



Nashville

AREA CHAMBER
of COMMERCE

belong engage lead prosper

TODAY'S **BLUEPRINT** IS TOMORROW'S **REALITY**.

2010-2011 ANNUAL REPORT

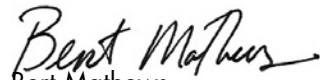
A PROMISING FUTURE

The Nashville Area Chamber of Commerce is committed to leading the growth and prosperity of the Nashville region. As a member and investor, you are central to the work we do every day to improve public education, strengthen the region's workforce, support small and entrepreneurial businesses, and create jobs through business recruitment and expansion.

In the past year, the Chamber worked with 450 business, community and political leaders to create Partnership 2020, a five-year prosperity blueprint for Middle Tennessee. By focusing on economic diversity, talent development, quality of place and livability, and effective regionalism, we can ensure that the Nashville area remains competitive in the 21st-century global economy.

As we look to the year ahead, we remain focused on serving our members and the Nashville region by staying true to our mission and continuing to be an agent of positive change.

Sincerely,



Bert Mathews

Chairman of the Board

Nashville Area Chamber of Commerce
President

The Mathews Company

Partner

Colliers International Nashville



At the Music City Center construction site, pictured left to right: Ralph Schulz, president and CEO of the Nashville Area Chamber of Commerce; Wayne Smith, chairman, president and CEO of Community Health Systems and vice chairman of the Nashville Area Chamber of Commerce; and Bert Mathews, president of The Mathews Company, partner of Colliers International Nashville and chairman of the Nashville Area Chamber of Commerce

MISSION

The Nashville Area Chamber of Commerce facilitates community leadership to create economic prosperity.

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 create something from nothing, to make their marks, 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 a common drive and passion;

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

Lead, impacting our region, transforming our future; and

Prosper, realizing opportunities that grow your business and enrich our communities.

HIGHLIGHTS OF CHAMBER AND COMMUNITY ACCOMPLISHMENTS 2010-2011

JUNE 2011

U.S. Chamber of Commerce recognizes Nashville's business community as a national leader in helping drive local education reform

MAY 2011

Chamber hosts 20th Leadership Study Mission to Toronto and inaugural Academies of Nashville Awards

APRIL 2011

Chamber's economic development team partners with the Nashville Health Care Council and Nashville Mayor Karl Dean on outbound marketing trip to New York City

MARCH 2011

Nashville named Ford Next Generation Learning Hub; Gov. Bill Haslam addresses a sold-out crowd at Chamber's Outlook Tennessee event

FEBRUARY 2011

Chamber presents 18th Annual Education Report Card for Metro Schools

JANUARY 2011

Chamber's economic development team partners with Mayor Dean for a joint recruitment and existing business outbound marketing trip to California

NOVEMBER 2010

Chamber and Health Care Council host International Trade Mission to South America; Chamber's economic development team hosts CMA Red Carpet Tour

OCTOBER 2010

Chamber launches updated YPNashville.org website to engage and retain young professionals in the Nashville region

SEPTEMBER 2010

Chamber launches ONE NASHVILLE; Future 50 Award winners announced; regional workforce study presented; Chamber hosts Annual Meeting featuring video retrospective of the past 20 years of Partnership

JULY 2010

Chamber begins capital campaign for five-year economic development plan, Partnership 2020; Nashville Health Care Council releases economic impact study; Nashville Emerging Leader Award winners announced; Chamber Chairman Bert Mathews testifies in U.S. Senate about the May 2010 flood

2011-2012 NASHVILLE AREA CHAMBER OF COMMERCE BOARD OF DIRECTORS

Chairman

Bert Mathews

President
The Mathews Company
Partner
Colliers International Nashville

Vice Chairman

Wayne Smith

Chairman, president and CEO
Community Health Systems, Inc.

Secretary

Charles Sueing

President
The Sueing Agency, Nationwide
Insurance & Financial Services

Immediate Past Chairman

Ron Samuels

Chairman, president and CEO
Avenue Bank

Chamber President and CEO (Ex-officio)

Ralph Schulz

President and CEO
Nashville Area Chamber of
Commerce

General Counsel (Ex-officio)

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Partner and chairman
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& Davis, LLP

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Tennessee managing partner
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Regional managing principal
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David Briggs

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President
Compass Records

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Vice president of finance and
administration and CFO
Nashville Electric Service

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RBBC Holdings

Sherry Stewart Deutschmann

Founder and CEO
LetterLogic Inc.

Tom Foster

President
Interior Design Services, Inc.

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Zycron, Inc.

Richard Frost

CEO
Louisiana-Pacific Corporation

Joe Galante

Retired chairman
Sony Music Nashville

Bob Grimes

Manager of business development
Turner Construction

Kate Herman

President and publisher
Nashville Business Journal

Keith Herron

Mid-South regional president
Regions

Carol Hudler

President and publisher
The Tennessean

Orrin Ingram

President and CEO
Ingram Industries, Inc.

Christine Karbowskiak

Chief administrative officer, chief risk
officer and executive vice president
Bridgestone Americas, Inc.

David C. Kloepfel

President and COO
Gaylord Entertainment

George I. Lazenby, IV

CEO
Emdeon

Robert McNeilly III

President and CEO
SunTrust Bank

Steve Moore

CEO
Country Music Association

John G. Morgan

Chancellor
Tennessee Board of Regents

Sridevi "Sri" Movva

President and CEO
Optimum Technology Solutions, Inc.

Nelson Remus

President and founder
Remar Inc.

Wayne J. Riley, M.D., MPH, MBA, MACP

President and CEO
Meharry Medical College

Mike Schatzlein, M.D.

President and CEO
Saint Thomas Health Services

Michael Shmerling

Chairman
Choice Food Group, Inc., and XM
Holdings, Inc.

Charles I. Story

President
ECS Group, Inc.

Steve Turner

Principal
Marketstreet Enterprises

Maria Teresa "Tera" Vazquez

President
Guy Brown Products

Uzi Yemin

President and CEO
Delek US Holdings, Inc. / MAPCO
Express

Nick Zeppos

Chancellor
Vanderbilt University

PARTNERSHIP 2020 CO-CHAIRMEN:

Jim Wright

Chairman and CEO
Tractor Supply Company

The Honorable Karl Dean

Mayor
Metropolitan Government of
Nashville and Davidson County

THANKS TO OUR 2010-2011 CHAMBER SPONSORS

PIVOTAL PARTNERS



FRIENDS OF THE CHAMBER



ATLANTA · CHATTANOOGA · NASHVILLE



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Frost, Brown, Todd, LLC
Regions
Fifth Third Bank
First Tennessee
Lipscomb University Graduate
School of Business
RJ Young

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LPS Integration
MARS Petcare
Mère Bulles
Stites & Harbison, PLLC

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Morgan Keegan
Nashville International Airport
Saint Thomas Corporate &
Community Medicine
UBS

MEDIA PARTNERS

Nashville City Paper
Nashville Business Journal
Nashville Post
Tennessean Media Group



BELONG

CHAMBER GROWTH

In 2010-2011, the Nashville Area Chamber of Commerce worked to make a positive impact on the Nashville region's economy by supporting the growth and prosperity of its members.

HIGHLIGHTS AND ACCOMPLISHMENTS

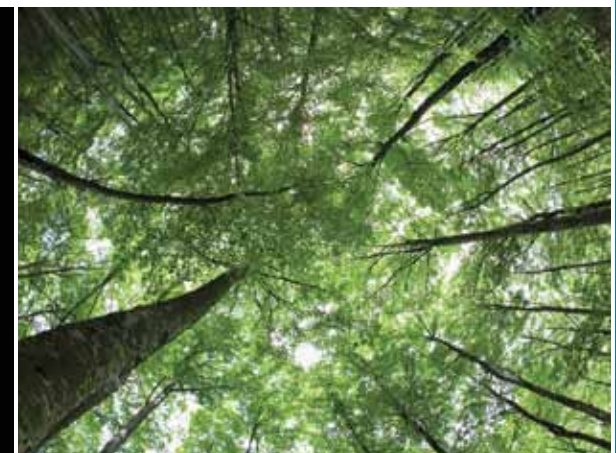
- 305 businesses became new members of Middle Tennessee's largest business organization.
- This year saw the highest member retention rates in recent Chamber history, with 89 percent of membership dues retained.
- More than 2,000 members got involved in Chamber initiatives, committees and task forces, including 528 members who engaged in the work of the Chamber through the Area Advisory Councils.

The Chamber produced a new marketing booklet to highlight the many reasons to belong, including:

- Gaining access to business leaders, decision-makers and potential new clients;
- Expanding your visibility and collecting fresh ideas to help grow your business;
- Impacting public policy and helping maintain a positive business environment in the Nashville area; and
- Making a difference in the prosperity of the region.

THE YEAR AHEAD

In July, the Chamber launched Partnership 2020 – a five-year economic development plan for the region. With this strategic blueprint, the organization seeks to broaden the base of businesses in the 10-county region and support the Chamber's work to grow economic prosperity in the region. As Chamber membership grows, the business voice of the region will strengthen, ensuring Middle Tennessee continues to have a favorable and competitive business environment.





ENGAGE

In 2010-2011, the Chamber engaged members and the broader community through its website, social media outlets and programming.

HIGHLIGHTS AND ACCOMPLISHMENTS

NashvilleChamber.com

Averaging nearly 27,000 website visits each month, the Chamber populated its site with fresh content to keep members and the broader community informed of important issues facing the Nashville region. Nearly 150 blog posts from nine Chamber staff bloggers provided updates on key economic development and community prosperity priorities.

Social Media

As of June 30, the Chamber had 1,665 Facebook likes, 4,730 Twitter followers and 453 members in its LinkedIn group. This year, the Chamber also formed LinkedIn subgroups for its Area Advisory Councils, providing a platform where members can communicate with one another about important news and events in their area.

facebook

www.facebook.com/nashvillechamber

LinkedIn

www.linkedin.com/companies/nashville-area-chamber-of-commerce

twitter

[@nashchamber](https://twitter.com/nashchamber)



Nashville Mayor Karl Dean speaks at the Chamber and Partnership 2010 Annual Meeting



Charlie Hannon, Jim Wright, Keith Herron and Kevin Doherty at the Annual Meeting



The Annual Meeting was held at the historic Belcourt Theatre

Programs and Events

The Chamber provided programming in 2010-2011, with more than 85 events available for members to engage in the work of the Chamber and grow their businesses. A total of 8,889 attendees participated in the Chamber's events this year. Highlights included:

Chamber and Partnership 2010 Annual Meeting: The sold-out event included a video presentation featuring interviews with prominent business and community leaders sharing their insights about the difference the Chamber's Partnership economic development initiative has made over the past 20 years. The video received a Silver Award for Communication Excellence from the American Chamber of Commerce Executives.

CEO Speaker Series: This year's Speaker Series featured three influential CEOs: Colin Reed of Gaylord Entertainment; Timothy Dickman of QuadMed; and Luc Mongeau of MARS Petcare.

