td>
<td>113.8%</td>
</tr>
</tbody>
</table>

### Recruit New Employers to Middle Tennessee

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Total announced relocations</td>
<td>30</td>
<td>40</td>
<td>150</td>
<td>77%</td>
</tr>
<tr>
<td>Percentage of relocations in five target industry sectors</td>
<td>75%</td>
<td>88%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### Support the Retention and Expansion of Existing Businesses

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total announced expansion projects</td>
<td>50</td>
<td>81</td>
<td>250</td>
<td>112%</td>
</tr>
<tr>
<td>Percentage of expansions in five target industry sectors</td>
<td>75%</td>
<td>87%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### Jobs and Investment Scorecard 2013-2014

<table>
<thead>
<tr>
<th>Metric</th>
<th>Relocations</th>
<th>Expansions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of announced projects</td>
<td>40</td>
<td>81</td>
<td>121</td>
</tr>
<tr>
<td>Number of announced jobs</td>
<td>5,763</td>
<td>13,762</td>
<td>19,525</td>
</tr>
<tr>
<td>New capital investment announced</td>
<td>$1,170,439,998</td>
<td>$1,416,219,804</td>
<td>$2,586,659,802</td>
</tr>
<tr>
<td>New square footage of space to be occupied</td>
<td>5,282,695</td>
<td>4,447,936</td>
<td>9,730,631</td>
</tr>
<tr>
<td>Jobs retained by existing companies</td>
<td>N/A</td>
<td>7,700</td>
<td>7,700</td>
</tr>
</tbody>
</table>
## REGIONAL JOBS SCORECARD 2013-2014

<table>
<thead>
<tr>
<th></th>
<th>NUMBER OF ANNOUNCED PROJECTS</th>
<th>JOBS ANNOUNCED</th>
<th>INVESTMENT ANNOUNCED</th>
<th>SQUARE FOOTAGE ANNOUNCED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheatham</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Davidson</td>
<td>52</td>
<td>6,441</td>
<td>$399,831,378</td>
<td>1,389,741</td>
</tr>
<tr>
<td>Dickson</td>
<td>3</td>
<td>427</td>
<td>$212,396,256</td>
<td>1,550,000</td>
</tr>
<tr>
<td>Maury</td>
<td>5</td>
<td>3,395</td>
<td>$374,500,000</td>
<td>420,250</td>
</tr>
<tr>
<td>Montgomery</td>
<td>2</td>
<td>1,855</td>
<td>$804,069,000</td>
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<td>Robertson</td>
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<td>737</td>
<td>$108,300,000</td>
<td>190,200</td>
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<td>Rutherford</td>
<td>13</td>
<td>2,575</td>
<td>$267,566,168</td>
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<td>Sumner</td>
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<td>2,101</td>
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<td>Williamson</td>
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<td>1,090</td>
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<td>212,800</td>
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<td>Wilson</td>
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<td>904</td>
<td>$140,295,000</td>
<td>2,877,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>121</strong></td>
<td><strong>19,525</strong></td>
<td><strong>$2,586,659,802</strong></td>
<td><strong>9,730,631</strong></td>
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### RELOCATIONS, EXPANSIONS AND JOB HISTORY

