

# *A Bold Vision*

NASHVILLE AREA CHAMBER OF COMMERCE &  
PARTNERSHIP 2020 ANNUAL REPORT

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2015 - 2016







# a bold vision for leadership



The Nashville Area Chamber of Commerce is focused on fueling the region's remarkable economic growth in a way that is intentional and collaborative, and which preserves a quality of life that has proven to be so attractive to both newcomers and longtime residents.

The Chamber's many initiatives aimed at increasing the opportunities for growth, developing an educated and skilled workforce, attracting new jobs and investment by new and existing companies and advocating for policies which sustain a business-friendly market have yielded remarkable results. But the key ingredient of that success is in the willingness of our members to offer up their time and their skills in leading the effort to positively impact our community.

The Chamber provides an incredible opportunity for you, as a member, to be a part of the conversation about the direction of Middle Tennessee. Through the Chamber, you can belong, engage, lead and prosper in ways that amplify the voice of business in the marketplace of ideas and which sustain Nashville's reputation as a vibrant, growing region.

Thank you for your support,

Ralph Schulz  
President and CEO  
Nashville Area Chamber of Commerce

L-R: Kent Adams, president and CEO, Caterpillar Financial Services Corporation (immediate past chair); Milton Johnson, chairman and CEO, HCA (chair); Jim Schmitz, Middle Tennessee area president, Regions Bank (P2020 co-chair); Ralph Schulz, CEO, Nashville Area Chamber of Commerce (president)



# our purpose

## The purpose of the Nashville Area Chamber of Commerce is to create economic prosperity by facilitating community leadership.

### 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***

Collaborating with others, energized by common drive and passion;

#### ***Engage***

Sharing a vision for the future and sharing the collective influence to make it happen;

#### ***Lead***

Impacting our region and transforming our future;

#### ***Prosper***

Realizing opportunities that grow your business and enrich our communities.



The Nashville region finds itself at an inflection point on many fronts. Strong population growth, coupled with record investment and job creation, make our current business and political climate the envy of many of our peers. A 50 percent leap in the value of building permits issued by Metro Government in 2015-2016 demonstrates the economic strength of our community and shows that investors are bullish on Nashville's future.

The accolades for Nashville continue to roll in: one of 15 “dynamic cities” designated by *Worth* magazine in 2016; one of the top cities Americans are moving to, according to *Forbes*; and a top city for startup growth, according to the Kauffman Foundation. All of these rankings confirm what many of us already know: the quality of life in Middle Tennessee is unsurpassed.

But as we embark on a new five-year strategy for Partnership 2020, our region faces a number of decisions about sustaining our dynamic economy, while preserving the quality of life we've come to enjoy. How will we ensure our workforce has the skills necessary to attract new jobs and investment? How do we tackle the growing traffic congestion which threatens both commerce and mobility? How will employers address a workforce with health challenges that make business less productive and Nashville less competitive?

The Nashville Area Chamber of Commerce is in a unique position to engage business, policy-makers and other stakeholders in dialogue aimed at finding solutions to these and other challenges. Our region's success did not happen by accident, but by thoughtful collaboration among people of vision and goodwill. The past year has demonstrated the Chamber's commitment to that process. The coming year will illustrate our commitment even more.

Thank you for your leadership as we look toward that future.

Milton Johnson  
2016-2017 Nashville Area Chamber of Commerce Board Chair  
Chairman and CEO, HCA

# 2015-2016 sponsors

## Presenting Sponsors

Altria  
Baker Donelson  
BKD, LLP  
Frost Brown Todd LLC  
IDS, A Division of DeKalb Office  
J.P. Morgan Chase  
Lipscomb University College of Business  
Lipscomb University College of  
Leadership & Public Service  
Regions Bank  
Sertoma Club of Nashville

## Associate Sponsors

Bandit Lites, Inc.  
Bone McAllester Norton PLLC  
CCA, Inc.  
FedEx  
Google  
HDR | ICA  
KraftCPAs PLLC  
Lightning 100  
Mère Bulles  
Regions Bank  
Southwest Airlines  
The Mountain  
Tractor Supply Company  
Vanderbilt Executive Development Institute

## Supporting Sponsors

Belmont University  
Entrepreneurs' Organization  
FirstBank  
Greater Nashville Association of Realtors®  
KraftCPAs PLLC  
LoJac Inc.  
Metropolitan Nashville Airport Authority  
Mitsui & Co.  
Paramore Digital

## Academies of Nashville - Category Sponsors

Deloitte LLP  
Dollar General Corporation  
Fifth Third Bank  
Nissan  
Saint Thomas Health  
The Memorial Foundation

## Business Studio Partners

Bone McAllester Norton PLLC  
Civic Bank & Trust  
Comcast Business

## Technology Partner

Atiba

## Media Partners

*Nashville Business Journal*  
*Nashville Post* / SouthComm, Inc.  
tnMedia

## Additional Thanks To

Blackstone Brewery & Restaurant  
Brand Imaging Group  
Knapptime Creative  
Nashville International Airport  
ONEHOPE Wine

Pivotal  
Partners



BASS  
BERRY  
SIMS



Friends of the  
Chamber





# fiscal year highlights

07/15

YP Nashville hosts the ninth annual Nashville Emerging Leader Awards

08/15

The Research Center releases *Strengthening the Middle Tennessee Region 2020*, an analysis of the region's workforce needs

The Chamber launches the community initiative Moving Forward: Transit Solutions for Our Region

09/15

The Chamber is awarded a grant from the U.S. Small Business Association to launch ScaleUp Nashville

The Nashville Health Care Council leads a health care study mission to Cuba

10/15

Newly elected Nashville Mayor Megan Barry joins fellow P2020 co-chair Jim Schmitz in hosting a P2020 CEO Dinner

The Chamber's policy team publishes the 2015 *Nashville Region's Vital Signs* report

11/15

The Chamber and the Nashville Entrepreneur Center partner on the annual Next Awards

The Chamber's education team helps organize the seventh annual "My Future, My Way" Career Exploration Fair

12/15

The 2015 Education Report Card for Metro Schools is released

01/16

Chamber CEO Ralph Schulz testifies before a Pentagon committee studying budget cuts at Ft. Campbell

The first cohort of small business owners enrolls in ScaleUp Nashville

Gov. Bill Haslam speaks to Chamber members at the annual Governor's Address

02/16

Partnership 2020 hosts the annual meeting of the Site Selectors Guild in Nashville

Russian Federation Ambassador to the U.S. Sergei Kislyak is hosted by the Chamber

03/16

The Chamber hosts the Lord Mayor of Belfast on a visit to Nashville

04/16

Leadership Study Mission celebrates its 25th anniversary with a visit to Minneapolis-St. Paul

The Middle Tennessee Reconnect Network launches

The Chamber launches the LiveIt Nashville initiative to promote Middle Tennessee's quality of life

05/16

The Chamber named a top U.S. economic development agency by *Site Selection* magazine

Nashville hosts the Southeast U.S.-Canada Association trade summit

The Chamber hosts the annual Academies of Nashville Awards

06/16

P2020 launches a new five-year economic development strategy

Moving Forward issues its inaugural annual report on the state of transit in Middle Tennessee

# 2016-2017 board members

## Leadership

- Chair: Milton Johnson**  
Chairman and CEO, HCA
- Vice Chair: Scott Carey**  
Nashville managing shareholder, Baker Donelson
- Immediate Past Chair: Kent Adams**  
President and CEO, Caterpillar Financial Services Corporation
- Secretary: Beth Chase**  
CEO, c3 /consulting
- President: Ralph Schulz**  
President and CEO, Nashville Area Chamber of Commerce
- General Counsel: Kolin Holladay**  
Partner, Adams and Reese
- Board Governance Committee Chair: Robert B. Higgins Jr.**  
President and CEO, Barge, Waggoner, Sumner and Cannon
- Finance and Audit Committee Chair: Claire W. Tucker**  
President and CEO, CapStar Bank

## Board members

- Tom Aaron**  
Managing partner, Deloitte
- William F. Carpenter III**  
Chairman and CEO, LifePoint Hospitals
- Robert J. Dennis**  
Chairman, president and CEO, Genesco, Inc.
- Margaret Dolan**  
President, Knowledge Division - Local Shares
- Jorge Dominicus**  
CEO, Correct Care Solutions
- Beth Fortune**  
Vice chancellor for public affairs, Vanderbilt University
- Darrell Freeman**  
Founder and executive chairman, Zycron
- Gary Garfield**  
CEO and president, Bridgestone Americas, Inc.; vice president and senior officer, Bridgestone Corporation
- Joey Hatch**  
Co-COO, Skanska USA
- Sean Henry**  
President and CEO, Nashville Predators
- Kate Herman**  
President and publisher, Nashville Business Journal
- Damon Hininger**  
President and CEO, Corrections Corporation of America
- Laura L. Hollingsworth**  
President and publisher, *The Tennessean*/tnMedia; 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
- Orrin H. Ingram**  
President and CEO, Ingram Industries Inc.; chairman and CEO, Ingram Marine Group
- Decosta Jenkins**  
President and CEO, Nashville Electric Service
- Stephen Kulinski**  
Managing director, CBRE
- 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
- 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 Functional Foods Group
- Karen Springer**  
Tennessee Ministry market executive and president/CEO, St Thomas Health
- Curt Stevens**  
CEO, Louisiana-Pacific Corporation
- Sherry Stewart-Deutschmann**  
CEO and founder, LetterLogic, Inc.
- Peter J. Weien**  
Vice president and general manager, Gaylord Opryland Resort and Convention Center
- W. Carl Whitmer**  
President and CEO, IASIS Healthcare
- Carol Yochem**  
President, Middle Tennessee region, First Tennessee

*A special thank you to our departing board members:*

David C. Kloeppel, chairman, EventaGlobal  
Susan Lanigan, community volunteer  
Nelson Remus, president and CEO, Remar, Inc.  
Wayne Smith, chairman and CEO, Community Health Systems

# top chamber investors

## Regional Altruist

Fifth Third Bank  
Gaylord Opryland Resort &  
Convention Center  
Google Fiber  
Nashville Electric Service  
Regions Bank  
Ryman Hospitality Properties  
U.S. Bank N.A.

## Prosperity Champion

Bank of America  
Bridgestone Americas, Inc.  
Butler Snow, LLP  
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  
Nissan North America, Inc.  
SunTrust Bank  
TATA Consultancy Services  
tnMedia

## Community Builder

AT&T  
Austin Peay State University  
Automated Health Systems  
Bass, Berry & Sims PLC  
Bechtel Infrastructure & Power  
Corporation  
BKD, LLP  
Caterpillar Inc., Financial  
Products Division  
Comdata Corporation  
FedEx Ground  
First Advantage Bank  
First Tennessee Bank  
Nashville Convention & Visitors Corp.  
Omni Nashville Hotel  
Performance Food Group Co.  
Pinnacle Financial Partners  
Saint Thomas Health  
Southwest Airlines  
Southwestern/Great American, Inc.  
Summit Constructors, Inc.  
TVV Capital  
UBS Financial Services, Inc.  
Vanderbilt University  
Waller  
Wells Fargo Commercial Banking

## Leadership Circle

American Blue Ribbon Holdings  
Asurion  
Barton Malow Company  
Belmont University  
Berry Plastics, Inc.  
Bradley Arant Boult Cummings LLP  
Branch Banking and Trust Co. (BB&T)  
Carlex Glass America, LLC  
Cigna HealthSpring  
City Enterprises  
Comcast  
Cracker Barrel Old Country Store, Inc.  
Cushman & Wakefield  
Deloitte, LLP  
F&M Bank  
Frost Brown Todd, LLC  
Genesco, Inc.  
Gresham, Smith & Partners  
HireRight  
Humana  
Jeff Ruby’s Steakhouse  
Kinder Morgan  
Kroger  
Lend Lease (US) Public Partnerships, LLC  
Lipscomb University  
Mars Petcare  
Middle Tennessee State University  
Pepsi Bottling Co.  
Permobil  
Piedmont Natural Gas  
PNC Bank  
Purity Dairies, LLC / A Dean  
Foods Company  
PwC

Randstad USA  
Renaissance Nashville Hotel  
Sam’s Club - Regional Office  
Tennessee Valley Authority  
Tractor Supply Co.  
U.S. Smokeless Tobacco Co.  
(an Altria Company)  
Willis of Tennessee, Inc.