Future 50 Awards: In 2010, the Chamber celebrated its 19th Future 50 Awards, a program created to identify and celebrate the 50 fastest-growing, privately held companies in the Nashville area. Since the Future 50 program began, it has honored 951 companies, 45 of which have been honored as Future 50 Hall of Fame winners, denoting five total wins.

Programming for small and entrepreneurial businesses: Business After Hours, Informed & Inspired Speaker Series, Shared Interest Groups, and Walkabout180. Walkabout180 provided small business owners with networking opportunities and practical information for growing their businesses.

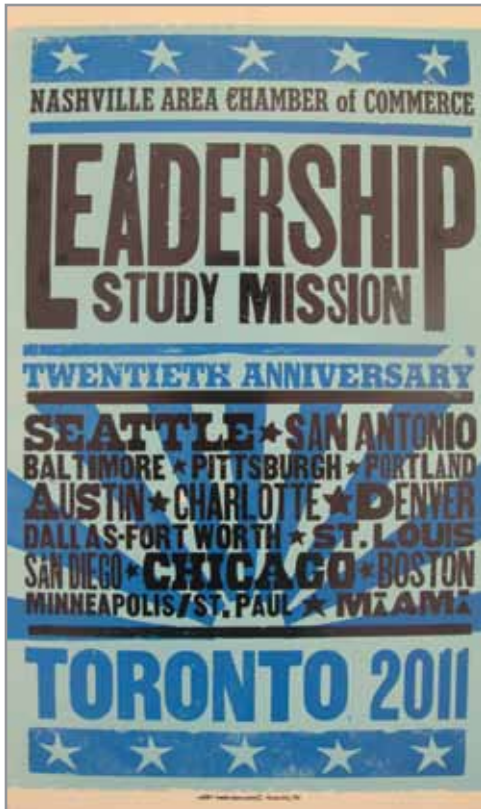
Sponsorship: This year, 46 sponsorship partners chose to align their brands with the Chamber, gaining visibility before nearly 9,000 event attendees. These sponsor investments helped the Chamber cover the costs of producing events.

Small Business Advocate:



The Year Ahead

 In October 2011, the Chamber will host its inaugural NEXT Awards in partnership with the Entrepreneur Center. This program, which recognizes excellence in entrepreneurship, will replace the Chamber's longstanding Future 50 program. The NEXT Awards seek to shine a spotlight on the achievement of Middle Tennessee businesses and entrepreneurs in order to further innovation, capital investment and job creation in this critical sector.



Commemorative 20-year Leadership Study Mission anniversary Hatch Show Print poster



Kenny Blackburn welcomes Bob Bathgate to the podium at the 2011 Leadership Study Mission in Toronto

LEAD

COMMUNITY ACTION

As the voice of business, the Chamber works to create a better business and community environment that positively affects Middle Tennessee's economic prosperity.

HIGHLIGHTS AND ACCOMPLISHMENTS

2011 Metro election: To encourage business participation, the Chamber launched the "Vote: It's Our Business" Web page and hosted a Metro candidate forum in June.

20-year anniversary of Leadership Study Mission: In May, 113 delegates traveled to Toronto to study the economic, cultural, infrastructural and political characteristics of a global city.

Outlook Tennessee: In March, more than 550 business leaders had the opportunity to hear Gov. Haslam address a sold-out crowd.

Issue Insights: Nine programs were held during the 2010-2011 year, reaching nearly 400 members on legislative issues.

Connecting with elected officials: Tennessee's four urban chambers co-hosted an economic briefing and reception for members of the state legislature and administration. The Chamber also hosted briefings with U.S. Sen. Bob Corker and U.S. Rep. Diane Black.

STRATEGIC PARTNERSHIPS: The Chamber continues to cultivate strategic partnerships with:

- **Brookings Institute**, focusing on federal transit policy and the role of metro areas in the global economy;
- **Partnership for a New American Economy**, an initiative of New York Mayor Michael Bloomberg that focuses on comprehensive federal immigration reform;
- **Nashville Downtown Partnership**, collaborating on policy issues affecting downtown businesses;
- **Transit agencies**, focusing on the 2035 regional transit plan and the Broadway/West End Corridor Study;
- **Regional organizations**, working with the Middle Tennessee Mayors' Caucus, Metropolitan Planning Organization and Cumberland Region Tomorrow on issues impacting the region; and
- **Tennessee and regional chambers**, working with Tennessee's three other urban chambers on a joint legislative agenda, and meeting with the 32 chambers in the Nashville region.

LEGISLATIVE ADVOCACY: The Chamber worked to improve government policy and processes in the following areas:

- **Land-use development**, launching the first phase of an initiative focused on barriers to Davidson County development and opposing non-conforming use legislation (withdrawn);
- **Immigration**, opposing the state's e-verify bill (passed with amendments); opposing the English-only driver's license bill (deferred); and opposing legislation that would require local law enforcement officers to check immigration status when there was "reasonable suspicion" (deferred);
- **Economic development**, opposing changes to the state's Tax Increment Financing tool (deferred for further study) and supporting the amendment to the development of the Fairgrounds site (defeated);
- **Public education**, supporting an increase in tenure for public school teachers (adopted) and opposing education vouchers due to accountability concerns (deferred for further study);
- **Business operation**, supporting a small-business exemption on the sexual orientation/gender identity bill (passed), while citing a need for more improvements; and
- **Flood recovery**, testifying in the U.S. Senate about the business impact of the flood, speaking at the U.S. Chamber Business Civic Leadership Center Awards in Washington, D.C. and presenting at the Partners in Preparedness Conference in Tacoma, Wash.

RESEARCH

The Chamber's research staff continued to provide critical services in 2010-2011, including:

- Developing the metrics for the Partnership 2020 plan and providing research to guide the Chamber's marketing efforts;
- Designing the structure of Quality of Place and Life program activity;
- Conducting survey research with Chamber members and partner organizations;
- Providing data and analysis for presentations;
- Assisting with economic development relocation projects and preparing reports;
- Facilitating the Business Conditions Council and helping produce the third annual Business Outlook Summit;
- Developing a database of music industry firms in the Nashville region;
- Conducting economic impact analysis for key regional developments; and
- Serving as a research source for local media.

NASHVILLE CHAMBER PUBLIC BENEFIT FOUNDATION

The Foundation continued its work in 2010-2011 to reduce barriers to economic prosperity, including:

Poverty Reduction Initiative: As a result of Nashville's 2008 Poverty Reduction Initiative, experts created a Poverty Reduction Plan for Davidson County. With Foundation leadership, Nashville's Poverty Council formed to work closely with Metro Social Services during the implementation phase.

Project Homeless Connect: The Nashville Chamber Public Benefit Foundation partnered with the Metropolitan Homelessness Commission to host the third annual Project Homeless Connect event on December 8, serving more than 1,500 individuals.

Adult literacy: The Foundation and the Dollar General Literacy Foundation are partnering with the Mayor's Office to expand the regional coordination of adult literacy programs.

THE YEAR AHEAD

In 2011-2012, the Chamber's land-use initiative will work directly with developers and local government officials to identify sites and potential obstacles to development. In addition, the Chamber will be monitoring the state legislature carefully to ensure that policies are consistent with the Nashville area's workforce needs and reputation as a welcoming and friendly environment. Finally, regional mass transit efforts and identification of funding sources will continue.

2010-2011 CHAMBER TOP INVESTORS

CHAIRMAN'S CIRCLE

American General Life & Accident Insurance Co.
AT&T
Austin Peay State University
Bank of America
Bridgestone Americas, Inc.
CGS (Formerly CIGNA Government Services)
Dollar General Corporation
Fifth Third Bank, N.A.
Gaylord Entertainment Co.
HCA
HCA/TriStar Health System
Ingram Industries Inc.
Jackson National Life Insurance Company – Michigan
LifeWay Christian Resources
Metropolitan Government of Nashville and Davidson County
Nashville Electric Service
Nissan North America, Inc.
Regions Bank
SunTrust Bank
The Tennessean
U.S. Bank N.A.
Wal-Mart Stores, Inc. #0688

PRESIDENT'S CIRCLE

Caterpillar Inc., Financial Products Division
Comdata Corporation
First Tennessee Bank
Nationwide Insurance
Nordstrom, Inc.
Pinnacle Financial Partners
Saint Thomas Health Services
Southwestern/Great American, Inc.
Tennessee Valley Authority
TVV Capital
Vanderbilt University
Waller Lansden Dortch & Davis, PLLC
Wells Fargo Commercial Banking
10

EXECUTIVE

Actus Lend Lease LLC
Advanced BioHealing
Asurion
Bass, Berry & Sims PLC
Belmont University
Best Buy Store #173
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Branch Banking and Trust Co. (BB&T)
Burr & Forman LLP
Captain D's, LLC
Cassidy Turley
Comcast
Cracker Barrel Old Country Store, Inc.
Dell Inc.
Deloitte LLP
Event Logistics, Inc.
FIBERWEB
First Horizon Insurance Group, Inc.
Frost, Brown, Todd LLC
Genesco Inc.
Gresham, Smith & Partners
HealthSpring, Inc.
Humana
Kroger
Lipscomb University
MARS Petcare
Middle Tennessee State University
Nixon Power Services
Peak 10
Pepsi Bottling Co.
Permobil
Piedmont Natural Gas
PNC Bank
Purity Dairies, LLC
PwC
Randstad USA
Renaissance Nashville Hotel
Sam's Club – Regional Office
Tractor Supply Co.
U.S. Smokeless Tobacco, LP
Willis of Tennessee, Inc.

