

Tennessee Leaders Action Platform



global action
platform
food+health+prosperity

Zone 6: Clarksville-Fort Campbell

Competitiveness and Clusters Factbook 2026



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

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

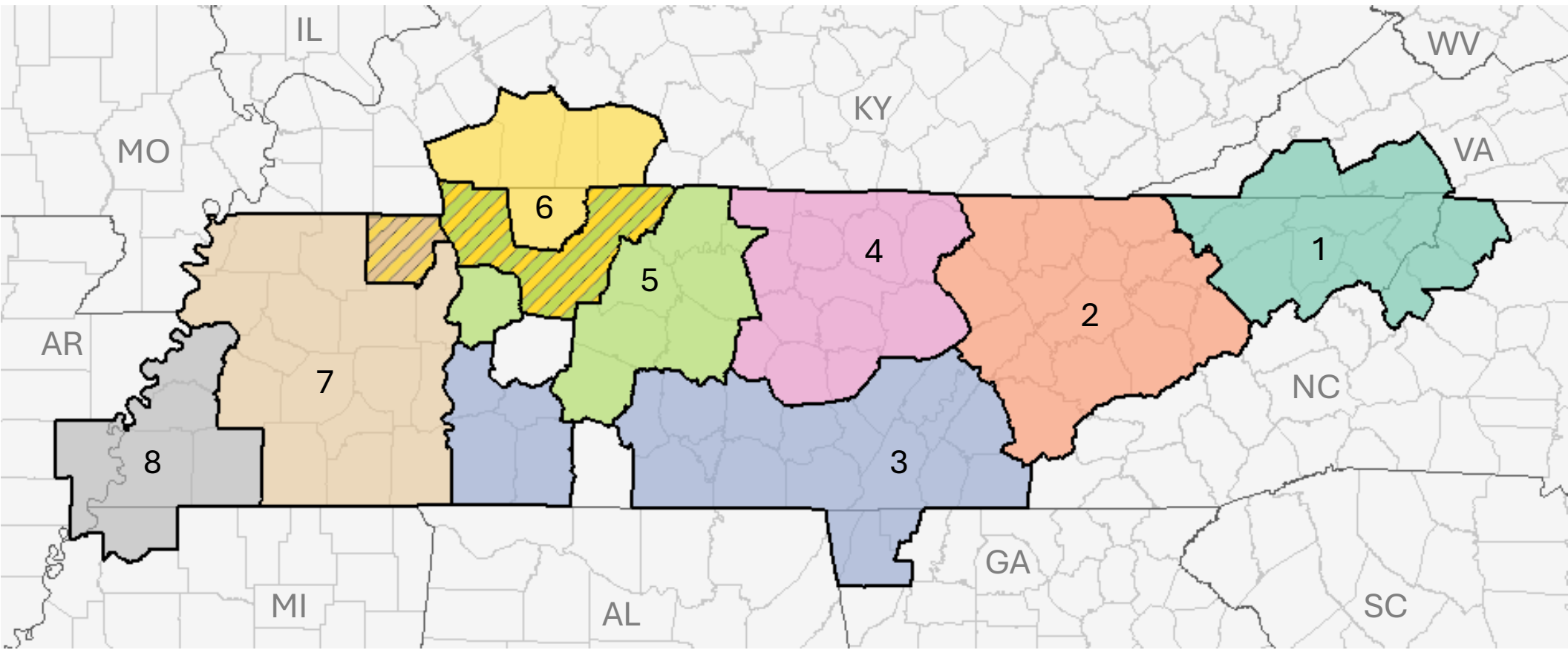
Introduction

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

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

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

Tennessee Leaders Action Platform: Eight Zones Organized



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

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

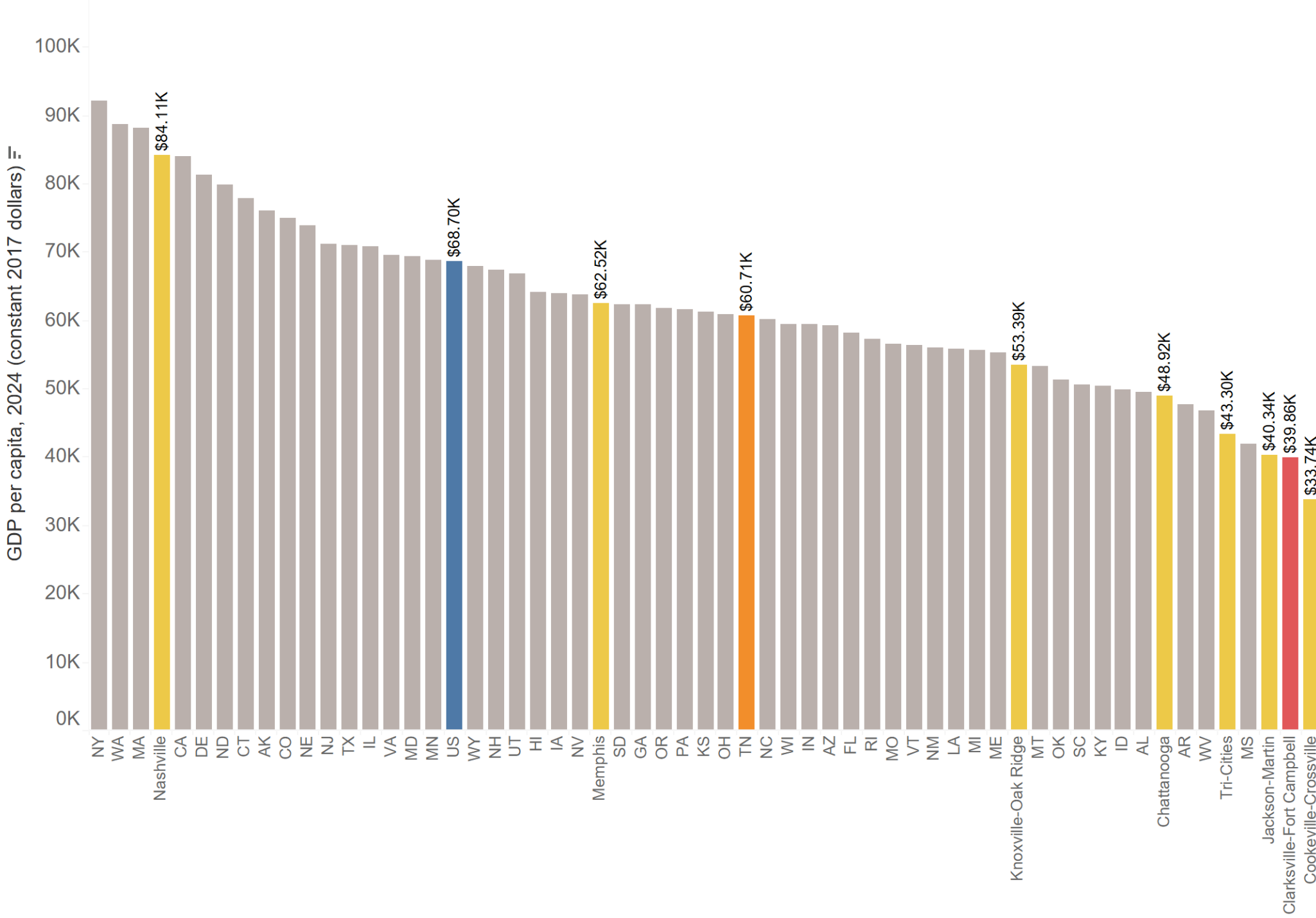
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Economic Outcomes

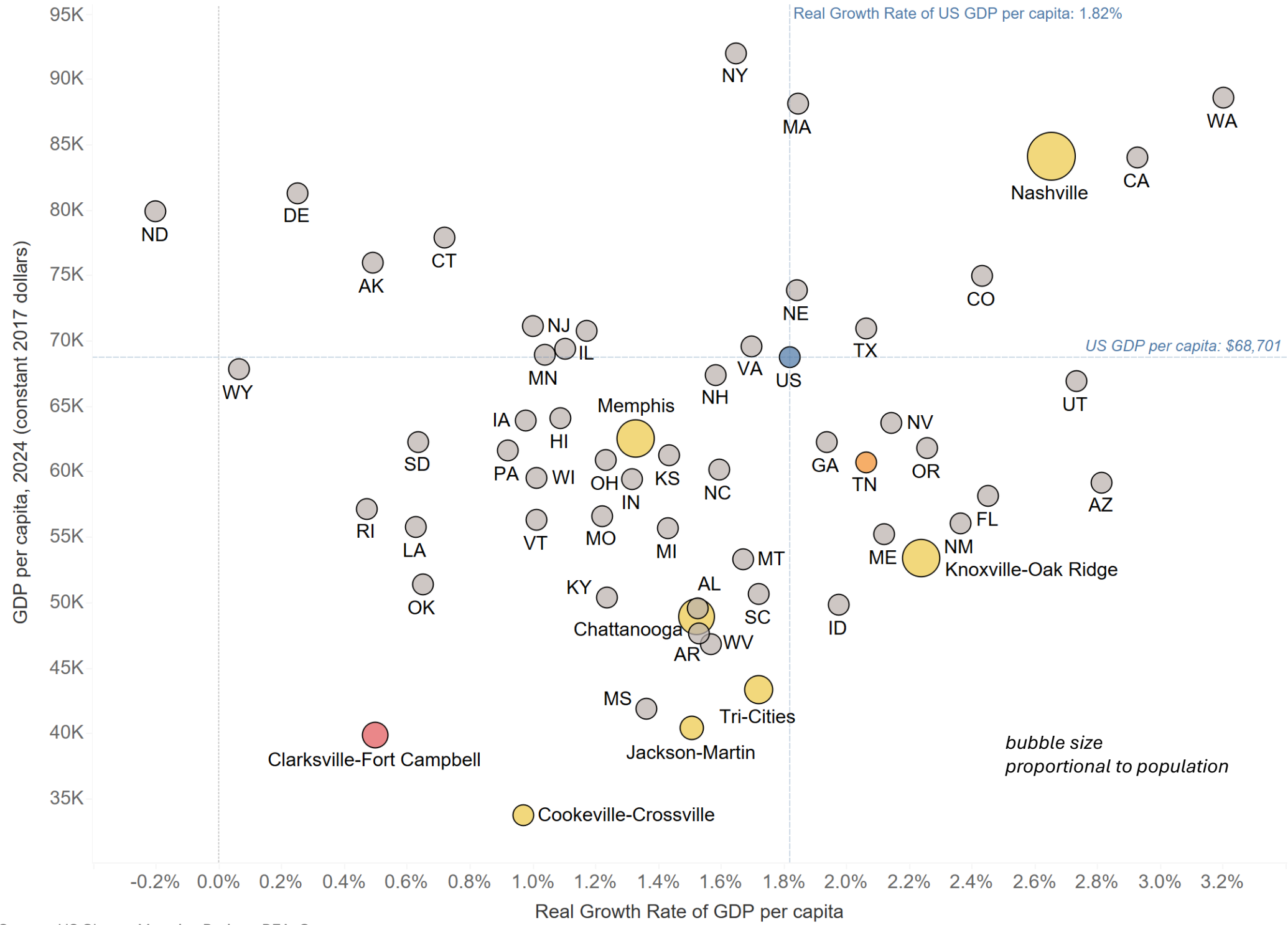
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GDP per capita, 2024