<table>
<thead>
<tr>
<th>Year</th>
<th>Relocation announced new jobs</th>
<th>Expansion announced new jobs</th>
<th>Total net change in regional employment: 154,200 (Bureau of Labor Statistics)</th>
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<tbody>
<tr>
<td>2002-2003</td>
<td>16,800</td>
<td>3,531 + 5,501</td>
<td>9,032 total announced jobs</td>
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<tr>
<td>2003-2004</td>
<td>2,100</td>
<td>2,443 + 4,271</td>
<td>6,714 total announced jobs</td>
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<tr>
<td>2004-2005</td>
<td>24,600</td>
<td>2,337 + 6,236</td>
<td>8,573 total announced jobs</td>
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<tr>
<td>2005-2006</td>
<td>26,100</td>
<td>3,755 + 4,226</td>
<td>7,981 total announced jobs</td>
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<tr>
<td>2006-2007</td>
<td>20,300</td>
<td>2,435 + 3,380</td>
<td>5,815 total announced jobs</td>
</tr>
<tr>
<td>2007-2008</td>
<td>5,400</td>
<td>3,367 + 6,258</td>
<td>9,625 total announced jobs</td>
</tr>
<tr>
<td>2008-2009</td>
<td>-14,700</td>
<td>3,138 + 4,258</td>
<td>7,396 total announced jobs</td>
</tr>
<tr>
<td>2009-2010</td>
<td>-28,700</td>
<td>4,469 + 5,046</td>
<td>9,515 total announced jobs</td>
</tr>
<tr>
<td>2010-2011</td>
<td>7,100</td>
<td>1,832 + 5,489</td>
<td>7,321 total announced jobs</td>
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<tr>
<td>2011-2012</td>
<td>25,800</td>
<td>4,835 + 9,350</td>
<td>14,185 total announced jobs</td>
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<tr>
<td>2012-2013</td>
<td>30,300</td>
<td>1,446 + 9,342</td>
<td>10,788 total announced jobs</td>
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<tr>
<td>2013-2014</td>
<td>39,100</td>
<td>5,763 + 13,762</td>
<td>19,525 total announced jobs</td>
</tr>
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</table>
“NASHVILLE: THE SOUTH’S RED-HOT TOWN”

2013 State of the Year

Business Facilities magazine, January 2014

#1 IN AUTO MANUFACTURING
Business Facilities magazine, July 2013

#2 MOST COMPETITIVE STATES FOR 2013
Site Selection magazine, May 2014

#9 STATES FOR GREEN JOBS
The Tennessean, November 2013

#10 MOST POPULAR CITIES FOR MILLENNIALS
MSNRealEstate.com, January 2014

#5 REGIONS TO WATCH IN 2014/MOST ECONOMIC MOMENTUM GOING INTO 2014
Forbes, December 2013

#4 NEW BRAINPOWER CITIES
NewGeography.com, April 2014

#9 CITIES FOR CREATIVE 20-SOMETHINGS
Policymic.com, June 2014

#5 TOP U.S. METROS FOR ECONOMIC STRENGTH
POLICOM, June 2014

#6 BEST BIG CITIES FOR JOBS
Forbes, May 2014

#5 BEST CITIES FOR BUSINESS AND CAREERS
Forbes, August 2013

#14 WORLDWIDE DESTINATIONS YOU DON’T WANT TO MISS OUT ON
Condé Nast Traveler, December 2013

TIME magazine, March 2014
In 2013-2014, Nashville and Tennessee received a variety of national press coverage touting attractiveness as a business and tourism destination and overall economic strength. Here are some of the highlights.

**#7 FASTEST-GROWING CITIES**
CNNMoney.com, April 2014

**#2 MOST ATTRACTIVE MID-SIZED CITIES FOR BUSINESS**
KPMG, April 2014

**#4 CITIES CREATING THE MOST TECH JOBS**
Forbes, November 2013

**#5 BEST CITIES FOR YOUNG ENTREPRENEURS**
Under30ceo.com, December 2013

**A National Hub for Music Industry Jobs**
Billboard.com, August 2013
**PARTNERSHIP 2020 LEAD INVESTORS $101,000 AND HIGHER**

AT&T
Bank of America
Bass, Berry & Sims, PLC
Bradley Arant Boult Cummings, LLP
Caterpillar Financial Services Corporation
Deloitte, LLP
Fifth Third Bank
First Tennessee Foundation
Genesco, Inc.
Gresham Smith & Partners
HCA
Ingram Industries, Inc.
LifePoint Hospitals
Louisiana-Pacific Corporation
MarketStreet Enterprises, LLC
Metropolitan Government of Nashville and Davidson County
Metropolitan Nashville Airport Authority
Nashville Electric Service
Regions Bank
Ryan, LLC
Ryman Hospitality Properties
Saint Thomas Health Services
Shoney’s, Inc.
SunTrust Bank
Tennessee Valley Authority
The Memorial Foundation, Inc.
TN Media
Tractor Supply Company
U.S. Smokeless Tobacco Company, LLC
Vanderbilt University
Waller