CORPORATE

A.O. Smith Water Products Company
Adams and Reese LLP
AECOM
Aid & Assist At Home LLC
Ajax Turner Co., Inc.
AKZONOBEL
Allied Waste Services of Nashville
AMEC Earth & Environmental, Inc.
American Airlines
AMERIGROUP Community Care
AmMed Direct, LLC
AmSurg Corp.
Anesthesia Medical Group, PC
Ardent Health Services
Ascend Federal Credit Union
Associated Wholesale Grocers
Atmos Energy Corporation
Bailey's Sports Bar
Baker, Donelson, Bearman, Caldwell & Berkowitz, PC
Barge Waggoner Sumner & Cannon, Inc.
Battle Ground Academy
BDO Seidman, LLP
Beaman Automotive Group
Bell and Associates Construction LP
BKA of Nashville
BlueCross BlueShield of Tennessee, Inc.
Boy Scouts of America
Brookside Properties, Inc.
Bryan, Pendleton, Swats & McAllister LLC
C.B. Ragland Company
Central Parking System
centresource
Civic Bank & Trust
Civil Constructors, Inc.
Clarcor
CMT
Coca-Cola Bottling Co.
Colliers International

Commerce Bank
Community Health Systems, Inc.
Concentra Medical Centers
Cornerstone Commercial | Cushman & Wakefield
Corrections Corporation of America
Country Delite Farms
Courier Printing Company, Inc.
Courtyard by Marriott – Vanderbilt/West End
Crest Cadillac
Cumberland Heights
Cumberland University
Delek US Holdings, Inc.
Det Distributing Co.
Dickinson Wright PLLC
DK Brand Strategy
DoubleTree Hotel Nashville
Dye, Van Mol & Lawrence, Inc.
Earl Swensson Associates, Inc.
Educational Services of America
EFT Source, Inc.
Embraer Aircraft Maintenance Services, Inc.
Enterprise Electric, LLC
Enterprise Rent-A-Car Co. of Tennessee
Ernst & Young LLP
Father Ryan High School
Feld Entertainment
First Call Ambulance Service, LLC
First State
FirstBank
Fleet One
Food Business Inc.
Franklin Marriott Cool Springs
Freeland Chevrolet
Gary Mathews Chrysler Dodge Jeep Ram of Nashville
Gibson Guitar Corp.
Goodwill Industries of Middle TN, Inc.
Gould Turner Group
Gray Line of Tennessee

GreenBank Franklin
Griffin Technology, Inc.
Harris Teeter, Inc.
Hartmann, Inc.
Hastings Architecture Associates, LLC
Hawkins Partners
Hayward Industries, Inc
Healthcare Management Systems, Inc.
HealthStream, Inc.
Heery International, Inc.
Hillwood Country Club
Hilton Nashville Downtown
Hotel Preston
Hutton Hotel
I.C. Thomasson Associates, Inc.
IBM Corporation
Incredible Dave's
InfoWorks, Inc.
Ingenuity Associates, LLC
J. Alexander's Corporation
Jack Daniel Distillery
John Bouchard & Sons Co.
Klean Aire-Care Services
KPMG LLP
KraftCPAs PLLC
Latitude 36
Lattimore Black Morgan & Cain, PC & Affiliates (LBMC)
Lee Company
Lexus of Nashville
LifePoint Hospitals, Inc.
Lithographics, Inc.
Loews Vanderbilt Hotel
Louisiana-Pacific Corporation
LPS Integration, Inc.
M&W Logistics Group, Inc.
Maggiano's Little Italy
Management Solutions Group, LLC
Marsh USA, Inc.
McNeely Pigott & Fox

McQuiddy Printing Co.
MEDIAmail Packaging & Fulfillment
Meharry Medical College
Menlo Worldwide Logistics
Metro Ready Mix
Metropolitan Nashville Airport Authority
Meyer Real Estate
Millennium Maxwell House Hotel
Miller & Martin PLLC
Mitsui & Co. (U.S.A.), Inc.
Montgomery Bell Academy
Morgan Keegan & Company, Inc.
Nashville Airport Marriott Hotel
Nashville Auto Diesel College
Nashville Marriott at Vanderbilt University
Nashville State Community College
Neely Coble Company Inc.
NewsChannel 5 Network-WTVF
Northwestern Mutual Financial Network
O'Charley's Inc.
Office Depot – Corporate Office
OHL
Onlife Health
Oreck Corporation
Palmer Engineering
Parsons Brinckerhoff
Premier Parking of Tennessee, LLC
Pride Publishing Group "Nashville Pride Newspaper"
PSC Metals Inc.
Publix Super Market
Qualifacts Systems, Inc.
Quality Industries
Quorum Health Resources
R.H. Boyd Publishing Corporation
RJ Young
Robert W. Baird & Company, Inc.
Rogers Group, Inc.

Sambuca
Sandler Training
Sarah Cannon Research Institute
Second Harvest Food Bank of Middle Tennessee
Sheraton Nashville Downtown
Shoney's North America Corp.
Sitel
Skanska USA Building Inc.
Smith Seckman Reid, Inc.
SpecialtyCare
Springs Global US, Inc.
Sprint
Sprintz Furniture Showroom
STG Design
Stites & Harbison, PLLC
Sunset Grill
Sysco Nashville
T.W. Frierson Contractor, Inc.
teknetex, Inc.
Tennessee State University
The Bank of Nashville
The Britt Hunt Company
The Center for Executive Education at Belmont University
The Comfort Group
The Dominican Campus
The Hermitage Hotel
The Human Capital Group, Inc.
The Mathews Company
Thomas Nelson Publishers
Thompson Machinery Commerce Corporation
Trauger & Tuke
TravelCenters of America, Inc.
Trevecca Nazarene University
Tri Star Energy, LLC
Triumph Aerostructures – Vought Integrated Programs Division
Turner Construction
Union Station – A Wyndham Historic Hotel

United Methodist Publishing House
United Way of Metropolitan Nashville
UniversalHealthcare
Universal Lighting Technologies
UPS
Urology Associates, P.C. & Urology Surgery Center, L.P.
Vanderbilt University – Owen Graduate School of Management
Verizon Wireless
VF Imagewear
Waste Management Inc. of Tennessee
Wirtgen America, Inc.
WKRN-TV, Channel 2 / ABC
WSMV Channel 4
Wyatt, Tarrant & Combs, LLP
XO Communications, Inc.
YMCA of Middle Tennessee
Zycron, Inc.

FINANCIALS

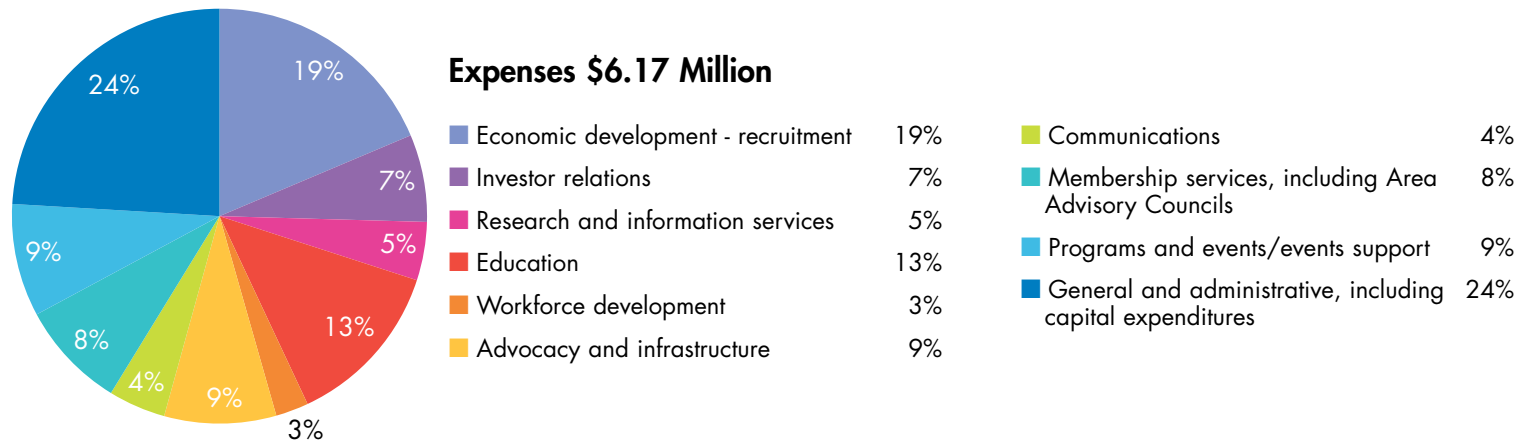
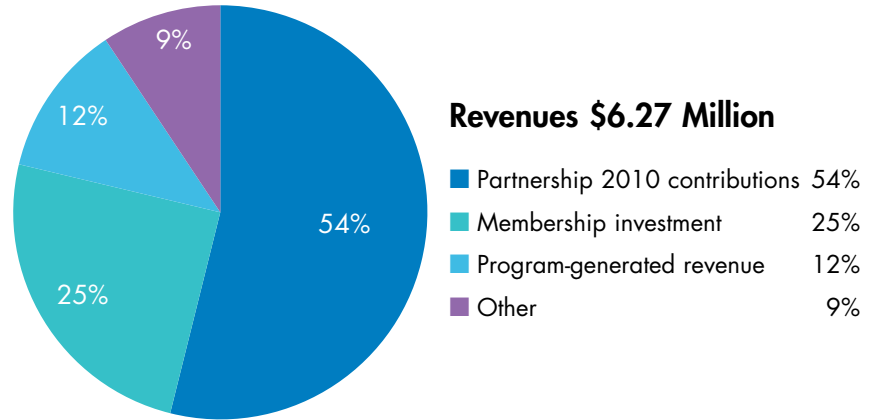
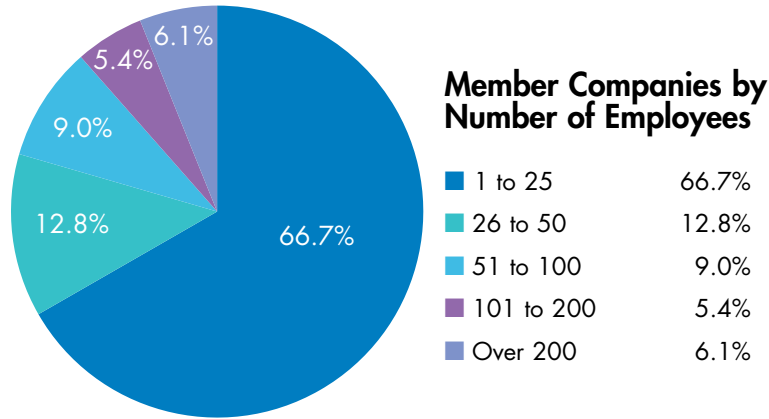
2011-2012 Budget	Partnership 2020	Education 2020	Chamber	Combined Chamber
REVENUE				
Investor contributions, including education	\$3,023,620	\$716,380	–	\$3,740,000
Membership dues	–	–	1,849,964	1,849,964
Program revenue	93,045	–	538,315	631,360
Trade missions revenue	–	–	–	–
Sponsorship revenue	–	–	737,798	737,798
Other	–	–	97	97
TOTAL REVENUE	\$3,116,665	\$716,380	\$3,126,174	\$6,959,219

EXPENSES				
Economic development	\$1,109,919	–	–	\$1,109,919
Investor relations	277,277	–	–	277,277
Research and information services	338,184	–	30,418	368,602
Education	–	716,380	–	716,380
Workforce development	268,588	–	–	268,588
Advocacy and infrastructure	236,626	–	446,064	682,690
Communications and marketing technology	–	–	458,360	458,360
Membership services	–	–	669,843	669,843
Programs and events/ Events support	–	–	654,910	654,910
G&A, including cap. expenses	548,447	–	1,004,203	1,552,650
TOTAL EXPENSES	\$2,779,041	\$716,380	\$3,263,798	\$6,759,219
NET EXCESS	\$337,624	–	(\$137,624)	\$200,000

2010-2011 Actuals	Partnership 2010	Education 2020	Chamber	Combined Chamber
REVENUE				
Investor contributions, including education	\$2,677,112	\$703,498	–	\$3,380,610
Membership dues	–	–	1,557,950	1,557,950
Program revenue	20,595	–	493,901	514,496
Trade missions revenue	233,875	–	–	233,875
Sponsorship revenue	–	–	585,871	585,871
Other	–	–	144	144
TOTAL REVENUE	\$2,931,582	\$703,498	\$2,637,866	\$6,272,946

EXPENSES				
Economic development	\$1,149,688	–	–	\$1,149,688
Investor relations	420,014	–	–	420,014
Research and information services	200,467	–	80,322	280,789
Education	–	803,442	–	803,442
Workforce development	158,076	–	–	158,076
Advocacy and infrastructure	194,106	–	343,762	537,868
Communications and marketing technology	–	–	275,245	275,245
Membership services	–	–	517,519	517,519
Programs and events/ Events support	–	–	542,087	542,087
G&A, including cap. expenses	374,803	–	1,109,746	1,484,549
TOTAL EXPENSES	\$2,497,154	\$803,422	\$2,868,681	\$6,169,277
NET EXCESS	\$434,428	(\$99,944)	(\$230,815)	\$103,669

FINANCIAL AND MEMBERSHIP OVERVIEW





PROSPER

PARTNERSHIP 2020

Partnership 2020 (P2020) is the five-year economic development initiative of the Nashville Area Chamber of Commerce.