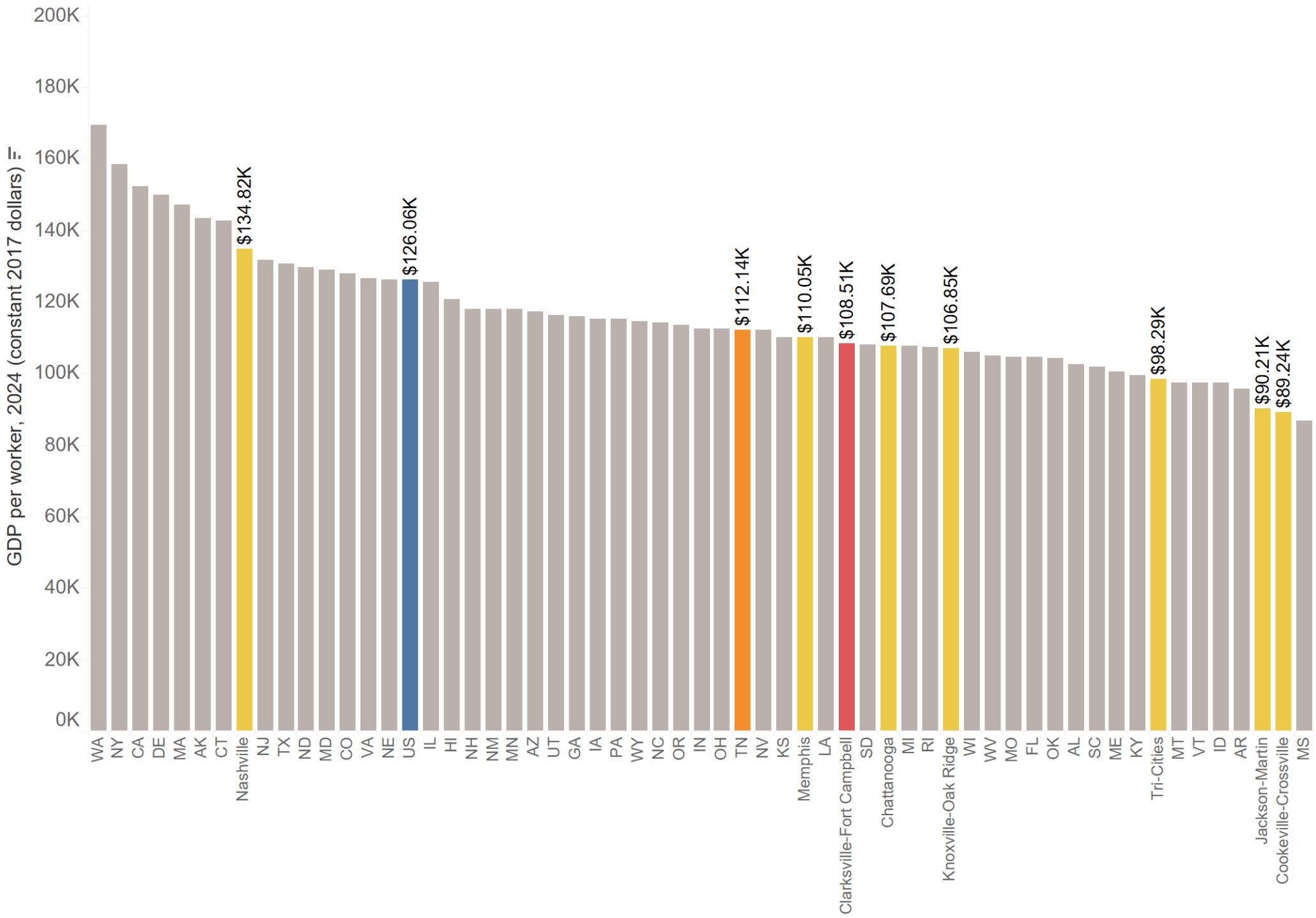
Source: US Cluster Mapping Project; BEA; Census

GDP Per Capita and Real Growth Rate, 2014-2024



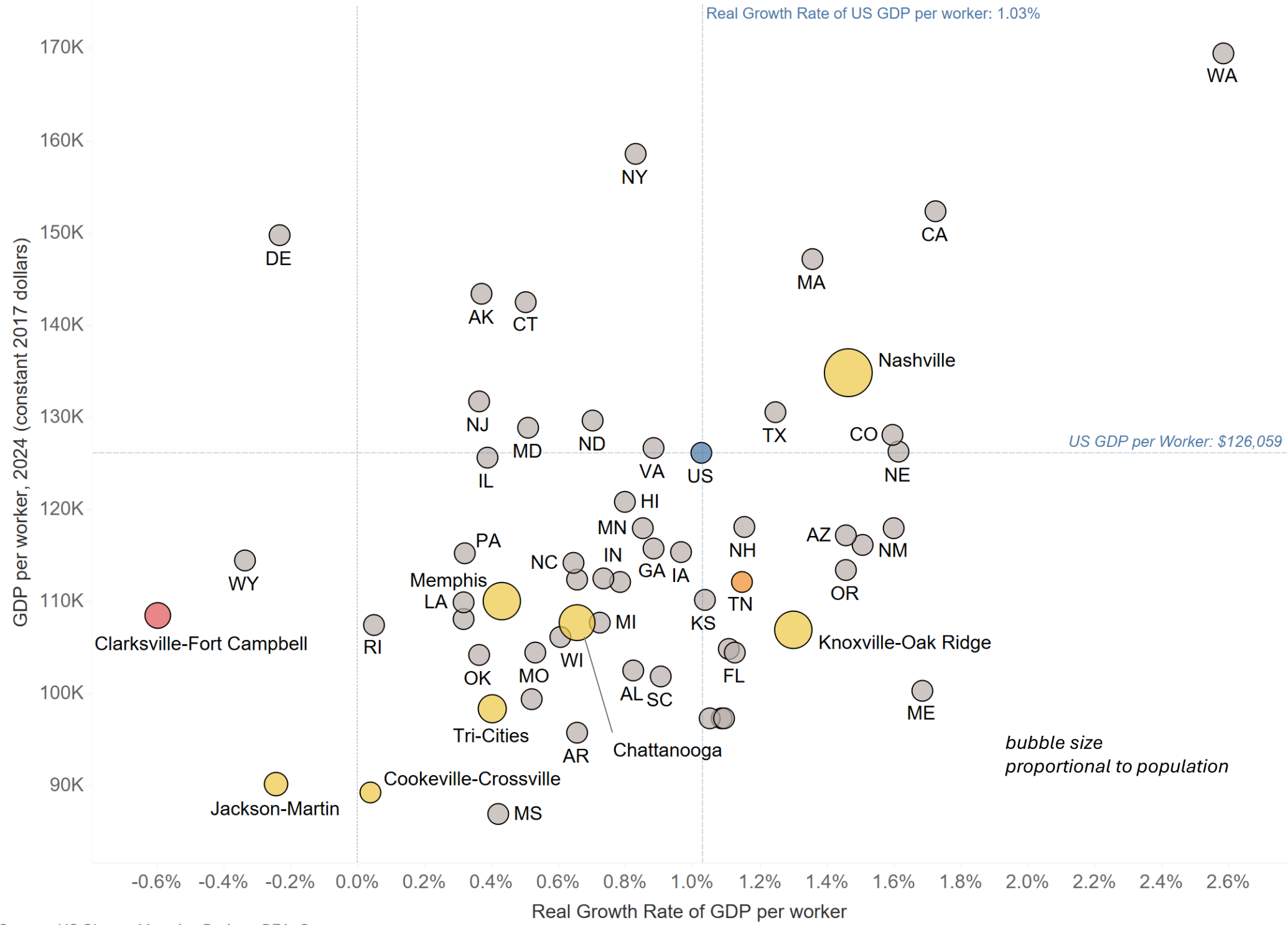
Source: US Cluster Mapping Project; BEA; Census

GDP per worker, 2024



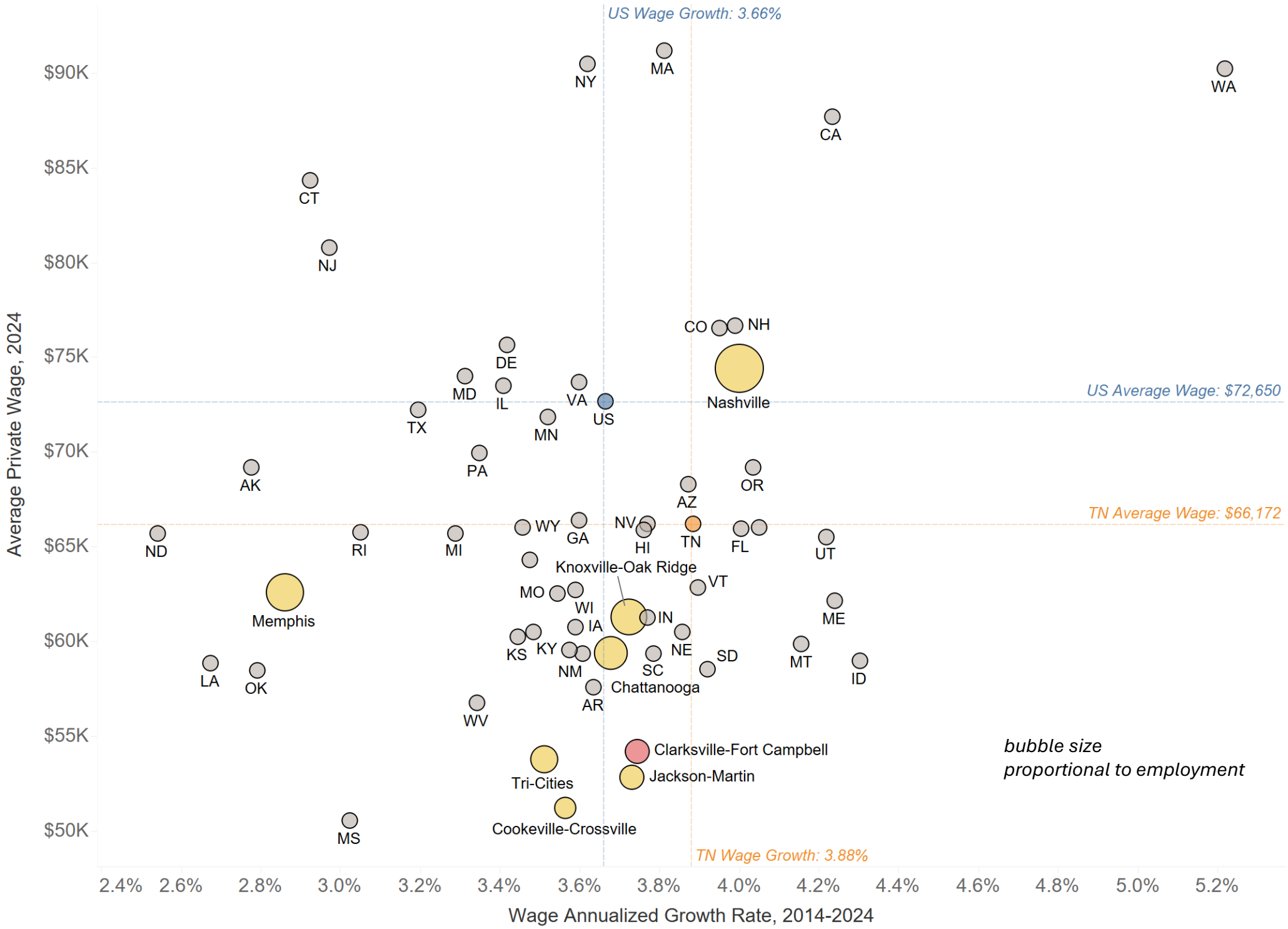
Source: US Cluster Mapping Project; BEA; Census