**PARTNERSHIP 2020 LEAD INVESTORS $75,000-$100,000**

Adams and Reese, LLP
AmSurg Corporation
Asurion
Baker Donelson
Barge, Waggoner, Sumner & Cannon, Inc.
Bell and Associates Construction, LP
BKD, LLP
BNY Mellon
Branch Banking & Trust Co. (BB&T)
Bridgestone Americas, Inc.
Butler, Snow, O’Mara, Stevens & Cannada, PLLC
Cassidy Turley
Chase
Cheekwood Botanical Garden and Museum of Art
CLARCOR
Comdata Corporation
PARTNERSHIP 2020 LEAD INVESTORS $75,000-$100,000

Community Health Systems, Inc.
Corrections Corporation of America
Country Music Association, Inc.
Cummins, Inc.
Delek US Holdings, Inc.
Dell, Inc.
Delta Dental of Tennessee
Dollar General Corporation
Earl Swensson Associates, Inc.
Emdeon, Inc.
Ernst & Young, LLP
FirstBank
Gaylord Opryland Resort & Convention Center
Grand Avenue Worldwide
Healthways, Inc.
Interior Design Services, Inc.

Jackson National Life Insurance Company
KPMG, LLP
Lattimore, Black, Morgan & Cain, P.C.
M*Modal
Mars Petcare U.S.
Nashville Predators
Ogletree, Deakins, Nash, Smoak & Stewart
Piedmont Natural Gas
Pinnacle Financial Partners
PNC Bank
PwC
Skanska USA Building, Inc.
SpecialtyCare
The Bank of Nashville
UBS
Wells Fargo

PARTNERSHIP 2020 INVESTORS

365 Data Centers
ADS Security
Ajax Turner Company
Alex S. Palmer & Company
Alfred Williams & Co.
American Constructors, Inc.
AmUSA
APEX & Robert E. Lee Moving and Storage
Armstrong Relocations
Avenue Bank
BancorpSouth
Bank of Tennessee
BDO, LLP
Belmont University
Berkshire Hathaway Home Services Woodmont Realty
BlueCross BlueShield of Tennessee, Inc.
BOHAN Advertising/Marketing
Boyle Nashville, LLC
Brand Imaging Group
Brasfield & Gorrie, LLC
Brown and Caldwell
Bryan, Pendleton, Swats & McAllister, LLC
Burr & Forman, LLP
C.B. Ragland Company
c/3 consulting, LLC
CapStar Bank
Carr, Riggs & Ingram, LLC
Carter Group, LLC
CB Richard Ellis
Centric Architecture
CGS Administrators, LLC
Chas. Hawkins Co., Inc./CORFAC International
Choice Food Group
City of Gallatin Economic Development Agency
City of Goodlettsville
Civil Site Design Group, PLLC
Clark Construction Group, LLC
Clarksville-Montgomery County Economic Development Council
CMT
Colliers International | Nashville
Crain Construction
Cresa Nashville
Cummins Station/DZL Management Co.
Cushman & Wakefield | Cornerstone
D. F. Chase, Inc.
DePalma Studios
DET Distributing Co.
Dickinson Wright, PLLC
Dickson County Chamber of Commerce
Direct Travel
Diversified Trust Company
DoubleTree by Hilton Hotel Nashville-Downtown
Duke Realty Corporation
DWC Construction Company, Inc.
Dye, Van Mol & Lawrence, Inc.
Dynamic Edge, Inc.
E3 Performance Group
Eakin Partners, LLC
eMids
ESCU
Facility Planners, Inc.
Focus Relocation
ForceX, Inc.
Forward Sumner Economic Council
Fridrich & Clark Realty, LLC
Frost Brown Todd, LLC
Gallagher Benefit Services, Inc. | Arthur J. Gallagher Risk Management Services
Gobbell Hays Partners, Inc.
Goodwyn | Mills | Cawood
Greater Nashville Association of Realtors, Inc.
Green & Little, L.P.
GS&F
Gullett Sanford Robinson & Martin, PLLC
Hall Strategies, LLC
Harpeth Capital
Hastings Architecture Associates, LLC
Highwoods Properties
Hilton Nashville Downtown
Hoar Construction
Holladay Properties
HST Interior Elements
Hutton Hotel
IASIS Healthcare, LLC
InfoWorks, Inc.
Infrastructure Corporation of America
Interior Design & Architecture, Inc.
IRIS Networks, LLC
Jack B. Turner and Associates
Joint Economic & Community Development Board of Wilson County
Jones Lang LaSalle
Journal Communications, Inc.
KraftCPAs, PLLC
Kroger
Lee Company
LifeWay Christian Resources
Lipscomb University
Littlejohn Engineering Associates, Inc.
Littler Mendelson, P.C.
LoJac Companies
In January, Beretta USA officials announced the company would build a new manufacturing plant in the Gallatin Industrial Park. Beretta, a global manufacturer of high-quality sporting and military firearms, is investing $45 million in a state-of-the-art manufacturing and R&D facility and creating 300 new jobs.
INTERNATIONAL BUSINESS