The Partnership is a public-private effort supported by 250 investor companies and government organizations, dedicated to the long-term vision for the Nashville region's economic prosperity.

This is the continuation of a process that began in 1990 with the launch of Partnership 2000, and has been operating for the last decade under the Partnership 2010 banner.

The P2020 five-year strategic plan focuses on four ambitious goal areas, strategic drivers for the region's economy to continue to prosper and thrive. They are:

- **Economic diversity:** Providing a diverse range of 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 meets and exceeds the ambitions of the companies and industries 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.

P2020 will measure key indicators over the five-year program cycle to ensure success, including job growth, income growth, population growth, innovation measures and public education gains. The P2020 effort is supported by a \$20 million capital campaign.

MISSION CHAMPIONS:





At the Music City Center construction site, pictured left to right: Wayne Smith, chairman, president and CEO of Community Health Systems and vice chairman of the Nashville Area Chamber of Commerce; the Honorable Mayor Karl Dean, Metropolitan Government of Nashville/Davidson County and co-chairman of Partnership 2020; Ralph Schulz, president and CEO of the Nashville Area Chamber of Commerce; Jim Wright, chairman and CEO of Tractor Supply Co. and co-chairman of Partnership 2020; and Bert Mathews, president of The Mathews Company, partner of Colliers International Nashville and chairman of the Nashville Area Chamber of Commerce

A NEW BLUEPRINT FOR PROSPERITY IN MIDDLE TENNESSEE

When I look at Nashville's growing skyline, I can't help but think about everything the Partnership has accomplished in this region. Of course, that's partly because our most iconic buildings – such as the Schermerhorn Symphony Center, the Bridgestone Arena and, soon, the new Music City Center – are true symbols of our region's prosperity. But it's also because all those buildings started with a blueprint – a strategic plan that guided their growth, from the groundbreaking to the finished structure. Similarly, the Partnership is a blueprint that has guided the prosperity of Middle Tennessee since 1990.

By leveraging the assets of the region as a whole, we have built a true regional partnership that is now a national model. This happened because public and private leadership created a strategic, focused effort to help our region successfully compete head-on with the best of the best – and we continue those efforts to this day.

This year is an exciting one, not only for the Partnership, but also for the entire Nashville region. After a yearlong planning and implementation process that relied on interaction with 450 community leaders and a competitive analysis of the Nashville area, we created an ambitious plan that focuses on four strategic drivers: a diverse economy, talent development, maintaining Nashville's quality of place and life, and effective regionalism. We will also continue focusing on new job-creation strategies to aggressively and strategically grow this economy.

We will be successful in the future because of the leadership, energy and support of our Partnership investors. Their vision and commitment to the prosperity of the region are what make Nashville such a great place to live and work. Thank you for all you do to ensure prosperity in Middle Tennessee.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Wright".

Jim Wright
Co-chairman
Partnership 2020
Chairman and CEO
Tractor Supply Co.

REGIONAL PARTNERS

The Partnership has succeeded largely because of the collaboration between the Nashville Area Chamber of Commerce and its regional partners throughout the 10-county economic market. These organizations understand that a rising tide truly does lift all ships. The Chamber thanks the regional economic development, government and chamber organizations that support Partnership 2020 and contribute to the economic prosperity of Middle Tennessee.

Tennessee Valley Authority	Goodlettsville Area Chamber of Commerce
Tennessee Department of Economic & Community Development	Greater Cool Springs Chamber of Commerce
Nashville and Davidson County Mayor's Office of Economic & Community Development	Hendersonville Area Chamber of Commerce
Brentwood Cool Springs Chamber of Commerce	Joint Economic & Community Development Board of Wilson County
Cheatham County Joint Economic & Community Development	Maury Alliance
City of Franklin	Robertson County Chamber of Commerce
City of Gallatin Economic Development Agency	Rutherford County Chamber of Commerce
City of Goodlettsville	White House Area Chamber of Commerce
City of Hendersonville	Williamson County-Franklin Chamber of Commerce
City of Portland	Williamson County Office of Economic Development
Clarksville/Montgomery County Economic Development Council	
Dickson County Chamber of Commerce	
Forward Sumner Economic Council	

PAST PARTNERSHIP CHAIRS

2008–2010

C. Keith Herron
Regions

2005–2008

Jack O. Bovender, Jr.
HCA (retired)

2004–2005

Tom Beeman
Saint Thomas Health Services

2001–2004

Beth Mooney
AmSouth Bank

2000–2001

Marty Dickens
AT&T

1999–2000

Terry London
Gaylord Entertainment Company

1998–1999

Doyle Rippee
Morgan Keegan & Company

1997–1998

Rob McCabe
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 Botorff
Council Capital

1992–1993

Richard W. Cardin
Arthur Andersen (retired)

1990–1992

Thomas J. Sherrard
Sherrard & Roe, PLC

NATIONAL MEDIA SUCCESS

The Partnership's proactive public relations efforts continued to yield positive results in national media exposure for Nashville as a business destination. Highlights include:

Best Value Cities

Kiplinger, July 2011

Nashville ranked third on *Kiplinger's* list of top 10 best value cities for 2011. The ranking focused on metro areas with vibrant economies, reasonable living costs and great amenities.

Next Big Boom Towns

Forbes, July 2011

Nashville ranked as the third up-and-coming "boom town" in the U.S. based on data indicating past, present and future vitality. Several factors contributing to Nashville's ranking included its low housing prices, pro-business environment and rapid growth in educated migrants.

Best Places for Business and Careers

Forbes, June 2011

Nashville ranked sixth out of the country's 200 largest metropolitan statistical areas in *Forbes'* 13th annual list of the best places for business and careers. This ranking is based on metrics relating to past and projected job growth, business and living costs, income growth, educational attainment, and projected economic growth.

2010 Economic Growth

On Numbers, June 2011

Tennessee ranked sixth-best in the country for growth in its gross state product in 2010, according to an analysis of data from the U.S. Bureau of Economic Analysis by *On Numbers*, a *Nashville Business Journal* affiliate. Tennessee's gross state product, a measurement of the total output of goods and services, grew by 3.52 percent in 2010.

Top 10 U.S. Cities for College Grads

Livability.com, June 2011

Nashville was named one of the top 10 U.S. cities for college grads by *Livability.com*. The website looked at employment opportunities, salaries, population age and nightlife.

Best Cities for Job Growth

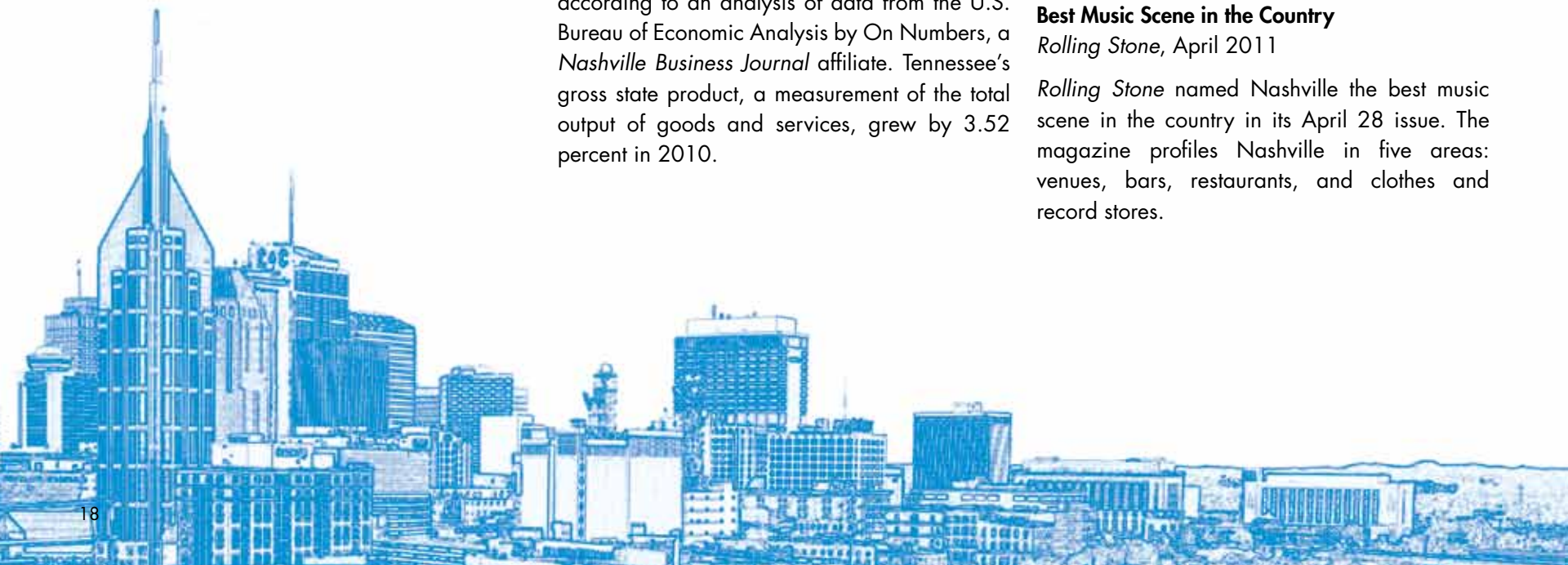
Forbes, May 2011

Forbes ranked Nashville the eighth-best large city for jobs out of 398 metropolitan statistical areas, based on employment data from the Bureau of Labor Statistics. Metrics included recent growth trends, mid-term growth, and long-term growth and momentum.

Best Music Scene in the Country

Rolling Stone, April 2011

Rolling Stone named Nashville the best music scene in the country in its April 28 issue. The magazine profiles Nashville in five areas: venues, bars, restaurants, and clothes and record stores.