GDP Per Worker and Real Growth Rate, 2014-2024



Source: US Cluster Mapping Project; BEA; Census

Average Wage and Wage Growth, 2014-2024



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

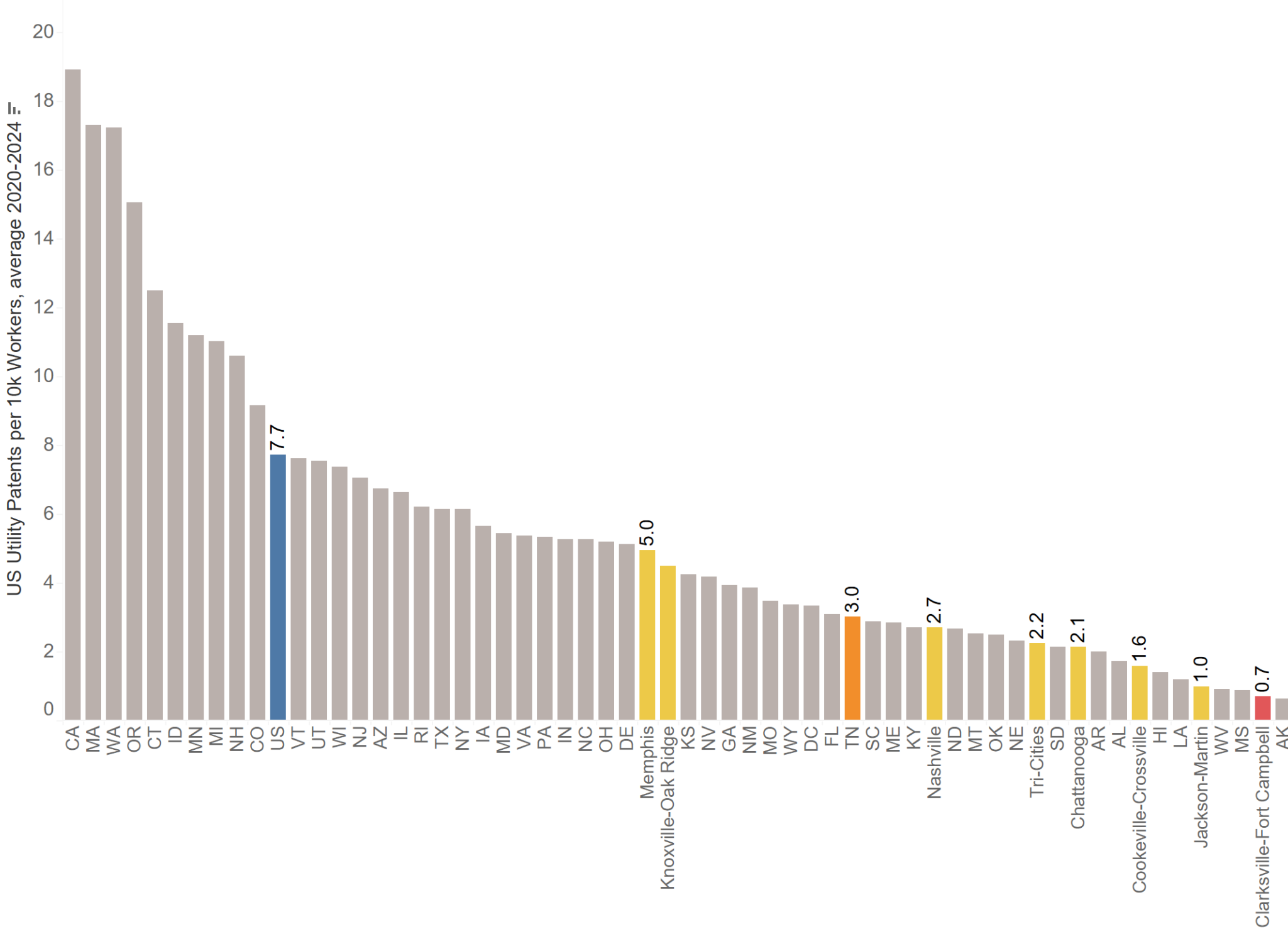
Employment Growth and Wage Growth, 2014-2024



Innovation Inputs

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Patenting Intensity, 2020-2024



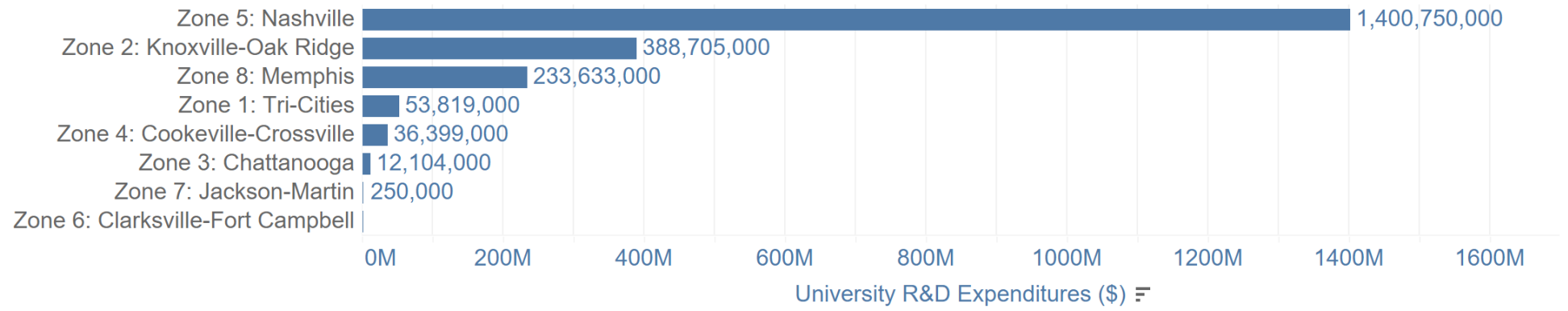
Utility Patents by Organization, 2020-2024

Zone 6: Clarksville-Fort Campbell

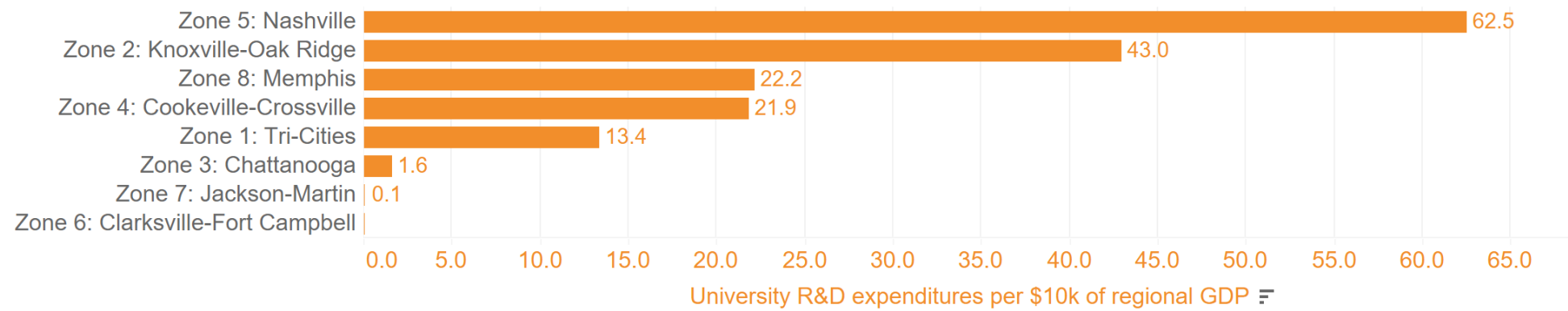
ELECTROLUX HOME PRODUCTS, INC.	11
WABASH NATIONAL, L.P.	9
PLUM LABORATORIES, INC.	8
TRANE INTERNATIONAL INC.	7
RATIONAL PACKAGING LLC	5
NASHVILLE WIRE PRODUCTS MANUFACTURING COMPANY, LLC	4
VANDERBILT UNIVERSITY	4
DANA AUTOMOTIVE SYSTEMS GROUP, LLC	3
JARRETT CONCRETE PRODUCTS	2
NU-TREK, INC	2
STARK INDUSTRIES, INC.	2

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

University R&D Expenditures by TLAP Region, 2024



University R&D Intensity by TLAP Region, 2024

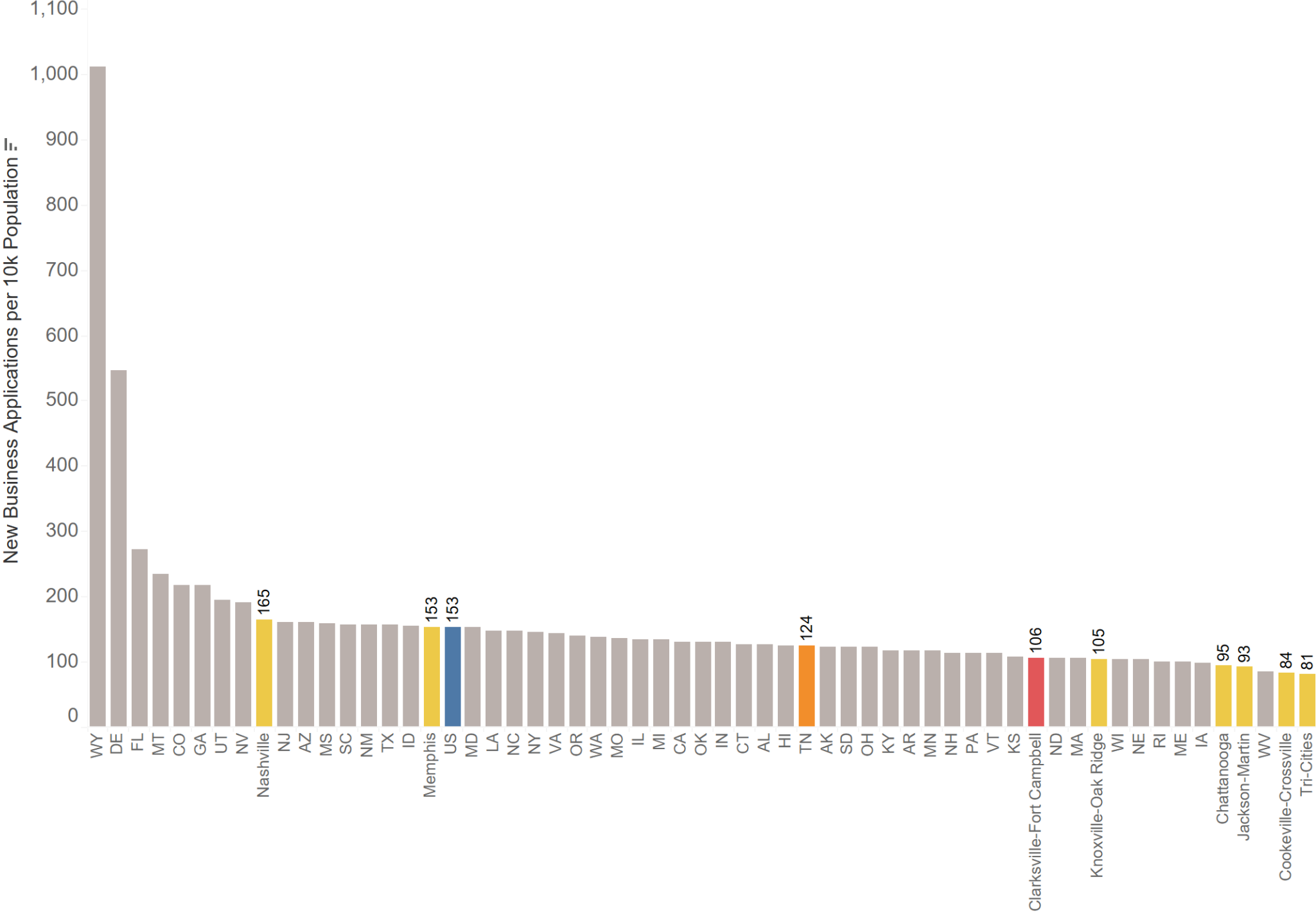


R&D Expenditure by University, 2024

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

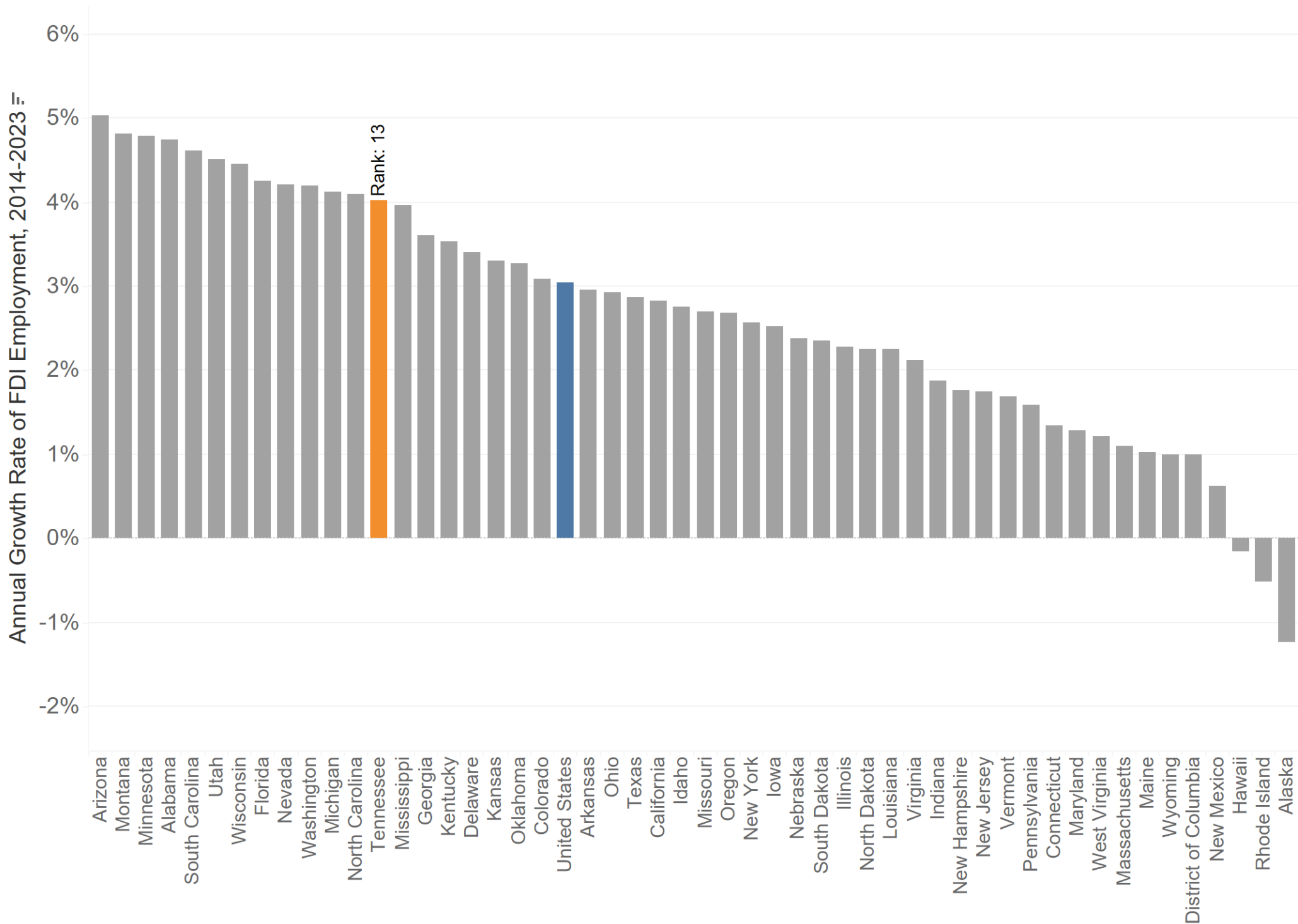
Source: US Cluster Mapping Project; NSF NCSES