From July 2013 to June 2014, the Nashville region experienced tremendous economic success, with foreign direct investment playing a major role. Twenty-four percent of the relocations and expansions in the region were from foreign-owned companies, creating 7,723 new jobs and accounting for 40 percent of the total job creation in the region.

FOREIGN-OWNED RELOCATION HIGHLIGHTS:
- Beretta – 300 new jobs, *Italy*
- Hankook Tire – 1,800 new jobs, *Korea*
- Schwan Cosmetics USA – 250 new jobs, *Germany*

FOREIGN-OWNED EXPANSION HIGHLIGHTS:
- ABC Group Fuel Systems Inc. – 200 new jobs, *Canada*
- Electrolux – 466 new jobs, *Sweden*
- UBS – 1,000 new jobs, *Switzerland*
- Unipres – 880 new jobs, *Japan*

BY THE NUMBERS

The Nashville area exported $8.7 billion in 2013, a 35 percent increase over 2012.
It is estimated that FDI activity helps create and sustain more than 83,000 jobs within the Nashville area. 

FDI supports nearly $5.9 billion of labor income annually.

Nashville’s foreign direct investment (FDI) contributes $10.2 billion to the local economy, for a total output of $25.5 billion within the Nashville MSA.

BY THE NUMBERS
More than 265 foreign-owned firm locations employ more than 37,000 people in Middle Tennessee.
International Business Council

The Nashville Area Chamber’s International Business Council (IBC) is a network of international business leaders focused on expanding Middle Tennessee’s global footprint through:

- Recruiting foreign direct investments
- Becoming the information source for international business
- Connecting global companies with critical resources

The IBC has a volunteer advisory board which provides advice, direction and leadership for the Chamber’s international business initiatives.

IBC 2013-2014 BOARD LEADERS

**CHAIRMAN - RICK OLSZEWSKI**
Executive vice president, sales and marketing, LP Building Products

**VICE CHAIRMAN - EDUARDO MINARDI**
Chief operating officer, Bridgestone Americas Inc.; vice president and senior officer, Bridgestone Corporation, Japan; chairman, CEO and president, Bridgestone Americas Tire Operations - Bridgestone Americas, Inc.

**PAST CHAIRMEN**
John Aron, president and CEO, The Pasta Shoppe, LLC
Dave Berryman, president, Gibson Brands Inc.

**EXECUTIVE COMMITTEE**
Bert Quintana, president and CEO, Sitel
Jim Shepherd, president and COO - Carlex Glass America, LLC & Carlex Glass Company

IBC EVENTS

The IBC hosted a series of educational events in 2013-2014, including speakers Ted Simmons and Jennifer Powell from Jack Daniel’s global branding team; Ken DeWoskin and Chris Cooper from Deloitte’s Chinese Services Group; and Tennessee’s Commissioner for Economic and Community Development Bill Hagerty with Swiftwick CEO and co-founder Mark Cleveland.

ATLANTA MARKETING TRIP

The Nashville Chamber economic development team organized a delegation of P2020 investors, led by Mayor Karl Dean, to Atlanta in October to meet with site consultants, consular corps, international chambers, and existing and potential economic development partners/prospects. Mayor Dean gave a keynote address to 20 consuls-general at the consular corps luncheon, hosted by Consul-General of Canada in Atlanta Steven Brereton. The Nashville Chamber also co-hosted a songwriter reception with the British Consulate-General at the home of Consul-General Jeremy Pilmore-Bedford. The team networked with 70 international business leaders, brokers and economic development partners in Atlanta.