Best State to Make a Living

MoneyRates.com, April 2011

Tennessee was named the eighth-best state to make a living, according to MoneyRates.com.

The list was based on unemployment rates, average wages, tax rates and cost of living.

Comeback Cities

Kiplinger, April 2011

Kiplinger named Nashville as one of 11 comeback cities in the U.S. for 2011. Kiplinger looked at cities whose unemployment rates have recently exceeded the national average but are showing strong signs of rebounding. For Nashville, Kiplinger forecasts job growth of 2.8 percent, with particular growth in accounting and financial services.

Best Places to Retire

Forbes, March 2011

Nashville was named one of the best places to retire by Forbes. The 2011 Retirement Guide considers a wide range of factors, but focuses especially on tax burden and cost of living.

Best City for Minority Entrepreneurs

Forbes, March 2011

Forbes ranked Nashville the third-best city for minority entrepreneurs. In 2010 immigrants accounted for nearly 30 percent of new business owners, versus 13 percent in 1996. Nashville’s immigrant population soared 83 percent, to 107,000, between 2000 and 2008 – the fastest growth rate in the nation.

Best City for College Graduates

Forbes, February 2011

Forbes ranked Nashville as the fourth-best city for college graduates. To come up with the list of the country’s biggest brain magnets, Forbes took the 50 largest metropolitan areas and ranked them by gains in people with college educations compared to the population over 25 years of age between 2007 and 2009.

World’s Best Cities for Tech Startups

ReadWriteWeb, January 2011

A popular technology blog put Nashville among the top cities in the country – even the world – to start a business. ReadWriteWeb credits Nashville’s favorable business climate, numerous colleges and “tech-inspired community” for creating a nurturing place for entrepreneurs.

Most Friendly Environment for Entrepreneurship

Small Business & Entrepreneurship Council, December 2010

The Small Business & Entrepreneurship Council ranked Tennessee the 11th-friendliest environment for entrepreneurship in its 15th annual rankings. The rankings measure the costs and burdens of government on small business, and policy areas that enable their competitiveness.

America’s Most Affordable Cities

Forbes, November 2010

Music City was ranked the fifth-most-affordable city in America, according to Forbes. Forbes looked at a variety of factors, including the cost of health care, how much people spend on transportation and housing, and grocery prices.

BUSINESS RECRUITMENT

From July 1, 2010, through June 30, 2011, 103 announced relocations and expansions have added 7,321 new jobs for a total of \$1,671,512,104 in capital investment, covering 5,819,733 square feet of space.

BUSINESS RECRUITMENT HIGHLIGHTS AND ACCOMPLISHMENTS

With the economy in recovery, the Nashville area began to see an uptick in relocation activity this year. A total of 30 companies announced plans to relocate to the Nashville region, resulting in:

- **1,832** jobs;
- **1,123,444** square feet of space to be occupied; and
- **\$166,495,000** of capital invested in building and equipment.

OUTBOUND AND INBOUND MARKETING

The Chamber's economic development team maintained an aggressive marketing calendar in 2010-2011, including inbound and outbound trips to meet with key site selection consultants and relocation prospects. Efforts this year included:








California marketing trip: The Chamber's economic development team, in partnership with Mayor Dean, traveled to Los Angeles and San Francisco in January for a joint recruitment and existing business marketing trip. The team met with more than 30 companies and key executives in the music, health care and information technology industries.

New York marketing trip: The Chamber's economic development team, in partnership with the Nashville Health Care Council and Mayor Dean, traveled to New York City in April to make calls on site consultants, active relocation and expansion prospects, and existing Nashville companies with operations in the area.

Austin Roadshow: In October 2010, a small group of Partnership investors and economic developers went to Austin to learn best practices from one of Nashville's key benchmark cities.

CMA Red Carpet Tour: At its CMA Red Carpet Event in November, the Chamber hosted 25 clients and guests, representing six potential relocating companies and six site selection consultants who are actively working on projects in Middle Tennessee.

RELOCATION HIGHLIGHTS

	CITY/COUNTY	NUMBER OF EMPLOYEES	SQUARE FEET OF SPACE
	Old Hickory, Davidson County <i>This global technology company will locate a new manufacturing facility on Swinging Bridge Road in Nashville.</i>	40 jobs	64,079 square feet of space
	Franklin, Williamson County <i>Having been purchased by local health care industry leaders, this behavioral health company is relocating from Atlanta.</i>	100 jobs	30,000 square feet of space
 	Nashville, Davidson County <i>Bridgestone Americas Inc. is relocating members of Bridgestone Bandag Tire Solutions' senior management team from Muscatine, Iowa.</i>	32 jobs	
	Nashville, Davidson County <i>This Virginia-based call center company is opening a new office.</i>	200 jobs	15,700 square feet of space
	Lebanon, Wilson County <i>GE has signed a lease for nearly 400,000 square feet in an industrial building near Interstate 840 and the Nashville International Airport.</i>	192 jobs	400,000 square feet of space
IB-Tech	Mount Pleasant, Maury County <i>This Japanese auto parts manufacturer is building a plant to produce high-quality seat adjusters.</i>	385 jobs	120,000 square feet of space
	Murfreesboro, Rutherford County <i>Frankfort, Ind.-based NHK Seating of America will open a new manufacturing facility.</i>	224 jobs	117,000 square feet of space

EXISTING BUSINESS GROWTH AND RETENTION

HIGHLIGHTS AND ACCOMPLISHMENTS

Growing and retaining the Nashville region's robust and diverse business community is one of Partnership 2020's top priorities. This year, 73 companies announced expansion plans, accounting for:

- **5,489** new jobs;
- **4,696,289** square feet of new space to be occupied; and
- **\$1,505,017,104** in capital investment in building and equipment.

Focused on high-level, hands-on project management and one-on-one company visits, the P2020 existing-business team worked with existing companies to ensure the region has an aggressive and effective team of experts in place to assist their growth and expansion in every industry. Existing-business activities included:

Face-to-face visits: The existing-business team developed a business visitation target list of companies in the Nashville region and, with assistance from economic development partners









throughout the 10-county region, visited more than 400 mid- to large-sized companies.

Americana Honors and Music Awards Show: The Chamber and Mayor Dean hosted a CEO VIP reception at the Americana Honors and Music Awards Show on September 9 at the Ryman Auditorium. The guest of honor for the evening was Mike Wells, CEO of Jackson National Life Insurance Company, which announced plans in 2010 to establish a regional headquarters in the Nashville area, creating 750 new jobs.

CEO dinner: The Chamber and Mayor Karl Dean hosted a CEO dinner in April at Watermark restaurant in the Gulch. The private dinner included 10 chief executive officers, Tennessee Department of Economic and Community Development Commissioner Bill Hagerty, and Metro Finance Director Rich Riebeling.



EXPANSION HIGHLIGHTS

	CITY/COUNTY	NUMBER OF EMPLOYEES	SQUARE FEET OF SPACE
	Nashville, Davidson County <i>This Nashville-based technology-protection services company announced plans to grow its headquarters and corporate operations.</i>	500 jobs	320,000 square feet of space
	Nashville, Davidson County <i>BNY Mellon is bolstering its global technology infrastructure by expanding its Tennessee Processing Center and nearby corporate business office.</i>	100 jobs	112,000 square feet of space
	Smyrna, Rutherford County <i>This Smyrna-based company, which makes and distributes kitchen equipment for industrial, commercial and residential uses, is expanding its operations in Rutherford County.</i>	100 jobs	
	Spring Hill, Maury County <i>General Motors plans to spend \$500 million and add 400 jobs to build a new four-cylinder engine.</i>	400 jobs	
	Nashville, Davidson County <i>This Nashville-region health care company, which operates one of the country's largest Medicare Advantage coordinated plans, consolidated and expanded its MetroCenter operations.</i>	300 jobs	98,000 square feet of space
	Brentwood, Williamson County <i>This Brentwood-based logistics company is expanding operations.</i>	250 jobs	42,000 square feet of space
	Lebanon, Wilson County <i>Having recently relocated its North American headquarters to Lebanon, this Swedish wheelchair manufacturer plans to more than double its workforce.</i>	60 jobs	
	Portland, Sumner County <i>This Portland-based maker of solar energy components is expanding its manufacturing facilities.</i>	400 jobs	75,000 square feet of space

RELOCATIONS | JULY 2010-JUNE 2011

3M
Davidson

A+ Secure Packaging
Rutherford

Acadia Healthcare
Williamson

APS Healthcare
Williamson

Avure Technologies
Williamson

Bridgestone Bandag Tire Solutions
Davidson

Carlisle Transportation Products
Williamson

City National Bank
Davidson

Cody Entertainment
Davidson

Daiei America, Inc.
Rutherford

Davis Music Group
Davidson

Ditto Music
Davidson

Faneuil, Inc.
Davidson

General Electric (GE)
Wilson

Gulf Western Inc.
Williamson

HomeTelos, LP
Davidson

IB-Tech
Maury

iPractice
Davidson

Jade Design
Williamson

NHK Seating of America
Rutherford

Nurture by Steelcase
Davidson

Obedia
Davidson

Prime Source
Wilson

Revive
Davidson

Shareable Ink
Davidson

Suffolk Construction Co. Inc.
Davidson

Tottser-Iroquois Industries
Rutherford

Valeo
Rutherford

WPC Services
Williamson

Zayo Colocation (zColo)
Davidson



EXPANSIONS | JULY 2010-JUNE 2011

A.L.P. Lighting & Ceiling Products, Inc.
Dickson

Advanced Distribution Services
Davidson

Aegis Sciences Corporation
Davidson

Ajax Turner
Rutherford

American Homepatient
TBD

Asurion
Davidson

Baylor Trucking
Sumner

Betty Machine Company, Inc.
Sumner

BioMimetic Therapeutics Inc.
Williamson

Blackstone Brewing Company
Davidson

BNY Mellon
Davidson

Bridgestone Americas Tire Operations, LLC
Davidson

C3 Consulting
Davidson

Capella Healthcare Inc.
Williamson

Carlex
Davidson

Centennial Medical Center
Davidson

Comdata
Williamson

Creative Artists Agency
Davidson

Davita
Williamson

Derby Fabricating
Davidson

Digital Connections, Inc.
Sumner

Emdeon Business Services
Davidson

Essex
Rutherford

Feintool, Inc.
Davidson

Franke USA Holding Inc.
Rutherford

General Mills
Rutherford

General Motors
Maury

Griffin Technologies
Davidson

Healthcare Management Systems
Williamson

HealthSpring, Inc.
Davidson

Holtkamp Greenhouses
Davidson

Industrial Marketing & Consultants, LLC
Sumner

Integrated Manufacturing Systems
Sumner

Internal Revenue Service
Williamson

Interstate Warehousing
Rutherford

Jostens
Montgomery

Linatex
Sumner

Lochinvar
Wilson

Macy's, Inc.
Robertson

MAHLE
Rutherford

MARS Petcare
Williamson

Martin Brower
Dickson

Martinrea Automotive Systems (USA) LLC
Maury

Martinrea Fabco
Robertson

Mayekawa U.S.A., Inc.
Wilson

Mechanical Components of Tennessee, Inc.
Sumner

Medical Reimbursements of America LLC
Williamson

MedSolutions
Williamson

Metal Quest, Inc.
Sumner

Metrican Stamping
Dickson

Midstate Services
Rutherford

Misa Metal Processing of Tennessee, Inc.
Sumner

MyOfficeProducts Inc.
Williamson

Nacarato
Rutherford

Nashville Bun Company
Davidson

Naxos of America, Inc.
Williamson

Nemak
Dickson

NIC Global
Sumner

OHL
Williamson

Perfect Equipment
Rutherford

Permobil
Wilson

Pratt Industries
Rutherford

PureSafety
Williamson

Sekisui Plastics
Maury

Shoals Technologies Group
Sumner

Taylor Truckline
Sumner

The Nutro Co.
Wilson

Thomas & Betts Corporation
Sumner

U.S. Dept. of Veterans Affairs
TBD

XPDEX
Rutherford

Vanderbilt University
Williamson

Windham Professionals
Sumner

Wirtgen America
Davidson



At the residence of the U.S. Ambassador to Chile during the International Health Care Trade Mission, from left to right: Sheila Bearden; Jack O. Bovender, Jr., retired chairman and CEO, HCA; Barbara Bovender; James Bearden, CEO, Gresham, Smith & Partners