New Business Formation, 2024



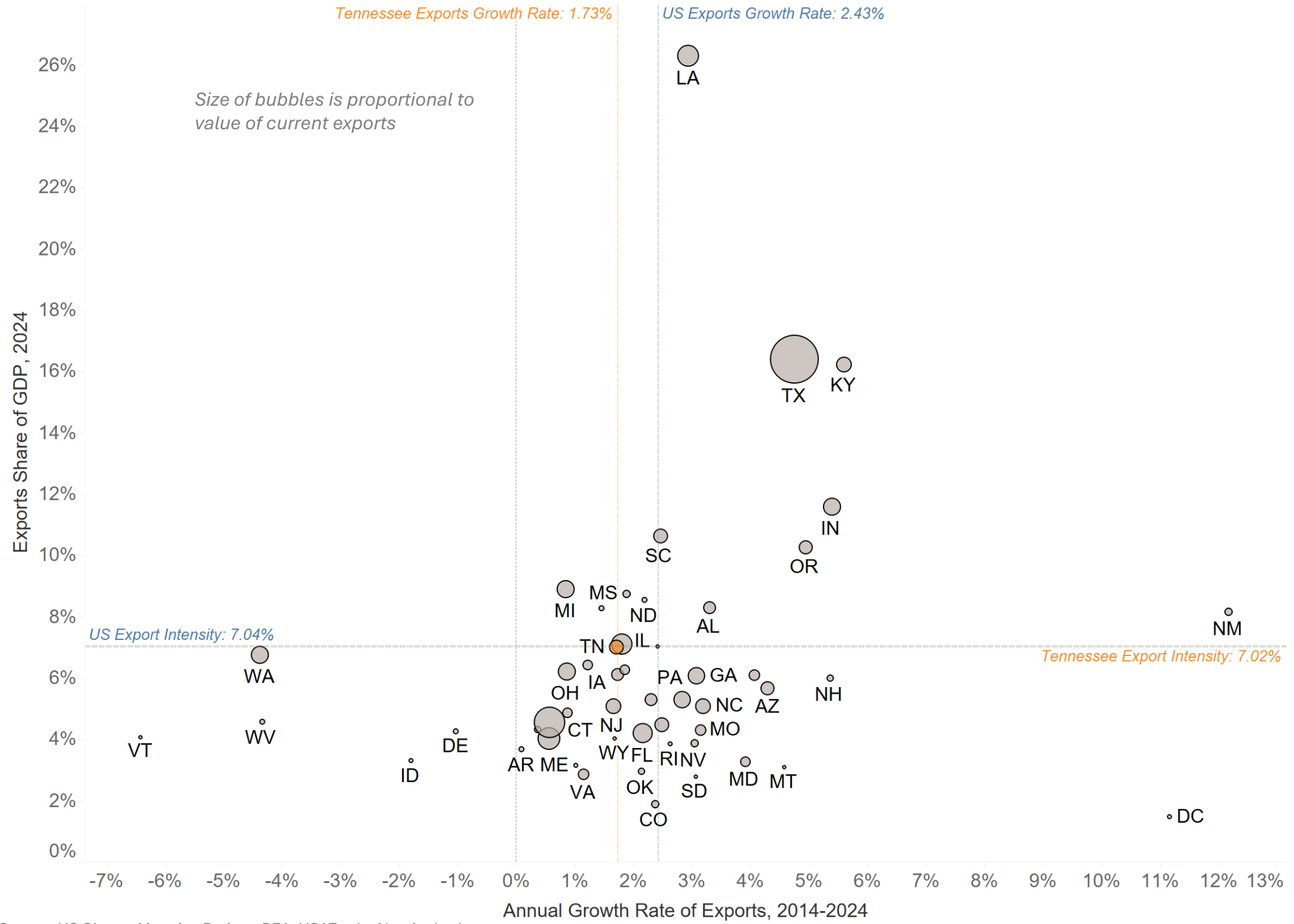
Source: US Cluster Mapping Project; BEA; Census

Growth Rate of FDI-driven Employment, 2014-2023



Source: US Cluster Mapping Project; BEA

Export Intensity and Rate of Growth, 2014-2024

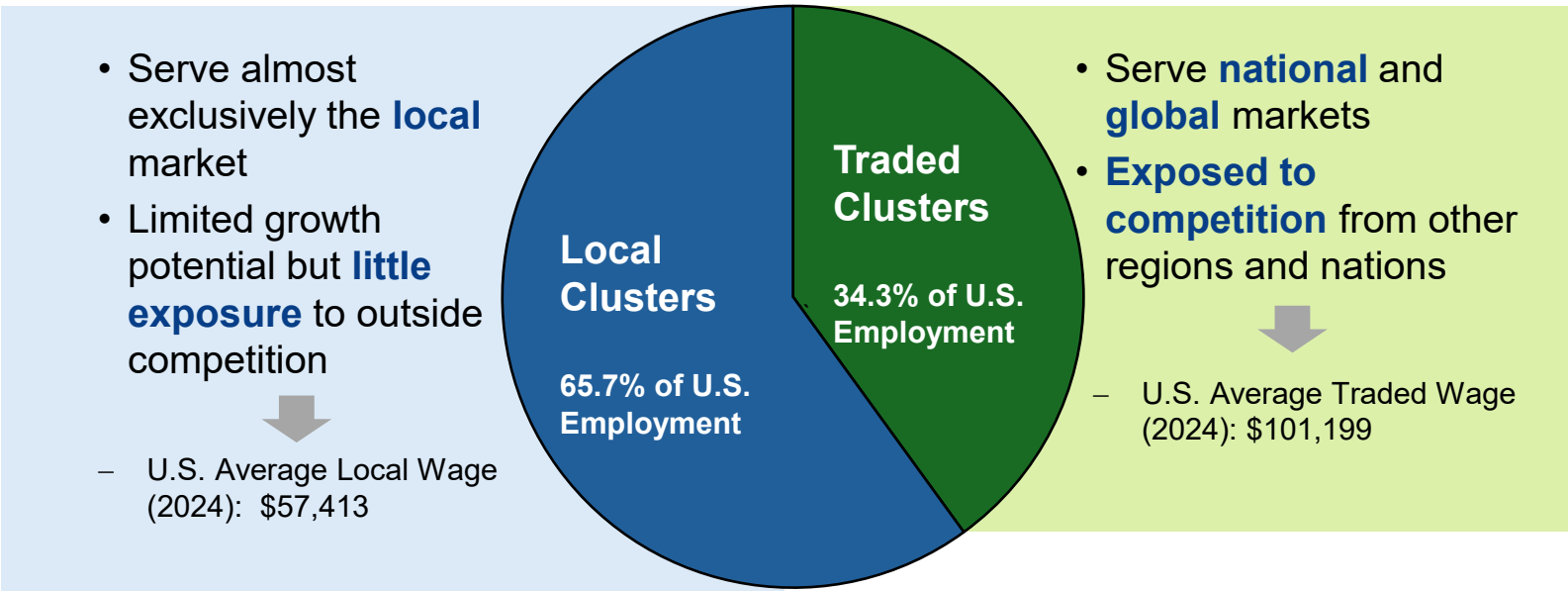


Source: US Cluster Mapping Project; BEA; USATrade. Nominal values.

Cluster Composition

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Tri-Cities: Traded versus Local Clusters

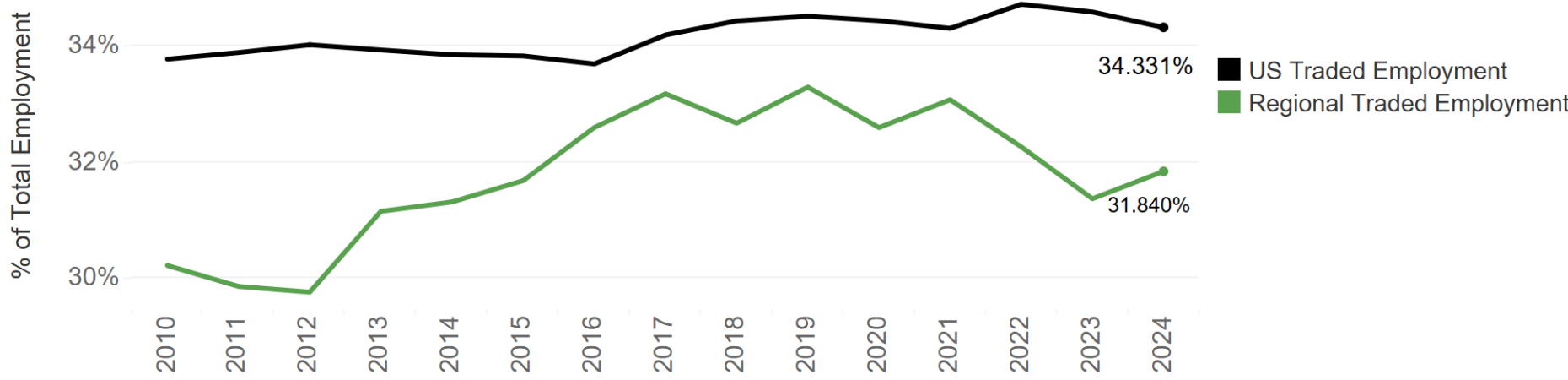


Traded Employment Share, 2024

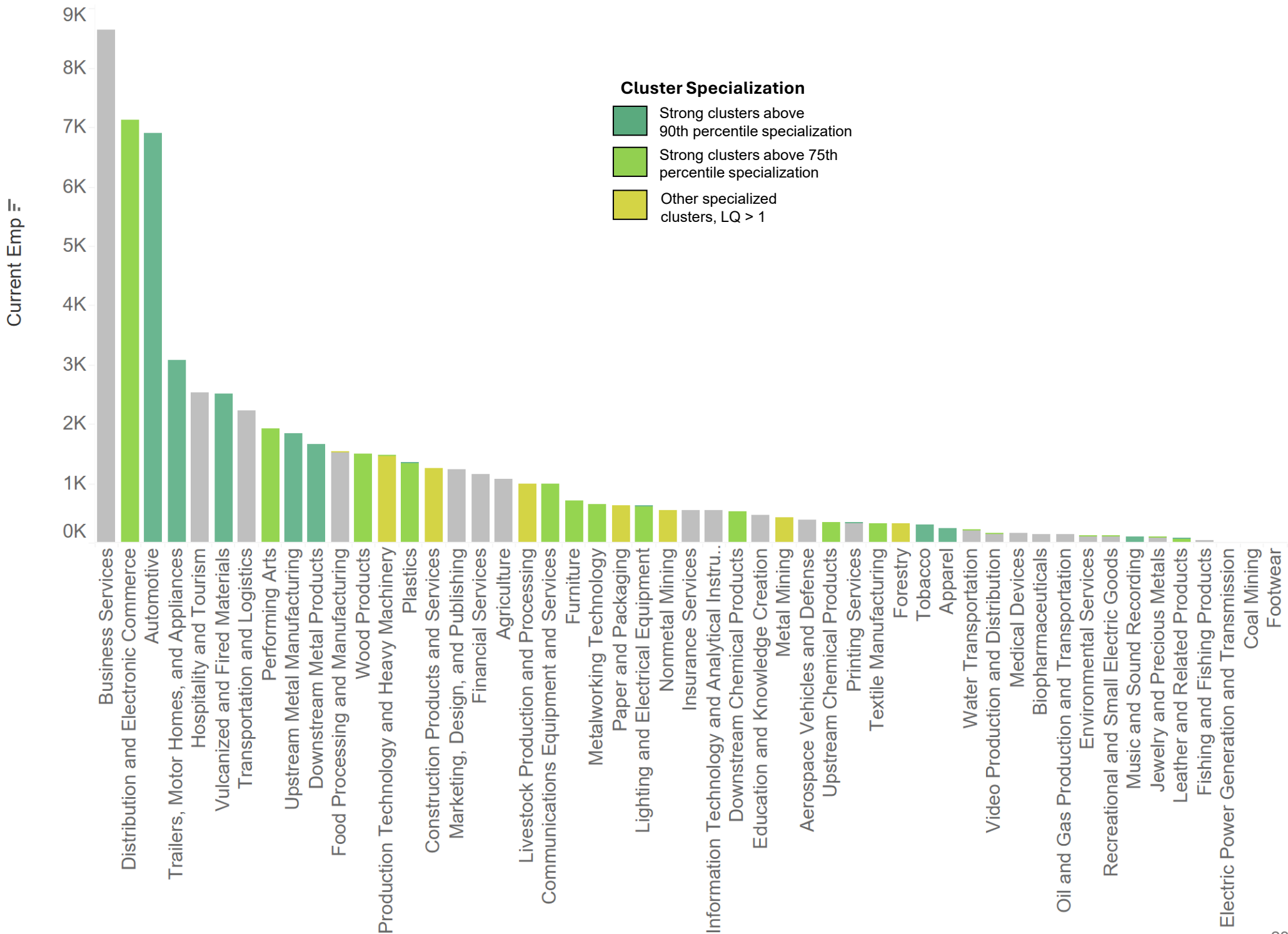
	Local	Traded
Regional Employment	68.2%	31.8%
US Employment	65.7%	34.3%