IBC DAY ON THE HILL

The IBC board hosted the second International Business Day on the Hill on Jan. 28. The group met with nine legislators from across the state, including House and Senate leadership, to educate and inform them about the positive impact international companies bring to the region and state, and the effect immigration laws have on these businesses.
SPIRIT OF THE REGION AWARD

For their outstanding work and leadership as chairs of the regional skills panels, Don Enfinger of BNY Mellon, Ken Knight of GM Spring Hill and Sheila Stern of Ascension Health have been collectively recognized with the Chamber’s Spirit of the Region Award.

These leaders have met quarterly with their panels, comprising more than 60 business leaders from throughout Middle Tennessee, to inform higher education institutions of the critical employee skills and competencies needed by employers in our region.
Gov. Bill Haslam launched the Middle Tennessee Regional Workforce Alliance and Skills Panels in July 2013. The Middle Tennessee Regional Workforce Alliance is a public/private partnership of businesses, the public workforce system and postsecondary educational institutions collaborating to improve the skills of workers in strategic industry sectors vital to Middle Tennessee’s economic prosperity. The initiative includes four community colleges, six colleges of applied technology, the Tennessee Board of Regents, four workforce investment boards and the Nashville Area Chamber.

The three skills panels have engaged some 60 business leaders from across the region. They are led by:

**DON ENFINGER**  
BNY Mellon, information technology skills panel

**KEN KNIGHT**  
GM Spring Hill, advanced manufacturing skills panel

**SHEILA STERN**  
Ascension Health, health care skills panel

A regional skills panel governing board, chaired by Tennessee Board of Regents Chancellor John Morgan, has also met quarterly over the past year to review and implement recommendations brought forward by the skills panels.

Each skills panel has identified three short-term goals for the next year. Common themes include:

- Externships for faculty
- Increasing the number of internships
- Leadership training
- Teaching and demonstrating student competency in soft skills

Due to our work with this program, the Chamber was recently announced as a finalist for the American Chamber of Commerce Executives’ 2014 Regional Innovation Award, which recognizes organizations that are committed to building strong and vibrant communities through groundbreaking collaboration and program development.
In 2013, YP Nashville recognized Middle Tennessee’s outstanding young professionals in 15 industry categories at the seventh annual Nashville Emerging Leader Awards.
Over the past fiscal year, YP Nashville’s reach has grown tremendously to achieve our goal of retaining highly skilled and educated young professional workers in Middle Tennessee.

- After implementing a new paid structure, we were able to retain more than 40 young professional organizations in the YP Nashville partnership, engaging almost 100 emerging young professionals who lead these groups and organizations.
- In the past year, YPNashville.org has received more than 13,000 unique visitors.
- More than 3,200 young professionals receive our newsletter each month, with information about community issues, upcoming events and spotlights on involvement opportunities.
- Nearly 1,300 young professionals attended YP Nashville events.
- Engagement on YP Nashville’s Twitter and Facebook platforms has increased by 50 percent; there are more than 5,800 Twitter followers and 1,200 Facebook likes.

**Talent Development**

**BY THE NUMBERS**

Nearly 40 Chamber members provided articles for the HR Notes and YP Nashville Monthly e-newsletters.

Seventy-five Chamber-member companies were represented on the judging panels for the Nashville Emerging Leader Awards.
Penny Henze (right), senior customer relations specialist with Peak 10, was named the 2013 WorkIT Nashville Advocate of the Year for her work to spread the word about Nashville’s tech community on her social media accounts. Henze received a four-day vacation, plus a custom Gibson guitar.
WORKIT NASHVILLE

In February 2014, we celebrated the one-year anniversary of WorkIT Nashville. Momentum behind the campaign is still strong, and we have seen great results in the first 16 months.

- Nearly 240 businesses throughout each county of our region are engaged in the campaign from a variety of industries, including health care, finance, education and digital publishing.
- The campaign has gained more than 116 million impressions worldwide, spanning 3,649 cities and 139 countries.
- More than 2,300 qualified candidates are using the site in 42 states and 45 countries. Sixty-one percent of the candidates have a bachelor’s or master’s degree, and 34 percent of the candidates have more than five years of experience.
- More than 220,000 job searches have been conducted using the website since the campaign’s start.