Market Mover

4Patriots, LLC  
4Site Inc.  
A. Ray Hospitality  
A.O. Smith Corporation  
ABM Parking Services - Nashville  
International Airport  
Adams and Reese LLP  
Advance Financial  
AECOM Technical Services, Inc.  
Ajax Turner  
Allen Hovious Consulting  
Allstate Insurance Company  
AMEC Environment &  
Infrastructure, Inc.  
American Constructors  
AMERIGROUP Community Care  
AmSurg Corp.  
Anesthesia Medical Group, PC  
Antique Archaeology Nashville  
Applied Health Analytics  
Ardent Health Services  
Ascend Federal Credit Union  
Autow NationaLease Truck  
and Leasing  
Avison Young  
Baker Donelson  
Bank of Tennessee  
Barge Waggoner Sumner &  
Cannon, Inc.  
Batch Nashville  
BDO USA, LLP  
Bell & Associates Construction, LP  
Belle

Benchmark Commercial Realty  
Bernard Health, LLC  
BlueCross BlueShield of  
Tennessee, Inc.  
Boy Scouts of America  
Brentwood Academy  
Brookside Properties, Inc.  
Bryan, Pendleton, Swats &  
McAllister, LLC  
Burr & Forman, LLP  
C.B. Ragland Company  
c3/consulting  
Calvert Street Group  
Camelot  
Capella Healthcare  
CARS Recon, Inc.  
Cavalry Logistics  
CCA  
Center for Medical Interoperability  
Centerstone  
CGS Administrators, LLC  
Change Healthcare  
Churchill Mortgage  
City Winery  
Civic Bank & Trust  
Clarcor  
Clear Channel Airports  
Clipay Plastic Products Company  
Inc. - Extrusion Plant  
CMT  
Coca-Cola Bottling Co.  
Colliers International  
Commerce Bank

Commonwealth Commercial Partners  
TN, LLC  
Community Choice Financial DBA  
EasyMoney  
Community Health Systems  
Community Hospitality  
Council Capital  
Country Delite Farms  
Courtyard by Marriott Nashville  
Vanderbilt/West End  
Crescent Communities, LLC  
Cumberland University  
DBS & Associates Engineering  
Delek US Holdings, Inc.  
Dell  
DET Distributing Company  
Dickinson Wright, PLLC  
DoubleTree by Hilton Nashville -  
Downtown  
Dream Audio Video Systems  
DVL Seigenthaler  
Dynamic Electronics Recycling  
Edible Arrangements  
EFT Source, Inc.  
Embraer Aircraft Maintenance  
Services, Inc.  
Emma Email Marketing  
ENABLECOMP  
Enterprise Solutions  
Envision Conference Center  
Ernst & Young, LLP  
ESa  
Event Logistics, Inc.

Ezell Consulting  
F H Design  
Father Ryan High School  
FedEx Office  
Ferguson Enterprises, Inc.  
First Farmers & Merchants Bank  
FirstBank  
Fletcher - Rowley  
Fontanel Entertainment Events  
Lodging Dining  
FoxFuel Creative  
Franklin Marriott Cool Springs  
Franklin Synergy Bank  
Freeland Chevrolet Superstore  
Frothy Monkey  
General Building Maintenance, Inc.  
Gibson Brands  
Goodall Homes and Communities  
Goodwill Industries of Middle TN, Inc.  
Goodwyn, Mills and Cawood  
Gould Turner Group  
Gray Line of Tennessee  
Griffin Technology  
Groups360  
Harpeth Capital, LLC  
Hastings Architecture Associates, LLC  
Hawkins Partners  
HealthStream, Inc.  
Hecate Energy  
Hemphill Brothers Coach Company  
Heritage Bank  
Hilton Nashville Downtown

Holiday Inn Express & Suites  
Nashville Southeast - Antioch  
Hotel Preston  
Hunt Brothers Pizza  
Hutton Hotel  
I.C. Thomasson Associates, Inc.  
IASIS Healthcare Corporation  
Infinity Hospitality Group  
InfoWorks, Inc.  
InsideTrack  
J. Alexander's Corporation  
Jack Daniel Distillery  
Jackson Thornton  
Jani King of Nashville  
Jewish Federation & Jewish  
Foundation of Nashville and  
Middle Tennessee  
Jody Lentz  
Jones Therapy Services  
Jump Goat Media  
KFC Kentucky Fried Chicken -  
AJS Associates  
Kimley-Horn and Associates, Inc.  
Klein Bussell  
KPMG, LLP  
KraftCPAs PLLC  
LaQuinta Inn and Suites  
Goodlettsville - Nashville  
Las Palmas Mexican Restaurants  
LBMC & Affiliates  
Lee Company  
LetterLogic, Inc.

Lewisburg Printing Company  
Lexus of Cool Springs  
LifePoint Health  
Lincoln College of Technology  
Lithographics, Inc.  
LKQ Corp.  
Lodestone Advisory Group  
Loews Vanderbilt Hotel  
LP Corporation  
M&W Logistics Group, Inc.  
Maggiano's Little Italy  
magpies  
Markraft Cabinets, Inc.  
Marsh USA, Inc.  
Meharry Medical College  
Messer Construction Company  
Metropolitan Nashville Airport  
Authority  
Millennium Maxwell House Hotel  
MissionPoint Health Partners  
MP&F Public Relations  
Mrs. Grissom's Salads, Inc.  
NashVegas VIP  
Nashville Airport Marriott Hotel  
Nashville Cash & Carry  
Nashville Downtown Hostel  
Nashville Marriott at Vanderbilt  
University  
Nashville State Community  
College  
Neely Coble Company  
Nelson Mullins Riley &  
Scarborough, LLP

NewsChannel 5 Network-WTVF  
North Highland Consulting  
Northwestern Mutual  
NSG  
OakPoint Real Estate  
OHL  
oneCrTY  
Open Arms Care Corporation  
Oracle Hospitality  
Parsons Brinckerhoff  
Peak 10  
Pillars Development  
Pillsbury Winthrop Shaw Pittman LLP  
Premier Parking of Tennessee, LLC  
Project Renaissance  
PSC Metals, Inc.  
Publishing Resources Group, Inc.  
Qualifacts Systems, Inc.  
Quality Industries  
Quorum Health Resources  
R.H. Boyd Publishing Corporation  
Ragan-Smith Associates, Inc.  
Rainforest Cafe  
RegionalCare Hospital Partners  
Remar, Inc.  
Republic Services  
Richland Country Club  
RickBatson.com  
Rio Grande Fence Co. of Nashville  
RJ Young  
Rogers Group, Inc.  
Ryan, LLC  
Sarah Cannon Research Institute  
Schneider Electric

Second Harvest Food Bank of  
Middle Tennessee  
ServiceSource  
SERVPRO of South Nashville  
Simmons Bank  
Sitel  
Skanska USA Building, Inc.  
SMS Holdings Corporation  
Soles4Souls  
SpecialtyCare  
Sport Ortho Urgent Care  
Sprintz Furniture Showroom  
SSR  
Staffmark  
Stansell Electric Company, Inc.  
Stanton Chase  
STG Design  
Stites & Harbison, PLLC  
Strategic Hospitality  
Strategic Staffing Solutions  
Sunrise Contracting, Inc.  
Sysco Nashville  
T.W. Frierson Contractor, Inc.  
Techno-Aide, Inc.  
Tennesseans for Student Success  
Tennessee Air National  
Guard - Berry Field  
Tennessee Department of  
Human Resources  
Tennessee State University  
Tessler Construction Company, Inc.  
The Bank of Nashville  
The Big Bang Dueling Piano Bar  
The Britt Hunt Company  
The Buckingham Companies

The Buntin Group  
The Center for Executive  
Education at Belmont University  
The Comfort Group  
The Hermitage Hotel  
The Human Capital Group, Inc.  
The Mathews Company  
The Monroe Carell Jr. Children's  
Hospital at Vanderbilt  
The Results Companies  
The Standard at the Smith  
House Restaurant & Club  
The Wealdstone Group, LLC  
The Westin Nashville  
Thomas Nelson- HarperCollins  
Christian Publishing  
Thompson Machinery  
Commerce Corporation  
Tomkats Hospitality  
Toyota of Cool Springs  
Tracy Guarino  
Trauger & Tuke  
Trevecca Nazarene University  
Tri Star Energy, LLC  
TRICOR  
Triumph Aerostructures - Vought  
Integrated Programs Division  
Turner Construction Company  
Two Rivers Ford  
Tyco Integrated Security  
U.S. Pest Protection, Inc.  
Union Station Hotel  
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  
Vector Management  
Verizon Wireless  
VF Imagewear  
Village Real Estate Services  
Waste Management Inc. of TN  
Western Governors University  
WEX | Fleet One  
Wirtgen America, Inc.  
WKRN-TV, Channel 2 / ABC  
Wright Medical  
WSMV Channel 4  
Wyatt, Tarrant & Combs, LLP  
YMCA of Middle Tennessee  
Zayo Group  
Zig Ziglar International  
Zycron, Inc.



# partnership 2020

Partnership 2020 Co-Chair and Nashville Mayor Megan Barry addresses P2020 investors during a celebration of the five-year economic development strategy's successful launch.

The Nashville Area Chamber of Commerce's Partnership 2020 is the Nashville region's public-private economic development initiative, dedicated to the long-term vision for Middle Tennessee's economic prosperity. The Partnership was formed in 1990 to maintain and grow the Nashville region's economy by creating jobs through working with relocating and expanding businesses, attracting a talented and creative workforce, and developing and promoting quality of place and livability. P2020 is supported by more than 275 business and community investors and measures key indicators over each five-year program cycle to ensure success, including job growth, income growth, population growth and public education gains.

## Partnership 2020 strategic drivers

The five-year P2020 plan that was completed in June 2016 focused on four strategic drivers for the region's economy:

### Economic diversity

Providing a diverse range of employment opportunities, with a focus on job creation in five target industry sectors while elevating incomes in the region;

### Talent development

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

### Place and livability

Focusing on the region's overall quality of place to ensure Nashville's long-term prosperity as a preferred destination for corporate investment and talent; and

### Regionalism

Collaborating with business leaders in the 10-county Nashville region to develop a unified approach to key issues that impact the region's economic future.



Past Partnership Chairmen

1990-1992

*Thomas J. Sherrard*  
Sherrard & Roe, PLLC

1992-1993

*Richard W. Carden*  
Arthur Andersen

1993-1994

*Dennis Bottorff*  
Council Capital  
Management

1994-1995

*Owen G. (Bob) Shell, Jr.*  
Bank of America

1995-1996

*Clayton McWhorter*  
Clayton Associates, Inc.

1996-1997

*Craven Crowell*  
Tennessee Valley  
Authority

1997-1998

*Robert A. McCabe, Jr.*  
Pinnacle Financial  
Partners

1998-1999

*Doyle Rippee*  
Morgan, Keegan & Co.

1999-2000

*Terry London*  
Gaylord  
Entertainment  
Company

2000-2001

*Marty Dickens*  
AT&T

2001-2004

*Beth Mooney*  
AmSouth Bank

2004-2005

*Tom Beeman*  
Saint Thomas  
Health Services

2005-2008

*Jack O. Bovender, Jr.*  
Hospital Corporation  
of America

2008-2010

*C. Keith Herron*  
Regions Bank

2010-2013

*Jim Wright*  
Tractor Supply Co.

2013-2015

*Milton Johnson*  
Hospital Corporation  
of America



Nashville has always been a city focused on what lies ahead – a community of trailblazers, visionaries, and risk-takers with the collective spirit to create a vibrant, prosperous place. This year was no different.



Because of the leadership of Partnership 2020 investors, the Nashville region has achieved remarkable success and is considered among the most dynamic, competitive and admired metropolitan areas in the United States. In the last 26 years, Partnership 2020 has supported the creation of more than 425,000 new jobs in the Nashville region. In the last year alone, 137 companies have announced relocations and expansions in Middle Tennessee, adding 12,137 new jobs and investing \$2.8 billion in our economy. Also, for the fourth time, the Nashville

Area Chamber was named one of the top economic development groups in the nation by *Site Selection* magazine.

This upcoming year is an exciting one, not only for Partnership 2020, but also for the entire Nashville region, as we launched the new five-year regional P2020 economic development strategy on July 1. We know there are challenges ahead, and the competition for jobs and talent is fierce. Now is the time for Partnership to focus on bold and intentional strategies around job creation, securing the best and brightest talent, and finding a solution to our transit needs.

Our future success depends on the energy and support of our Partnership investors. Your commitment to the prosperity of this region is what make Nashville great. Thank you for your leadership.