Clarksville-Fort Campbell Relative Wages, 2024

	Local	Traded	Total
Regional Wage	48,344	58,443	53,699
US Wage	57,413	101,199	72,465
Percent of US	84.2%	57.8%	74.1%

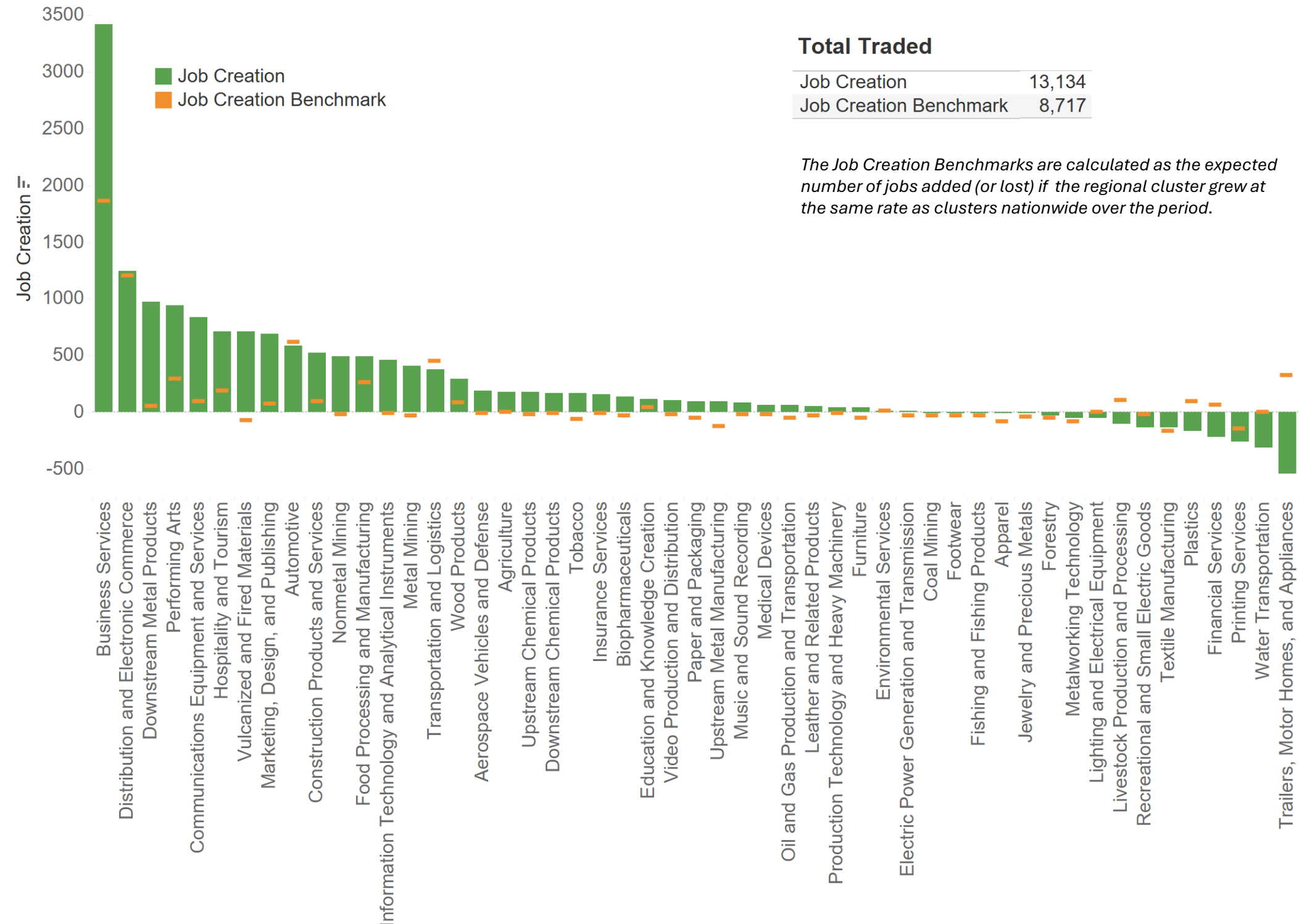


Clarksville-Fort Campbell - Employment in Traded Clusters, 2024

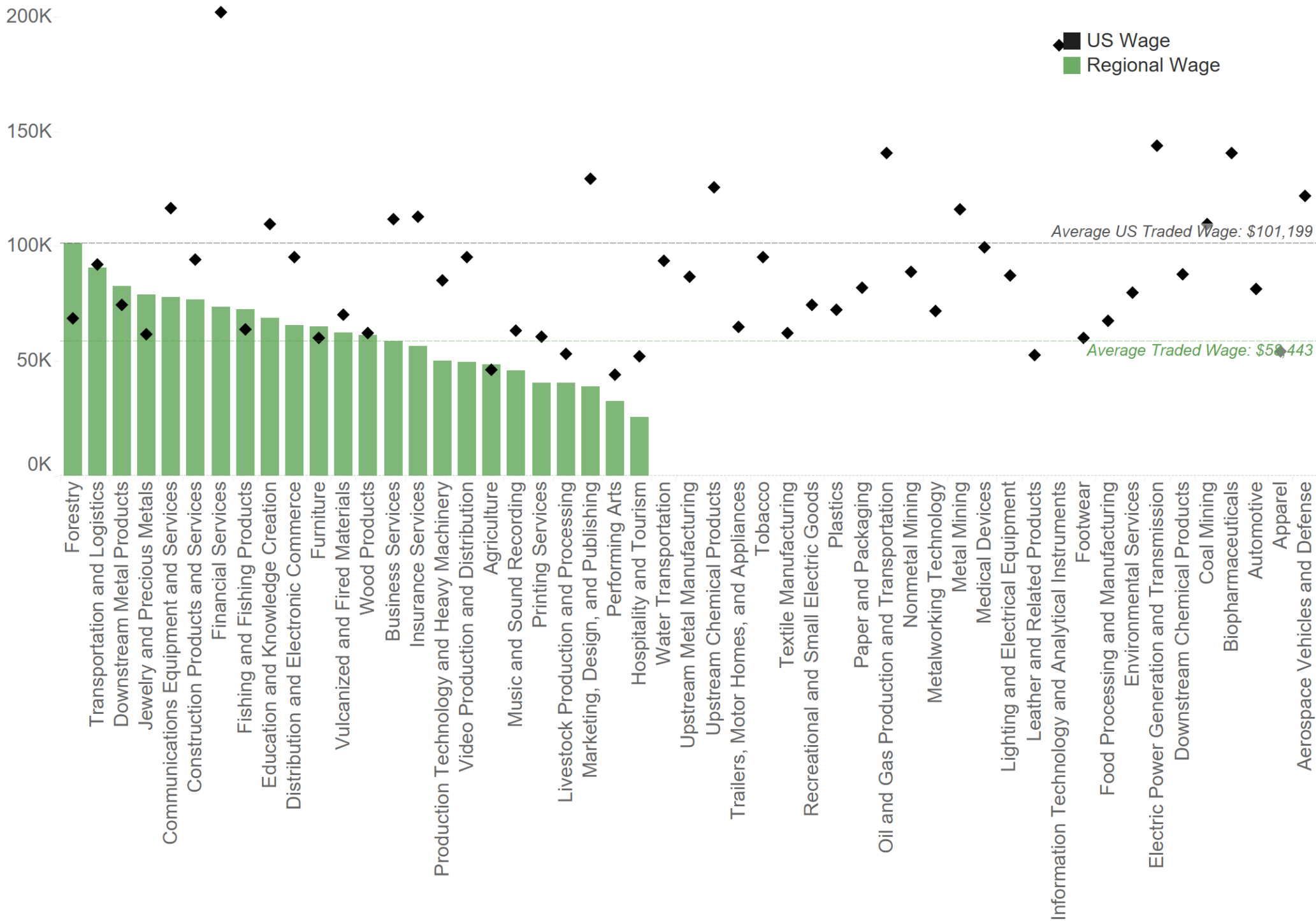


Source: US Cluster Mapping Project; BLS QCEW; Census NES – private employment

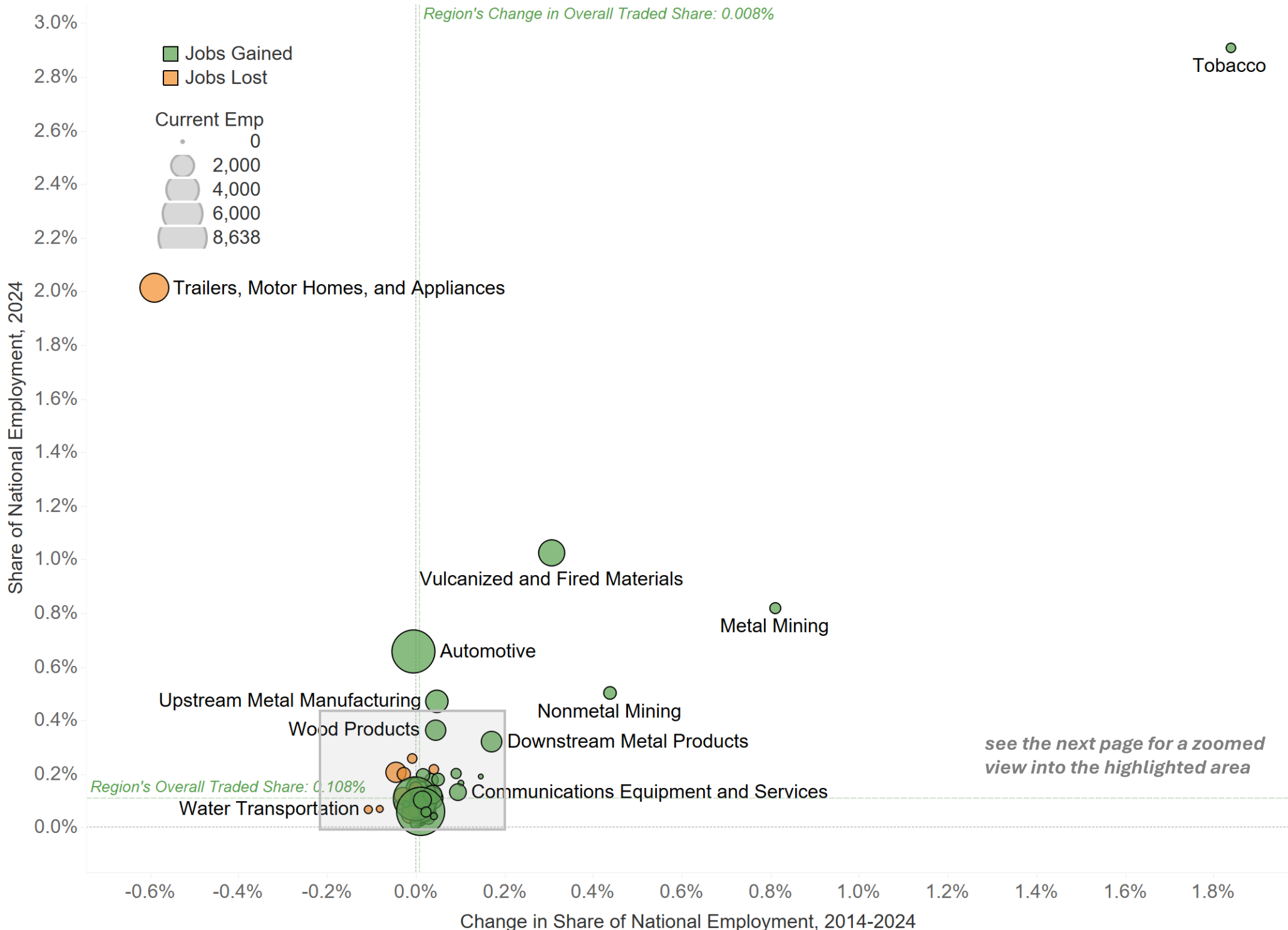
Clarksville-Fort Campbell - Job Creation in Traded Clusters, 2014-2024