BY THE NUMBERS

More than 200 Chamber members were engaged as WorkIT Nashville Advocates to promote the campaign on digital media. Penny Henze, with Peak 10, was named our WorkIT Nashville Advocate of the Year for her efforts to promote the campaign and the tech community in Nashville.
THE RESEARCH CENTER

Original research is a cornerstone of the Nashville Area Chamber’s ability to effectively execute our mission. The Chamber’s Research Center conducts a wide array of studies on economic, demographic and geographic topics as part of the mission of enhancing and expanding prosperity in the region.

BUSINESS CONDITIONS COUNCIL

The Chamber’s Business Conditions Council is a group of 25 regional industry leaders who convene quarterly to review current industry trends and monitor our regional economy. The 2013-2014 Business Conditions Council was led by Bob Grimes, manager of business development at Turner Construction Company.
RESEARCH CENTER ACTIVITY

In the past year, the Research Center served a record number of initiatives across the major areas of Chamber focus. Additionally, the Center managed seven major contract projects that comprised many significant aspects of the region. The groundbreaking music industry study, conducted on behalf of the Music City Music Council, established a research framework for this important sector, winning accolades from national and international media and receiving feature coverage in *Billboard*, *The Atlantic* and other publications. In 2014, this report received a Grand Prize award for publications from the American Chamber of Commerce Executives.

Other Research Center studies in 2013-2014 examined household savings, educational programs, regional dynamics and cultural assets, among other topics. The Research Center developed a full portfolio of services focusing on industry analysis and survey research for needs of area business and organizations. Output of the Center delivered a wide range of benchmark insights for industry leaders and clients throughout the regional economy, and continued to set forth analysis of emerging trends and topics to guide and inform users in the Nashville market.

The Research Center assisted extensively with Metro Nashville’s NashvilleNext process related to the Nashville General Plan by serving as research liaison for the economic and workforce development resource team.

Developed for the Chamber’s 23rd Leadership Study Mission to Vancouver, the 2014 Datascape document showcased Research Center analysis highlighting Nashville’s performance in economy, community and demographics, illustrated via a variety of graphs and charts. This tool provided background and context for the Vancouver experience and served as an ongoing resource for leaders in the area.
FINANCIAL & MEMBERSHIP
Fiscal Year 2013-2014

REVENUES
$6.7 MILLION

53% - PARTNERSHIP 2020 CONTRIBUTIONS
25% - MEMBERSHIP INVESTMENT
11% - PROGRAM-GENERATED REVENUE
11% - SPONSORSHIP

MEMBER COMPANIES BY NUMBER OF EMPLOYEES

66.0% - 1-25 EMPLOYEES
13.1% - 26-50 EMPLOYEES
9.0% - 51-100 EMPLOYEES
6.2% - MORE THAN 200 EMPLOYEES
5.7% - 101-200 EMPLOYEES
EXPENSES
$6.6 MILLION

25% - GENERAL AND ADMINISTRATIVE, INCLUDING CAPITAL EXPENDITURES
15% - ECONOMIC DEVELOPMENT
13% - PROGRAMS AND EVENTS/EVENT SUPPORT
10% - MEMBER SERVICES, INCLUDING AREA ADVISORY COUNCILS
9% - ADVOCACY
8% - EDUCATION
6% - WORKFORCE DEVELOPMENT
5% - COMMUNICATIONS
5% - RESEARCH AND INFORMATION SERVICES
3% - INVESTOR RELATIONS