Megan Barry  
Mayor, Metropolitan Government  
of Nashville and Davidson County  
Partnership 2020 Co-Chair

Jim Schmitz  
Middle Tennessee Area President  
Regions Bank  
Partnership 2020 Co-Chair

Partnership 2020 Progress Report				
	2015-2016 one-year goal	2015-2016 one-year actual	2012-2016 Five-year goal	Percent of five-year goal achieved <i>(after four years)</i>
Employment growth averaging 1.5% per year in the region	10,000	54,900	50,000	389.1%
Population growth averaging 1.5% per year in the region	26,814	36,435	119,796	128.9%
Per capita income increase by 1.6% average per year in the region	\$677	\$992	\$3,305	207.1%
GDP increase of 2.3% on average per year in the region	\$1,973,308,000	\$4,481,000,000	\$9,892,000,000	267.4%
Recruit new employers to Middle Tennessee:				
Total announced relocations	30	43	150	131%
Percentage of relocations in five target industry sectors	75%	95%	n/a	
Support the retention & expansion of existing businesses:				
Total announced expansion projects	50	94	250	196%
Percentage of expansions in five target industry sectors	75%	95%	n/a	

Job & Investment Scorecard		Relocations	Expansions	Total
Number of announced projects		43	94	137
Number of announced jobs		5,081	7,056	12,137
New capital investment announced		\$970,277,489	\$1,752,268,059	\$2,722,545,548
New square footage of space to be occupied		3,029,450	4,973,632	8,003,082
Jobs retained by existing companies		n/a	5,340	5,340
Percent of jobs created through foreign direct investment		n/a	n/a	10.4%

# New Partnership 2020 Strategy Launch

On July 1, leaders of the Nashville Area Chamber of Commerce’s Partnership 2020 economic development initiative officially launched the new P2020 five-year strategic plan for increasing prosperity in the Nashville region. Co-chaired by Nashville Mayor Megan Barry and Jim Schmitz, Middle Tennessee area president of Regions Bank, Partnership’s new strategy will broaden its focus on the three strategic drivers identified below that build not only on Middle Tennessee’s achievements, but also identify areas of need to ensure future economic strength.

The 26-year results of this Partnership are astounding and resulted in:

- *more than 425,000 new jobs created by expansion and relocation of companies to the region*
- *a per capita income growth of nearly 150 percent - approximately \$48,000*
- *population growth by more than 185 percent - more than 1.8 million people*

The new Partnership plan is tied to a series of quantifiable goals, which include new metrics related to traffic congestion and educational attainment, in addition to the traditional measurements of job growth, wage growth, and increases in population and gross metropolitan product.



Clockwise from top left:

Partnership 2020 investors listen to remarks from P2020 Co-chairs Mayor Megan Barry and Regions executive Jim Schmitz during the roll-out of the initiative’s five-year economic development strategy.

Partnership 2020 Co-Chair and Middle Tennessee Area President for Regions Bank Jim Schmitz addresses investors at a celebration of the launch of the five-year P2020 strategy.

L-R: Rick Frazier of Alex Palmer Co., Mitzi Loveless of BDO and Mike Musick of BDO talk with P2020 Co-Chair Mayor Megan Barry.





# partnership 2020 investors

## Partnership 2020 Platinum Investors

Bank of America  
Community Health Systems  
First Tennessee Foundation  
HCA  
Ingram Industries, Inc.  
Metropolitan Government of Nashville  
and Davidson County  
Nashville Electric Service  
Pinnacle Financial Partners  
Regions Bank  
Saint Thomas Health  
Tennessee Valley Authority  
The Memorial Foundation, Inc.  
Vanderbilt University

## Partnership 2020 Gold Investors

Adams and Reese, LLP  
AmSurg Corporation  
Asurion  
Baker Donelson  
Barge, Waggoner, Sumner & Cannon, Inc.  
Bass, Berry & Sims, PLC  
BKD, LLP  
BNY Mellon  
Bradley Arant Boult Cummings LLP  
Bridgestone Americas, Inc.  
Butler, Snow, O’Mara, Stevens  
& Cannada, PLLC  
Caterpillar Financial Services  
Corporation  
CBRE  
CCA  
Change Healthcare  
CLARCOR  
Country Music Association, Inc.  
Cushman & Wakefield  
DeKalb Office  
Delek US Holdings, Inc.  
Deloitte, LLP  
Delta Dental of Tennessee  
Ernst & Young, LLP  
Esa  
Fifth Third Bank  
FirstBank  
Gaylord Opryland Resort &  
Convention Center  
Genesco, Inc.  
Grand Avenue Worldwide  
Gresham Smith & Partners  
Jackson National Life  
Insurance Company  
JPMorgan Chase & Co.  
KPMG, LLP  
Lawrence Group

LBMC & Affiliates  
LifePoint Health, Inc.  
Louisiana-Pacific Corporation  
MarketStreet Enterprises, LLC  
Mars Petcare U.S.  
Metropolitan Nashville Airport  
Authority  
Nashville Predators  
Piedmont Natural Gas  
PNC Bank  
PwC  
RE/MAX Elite  
Ryman Hospitality Properties  
SpecialtyCare  
SunTrust Bank  
The Bank of Nashville  
TN Media  
U.S. Smokeless Tobacco Company, LLC  
UBS  
Waller  
Wells Fargo

## Partnership 2020 Silver Investors

AT&T  
Avison Young  
Bell and Associates Construction, LP  
Belmont University  
CGS Administrators, LLC  
Comcast Cable Communications, Inc.  
Crain Construction  
Dell, Inc.  
DET Distributing Co.  
Dollar General Corporation  
Highwoods Properties  
IASIS Healthcare, LLC  
Lipscomb University  
Ogletree, Deakins, Nash, Smoak  
& Stewart  
Quorum Health Resources, LLC  
Renasant Bank  
Rogers Group, Inc.  
Turner Construction Company

## Partnership 2020 Bronze Investors

365 Data Centers  
511 Union Nashville, LLC  
Ajax Turner Company  
Alex S. Palmer & Company  
Alfred Williams & Co.  
American Constructors, Inc.  
APEX & Robert E. Lee Moving  
and Storage  
Armstrong Relocations  
Austin Peay State University  
BancorpSouth  
Bank of Tennessee  
BB&T  
BDO USA, LLP  
Berkshire Hathaway Home Services  
Woodmont Realty  
BlueCross BlueShield of Tennessee, Inc.  
BOHAN Advertising  
Boyle Nashville, LLC  
Brand Imaging Group  
Brasfield & Gorrie, LLC  
Burr & Forman. LLP  
C.B. Ragland Company  
c/3 consulting, LLC  
CapStar Bank  
Carter Group, LLC  
Centric Architecture  
Chas. Hawkins Co., Inc./CORFAC  
International  
Cheatham County Joint Economic &  
Community Development Board  
Cheekwood Botanical Garden  
and Museum of Art  
Choice Food Group  
City of Gallatin Economic  
Development Agency  
City of Goodlettsville  
Civil Site Design Group, PLLC

Clarksville-Montgomery County  
Economic Development Council  
CMT  
Colliers International  
Concept Technology, Inc.  
Cresa Nashville  
Cummins Station/DZL Management Co.  
Dickson County Chamber of Commerce  
Diversified Trust Company  
DVL Seigenthaler  
DWC Construction Company, Inc.  
Dynamic Edge, Inc.  
Eakin Partners, LLC  
Elmington Capital Group  
eMids Technologies Inc.  
Enterprise Holdings  
Facility Planners, Inc.  
Fischer Property Group, Keller  
Williams Realty  
Forward Sumner Economic Partnership  
Franklin Road Academy  
Fridrich & Clark Realty, LLC  
Frost Brown Todd, LLC  
Gallagher Benefit Services, Inc. I Arthur  
J. Gallagher Risk Management  
Services  
GHP, Inc.  
Goodwyn | Mills | Cawood  
Gould Turner Group  
Greater Nashville Assoc. of Realtors, Inc.  
Green & Little, LP  
Gullett Sanford Robinson & Martin, PLLC  
Hall Strategies, LLC  
Harpeth Capital, LLC  
Hastings Architecture Associates, LLC  
HDR | ICA  
Hilton Nashville Downtown  
Hoar Construction

Holladay Properties  
HST Interior Elements  
Hutton Hotel  
In Plan Sight  
IRIS Networks, LLC  
Jack B. Turner and Associates  
Jackson Thornton  
JLL  
Joint Economic & Community  
Development Board of Wilson County  
Journal Communications, Inc.  
KraftCPAs PLLC  
Kroger  
Lee Company  
LifeWay Christian Resources  
LoJac Companies  
Lovell Communications, Inc.  
Maury County Chamber &  
Economic Alliance  
McNeely Pigott & Fox Public  
Relations, LLC  
MEDHOST  
Messer Construction  
Middle Tennessee State University,  
Jones College of Business  
Mitsui & Co. (U.S.A.), Inc.  
Moody Nolan  
Nashville Business Journal  
Nashville State Community College  
Nelson Mullins Riley & Scarborough LLP  
North Highland  
Now Leasing, LLC  
OakPoint Real Estate  
OHL  
Omni Hotel  
Onora Group  
Paradigm Group  
Paramore | the digital agency

Peak 10, Inc.  
Quanta Manufacturing Nashville  
R.C. Mathews Contractor | The  
Mathews Company  
R.G. Anderson Construction  
Randstad USA  
Renaissance Nashville Hotel  
Robertson County Chamber of  
Commerce  
Rutherford County Chamber of  
Commerce  
Ryan Search & Consulting  
Ryan, LLC  
S&ME | Littlejohn Engineering  
Associates, Inc.  
Schneider Electric  
Second Harvest Food Bank of  
Middle Tennessee  
ServiceSource  
Sharpe Enterprises  
Sherrard & Roe, PLC  
Skanska USA Building, Inc.  
SmartSpace, LLC  
Smith Seckman Reid, Inc.  
Soles4Souls  
Southeast Venture, LLC  
Southwest Airlines  
Spectrum Properties | Emery, Inc.  
SSOE Group  
Standard Functional Foods Group  
Stanton Chase  
STG Design  
Stites & Harbison, PLLC  
Synergy Business Environments  
T. W. Frierson Contractor, Inc.  
TenantBase  
Tennessee State University  
Terracon

The Ashton Real Estate Group of  
RE/MAX Elite  
The Buntin Group  
The Frist Foundation  
The Human Capital Group, Inc.  
The Lipman Group | Sotheby's  
International Realty  
The Wilson Group Real  
Estate Services  
TMPartners, PLLC  
Truxton Trust  
TTL, Inc.  
Tuck Hinton Architects  
TVV Capital  
Uber  
United Way of Metropolitan  
Nashville  
Vaco, LLC  
Virsys12  
Western Express  
Wieck Construction, LLC  
Williamson, Inc  
Willis  
Wolverton & Associates  
Wood Personnel Services, Inc.  
Yates Construction  
YMCA of Middle Tennessee  
Zeitlin & Co., Realtors  
Zycron, Inc.

# a bold vision for growth

With more than 2,200 member companies, the Chamber is Middle Tennessee's largest and most influential business federation.



## Membership

The Chamber welcomed 428 new members in 2015-2016, an effort that was capped off near the close of the fiscal year with the “We Built This City” campaign, a member-driven initiative that garnered 40 new members. In total, Chamber members come from more than 100 different industry categories, ranging from individual business owners to Fortune 500 companies.

## Marketing

In 2015-2016, the Chamber gained accolades for its efforts to extend the organization's brand to the broadest possible audience. The 2014-2015 Annual Report received a Communication Award of Excellence from the Association of Chamber of Commerce Executives, and the Chamber's social media outreach hit an important milestone when our number of Twitter followers eclipsed the 30,000 mark. The Nashville Area Chamber ranks among the top 10 U.S. chambers of commerce in social media engagement.



Clockwise from left:

L-R: Staffers Virginia Early, Marie Suchy and Amanda Oberhaus cut the ribbon to announce the grand opening of Posh Bridal in Nashville.

Chamber Chief Growth Officer Stephanie Coleman is interviewed for a podcast hosted by the Nashville Entrepreneur Center.

The Provider Trust, Inc. team at the fifth annual Next Awards, held in partnership with the Nashville Entrepreneur Center.





## Area Advisory Councils

### Chamber North

Chamber North hosted business and community leaders at quarterly meetings highlighting various venues in North Nashville, including Second Harvest, the Nashville Farmers’ Market and Meharry Medical School’s Cal Turner Center. The group discussed transit, education and economic development.

### Chamber South

Chamber South continues to gain steam in its focus on economic development in South Nashville. Recently announced relocations and expansions in this region include Cavalry Logistics, Turner Construction and Clopay.

### Chamber East

Chamber East works to engage the business community in the branding of East Nashville business districts. More 60 business and community leaders attended each monthly coffee to take part in the conversation about this wayfinding and place-making initiative. The project features Chamber East’s trademarked East Nashville logo on t-shirts, bumper stickers and murals.