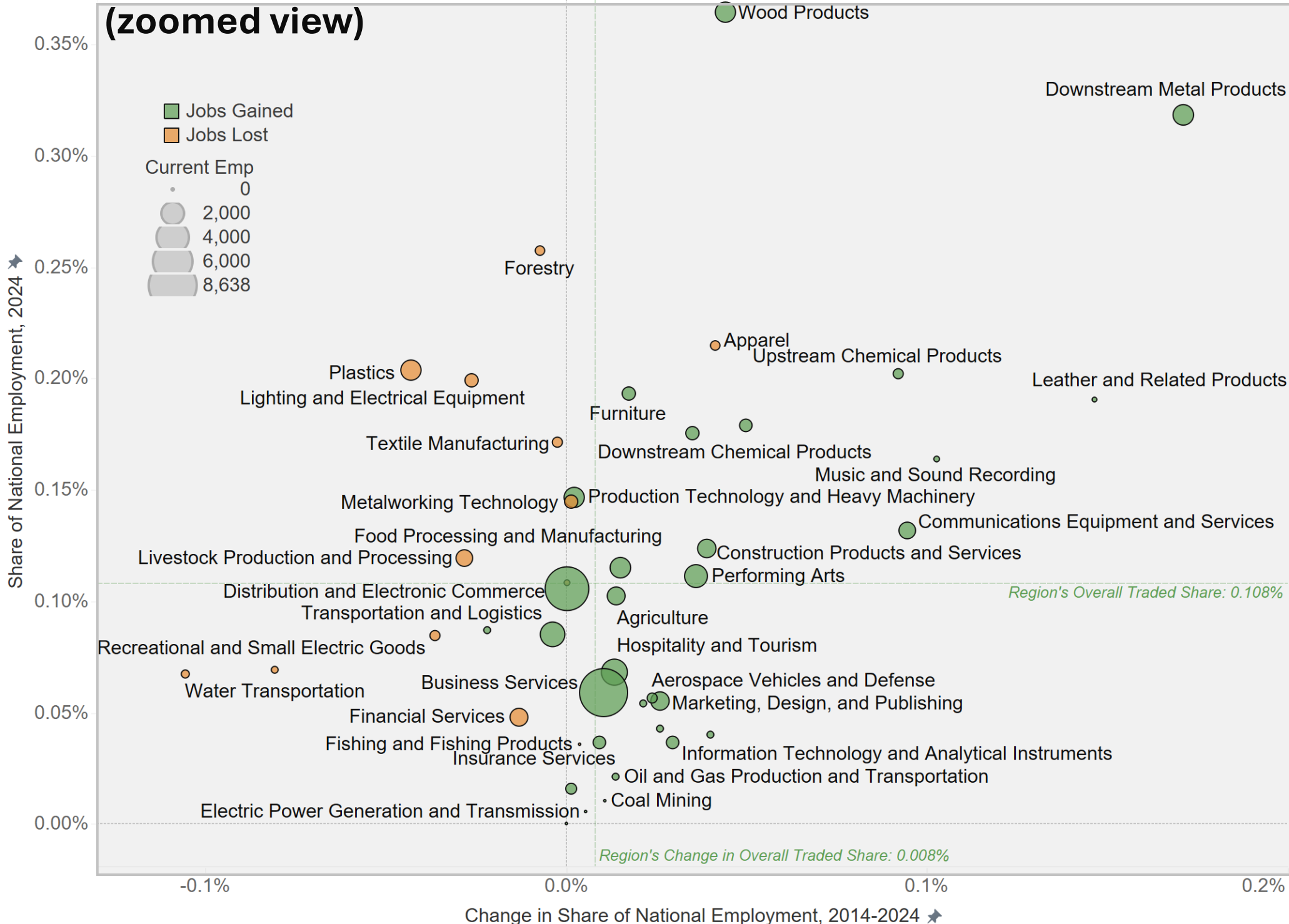
Clarksville-Fort Campbell - Wages in Traded Clusters, 2024



Zone 6: Clarksville-Fort Campbell - Specialization in Traded Clusters, 2014-2024



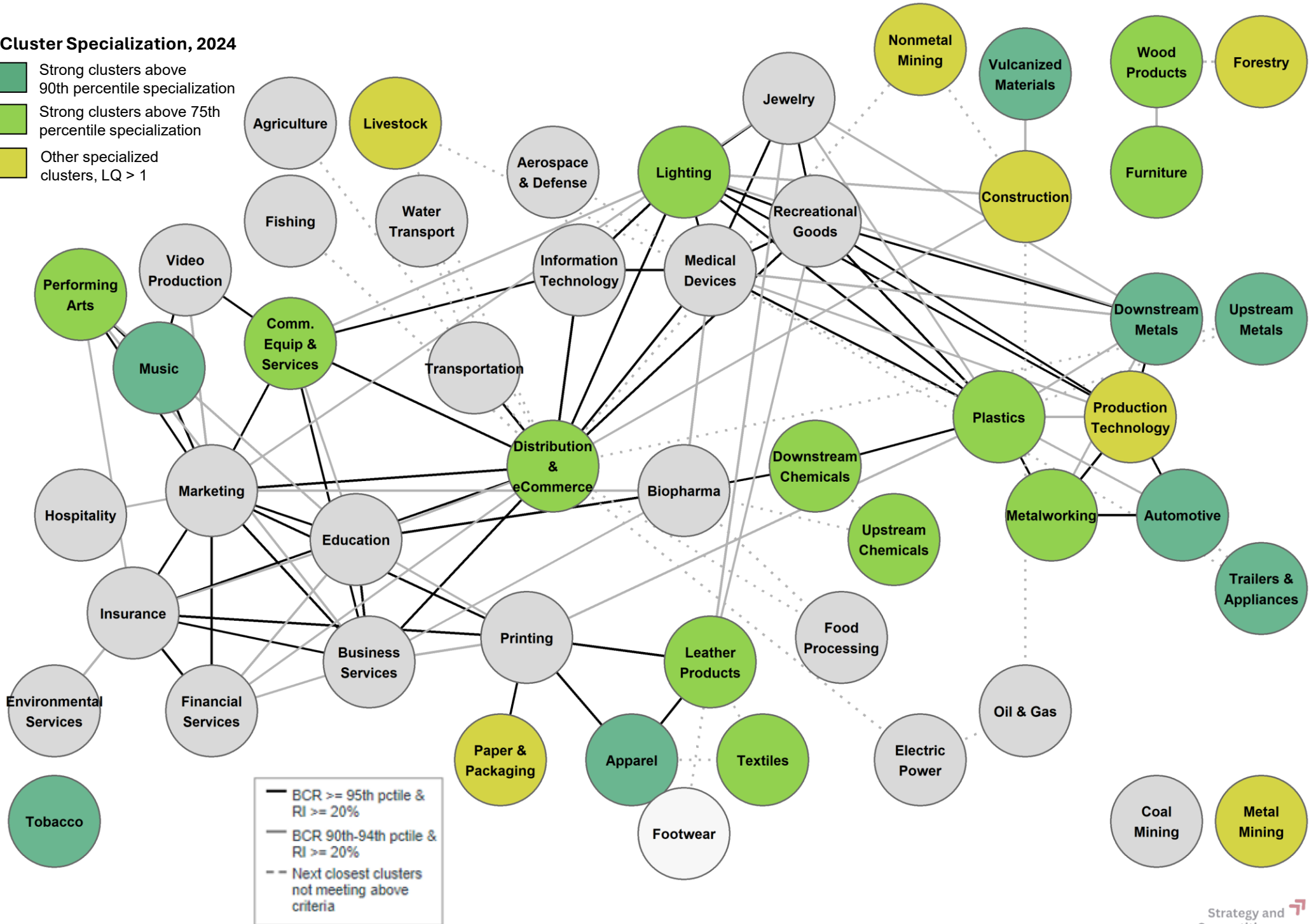
Zone 6: Clarksville-Fort Campbell - Specialization in Traded Clusters, 2014-2024