$6.6 MILLION
## 2014-2015 Budget Revenue

<table>
<thead>
<tr>
<th></th>
<th>PARTNERSHIP 2020</th>
<th>EDUCATION 2020</th>
<th>CHAMBER</th>
<th>COMBINED CHAMBER</th>
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<td>Investor Contributions, Including Education</td>
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<td>$0</td>
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<td>Membership Dues</td>
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<td>$1,787,638</td>
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<td>Program Revenue</td>
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<td>Sponsorship Revenue</td>
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<td>The Research Center</td>
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<td>Education</td>
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<td>Talent Development</td>
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<td>Policy</td>
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<tr>
<td>Membership Services</td>
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<td>Programs and Events/Events Support</td>
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<td>G&amp;A, Including Capital Expenses</td>
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<td><strong>Total Expenses</strong></td>
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<td><strong>$575,300</strong></td>
<td><strong>$3,421,249</strong></td>
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<td>Net Excess</td>
<td><strong>$898,021</strong></td>
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<td>REVENUE</td>
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<td>EDUCATION 2020</td>
<td>CHAMBER</td>
<td>COMBINED CHAMBER</td>
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<tr>
<td>-------------------------------------------</td>
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<tr>
<td>Investor Contributions, Including Education</td>
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<td>Program Revenue</td>
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<td>Sponsorship Revenue</td>
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<td>$711,205</td>
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<td><strong>Total</strong></td>
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<th>EXPENSES</th>
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<tr>
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<td>$965,151</td>
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<td>$965,151</td>
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<td>Investor Relations</td>
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<td>$196,329</td>
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<td>Talent Development</td>
<td>$398,548</td>
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<tr>
<td>Policy</td>
<td>$610,847</td>
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<td>$1,500</td>
<td>$612,347</td>
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<td>Communications</td>
<td>$338,942</td>
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<tr>
<td>Membership Services</td>
<td>$686,770</td>
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<tr>
<td>Programs and Events/Events Support</td>
<td>$838,457</td>
<td></td>
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<tr>
<td>G&amp;A, Including Capital Expenses</td>
<td>$406,989</td>
<td></td>
<td>$1,263,467</td>
<td>$1,670,456</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$2,884,003</strong></td>
<td><strong>$551,770</strong></td>
<td><strong>$3,129,137</strong></td>
<td><strong>$6,564,910</strong></td>
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| Net Excess                                | $982,320         | ($521,770)     | ($291,550) | $169,000         |
NASHVILLE HEALTH CARE COUNCIL

The Nashville Health Care Council, founded in 1995 as an initiative of the Nashville Area Chamber of Commerce, is an association of health care industry leaders working together to further establish Nashville’s position as the nation’s health care industry capital. The Council is supported by more than 250 corporate members, including Nashville-based and national health care companies and professional services firms.

ABOUT NASHVILLE’S HEALTH CARE INDUSTRY

• Health care is Nashville’s largest economic sector, with an impact of nearly $30 billion and more than 200,000 jobs to the local economy annually.

• Globally, Nashville’s health care industry generates more than $70 billion in revenue and 400,000 jobs.

• More than 250 health care companies have operations in Nashville and work on a multi-state, national or international basis. Nashville is also home to more than 300 professional service firms that provide expertise in the health care industry.

• Thirteen publicly traded health care companies are headquartered in Nashville.
The Council serves as a trusted source for information on finance, policy and trends that influence the health care industry. Its acclaimed programs range from large ballroom events to small-group gatherings and provide executives with unparalleled access to national policymakers, industry innovators and thought leaders. In 2014, the Council hosted more than 60 events for more than 7,000 attendees.
COUNCIL FELLOWS INITIATIVE FOSTERS LEADERSHIP

In 2014, Nashville Health Care Council Fellows, an annual initiative to engage, educate and foster leadership among those who will carry the health care industry forward, completed its second class. Thirty-two senior executives were selected to participate and met for eight day-long sessions to explore new solutions to meet the challenges facing the U.S. health care system in years ahead. Fellows is directed by Former U.S. Senate Majority Leader Bill Frist, M.D., and Larry Van Horn, health care management and economics professor at the Owen Graduate School of Management at Vanderbilt University.
Leadership Health Care (LHC) was formed in 2002 as an initiative of the Council to foster the next generation of health care leaders by creating educational and networking opportunities for members. With more than 750 members, LHC is the nation’s foremost organization for young health care professionals.

LHC assembles events year-round that allow members to discuss current health care issues with leading decision makers, including an annual delegation to Washington, D.C.
Nashville Area Chamber leadership and member perspective photos by Kerry Woo, Kerry Woo Photography.

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