### Chamber West

West Nashville community and business leaders met monthly to learn about opportunities to engage with elected officials, public education and small business advocacy in Green Hills and Belle Meade.

### Chamber Midtown

Chamber Midtown gave area business leaders an opportunity to engage in conversation about how the Chamber’s economic development team sells the Nashville region, health and wellness initiatives in the midtown area, as well as the importance of a creative economy with Metro Arts.



# metrics & attendance



31,345 Twitter followers



4,793 Facebook likes



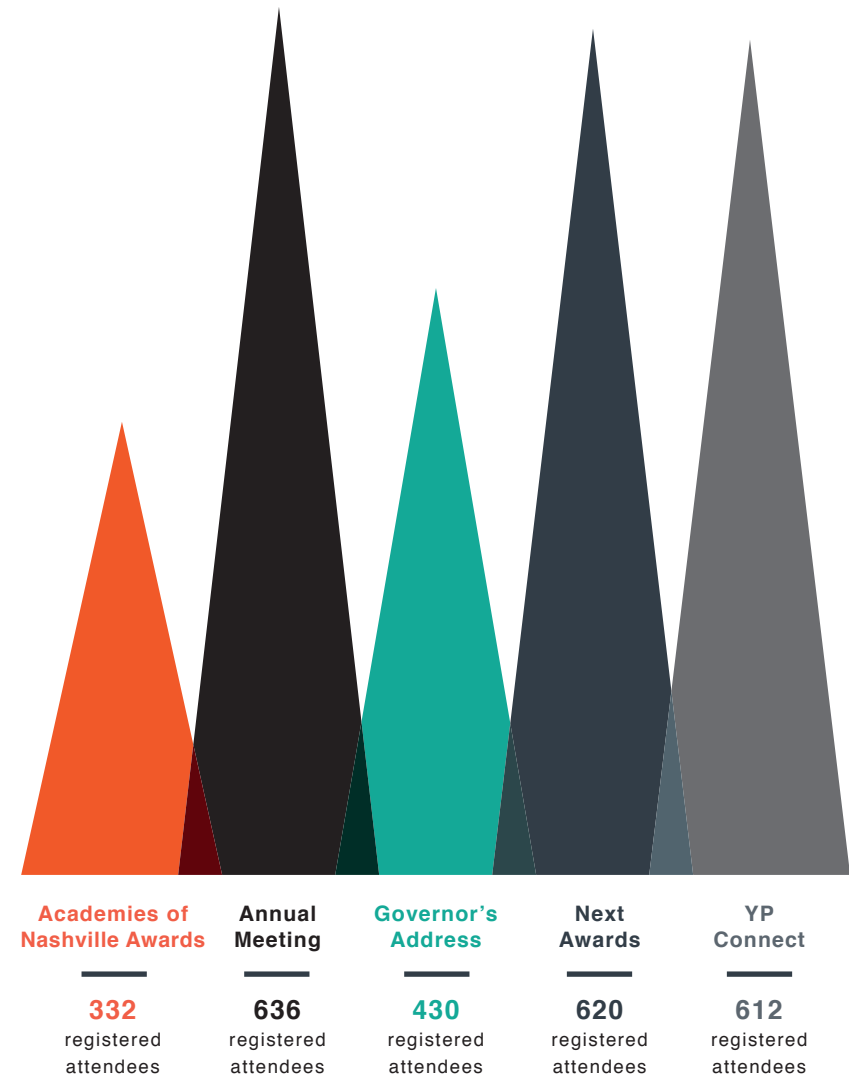
833,741 Chamber webpage views



11,884,791 earned media impressions



\$985,328 earned media equivalent value





# small business resources

The Nashville Area Chamber of Commerce's large corporations tend to carry the most recognizable names, and the sponsorship of large firms enables the Chamber's initiatives to have broad-based impact, but the overwhelming majority of Chamber members are small companies with 50 or fewer employees.

In 2014, the Chamber created Business Studio to address the unique challenges and needs of small businesses. With monthly seminars on topics such as small business financing, marketing, market segmentation, growth strategies and many others, Business Studio has become a vibrant community of entrepreneurs intent on deepening their knowledge of navigating the sometimes turbulent waters of small business.

National publications are taking notice. In August 2015, *Inc.* magazine ranked Nashville the sixth best city in the country to start

a business. Additionally, the Kauffman Foundation praised Nashville's welcoming environment for women and millennial entrepreneurs and ranked Nashville No. 5 nationally, ahead of San Francisco and Boston, for startup growth.

That may help explain why the U.S. Small Business Administration awarded the Nashville Area Chamber a grant to administer ScaleUp Nashville, a program providing small businesses from Middle Tennessee a 12-week course of study aimed at overcoming the barriers to business growth.

Meanwhile, small companies demonstrating exemplary growth strategies are recognized by the Chamber's annual Next Awards, in collaboration with the Nashville Entrepreneur Center. The event spotlights locally headquartered companies and individuals whose drive and entrepreneurial spirit significantly impact the Middle Tennessee business environment.



Clockwise from top left:

Nashville entrepreneur Alba Gonzalez-Nylander (right), managing director of AJ Media, enjoys a networking event for ScaleUp Nashville, a 12-week business accelerator offered by the Chamber and the U.S. Small Business Administration.

Art Arcinas (center) and Taylor Pyburn (right) of Atlas Motorworks participate in a networking session for ScaleUp Nashville.

Entrepreneurs and small business owners from across the region attend Bizarro, the annual festival celebrating small business held as part of the Chamber's Business Studio initiative.







# a bold vision for community engagement

## Moving Forward

Moving Forward ensures the creation of a regional transportation solution through a cohesive community effort. Its work is grounded in the values of regionalism, accountability, urgency and collaboration. Launched in August 2015, Moving Forward engaged more than 100 business and community volunteers, forming a coordinating committee and three task forces. The Routes, Network and Modes Task Force is charged with envisioning the transportation system our region needs. The Public Engagement Task Force focuses on educating the public about forward-thinking transit solutions. The Revenue & Finance Task Force investigates funding sources for transit. In addition, a Moving Forward Advisory Forum was formed in early 2016 to accommodate additional volunteers wanting to provide input and become involved.

Moving Forward released its first report on June 22, 2016. It contained 10 key recommendations designed to move the Middle Tennessee region toward bold implementation of a regional transit system. Over the course of its first year, Moving Forward hosted nine public events as part of a yearlong speaker series on various aspects of the transit conversation. Topics ranged from economic development to equity concerns to the disruptive forces brought by technological innovation.

2016 Leadership Study Mission delegates experienced firsthand the ease of traveling by commuter rail during their visit to St. Paul-Minneapolis, Minn.



## State Legislative Session

In 2016, the Nashville Chamber’s state legislative agenda focused on expanding Middle Tennessee’s potential mass transit options and strengthening Tennessee’s voluntary pre-K program. Faced with continued population growth and traffic congestion in the region, the General Assembly passed two bills providing new tools to support mass transit. First, TDOT is now authorized to explore and implement a program where mass transit buses may use the shoulders of state highways and interstates to bypass congested areas. Also, local governments and the state are now authorized to enter into public-private partnerships (P3) with private entities for the design, financing, building, managing and operation of mass transit facilities. In education, legislation became law to strengthen quality pre-K programs statewide by requiring focused professional development, collaboration between pre-K and elementary school teachers and the sharing of early childhood education best practices.

## Metro Issues

Economic development tax credits and incentives are valuable investments critical to maintaining a competitive business environment in Tennessee and Davidson County. The Council approved incentives and public infrastructure investments for the relocation of Lifeway Christian Resources’ headquarters to the North Gulch on March 15.

For more than 25 years, Nashville Metro Government has invested in Partnership 2020—the Chamber’s public-private economic development initiative.

The contract with the city includes job-creation and expansion efforts in Davidson County, proactive marketing to relocation prospects and site consultants across the region, as well as small business development programming for Davidson County. On June 21, the Metro Council voted to adopt Metro’s operating budget, which included the P2020 contract.

The Chamber’s members and board understand the importance of housing affordability to attract and retain the workforce needed for our diverse and growing economy. Accordingly, we have participated in the debate surrounding the inclusionary housing bills, maintaining our position that the solution to ensuring housing affordability is to encourage additional housing supply through the use of incentives and the reduction of barriers to creating new housing.

The Chamber continues to be concerned about the impact of the city’s unfunded liabilities related to Metro’s retiree health benefits system. In 2015, a Study and Formulating Committee appointed by Mayor Karl Dean concluded that Metro’s retiree health care obligations are not pre-funded and have a projected liability of \$2.6 billion. The committee recommended that Metro continue to provide the retiree medical subsidy for current employees, but that Metro discontinue the retiree medical subsidy upon eligibility for Medicare at age 65 for future Metro employees, except those covered by the police and fire pension plan. The Benefit Board disapproved the recommendation, leaving this growing liability unaddressed. The unfunded liability inherent in the current post-retirement medical benefits package will continue to grow. The Chamber will continue to work for a resolution to this threat to Metro’s financial security.



Top to bottom:

The Chamber annually hosts the Academies of Nashville Awards to celebrate the outstanding educators in Metro’s public high schools.

Gov. Bill Haslam signs bipartisan legislation supported by the Chamber allowing private companies to contract with state and local governments to build and administer mass transit projects.

2016 Leadership Study Mission delegates await the arrival of Minneapolis’ Northstar Line en route to St. Paul.





## Leadership Study Mission 2016

The 25th annual Leadership Study Mission to Minneapolis-St. Paul enabled 138 delegates to learn about regional government, youth employment initiatives, a comprehensive approach to transit and creative solutions to eliminating intergenerational poverty. Delegates participated in 30 panels and programs and heard from 74 of the Twin Cities community leaders and elected officials. This important annual intercity visit concluded with its Middle Tennessee delegates committing to:

- *Engage with regional issues through the Vital Signs process*
- *Join Moving Forward*
- *Ride public transportation more frequently*
- *Support the youth of their community through employment opportunities*
- *Raise awareness about the value of regional public transportation in their communities*

## Education

Improving public education is the top priority for the Nashville Chamber, as we facilitate the involvement of business leadership on behalf of our city’s schools. The Education Committee provided nearly 80 Chamber members the opportunity to engage in quarterly discussions of pressing education issues. More than 200 Middle Tennesseans attended three Chamber-led VIP tours of Metro Nashville Public School middle schools.

The Chamber continued its second year of support for student industry certifications through the Academies of Nashville. There was a 42 percent increase in student participation in 2016, and 207 MNPS high school seniors passed their certification exams.

The 24th annual Education Report Card was released in December 2015, providing a comprehensive performance assessment of Metro Nashville Public Schools. Since the report’s release, specific progress has been made towards implementing three of its five recommendations:

- *MNPS should implement a dramatic intervention for all students reading below grade level in first through third grades.*
- *The State of Tennessee should strengthen the current pre-K program.*
- *MNPS should conduct an independent, comprehensive review of its human capital department.*

## Vital Signs

Since 2013, the Nashville region has been among a growing list of international cities using the Vital Signs framework to identify regional issues and solutions. Released in October 2015, the third annual *Nashville Region’s Vital Signs* report examined three critical issues that threaten the continued economic prosperity of Middle Tennessee:

- *What is required of our labor force to continue our prosperity?*
- *How does the well-being of our residents impact our quality of life and prosperity?*
- *How well are we connecting people to jobs, housing and recreation?*

The Vital Signs process includes an annual assessment of our region’s assets and challenges performed by the Chamber’s Research Center, as well as the work of an Action Team of business and community leaders who are charged with convening regional leaders and identifying solutions to challenges that arise in the annual report.



Clockwise from top right:

L-R: Sue Wallace of the Minnesota-based Creating IT Futures Foundation, Nashville Mayor Megan Barry and Renata Soto, executive director of Nashville’s Conexión Américas, during the 2016 Leadership Study Mission.

Members of the Coordinating Committee for the Chamber’s Moving Forward transit initiative meet to discuss progress, including (L-R): Co-chairs Gary Garfield and Pete Wooten, and committee member Judy Cummings.

Memphis State Sen. Reginald Tate and Shelby County Commissioner Sidney Chism attend the annual Tennessee on Tap reception, hosted by the Nashville Area Chamber, as well as chambers from Memphis, Knoxville and Chattanooga.