Clarksville-Fort Campbell Cluster Linkages and Economic Diversification

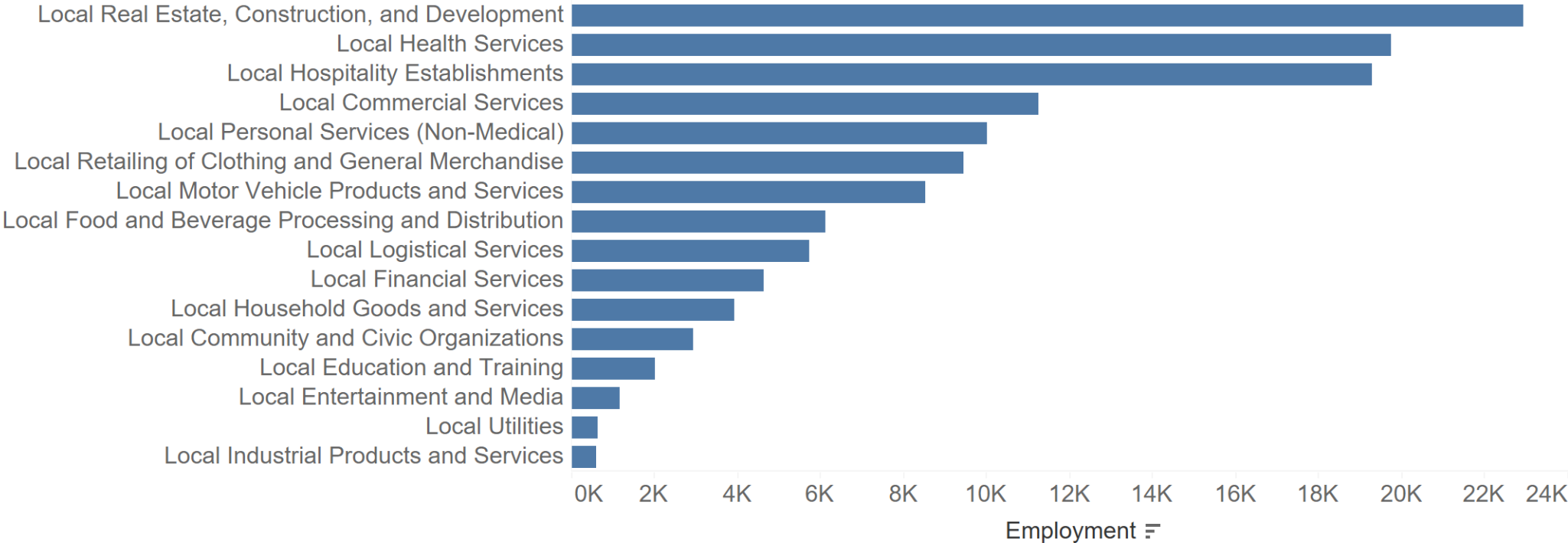
Cluster Specialization, 2024

- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters, LQ > 1

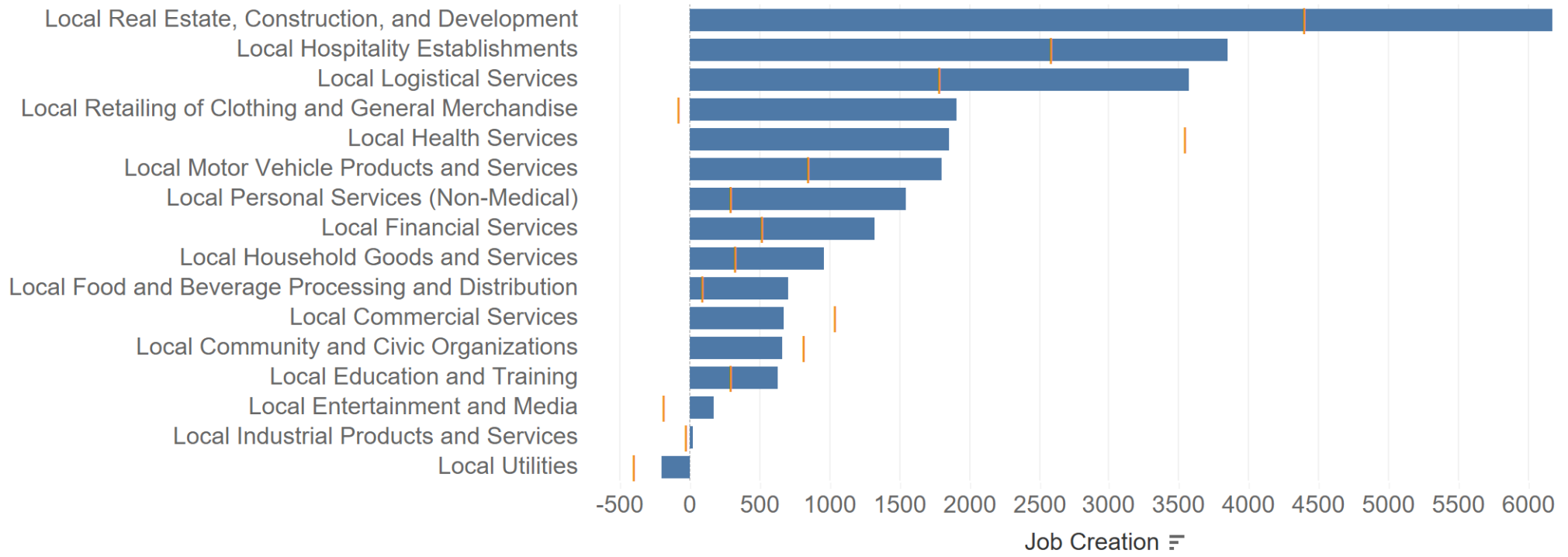


— BCR >= 95th pctile & RI >= 20%
 — BCR 90th-94th pctile & RI >= 20%
 - - Next closest clusters not meeting above criteria

Clarksville-Fort Campbell - Employment in Local Clusters, 2024



Clarksville-Fort Campbell - Job Creation in Local Cluster, 2014-2024

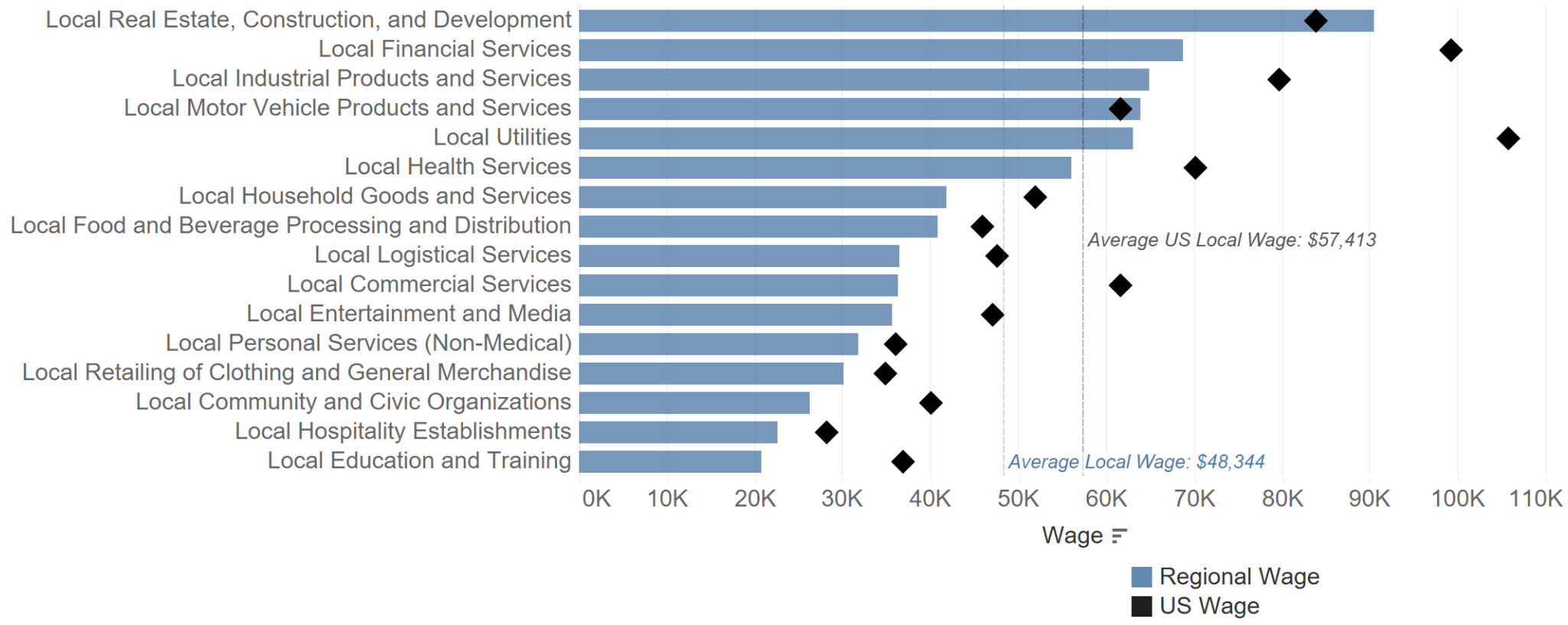


Total Local

Job Creation	25,615
Job Creation Benchmark	16,564

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

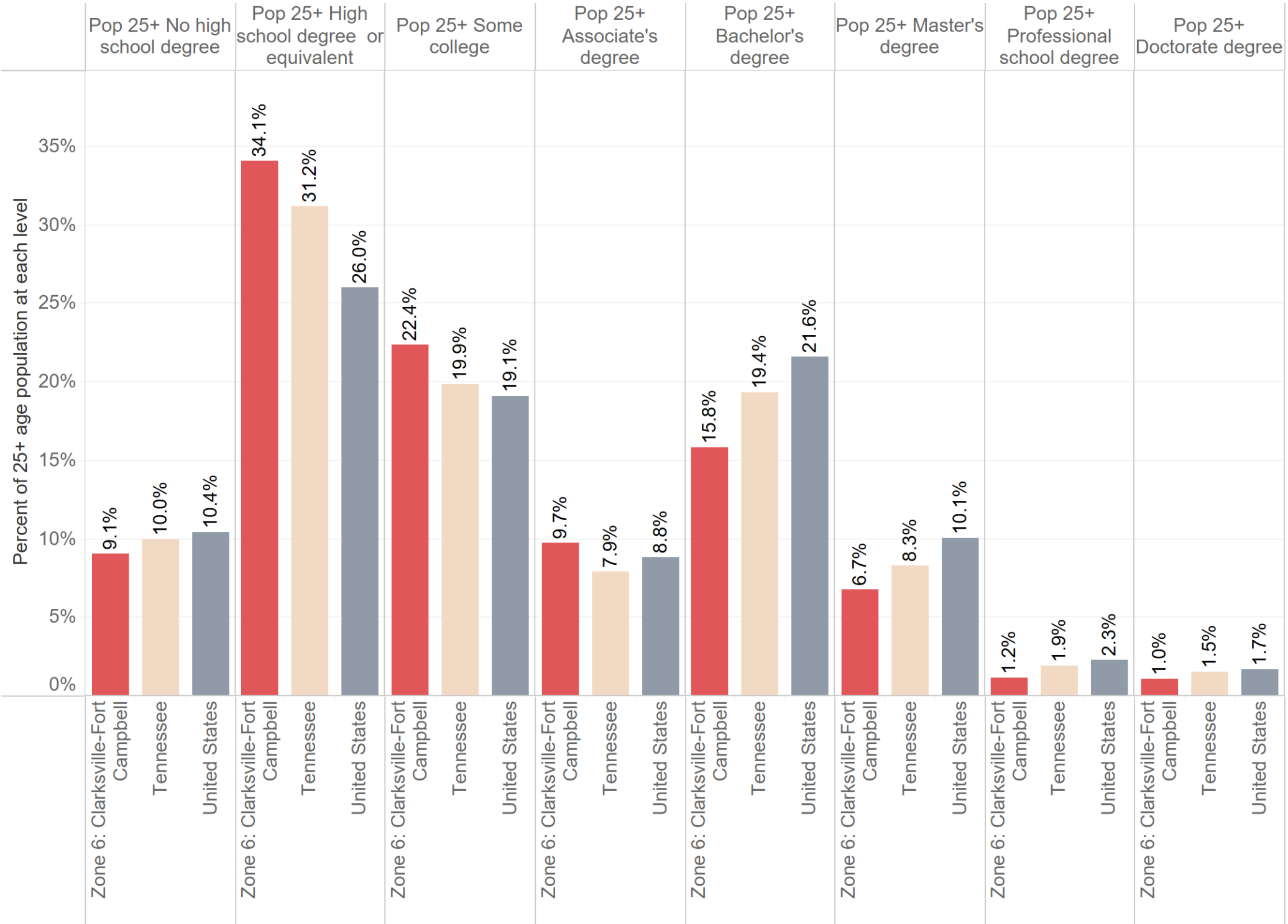
Clarksville-Fort Campbell - Wages in Traded Clusters, 2024



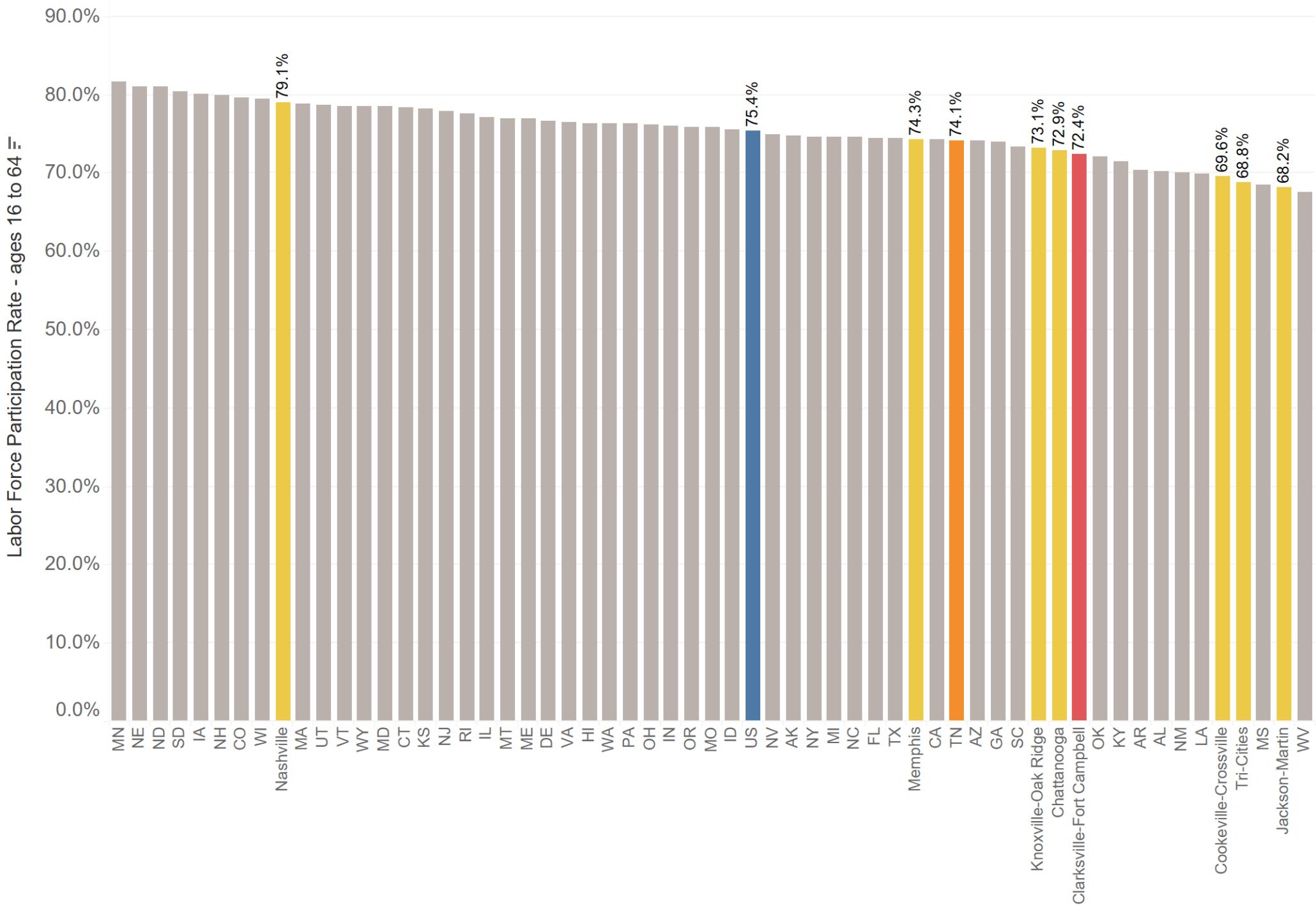
Education and Workforce

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Educational Attainment, 2024