SEUS Japan Association Chair Jack O. Bovender, Jr. presented Hiromasa Yonekura, chairman of Sumitomo Chemical Company, Limited and chair for the Japan-U.S. Southeast Association, with a custom-made Gibson guitar



At the International Health Care Trade Mission, from left to right: Nelson Remus, president and founder, Remar Inc.; John Scannapieco, partner, Bradley Arant Boult Cummings, LLP; Bond E. Oman, CEO, Oman-Gibson Associates; Darrell S. Freeman, Sr., chairman, Zycron Inc.

INTERNATIONAL BUSINESS

The Chamber's International Business Council (IBC) focuses on expanding Middle Tennessee's global footprint through:

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

HIGHLIGHTS AND ACCOMPLISHMENTS

International Health Care Trade Mission: In November, nearly 30 health care executives participated in the Chamber's and Nashville Health Care Council's Ninth International Health Care Trade Mission to Santiago, Chile, and Buenos Aires, Argentina. Delegates met with government and business leaders to learn about their health care systems, share best practices and explore business opportunities.

Southeast U.S.–Japan and Japan–U.S. Southeast Associations: Held in October, the 34th annual meeting helped showcase Nashville's unique arts and culture to 550 delegates from throughout the Southeast U.S. and Japan.

International Business Survey: The IBC conducted its second annual survey in January to measure the impact of international business in the metro area and provide updates to its international business directory. The directory includes more than 150 local companies doing business internationally.

Events: The IBC hosted a series of education events in 2010-2011, which included presentations by:

- Luc Mongeau, president of Middle Tennessee-headquartered MARS Petcare US;
- Tennessee Department of Economic and Community Development Commissioner Matt Kisber and Consul-General of Japan Hiroshi Sato;
- Chief Representative of the Tennessee China Development Center Li Weaver and a delegation from the Chinese province of Zhejiang;
- Deputy Director and Senior Fellow of the Brookings Metropolitan Policy Program Amy Liu; and
- Takashi Terada, professor of international relations at Waseda University in Tokyo.

RELOCATIONS AND EXPANSIONS:

From July 2001 through June 2011, 135 out of 892 total relocations and expansions were from internationally owned companies (15 percent), creating 11,903 jobs.

From July 2010 to June 2011, 23 out of 103 total relocations and expansions were from internationally owned companies (22 percent), creating 1,610 jobs.

INTERNATIONAL BUSINESS STATISTICS:

With powerhouse international companies like Nissan, Bridgestone Americas, Volkswagen, Louisiana-Pacific and Gibson Guitar calling Tennessee home, Tennessee has grown into the 15th-largest exporter in the nation.

The following statistics from the Tennessee Department of Economic and Community Development illustrate just how crucial international business is to our state's economy:

- As of December 2010, 774 foreign-owned firms representing 36 different countries are operating in Tennessee, representing more than 103,000 jobs and a total capital investment of more than \$23 billion.
- In 2010, foreign direct investment represented almost \$2.50 out of every \$10 invested in Tennessee, corresponding to nearly 24 percent of all investment.
- Between 2003 and 2009, Tennessee experienced average annual growth of 41 percent in FDI.

Nashville ranked No. 10 for FDI strategy:



fDi Magazine ranked Nashville among the 10 large cities across the American continents for foreign direct investment strategy. The magazine ranks cities

with the best prospects for inward investment, economic development and business expansion.



At the IBC Breakfast, from left to right: Consul-General Hiroshi Sato, Consulate-General of Japan in Nashville; Takashi Terada, professor of international relations, Waseda University in Tokyo; Dave Berryman, chairman of the Chamber's International Business Council and president of Gibson Guitar Corp.



MUSIC CITY MUSIC COUNCIL

A collaboration among the Chamber, the Mayor’s Office and the Convention & Visitors Bureau, the four-pronged mission of the Music City Music Council (MC2) is to create jobs by recruiting music-related businesses to the city; attract creative people to live and work in Nashville; make the city’s live music scene the best in America; and create the best music education program in the world in Metro Nashville Public Schools.

One of the most exciting MC2 initiatives is the development of a new website, MusicCityMusicCouncil.com, which launched in summer 2011. Along with the website, the Music Council created the Music City Ambassador Award, honoring Nashville recording artist Jack White of Third Man Records as its first recipient.

The Music Council has also established a partnership with the Entrepreneur Center to support local digital media and entertainment startups and collaborated with an independent PR firm, resulting in national coverage of the Nashville music industry in outlets such as the Associated Press, *Rolling Stone*, *W* magazine, *The New York Times*, “60 Minutes” and *USA Today*.

MC2 has expanded free live music offerings, including Live on the Green at Public Square Park, and has worked with Mayor Karl Dean and the Metropolitan Development & Housing Agency to develop the Ryman Lofts, Nashville’s first-ever artists’ residence. In addition, the Music Council has been working on a plan to further improve music programs in Metro Public Schools.

Finally, Mayor Dean announced that Music Row veteran Randy Goodman, former president of Lyric Street Records, has been appointed co-chairman of the Music City Music Council, replacing immediate past co-chairwoman Mary Ann McCready of Flood, Bumstead, McCready & McCarthy.



At the Music Council-Entrepreneur Center announcement, from left to right: Janet Miller, Nashville Area Chamber of Commerce, Butch Spyridon, Nashville Convention & Visitors Bureau, Nashville Mayor Karl Dean, Tawn Albright, Rockhouse Partners, Joe Galante, former chairman, Sony BMG Nashville, Mary Ann McCready, Flood Bumstead McCready & McCarthy, and Michael Burcham, Entrepreneur Center

NASHVILLE HEALTH CARE COUNCIL

The Nashville Health Care Council, founded in 1995 as an initiative of the Chamber, is an association of health care industry leaders working to further establish Nashville's position as the nation's health care industry capital. The Council is supported by more than 215 corporate members.

COUNCIL OFFERS DIVERSE PROGRAMMING

Policy briefings: The Council hosted several policy briefings, including a reform program with CMS Principal Deputy Administrator Marilyn Tavenner. Other briefings featured U.S. Senate Republican Leader Mitch McConnell, R-Ky.; U.S. Rep. Diane Black, R-Tenn.; and U.S. Rep. Fred Upton, R-Mich.

Wall Street's View on Prospects for the Health Care Industry: The sold-out annual event featured four of Wall Street's top analysts and was moderated by Community Health Systems Chairman, President and CEO Wayne T. Smith.

15-year anniversary: In recognition of its 15-year anniversary, the Council presented a sold-out Legendary Leadership panel with health care industry pioneers Thomas F. Frist, Jr., M.D., Joel Gordon, Charlie Martin, Clayton McWhorter and Ken Melkus. The event was attended by 500 members and guests.

2011 Leadership Health Care (LHC) Delegation to Washington, D.C.: This ninth annual event took 100 emerging health care industry leaders to the capital to hear the latest in federal health policy developments. With more than 550 members representing more than 250 companies, LHC is the foremost organization for emerging leaders in the field.

HIGHLIGHTS AND ACCOMPLISHMENTS

Council Wins an Emmy: Nashville Public Television honored the Council with an Emmy for its support of the award-winning series "NPT Reports: Children's Health Crisis" at the Council's annual spring membership reception.

Awards Recognize Marketing Efforts: The Council's new website won a "Parthenon Award of Merit" from the Nashville Chapter of the Public Relations Society of America and an "Achievement in Marketing Award" from the Nashville American Marketing Association. The awards lauded the outstanding results of the website launch, and also recognized the Council's online video highlighting the Nashville health care industry and the 2009-2010 Annual Report.



Guests listen to health care industry pioneers at the Nashville Health Care Council's 15-year anniversary Legendary Leadership panel

ABOUT THE INDUSTRY

- Nashville's health care industry generates more than \$70 billion in revenue and more than 400,000 jobs globally.
- More than 250 health care companies have operations in Nashville and work on a multistate, national or international basis, with more than 300 professional services firms (e.g., accounting, architecture, banking, legal) providing expertise to the health care industry.
- Eighteen publicly traded health care companies are located in Nashville with combined employment of nearly 370,000 and \$56 billion in global revenue.
- 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.

EDUCATION

Education remained a top priority for the Chamber in 2010-2011 because the success of our public schools has an immediate impact on the economic development potential of the Nashville region.

HIGHLIGHTS AND ACCOMPLISHMENTS

Nashville Chamber highlighted in national report: The U.S. Chamber of Commerce and the American Enterprise Institute's June 8 report highlights Nashville as one of three business communities across the country helping drive local education improvement. The report chronicles the leadership of the Chamber and focuses on the district's Academies of Nashville approach to high school reform.

Legislative agenda: The Chamber had a productive state legislative session in education. Chamber-endorsed bills on teacher tenure and charter schools were adopted, while a Chamber-opposed school voucher bill that lacked accountability provisions was sent to a legislative study committee for further review.

ACADEMIES OF NASHVILLE

The Chamber has been a lead partner in the Academies of Nashville, which bring a career or thematic focus within Metro's 12 comprehensive high schools in order to prepare each student for college and an eventual career. The early results are promising. In the January 2011 state report card, Metro Schools' graduation rate increased 10 percentage points, to 82 percent.

- **Awards:** In May 2011, the Chamber hosted the first-ever Academies of Nashville Awards, sponsored by Altria and Deloitte, recognizing excellence in Nashville's high school academies, which feature 140 partnerships between businesses and high schools.
- **Model district:** In March 2011, the Academies of Nashville became a national model when Nashville was designated as a Next Generation Learning Community training hub by the Ford Motor Company Fund.