# a bold vision for talent development

## The Middle Tennessee Reconnect Community

In March 2016, the Nashville Area Chamber and a consortium of workforce, community and education leaders from 10 Middle Tennessee counties launched the Middle Tennessee Reconnect Community (MTRC), a regional effort to encourage the more than 200,000 area residents with some postsecondary education, but no degree or certificate, to go back to school and complete their education. The effort was made possible by a grant from the Tennessee Higher Education Commission under Gov. Bill Haslam's Drive to 55 program. Drive to 55 aims to increase the capacity of the workforce in Tennessee by raising the number of Tennesseans statewide with a postsecondary degree or credential to 55 percent.

Services provided by the MTRC include:

- *Advising on financial aid and how to pay for college;*
- *Counseling on choosing the best program and school;*
- *Providing a single point of contact for coordinating with schools;*
- *Connecting a degree to a career path; and*
- *Offering workshops on study skills, goal setting, technology and more.*

Partnering with the Graduate! Network and provided with technical assistance and funding from Lumina Foundation, MTRC saw an immediate response from working adults throughout Middle Tennessee. In a little more than three months, more than 400 adults had signed up to meet with an advisor and begin the journey to return to school. Adult students across Middle Tennessee are enrolled in college or technical school today thanks to grants approved by the Tennessee General Assembly in fall 2015.

Bill Curran, a captain with the Nashville Fire Department, completed an associate degree in fire science technology. Curran earned his degree alongside his son, also an NFD firefighter, after beginning school more than 10 years ago.



## The Middle Tennessee Regional Workforce Alliance and Skills Panels

To balance the supply and demand for talent, a public-private partnership was formed among business leaders, higher education administrators and workforce experts to collaborate on postsecondary curricula design. These volunteers form a middle Tennessee network of “skills panels” whose aim is to improve the skill sets of workers. That’s why the Chamber is working with local Workforce Development Boards, the Tennessee Board of Regents, area community colleges and colleges of applied technology in forming the Middle Tennessee Regional Workforce Alliance, an effort to bring business leaders together with higher education to align curricula with the skills needed in the workplace of the future. These skills panels use data projecting future workforce demand and the opportunity to collaborate with employers in developing a pipeline of graduates with in-demand skills.



Left: An August 2015 regional summit on workforce challenges featured the leaders of area skills panels, including (L-R) Michelle Henry of JPMorgan Chase, Don Enfinger of BNY Mellon, Sheila Stern of Ascension Health, Ken Knight of GM-Spring Hill and former Tennessee Board of Regents Chancellor John Morgan.



Right: Dr. Kevin Harris (left) of Nashville State Community College's Clarksville campus discusses the Middle Tennessee Reconnect program with Reconnect advisor and Workforce Essentials Career Coach Darrell Brown (right) at a launch event in Clarksville.



This year, the Nashville Community Partnership for Attainment grant, funded by the Lumina Foundation, provided resources for the Chamber to engage regional stakeholders in two important initiatives.

The first initiative built career pathway maps to help guide adults to career opportunities in two key growth sectors: information technology and advanced manufacturing. Career pathway maps were outlined with guidance from the Council on Adult and Experiential Learning and skills panel employers. The pathways describe the sectors’ major job families, entry and career ladder job descriptions, skills and education required to enter or advance in a career field, and wage data.



The second initiative built a sustainable model to support adults to enter or reenter college by establishing a network of community resources and employer champions. The Lumina Foundation grant facilitated the formation of the Middle Tennessee Reconnect Network. The project engaged employers, the public workforce system, higher education and community based organizations to build a strategic framework of resources for adult learners. This model became the basis for the Chamber’s grant application to the Tennessee Higher Education Commission. The Chamber received one of three Tennessee Reconnect Community grants for \$245,000 to support a grassroots adult attainment initiative serving 10 Middle Tennessee counties.



# talent development

The economic prosperity of a city is defined by the quality of their human capital, which is why the Chamber's talent development team plays a vital role in attracting and retaining talent in high-growth industries and occupations. Over the past year, the talent team has been instrumental in assisting with the workforce needs of more than 160 companies, representing more than 78,000 employees throughout the region.



Clockwise from top right:

The Livelt Nashville guidebook showcases Nashville's quality of life and regional assets with facts and photography.

YP Nashville hosted its inaugural Mayoral Forum in April 2015 featuring the seven mayoral candidates answering young professionals' questions about important community issues.

The 2015 Nashville Emerging Leader Awards celebrated 75 outstanding young professionals from across Middle Tennessee.

YP Nashville Connect is a trade show of young professional organizations across Middle Tennessee designed to introduce YPs to engagement opportunities in their community and career fields.



## Livelt Nashville

Nashville's technology industry is moving fast, and this year, we were excited to partner with the Nashville Technology Council on a brand-new initiative, We Build Tech. The new platform builds on the existing career resources platform, WorkIT Nashville, to offer expanded resources and services. Through this transition, we developed a new talent recruitment strategy, LiveIt Nashville, showcasing Nashville's quality of life with facts and photography. Employers are using this publication to showcase the tremendous assets we have throughout the region.

## YP Nashville

YP Nashville empowers young professionals to actively shape the future of the Nashville region, and advances our region's quality of life by attracting and retaining a strong representation of young professionals in our workforce.

- YP Nashville partnered with more than 50 young professional organizations in Middle Tennessee, resulting in a 98 percent retention rate;

- Hosted a Young Professionals Mayoral Forum, attracting 160 young professionals to hear mayoral candidates discuss green space, income inequality, quality of place, entrepreneurs and plans for retaining young talent within our region; and

- Celebrated the ninth annual Nashville Emerging Leader Awards, recognizing 75 young professionals for their accomplishments in their respective industries, demonstrated leadership and involvement in community-service activities.



# a bold vision for economic prosperity

The economic development team maintained an aggressive marketing calendar in 2015-2016. In February, P2020 hosted the fifth annual Site Selectors Guild Conference at the Omni Hotel. The conference provided a unique opportunity to host more than 40 of the top global site selection consultants and to highlight Middle Tennessee.

The economic development team organized a group of 17 economic development partners from across the state to serve as the Tennessee Host Committee for the conference. As sponsors, the Tennessee Host Committee hosted a pre-conference songwriter reception at Puckett's in Franklin, as well as a VIP welcome reception with our Partnership 2020 investors at the Bell Tower featuring speakers Courtney Ross, Chamber chief economic development officer; Randy Boyd, Tennessee commissioner of economic and community development; Nashville Mayor Megan Barry; and John Bradley, TVA senior vice president of economic development. Tennessee Gov. Bill Haslam welcomed attendees to the conference, highlighting the unique business advantages of Nashville and Tennessee.

Team visits to Washington, D.C., New York City, Birmingham, Philadelphia, Scottsdale, Dallas, Chicago and Atlanta were held to market Nashville and Middle Tennessee to site consultants and active relocation or expansion prospects, as well as various company executives. The economic development team also built stronger relationships with our existing companies and welcomed new CEOs to Nashville.



Above: The Tennessee Host Committee for the 2016 Site Selectors Guild Annual Conference presents a commemorative Hatch Show Print to Guild Chairman Phil Schneider.

Left: Atlanta, Ga.-based site selection consultant Jay Garner addresses attendees at the 2016 Site Selectors Guild talent show.

Expansions

4Patriots, LLC	Davidson
A. O. Smith Water Products	Cheatham
Addiction Campuses	Davidson
Aegis Science Corp.	Davidson
Akebono - <i>Japan</i>	Montgomery
Alfa Insurance	Williamson
AMI Metals	Williamson
Arciplex	Davidson
Aspire Health	Davidson
Bath Fitter Manufacturing, Inc.	Robertson
Bavarian Polymer	Dickson
Bell and Associates Construction LP	Davidson
Better Block Company	Robertson
Bluegrass Supply Chain	Robertson
Bradford Company	Sumner
c3/consulting, LLC	Davidson
Cavalry Logistics LLC	Davidson
Change Healthcare	Davidson
Clopay	Davidson
Communications Test Design	Wilson
Country Music Association, Inc.	Davidson
Creative Occasions - <i>Canada</i>	Davidson
Cumberland Pharmaceuticals	Davidson
Daido - <i>Japan</i>	Robertson
Digital Reasoning	Williamson
East Nashville Beer Works	Davidson
Esquire Wire Inc.	Montgomery
EventBrite	Davidson
F3	Davidson
FirstBank	Davidson
Franklin Synergy Bank	Williamson
Frost-Arnett	Davidson
GAP Inc.	Sumner
General Motors	Maury
Global Manufacturing Services, Inc. - <i>China</i>	Maury
Google Fiber	Davidson
GS&F	Davidson
Hankook Tire USA - <i>South Korea</i>	Davidson
Hardaway Construction	Davidson
HCA	Davidson
Hot Topic	Rutherford
IAC, LLC	Robertson
Industrial Strength Marketing	Davidson
Insight Global Inc.	Davidson
Interstate Packaging Company	Dickson
Kyowa America Corp. - <i>Japan</i>	Robertson

L-3 ForceX, Inc.	Davidson
Lampo Group	Williamson
LeanKit	Davidson
Lee Company	Williamson
LifeWay Christian Resources	Davidson
Lipscomb University	Davidson
Lochinvar Corporation	Wilson
Loews Corporation	Davidson
Lowe's Millworks	Robertson
LPS Integration	Williamson
Metova	Williamson
Microsoft Corporation	Davidson
MISA Metal Processing	Sumner
Nashville Wire Products Co.	Robertson
Nicol Investment	Davidson
Nissan North America - <i>Japan</i>	Wilson
NovaCopy	Davidson
Paychex	Davidson
Quorum Health Corporation	Williamson
Schrader Electronics	Robertson
Servpro Industries, Inc.	Sumner and Robertson
Shareable	Davidson
SnapShot Interactive	Davidson
State Industries, Inc.	Williamson
Steel Technologies LLC	Rutherford
Stevison Ham	Sumner
STR	Sumner
Surecan Inc.	Wilson
Surgery Partners	Davidson
Sweet Creations	Davidson
Taylor Farms	Rutherford
Tennessee Baptist Convention	Williamson
Tennessee Cheesecake	Wilson
The General Insurance	Davidson
Thompson Research Group	Davidson
Tractor Supply Company	Williamson
Turner Construction	Davidson
TwelveStone Health Partners	Rutherford
Uber	Davidson
UBS - <i>Switzerland</i>	Davidson
UNARCO Material Handling Inc	Robertson
Vanderbilt University	Davidson
Volkert Global	Williamson
Warby Parker	Davidson
WorkForce Essentials	Williamson

Relocations

Accenture	Davidson
Advance Auto Parts	Rutherford
Amedisys	Davidson
Arlington Family Offices	Williamson
CarePayment	Davidson
CKE Restaurants, Inc.	Williamson
Conn's HomePlus	Davidson
DayNine Consulting	Davidson
DE-STA-CO	Wilson
Empyrean Benefit Solutions	Rutherford
Google, Inc.	Montgomery
Harry's Fresh Foods	Davidson
Hunter Industrial	Davidson
Impact Outsourcing Solutions	Wilson
Industrious	Davidson
Intermedix	Davidson
Interscope Records	Davidson
IronHorse Capital Management	Davidson
Lockton Companies	Davidson
Lyft	Davidson
Martinelli Ettore USA - <i>Italy</i>	Wilson
Monypeny & Assicuates P.C.	Davidson
Nam Yang USA - <i>South Korea</i>	Montgomery
Optoro	Wilson
Postmates	Davidson
Pyxl	Davidson
Red Bull - <i>Austria</i>	Davidson
Ryder Supply Chain Solution	Maury
ServisFirst Bancshares	Davidson
Sinomax Group - <i>China</i>	Davidson
Sleep Solutions and Services, LLC	Maury
Standard Distribution Company	Rutherford
Stellar SEO	Williamson
Stony Creek Colors, Inc.	Robertson
Strategic Health Solutions	Williamson
Stroudwater Associates	Williamson
Takl	Williamson
The Bulleit Group	Davidson
Triangle Tire Group - <i>China</i>	Williamson
TriWest Healthcare Alliance	Davidson
Wonderful Group - <i>China</i>	Wilson
Woodtex	Williamson



**Economic Development Regional Partnership**

Partnership 2020 has succeeded largely because of the collaboration among the Nashville Area Chamber and our regional partners throughout the 10-county economic market. These organizations understand 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

City of Portland

Clarksville-Montgomery County  
Economic Development Council

Dickson County  
Chamber of Commerce

Forward Sumner Economic Partnership

Joint Economic and Community  
Development of Wilson County

Maury County Chamber and  
Economic Alliance

Metropolitan Government of  
Nashville and Davidson County

Middle Tennessee Industrial  
Development Association

Robertson County Chamber of Commerce

Rutherford County Chamber of Commerce

Tennessee Valley Authority

Williamson, Inc.

a **bold vision** for  
regional collaboration



# international business



The world came to Nashville in 2015-2016, as the Nashville Area Chamber of Commerce hosted business and government leaders from Europe, Asia and North America, connecting them to Middle Tennessee companies doing business on a global scale. The Chamber's efforts to promote international trade garnered recognition from *Global Trade* magazine, which named the Chamber one of America's top economic development organizations in February 2016. U.S. Secretary of Commerce Penny Pritzker also named Chamber International Business Director Lori Odom to the Tennessee District Export Council.

Notable events included visits by the Irish Ambassador to the U.S., Anne Anderson, who spoke at a

luncheon at Belmont University, hosted by the Chamber's International Business Council (IBC) and the Tennessee World Affairs Council, about challenges facing the European Union.

Russian Ambassador to the U.S. Sergei Kislyak visited Nashville in February, speaking at an IBC breakfast and later to the Nashville Rotary Club about the potential for improved economic ties between Russia and the U.S.

The Chamber sponsored the annual conference of the Southeast U.S.-Canada Association in Music City, and the presence of the 2016 NHL All-Star Game in Nashville prompted Canadian Consul-General Louise Blais to host a game-watching party with Mayor Megan Barry and IBC members.



Clockwise from top left:

In January 2016, Irish Ambassador to the U.S. Anne Anderson delivers an update on the European economy at Belmont University.

Kurdistan Regional Government Representative to the U.S. Bayan Sami Abdul Rahman offers a regional update in April 2016.

In April 2016, Hankook Tire announces Nashville as its North American Headquarters.

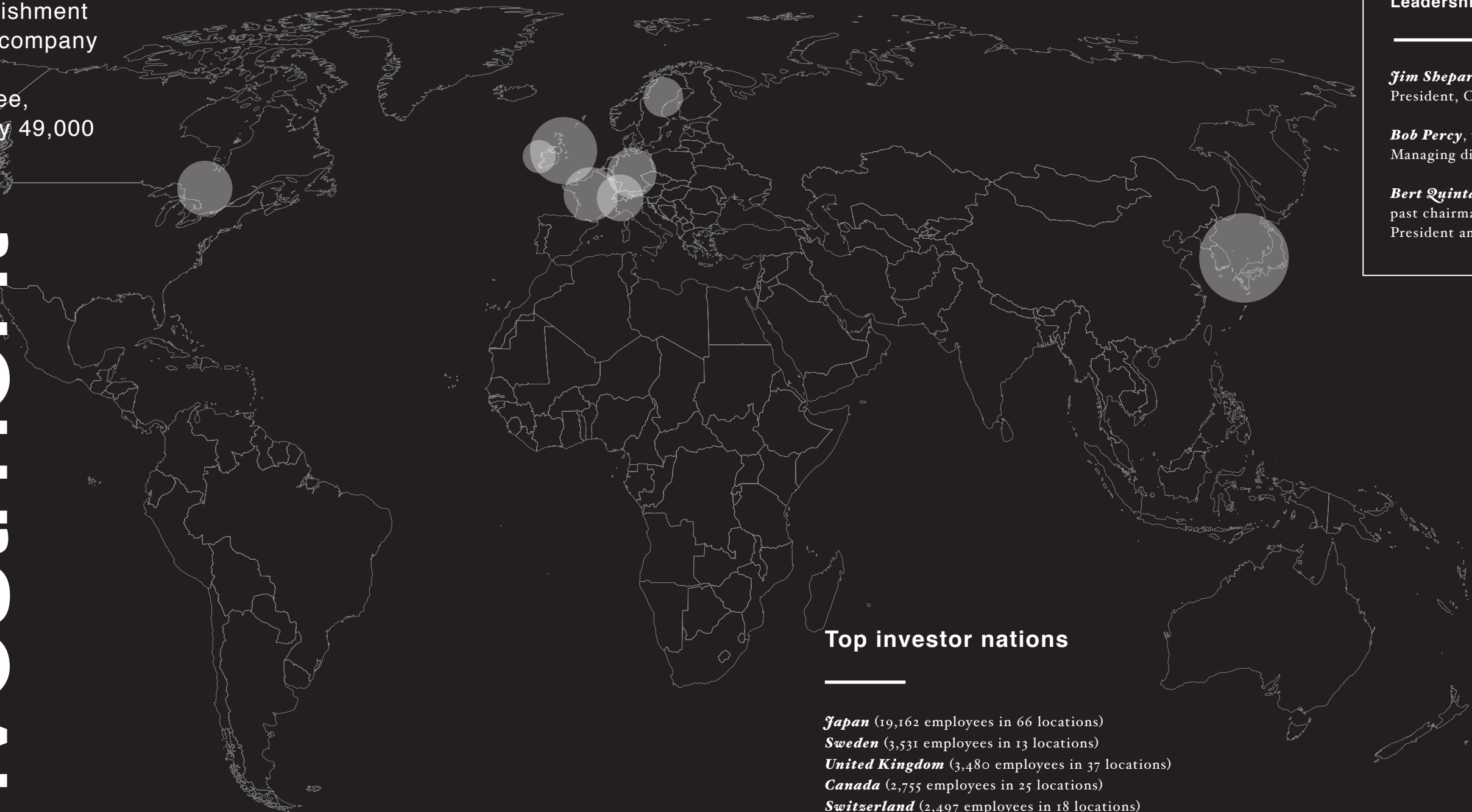
IBC Advisory Board members tour Carlex Glass in December 2015.

Russian Ambassador to the U.S. Sergey I. Kislyak visits Nashville for the first time in February 2016.

Canadian Consul General Louise Blais and Mayor Megan Barry celebrate Canada's favorite sport at an NHL All-Star Watch Party in January 2016.

# foreign investment

Investment from 27 different countries has led to the establishment of 301 different company facilities across Middle Tennessee, employing nearly 49,000 Tennesseans.



## Top investor nations

- Japan** (19,162 employees in 66 locations)
- Sweden** (3,531 employees in 13 locations)
- United Kingdom** (3,480 employees in 37 locations)
- Canada** (2,755 employees in 25 locations)
- Switzerland** (2,497 employees in 18 locations)
- Germany** (2,331 employees in 20 locations)
- France** (2,264 employees in 24 locations)
- Ireland** (2,177 employees in 9 locations)

## 2015-2016 International Business Council Leadership

**Jim Shepard**, chairman  
President, Carlex Glass

**Bob Percy**, vice chairman  
Managing director, Embraer

**Bert Quintana**, immediate past chairman  
President and CEO, Sitel

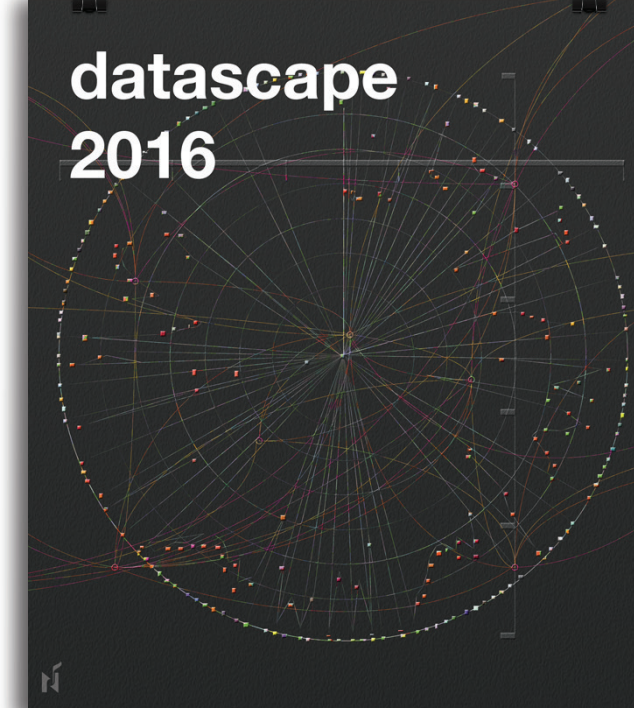


# the research center

The Research Center completed major studies on a wide range of topics during the past year. Reports and activities gained local, regional and national attention in areas of workforce, livability and economic conditions.

Notably, the Research Center has gained considerable expertise in workforce and impact analysis. This year, the Research Center completed two major regional workforce studies to inform the region's economic and workforce environment through 2020: one for the Nashville market, and one for the combined five workforce areas of East Tennessee. These reports were presented to key leaders and organizations throughout the area as bases for strategy, planning and program implementation to advance workforce competitiveness.

Additionally, the Research Center presented at the Association of Chamber of Commerce Executives (ACCE) on uses of research as a foundation for the work of chambers and economic development organizations around the country. The 2016 edition of Datascape, a customized research publication for the Chamber's Leadership Study Mission delegates, received ACCE's Communications Excellence Award.



## featured studies

***Culture Here*** focuses on the area's cultural assets and diffusion throughout communities in partnership with the Metro Arts Commission

***Nashville Public Library economic impact study*** highlights the library system's tangible and intangible returns on community investments

***Economic impact studies*** for numerous firms and industries throughout Middle Tennessee

***Country Music Hall of Fame and Museum*** visitor activity and data dissemination

## key highlights

Facilitated the Business Conditions Council, chaired by Paula Harris, a quarterly convening of 25 industry leaders focusing on economic conditions in the Nashville market

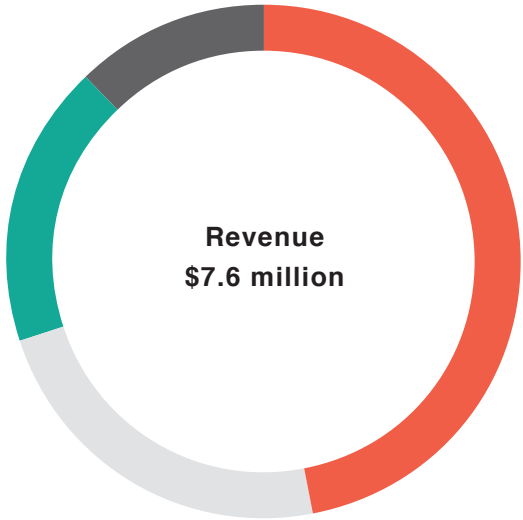
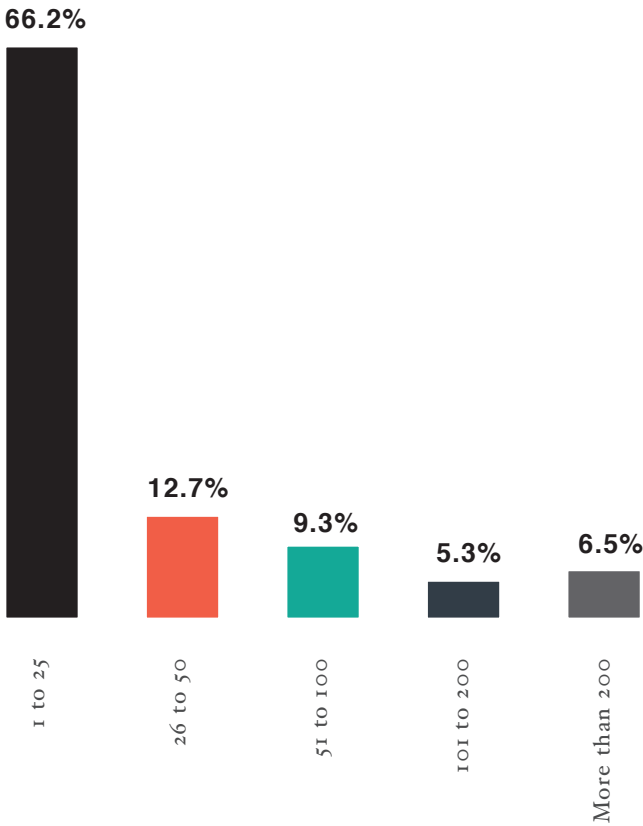
Delivered more than 20 major presentations to visiting delegations from other cities, to local organizations and strategic planning initiatives across Middle Tennessee

Earned national certification on key analytics platforms and participated in key professional organizations in public opinion research, community research and analytics