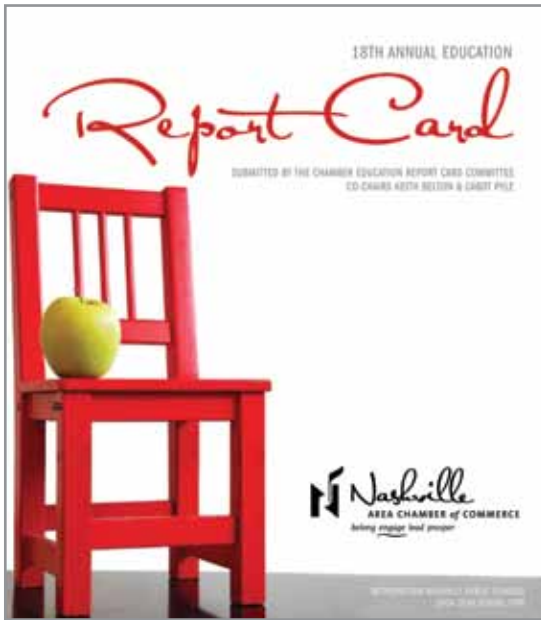
ONE NASHVILLE: ONE NASHVILLE, a Chamber-led community campaign to increase involvement in Metro Schools, was launched in September 2010. As of June 30, 2011, there have been 8,306 unique visits to www.onenashville.org, 3,616 individuals have joined the campaign, 52 community organizations have signed on as Endorsing Partners and 495 Facebook users have "liked" the campaign. As a result of the ONE NASHVILLE campaign and its community partners, the 2010-2011 school year saw a 30 percent increase in the number of volunteers, donors and advocates supporting Nashville's public schools.



Overton High School's John Marshall accepts the Academy Teacher of the Year award from Deloitte's Tom Aaron



Co-chairman Steve Turner, Mayor Karl Dean and Director of Schools Dr. Jesse Register discuss the Academies of Nashville at a Chamber CEO Champions meeting at Antioch High School



Education Report Card: The Chamber's Education Report Card Committee issued its 18th report in February 2011.

Education 2020 Speaker Series: The Chamber and Mayor's Education 2020 Speaker Series completed three policy events that continue to be re-broadcast on cable (Comcast 10 in Davidson County):

- Teaching as Leadership, with Teach For America Chief Knowledge Officer Stephen Farr;
- Human Capital Reform, in partnership with the Committee for Economic Development; and
- Common Core Standards, in partnership with the Urban League of Middle Tennessee.

Charter School Support Network: The Chamber's Charter School Support Network is composed of at least one volunteer board member from each of the city's existing and approved charter schools. The Chamber was a participant and signatory to Nashville's Charter School Compact, which was recognized by the Gates Foundation as a model for district-charter collaboration.

Teacher Leadership Institute: The Chamber coordinated the involvement of private-sector human resources professionals to assist the school district in developing and selecting candidates for a new Teacher Leadership Institute that launched in May 2011.

Dual enrollment: The Chamber partnered with Deloitte to sponsor dual-enrollment courses in June 2011 for students at Antioch and Overton high schools. These students will be earning high school and college credit simultaneously.

Mayor's First Day Festival: The Chamber led the organization of the 11th annual Mayor's First Day Festival in August 2010, as 20,000 students and families celebrated the start of school.



Audience members pose questions to the expert panel at the Chamber's speaker series on Human Capital Reform in Education

Awards and recognition: The Chamber received a Bronze Award from the American Chamber of Commerce Executives for its ONE NASHVILLE campaign and a Gold Award for its 17th Annual Education Report Card. ONE NASHVILLE was recognized for its approach to getting the community engaged in public schools. The Report Card was commended for raising the standards and setting the pace for communications excellence.

THE YEAR AHEAD

The Chamber plans to focus on increasing the number of postsecondary degrees in our region through strategies such as dual enrollment.

Voters will select five of the nine members of Nashville's school board, with SuccessPAC, a Chamber-initiated political action committee, endorsing candidates who are focused on the academic achievement of all children.

The Chamber will deepen its efforts to support the Academies of Nashville, with the goal of increasing the number of high school graduates who score at least a 21 on the ACT.



Families pick up school supplies at the Mayor's First Day Festival at the Bridgestone Arena



WORKFORCE DEVELOPMENT

HIGHLIGHTS AND ACCOMPLISHMENTS:

Middle Tennessee Workforce Study: The Middle Tennessee Workforce Study, *Leveraging the Labor Force for Economic Growth: Assessing the Nashville Economic Market Area's Readiness for Work after the Recession*, was released on Sept. 30, 2010. Key findings include:

- **Employment:** The region will likely return to pre-recession unemployment levels by 2014, and worker shortages will intensify in the second half of the decade. A shortage of 23,000 workers is predicted by the end of 2019.
- **Job growth:** The region is expected to add more than 150,000 new jobs in the following industries: information technology, education and health care services, professional and business services, finance, and shared services.
- **Education:** Jobs that require technical certificates, two-year degrees and four-year degrees will increase in the next decade, while jobs requiring high school diplomas are shrinking.
- **Commuting patterns:** Cross-commuting continues to increase, strengthening the labor pool; 53 percent of workers in the Nashville area cross county lines to commute to work.

The highlights of the study and the full report can be found at www.nashvillechamber.com/workforcestudy.

Transition resources: In response to the recession, the Chamber shifted resources from workforce attraction to workforce retention. With the help of the Workforce Development Advisory Committee, the Chamber established an online resource where job-seekers can find valuable information such as transition groups, professional associations, resume help, interview skills and career fairs. Since July 2010, more than 6,650 unique visitors have used these online resources.

Online content:

- **58,900** job-seekers were served by nashvillejobslink.com, the Chamber's online job board.
- **12,100** people downloaded the list of largest employers in the area. This is largely used by job-seekers who are seeking an opportunity to advance in our region.
- **3,170** people accessed the Chamber's new IT recruiting Web page, featuring more than 20 companies hiring IT talent in the region.
- **2,070** students and university representatives visited the InternNashville Employer List, featuring more than 270 companies in the area that offer internships.
- More than **800** subscribers receive the monthly *HR Notes* e-newsletter, with articles and updates pertinent to HR professionals.

Job board: Reflecting the continued interest in growing or starting a career in the region, the online job board was the most visited portion of the Chamber's website between July 2010 and June 2011, with more than 118,000 page views.

Targeted Talent Recruitment and HIT Consortium: The workforce development department assisted with seven expansion and relocation projects. In addition, the Chamber has been developing new recruiting and retention strategies to address specific talent needs, particularly for high-demand occupations, including health care IT.

Worker attraction: The Chamber's workforce department coordinated out-of-area marketing to job-seekers and relocating individuals located in 39 states and two countries through its *Work Hard, Play Hard, Live Well, Grow Well* CD-ROM. In addition, marketing materials were distributed to more than 300 colleges and universities located in 36 states and Washington, D.C. The Chamber also partnered with 14 area universities in welcoming bachelor's and master's degree candidates, MBAs, and alumni to the Nashville Area College to Career Fair and the Nashville Area Teacher Recruitment Fair on Feb. 8, attracting more than 1,300 job-seekers.

YOUNG PROFESSIONALS:

YP Nashville website: Launched in October 2010, www.YPNashville.org provides ways to engage with YP Nashville through social media and helps YP Nashville promote the aspects of Middle Tennessee that young professionals find most attractive. More than 7,400 young professionals from 42 countries have accessed the new YP Nashville website since its launch. The site has received more than 34,100 page views.

E-newsletter: More than 2,000 young professionals receive YP Nashville's newsletter each month with information about community issues, upcoming events and spotlights on young professional organizations.

Social media: YP Nashville has more than 1,600 followers on Twitter and more than 450 Facebook fans.

Events: More than 850 YPs attended networking and educational events.

Fifth annual Nashville Emerging Leader Awards (NELAs): The fifth annual NELAs received more than 400 individual nominations from the business community and had a 42 percent increase in applications over last year. Sixty-five judges representing 59 Chamber-member companies in 14 industry categories completed the judging process.

Young Professionals Presenting Sponsor:



THE YEAR AHEAD

CEO for Cities Talent Dividend Prize: CEOs for Cities, the Kresge Foundation and the Lumina Foundation for Education are offering a \$1 million Talent Dividend Prize in an effort to increase the education attainment in the nation's metropolitan areas. The Chamber has registered the Nashville region for the prize and has established an advisory committee to support and accelerate the number of college degrees granted in the region. The prize will be awarded to the metro area that exhibits the greatest increase in the number of post-secondary degrees granted per 1,000 citizens over a four-year period.

PROGRESS REPORT

July 1, 2010 – June 30, 2011

2006-2011 Metrics (Five-year Goals)	2010- 2011 Goal	2010- 2011 Actual	Five- year Goal	Five- year Actual	Percentage of Five-year Goals Achieved
OBJECTIVE 1 Employment growth of 1.5% per year in the region	11,500	7,125	57,500	-10,304	-117.9%
OBJECTIVE 2 Maintain average unemployment rates below 5% each year	<5.0%	8.5%			
OBJECTIVE 3 Population growth of 2% per year in the region	34,813	14,747	165,475	165,576	100.1%
OBJECTIVE 4 Increase real per capita personal income at a rate that exceeds the CPI by 0.5%	\$831	\$1,352	\$5,181	\$4,243	81.9%
OBJECTIVE 5 Recruit new employers to Middle Tennessee, with focus in target sectors					
Total relocations	30	30	150	172	114.7%
Percent of relocations in target sectors (HQ, advanced manufacturing, logistics, health care, entertainment)	75%	89%	75%		
OBJECTIVE 6 Support the expansion of small and existing businesses					
Total expansions (announced and in-process)	30	73	150	279	186.0%
% of expansions in target sectors	75%	90%	75%	89%	100.0%
Hands-on assistance to local companies by Partnership staff		68		234	
Jobs retained		9,767		65,243	
Jobs added		5,439		17,647	
Total jobs impacted		15,206		82,890	

JOBS AND INVESTMENT SCORECARD

Total number
of tracked relocations
and expansions

103

Relocations: 30
Expansions: 73

Jobs created by
tracked relocations
and expansions

7,321

Relocations: 1,832
Expansions: 5,489

Capital investment made
by relocating or
expanding companies

\$1,671,512,104

Relocations: \$166,495,000
Expansions: \$1,505,017,104

Square footage of new space
occupied by relocating
and expanding companies

5,819,733

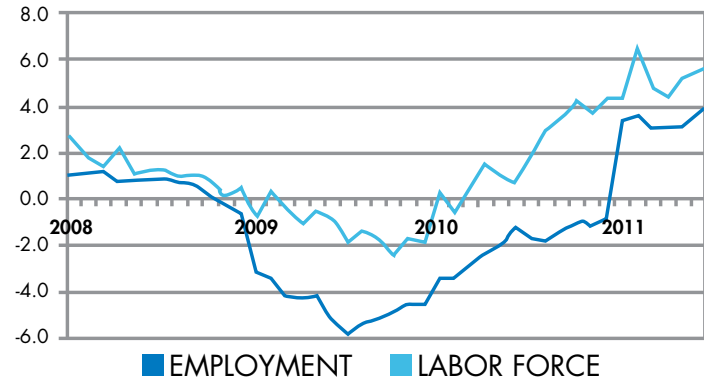
Relocations: 1,123,444
Expansions: 4,696,289

UNDERSTANDING THIS ECONOMY

JOB GROWTH BOUNCING BACK

The Nashville-area economy continued to gain momentum in the most recent 12 months. From a clear turnaround in mid-2009, job and labor force performance consistently evidenced the strength of recovery and growth. In year-over-year gains, 2010-2011 gives clear indication of return to growth levels not seen in several years. As job opportunity has increased, workers have returned to the labor force in large numbers. At the same time, employment gains from the start of 2011 have exhibited the best sustained result in five years. The three fastest-growing sectors - professional and business services, education and health services and government - together accounted for a gain of nearly 11,000 jobs.