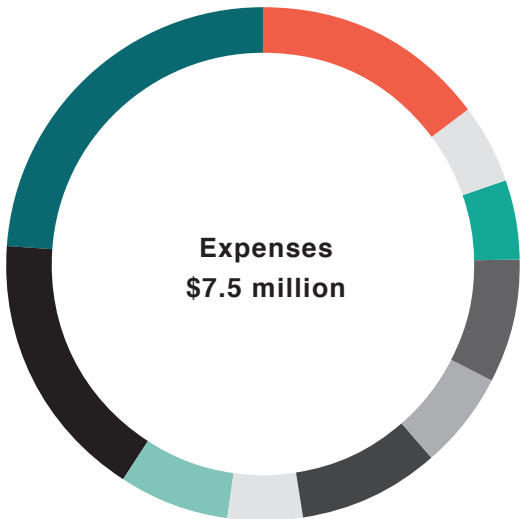


# financial overview

Member companies by number of employees



- 47% Partnership 2020 contributions
- 23% Membership investment
- 18% Program-generated revenue
- 12% Sponsorship



- 15% Economic development
- 5% Investor relations
- 5% Research and information services
- 8% Education
- 6% Workforce development
- 9% Policy
- 5% Communications
- 7% Membership services (includes Area Advisory Councils)
- 17% Programs and events/events support
- 24% General and administrative (includes capital expenditures)

2016-2017 Budget					2015-2016 Actuals				
Revenue	Partnership 2020	Education 2020	Chamber	Combined Chamber	Revenue	Partnership 2020	Education 2020	Chamber	Combined Chamber
Investor contributions ( <i>includes education</i> )	\$4,290,679			\$4,290,679	Investor contributions ( <i>includes education</i> )	\$3,565,498			\$3,565,498
Membership dues			\$1,822,094	\$1,822,094	Membership dues			\$1,755,166	\$1,755,166
Program revenue	\$541,634	\$ 111,283	\$697,800	\$1,350,717	Program revenue	\$537,989	\$132,217	\$708,964	\$1,379,170
Sponsorship revenue			\$1,083,869	\$1,083,869	Sponsorship revenue			\$911,870	\$911,870
Total revenue	\$4,832,313	\$111,283	\$3,603,763	\$8,547,359	Total revenue	\$4,103,487	\$132,217	\$3,376,000	\$7,611,704
Expenses	Expenses								
Economic development	\$1,045,207			\$1,045,207	Economic development	\$1,109,219			\$1,109,219
Investor relations	\$378,789			\$378,789	Investor relations	\$363,282			\$363,282
Research and The Research Center	\$514,639			\$514,639	Research and The Research Center	\$353,536			\$353,536
Education		\$527,600		\$527,600	Education		\$622,237		\$622,237
Talent development	\$565,142			\$565,142	Talent development	\$485,677			\$485,677
Policy	\$830,247		\$4,000	\$834,247	Policy	\$661,955		\$3,750	\$665,705
Communications			\$548,527	\$548,527	Communications			\$375,942	\$375,942
Membership services			\$1,264,932	\$1,264,932	Membership services			\$537,269	\$537,269
Programs and events/events support			\$896,843	\$896,843	Programs and events/events support			\$1,251,955	\$1,251,955
General and administrative ( <i>includes capital expenses</i> )	\$415,217		\$1,456,216	\$1,871,433	General and administrative ( <i>includes capital expenses</i> )	\$391,265		\$1,395,542	\$1,786,807
Total expenses	\$3,749,241	\$527,600	\$4,170,518	\$8,447,359	Total expenses	\$3,364,934	\$622,237	\$3,564,458	\$7,551,629
Net excess	\$1,083,072	\$(416,317)	\$(566,755)	\$100,000	Net excess	\$738,554	\$(490,020)	\$(188,458)	\$60,076



# a bold vision for the future of health

## Nashville Health Care Council

Founded in 1995, the Nashville Health Care Council is a premier association of health care industry leaders working together to further establish Nashville's position as the nation's health care industry capital. Supported by nearly 300 corporate members, including local and national health care companies, the Council serves as a trusted source for information on trends that influence the health care industry. The organization provides members with one-of-a-kind networking opportunities and access to Nashville's elite health care business community.

### About Nashville's Health Care Industry

- *Health care is Nashville's largest economic sector*
- *\$38.8 billion and 250,000 jobs to the local economy annually*
- *\$73 billion in revenue and 500,000 jobs globally*
- *Nearly 400 health care companies have operations in Nashville, and 400 professional service firms provide expertise in the health care industry*
- *18 publicly traded health care companies are headquartered in Nashville*



Clockwise from top right:

Marilyn Tavenner, president and CEO, America's Health Insurance Plans, and former administrator of the Centers for Medicare and Medicaid Services

Zane Burke, president, Cerner, and Ed Cantwell, executive director, Center for Medical Interoperability

The LHC DC Delegation Committee, along with more than 100 LHC members, participated in LHC's annual visit to the nation's capital to hear from respected national experts on health care policy.

2016 Council Fellows class discussion

Council board members Sara Butler, vice president, Goodwyn Mills Cawood; Senator Bill Frist, partner, Cressey & Company; Dee Anna Smith, CEO, Sarah Cannon Research Institute



## The Council Fellows Initiative

In 2016, Nashville Health Care Council Fellows, an annual initiative that brings together a select group of senior industry executives with renowned health care thought leaders, completed its fourth class. Thirty senior executives met for eight days to participate in a nationally unique curriculum, focused on business strategies, creating value, driving industry growth and effecting change.

## Leadership Health Care

Leadership Health Care (LHC) is a Council initiative to foster the next generation of health care leaders by creating educational and networking opportunities for members. With more than 900 members, LHC is the foremost organization for emerging leaders in the field.







## The Spirit of the Chamber Awards

The Chamber's work is made possible by the support of our members, particularly those who devote their time and energy to helping advance key priorities. Since 2008, the Spirit of the Chamber Awards have honored volunteers who have contributed the most toward the organization's purpose of facilitating community leadership to create economic prosperity. These volunteers embody the Chamber's brand promise to belong, engage, lead and prosper, while helping the organization accomplish results and position Middle Tennessee for continued success.

a **bold vision**  
for selfless service



## Spirit of the Chamber: Rob Elliott

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Rob Elliott is chief operating and chief financial officer for Stansell Electric Company, Inc. He served as the co-chair of the 2015 Education Report Card Committee, and his background in business analytics brought a unique perspective to the committee's analysis of data for Metro Nashville Public Schools. His leadership, alongside committee co-chair Dr. Jewell Winn, created a sense of cohesiveness among committee members with differing perspectives and backgrounds. Elliott was also involved with the subcommittee charged with overseeing the implementation of the Report Card's recommendations and took a lead role in explaining the committee's work to members of the media during the release of the Report Card in December 2015. Additionally, Elliott has been active in sharing his experience as a Chamber member with prospective new members, and participated in a May 2016 membership drive which brought in nearly \$28,000 in new revenue to the Chamber.



## Spirit of the Chamber: Dr. Jewell Winn

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Dr. Jewell Winn serves as executive director of international affairs and chief diversity officer at Tennessee State University. Along with Rob Elliott, she served as co-chair of the Chamber's 2015 Education Report Card Committee. Winn's career as an educator directly informed the work of the committee, and she played an important role in explaining the Report Card's recommendations to stakeholder groups and members of the media. Winn represented the Chamber's Education Committee before Metro Council when the council was considering school funding to financially reward teachers who assume leadership roles at their schools. Winn also led a team during the Chamber's "We Built this City" membership campaign in May 2016, joining with other Chamber investors to recruit 46 new members to the Chamber.

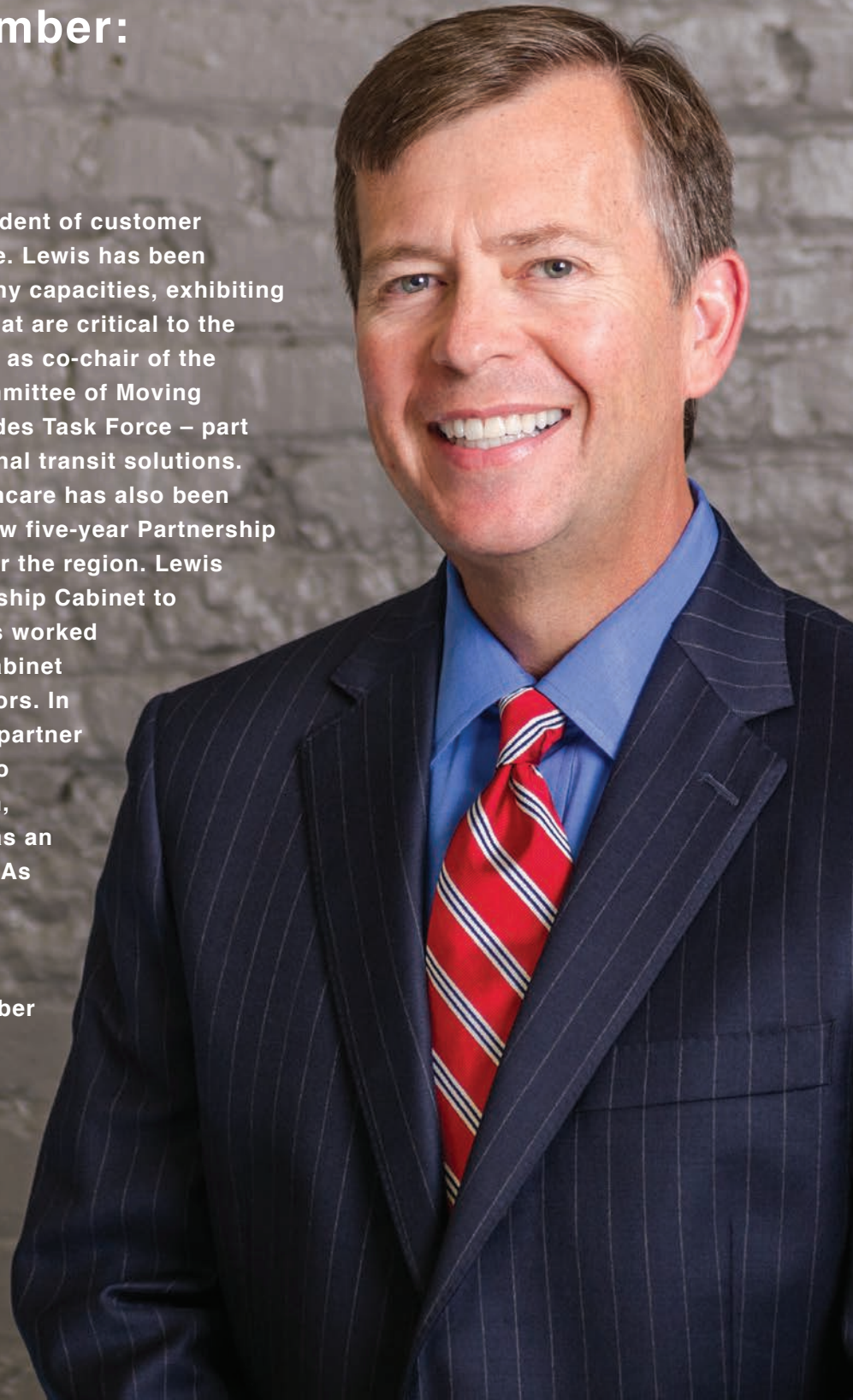




## Spirit of the Chamber: Tommy Lewis

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Tommy Lewis is senior vice president of customer experience for Change Healthcare. Lewis has been involved with the Chamber in many capacities, exhibiting a willingness to lead on issues that are critical to the region's future. Lewis has served as co-chair of the Technology & Innovation Subcommittee of Moving Forward's Routes, Network & Modes Task Force – part of a larger effort to identify regional transit solutions. As a lead investor, Change Healthcare has also been instrumental in the Chamber's new five-year Partnership 2020 economic prosperity plan for the region. Lewis participated on the P2020 Leadership Cabinet to help set the new strategy and has worked proactively with the Campaign Cabinet to recruit new Partnership investors. In addition, Lewis has been a great partner with the WorkIT Nashville effort to recruit tech workers to the region, with Change Healthcare serving as an original sponsor of the initiative. As an example of Lewis' reach in the community, he also serves as co-chair of the Nashville Air Service Coalition, working with the Chamber and other coalition members to bring flights to Nashville.



## Spirit of the Chamber: Laura Reinbold

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Laura Reinbold is director of client development at Terracon. She has served on the Chamber South Area Advisory Council leadership team for the past two years, providing direction around efforts to improve the connectivity of businesses in the South Nashville and Antioch areas, encouraging economic development and creating a positive brand to promote the area's best qualities. Reinbold has also been a strong partner in the Chamber's Partnership 2020 initiative, working directly to recruit new investors from the engineering, architecture and construction industries. As a frequent participant in the Chamber's Leadership Study Mission, Reinbold embodies what that visit is all about – exploring best practices around community priorities and returning home poised to effect change. Her involvement in a number of leadership initiatives with the Chamber exemplifies what it means to belong, engage and lead, with the prosperity of the region at the core of these efforts.