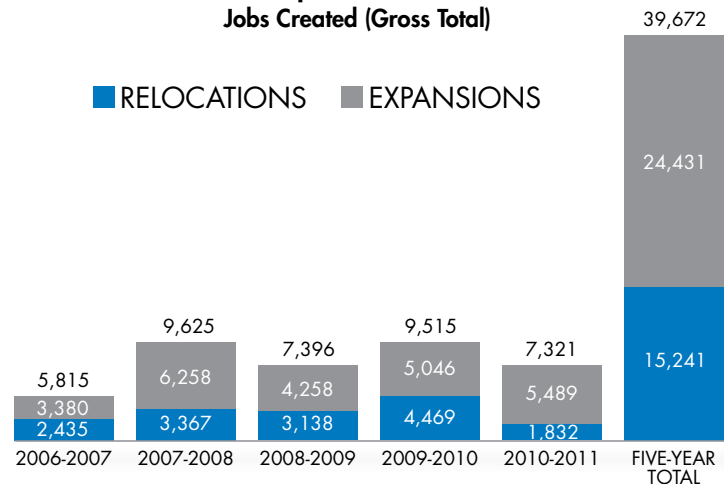
Workforce Percentage Change - Nashville MSA
(monthly change vs. 12 months prior)



Source: Tennessee Department of Labor and Workforce Development

Partnership 2010, 2007-2011
Jobs Created (Gross Total)

■ RELOCATIONS ■ EXPANSIONS



Source: Nashville Area Chamber of Commerce

JOBBS CREATED BY RELOCATIONS AND EXPANSIONS

Because high-quality jobs are critical for a region's economic prosperity and standard of living, one of the Chamber's primary economic development priorities is creating jobs in Middle Tennessee. During the past five-year Partnership 2010 cycle, relocations and expansions resulted in a total of 39,672 gross jobs created in the Nashville region.

PARTNERSHIP 2020 INVESTOR LIST

PARTNERSHIP 2020 LEAD INVESTORS \$101,000 +

AT&T
Bank of America
Bass, Berry & Sims PLC
Bradley Arant Boult
Cummings, LLP
Caterpillar Financial Services
Corp.
Dell Inc.
Deloitte LLP
Fifth Third Bank
First Tennessee
Gaylord Entertainment
Genesco, Inc.
HCA
Ingram Industries Inc.
Metropolitan Government
of Nashville and Davidson
County
Metropolitan Nashville
Airport Authority
Nashville Electric Service
Regions
Saint Thomas Health Services
Shoney's Inc.
SunTrust Bank
Tennessee Valley Authority
The Tennessean
Tractor Supply Company
U.S. Smokeless Tobacco
Company LLC
Vanderbilt University
Waller Lansden Dortch &
Davis, PLLC
36

PARTNERSHIP 2020 LEAD INVESTORS \$75,000 – \$100,000

Adams and Reese LLP
AmSurg Corporation
Asurion
Baker, Donelson, Bearman,
Caldwell & Berkowitz, PC
Barge, Waggoner, Sumner &
Cannon, Inc.
BNY Mellon
Branch Banking & Trust Co.
Bridgestone Americas, Inc.
Cassidy Turley
Central Parking Corporation
CLARCOR
Comdata Corporation
Community Health Systems,
Inc.
Corrections Corporation of
America
Country Music Association,
Inc.
Delek US Holdings, Inc.
Delta Dental of Tennessee
Earl Swensson Associates, Inc.
Emdeon, Inc.
Ernst & Young LLP
FirstBank
Gresham Smith & Partners
Healthways Inc.
Interior Design Services, Inc.
J.E. Crain & Son, Inc.
KPMG LLP
Lattimore, Black, Morgan &
Cain, P.C.
MARS Petcare
Nashville Predators
Nissan North America
Ogletree, Deakins, Nash,
Smook & Stewart
Oreck Corporation
Piedmont Natural Gas
Pinnacle Financial Partners
PNC Bank
PwC
Skanska USA Building, Inc.
SpecialtyCare
Tennessee Titans
The Bank of Nashville
Wells Fargo

PARTNERSHIP 2020 INVESTORS

ADS Security
Alex S. Palmer & Company
Alexander's Mobility Services
Alfred Williams & Co.
American Constructors, Inc.
Amsino Medical USA
APEX & Robert E. Lee Moving
and Storage
Armstrong Relocations
Atiba Software LLC
Atmos Energy
Avenue Bank
Balfour Beatty Construction
BancorpSouth
Battle Ground Academy
BDO, LLP
Beaman Automotive Group
Bell and Associates
Construction LP
Belmont University
BlueCross BlueShield of
Tennessee
Bob Parks Realty, LLC
BOHAN Advertising/
Marketing
Boyle Nashville, LLC
Brasfield & Gorrie, LLC
Brookside Properties
Brown and Caldwell
Bryan, Pendleton, Swats &
McAllister, LLC
Burr & Forman LLP
C.B. Ragland Company
C3Consulting, LLC
Caldwell Travel
CapStar Bank
Carter Group, LLC
CB Richard Ellis
Centric Architecture
CGS
Chas. Hawkins Co., Inc./
CORFAC International
Cheatham County Joint
Economic & Community
Development
Choice Food Group
City of Franklin
City of Gallatin Economic
Development Agency
City of Goodlettsville
Civil Site Design Group, PLLC
Clarksville-Montgomery
County Economic
Development Council
Coca-Cola Bottling Co.
Consolidated
Colliers International
Cornerstone Commercial
I Cushman & Wakefield
Alliance
Crye-Leike Relocations
Services/Focus Relocation
Cummins Station/DZL
Management Co.
D.F. Chase, Inc.
Dickinson Wright PLLC
Dickson County Chamber of
Commerce

DK Brand Strategy	Hastings Architecture Associates, LLC	Management Solutions Group, LLC	R.J. Griffin & Company	Sunset Grill/Cabana/ Midtown Café
DoubleTree Hotel Nashville Downtown	Health Care REIT	Maury County Chamber & Economic Alliance	Randstad USA	Synergy Business Environments
Duke Realty Corporation	Highwoods Properties	McNeely Pigott & Fox Public Relations, LLC	Renaissance Nashville Hotel	Sysco Nashville
DWC Construction Company, Inc.	Hilton Nashville Downtown	Meharry Medical College	Renasant Bank	T.W. Frierson Contractor, Inc.
Dye, Van Mol & Lawrence, Inc.	Hoar Construction	Miller & Martin, PLLC	Right Management	Tennessee State University
Dynamic Edge, Inc.	Holladay Properties	Modular Designs	RJ Young Company	The Frist Foundation
Eakin Partners, LLC	Horrell Company	Morgan Keegan & Company	Robert W. Baird & Company, Inc.	The Hermitage Hotel
Educational Services of America	I.C. Thomasson Associates, Inc.	<i>Nashville Business Journal</i>	Robertson County Chamber of Commerce	The Human Capital Group, Inc.
ESCU	IASIS Healthcare, LLC	Nashville City Center Limited Partnership	Rogers Group, Inc.	The Lipman Group I Sotheby's International Realty
Facility Planners, Inc.	InfoWorks, Inc.	Nashville Office Interiors	Rutherford County Chamber of Commerce	TTL, Inc.
Fastsigns	Interior Design & Architecture Inc.	Nashville State Community College	Ryan Search & Consulting	Tuck Hinton Architects
Fisher & Arnold, Inc.	IRIS Networks, LLC	Neel-Schaffer, Inc.	S&ME, Inc.	Turner Construction
Florence & Hutcheson, Inc.	Jack B. Turner and Associates	Now Leasing, LLC	Second Harvest Food Bank of Middle Tennessee	TVV Capital
Forward Sumner Economic Council	Joint Economic & Community Development Board of Wilson County	O'Charley's, Inc.	Seigenthaler Public Relations, Inc.	United Methodist Publishing House
Frasier Dean & Howard, PLLC	Journal Communications Inc.	OHL	Sherrard & Roe, PLC	United Way of Metropolitan Nashville
Fridrich & Clark Realty, LLC	Katcher Vaughn & Bailey	Panattoni Development Company	SmartSpace, LLC	Waddey & Patterson, P.C.
Frost Brown Todd LLC	Knestrick Contractor, Inc.	Paradigm Group	Smith Seckman Reid, Inc.	Wieck Construction, LLC
Gallagher Benefit Services, Inc. Arthur J. Gallagher Risk Management Services	Kraft CPAs PLLC	Parsons Brinckerhoff	Solomon Builders, Inc.	Willis
Girl Scout Council of Cumberland Valley	Kroger	PBG Builders, Inc.	Southeast Venture LLC	Wood Personnel Services, Inc.
Greater Nashville Assoc. of Realtors, Inc.	Larry Hyatt & Associates	Peak 10, Inc.	Southwest Airlines	Wright Travel, Inc.
Grubb & Ellis/Centennial	Lee Company	Phoenix Holdings Inc.	Spectrum Properties I Emery, Inc.	Wyatt, Tarrant & Combs, LLP
Gullett Sanford Robinson & Martin PLLC	Level 3 Communications, Inc.	Prudential Woodmont Realty	SSOE, Inc. Architects • Engineers	XO Communications, Inc.
Hall Strategies, LLC	LifePoint Hospitals, Inc.	Purity Dairies Inc.	Standard Functional Foods Group	YMCA of Middle Tennessee
Hardaway Construction Corp.	LifeWay Christian Resources	Quanta Manufacturing Nashville	STG Design	York Companies
Harwell Howard Hyne Gabbert and Manner	Lipscomb University	Quorum Health Resources, LLC	Stites & Harbison, PLLC	Zeitlin & Co., Realtors
	Littlejohn Engineering Associates, Inc.	R.C. Mathews Contractor/ The Mathews Company	Sunbelt Business Brokers	Zycron, Inc.
	Lovell Communications Inc.			

Nashville Area Chamber of Commerce

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