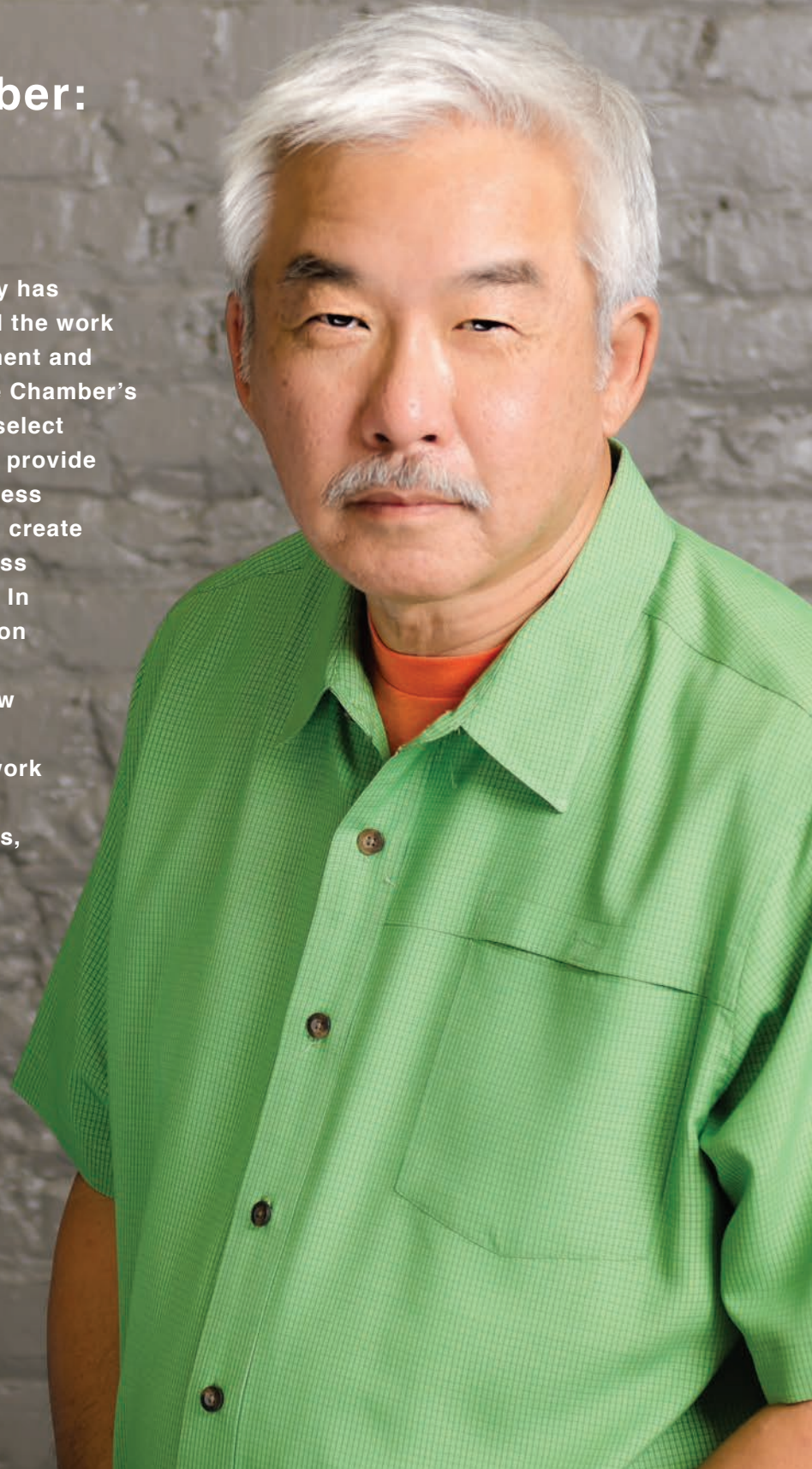




## Spirit of the Chamber: Kerry Woo

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Kerry Woo of Kerry Woo Photography has exhibited a passion for Nashville and the work of the Chamber through his engagement and advocacy. He currently serves on the Chamber's Small Business Advisory Council, a select group of small business owners who provide input into the Chamber's small business programming and resources, helping create solutions that empower small business success across the Nashville region. In the past year, Woo also participated on the New Member Advisory Group, a committee focused on welcoming new members into the organization and inviting them to get engaged in the work of the Chamber. In addition to Woo's support through Chamber committees, he played a direct role in recruiting new members during the "We Built This City" membership campaign. Woo is one of the Chamber's most vocal cheerleaders, promoting the organization and sharing Chamber news across his social media networks.



## Prosperity Partner: Wanda Lyle

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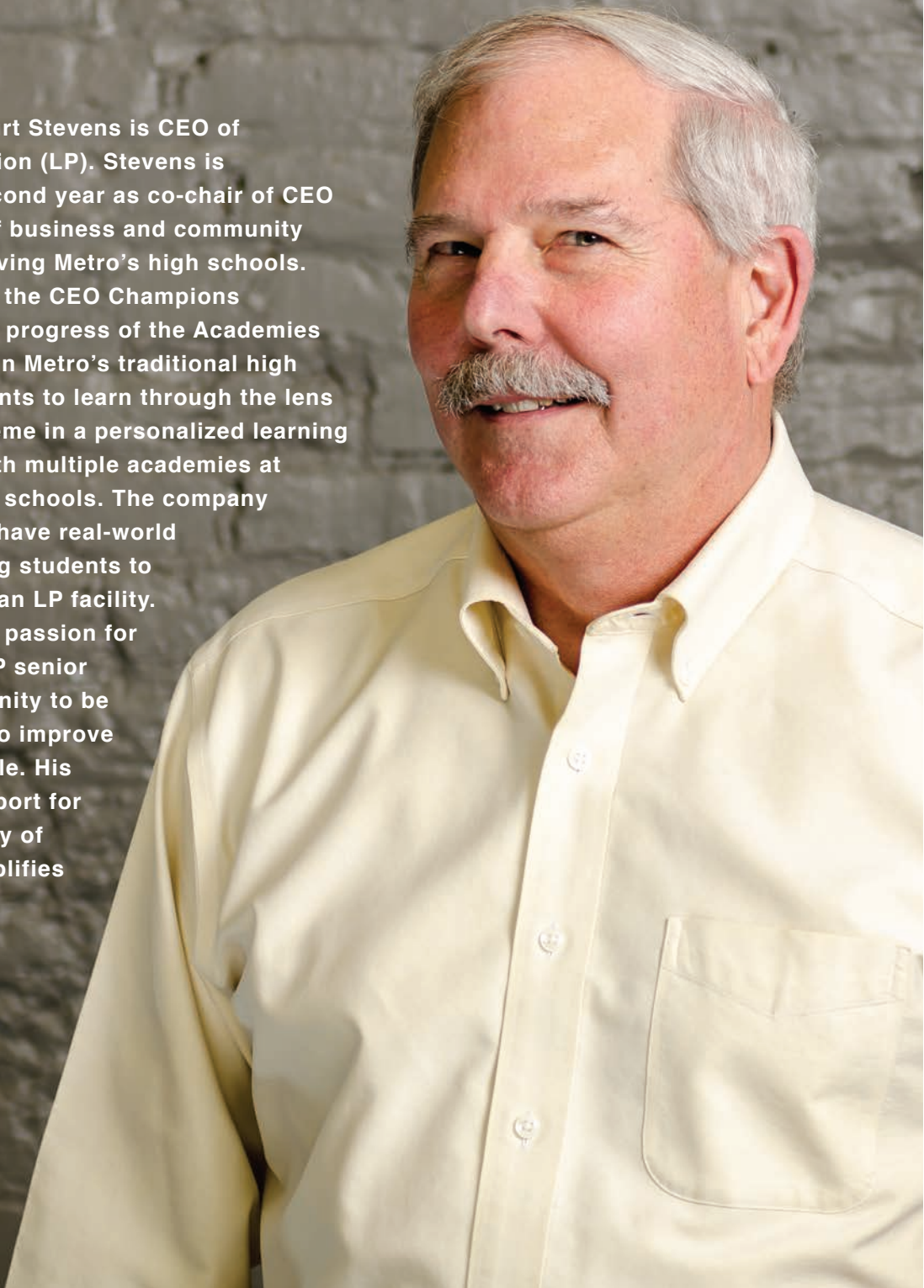
Chamber board member Wanda Lyle is managing director and general manager of UBS Business Solutions Center Nashville and Americas head of employee conduct. Lyle and her team have served as integral partners of the Chamber's economic development team in the expansion and recruitment of companies in the Nashville region. Her willingness to share the UBS relocation and talent recruitment story during interviews with executives and human resources representatives has been instrumental in these companies' decision-making processes, particularly as it relates to workforce availability. Under Lyle's leadership, UBS Business Solutions Center Nashville immediately came on board as a lead investor in Partnership 2020 when the company relocated to the Nashville area. The company's presence in the region has not only provided job opportunities, but has brought an important corporate leader to our community. During the past year, Lyle served on the Partnership 2020 Leadership Cabinet to help set the strategy for the next five-year economic prosperity plan, and she continues to serve as an overall supporter of the Nashville region.





# Spirit of the Region: Curt Stevens

Chamber board member Curt Stevens is CEO of Louisiana-Pacific Corporation (LP). Stevens is currently serving in his second year as co-chair of CEO Champions, a committee of business and community leaders dedicated to improving Metro’s high schools. Under Stevens’ leadership, the CEO Champions monitor and encourage the progress of the Academies of Nashville – an initiative in Metro’s traditional high schools that enables students to learn through the lens of a career or academic theme in a personalized learning community. LP partners with multiple academies at a number of Nashville high schools. The company has ensured that students have real-world experiences by transporting students to Alabama each year to tour an LP facility. Stevens has shown a great passion for education, ensuring that LP senior leadership has the opportunity to be deeply involved in efforts to improve student success in Nashville. His enthusiasm and direct support for the Chamber’s No. 1 priority of improving education exemplifies the spirit of the region.



## Spirit of the Chamber recipients

### 2007-2008

Nelson Andrews, Brookside Properties  
Michelle Boucher, LP Building Products  
Jack Bovender, HCA  
Greg Coleman, Colliers International  
Bobby Mathews, The Mathews Company (*posthumous award*)  
Ron Samuels, Avenue Bank

### 2008-2009

Doug Brandon, Colliers Turley Martin Tucker  
Tom Negri, Loews Vanderbilt Hotel  
Tami Ross, THE original basket boutique  
Joyce Searcy, Bethlehem Centers of Nashville  
Charles Sueing, Nationwide Insurance/The Sueing Agency

### 2009-2010

Thom Druffel, Holiday Inn Vanderbilt  
Keith Herron, Regions Bank  
The People of Nashville (*accepted by Mayor Dean*)  
Bill Rochford, Vanderbilt University Medical Center  
Michael Shmerling, Choice Food Group, Inc.  
and XMi Holdings, Inc.

### 2010-2011

Dave Berryman, Gibson Guitar  
Renee Bradford, Hospice Compassus  
Beth Chase, c/3 Consulting, LLC  
Clayton McWhorter, Entrepreneur Center  
Nashville Predators  
Pam Thomas, Piedmont Natural Gas

### 2011-2012

Steven André, Hutton Hotel  
Lucia Folk, CMT  
Ben Freeland, Freeland Chevy Superstore  
Eduardo Minardi, Bridgestone Corporation; Bridgestone Americas, Inc.; Bridgestone Americas Tire Operations  
David Oliphant, Lithographics  
Jim Wright, Tractor Supply Company

### 2012-2013

Jeff Cogen, Nashville Predators  
Ron Corbin, RBBC Holdings  
LeShane Greenhill, Sagents Partners, LLC  
George Lazenby, Emdeon  
Paula Lovell, Lovell Communications, Inc.  
Bert Mathews, The Mathews Company  
Ashley Segroves, Ashley Segroves Photography  
& Bombshell Creative

### 2013-2014

Kent Adams, Caterpillar Financial Services Corporation  
Don Enfinger, BNY Mellon  
Chris Holmes, FirstBank  
Ken Knight, GM Spring Hill  
Dr. Mike Schatzlein, Saint Thomas Health Services  
Sheila Stern, Ascension Health  
Holley West, Applied Health Analytics  
Roland Yarbrough, FedEx Office

### 2014-2015

John Aron, The Pasta Shoppe  
J.D. Elliott, Nashville Memorial Foundation (*posthumous award*)  
MaryAnne Howland, Ibis Communications  
John Morgan, Tennessee Board of Regents  
Mike Shmerling, XMi Holdings, Inc.