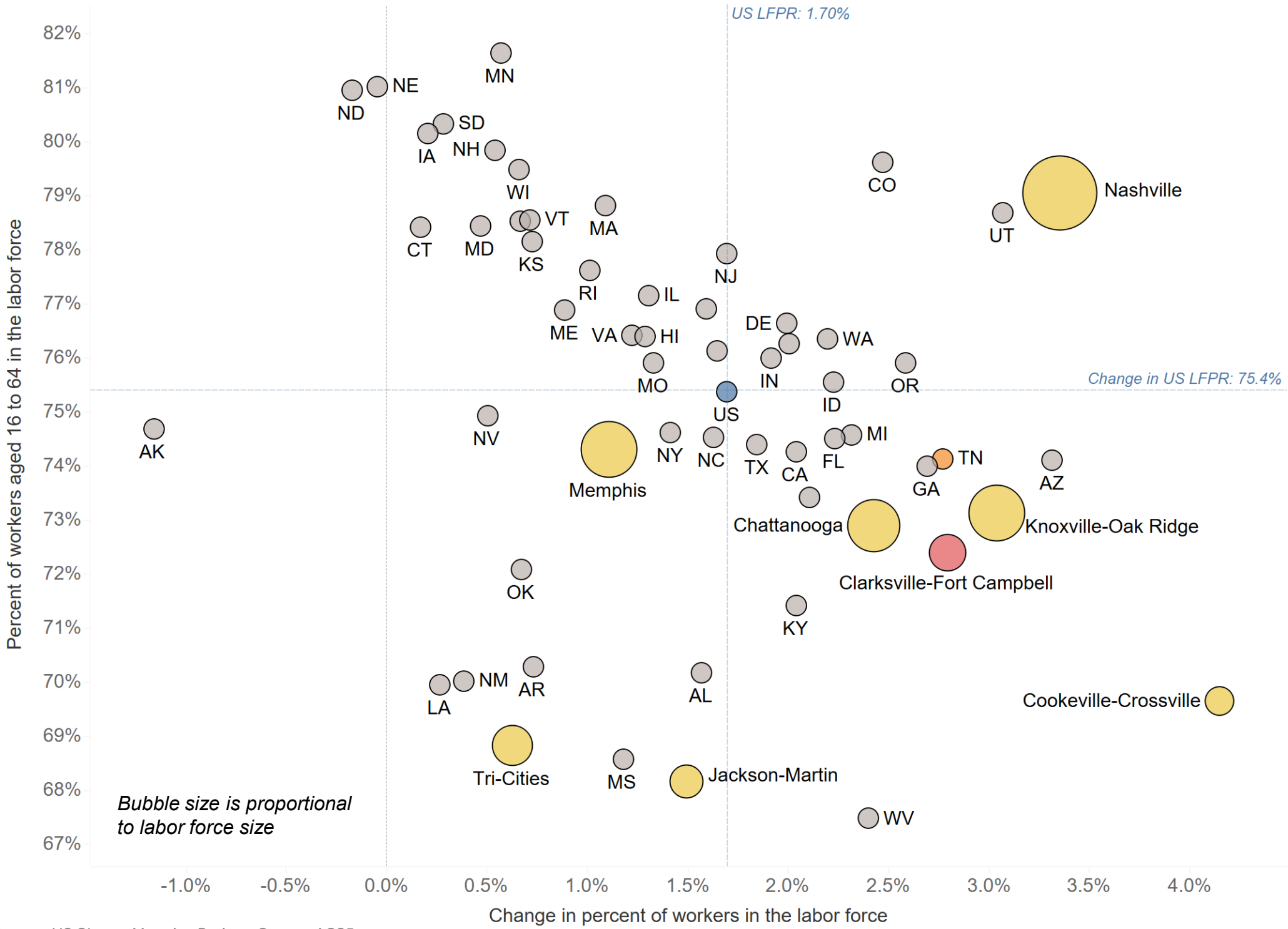


Labor Force Participation Rate - ages 16 to 64, 2024

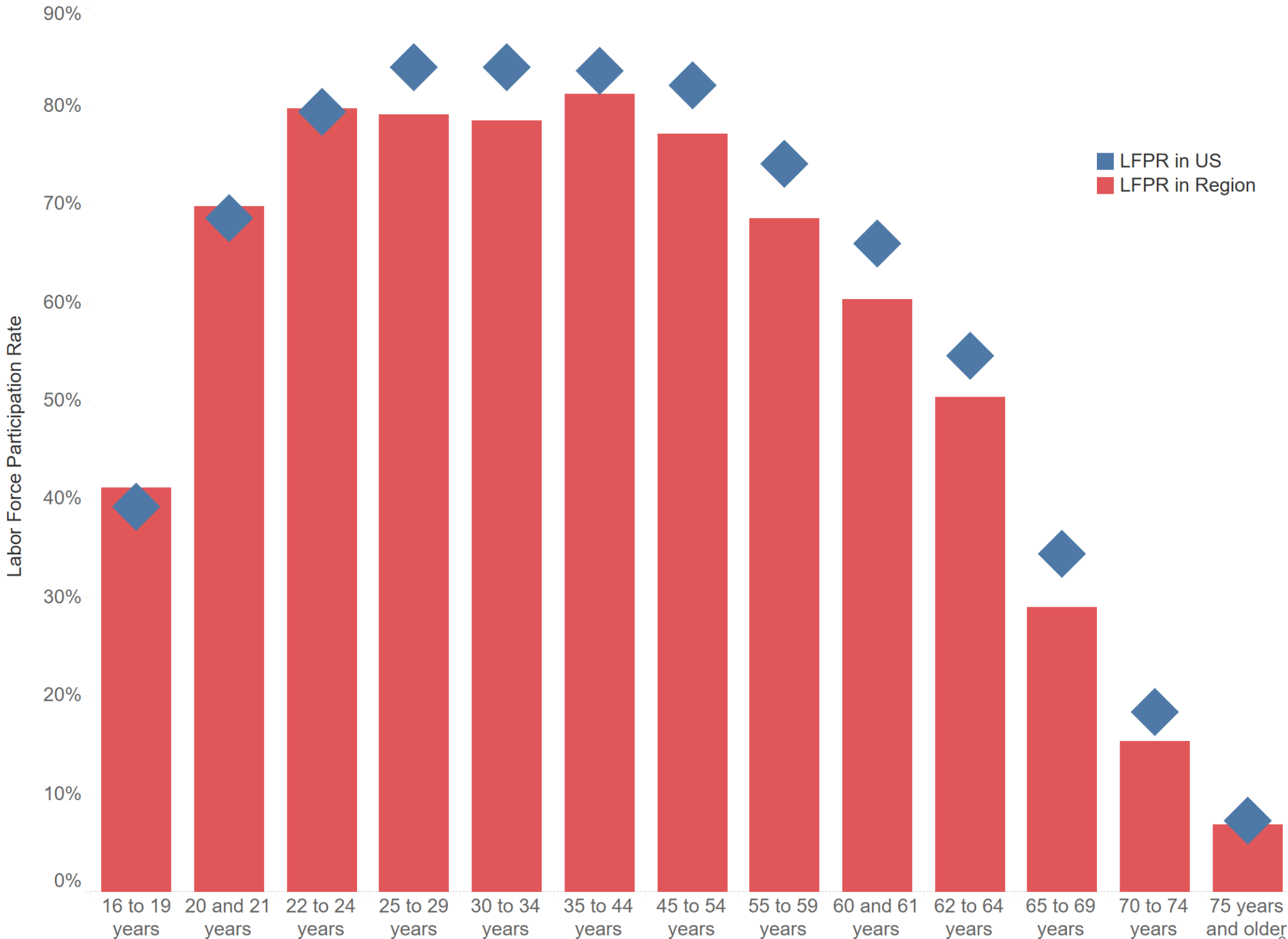


Source: US Cluster Mapping Project; Census ACS5

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

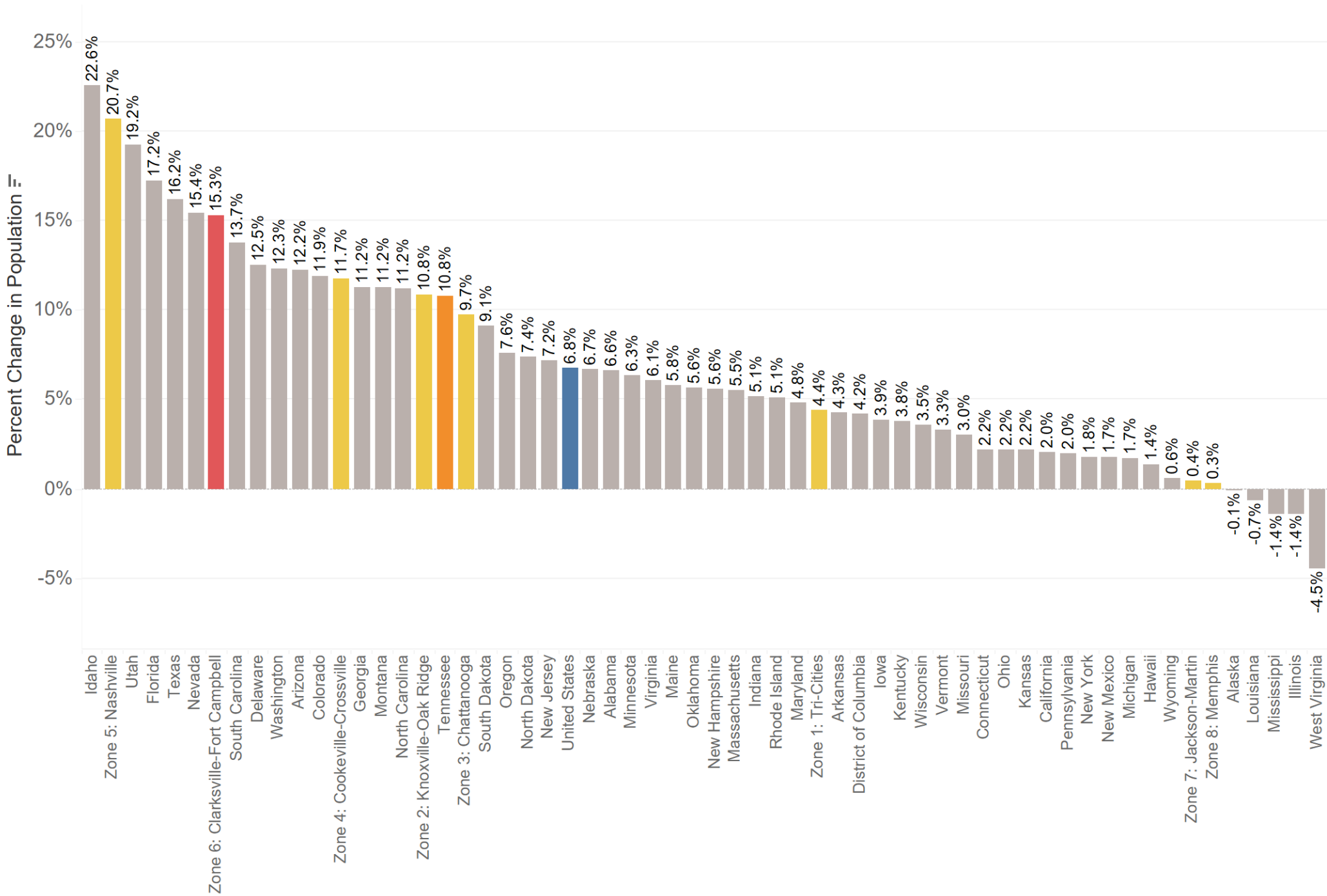


Clarksville-Fort Campbell: Labor Force Participation Rate by Age, 2024



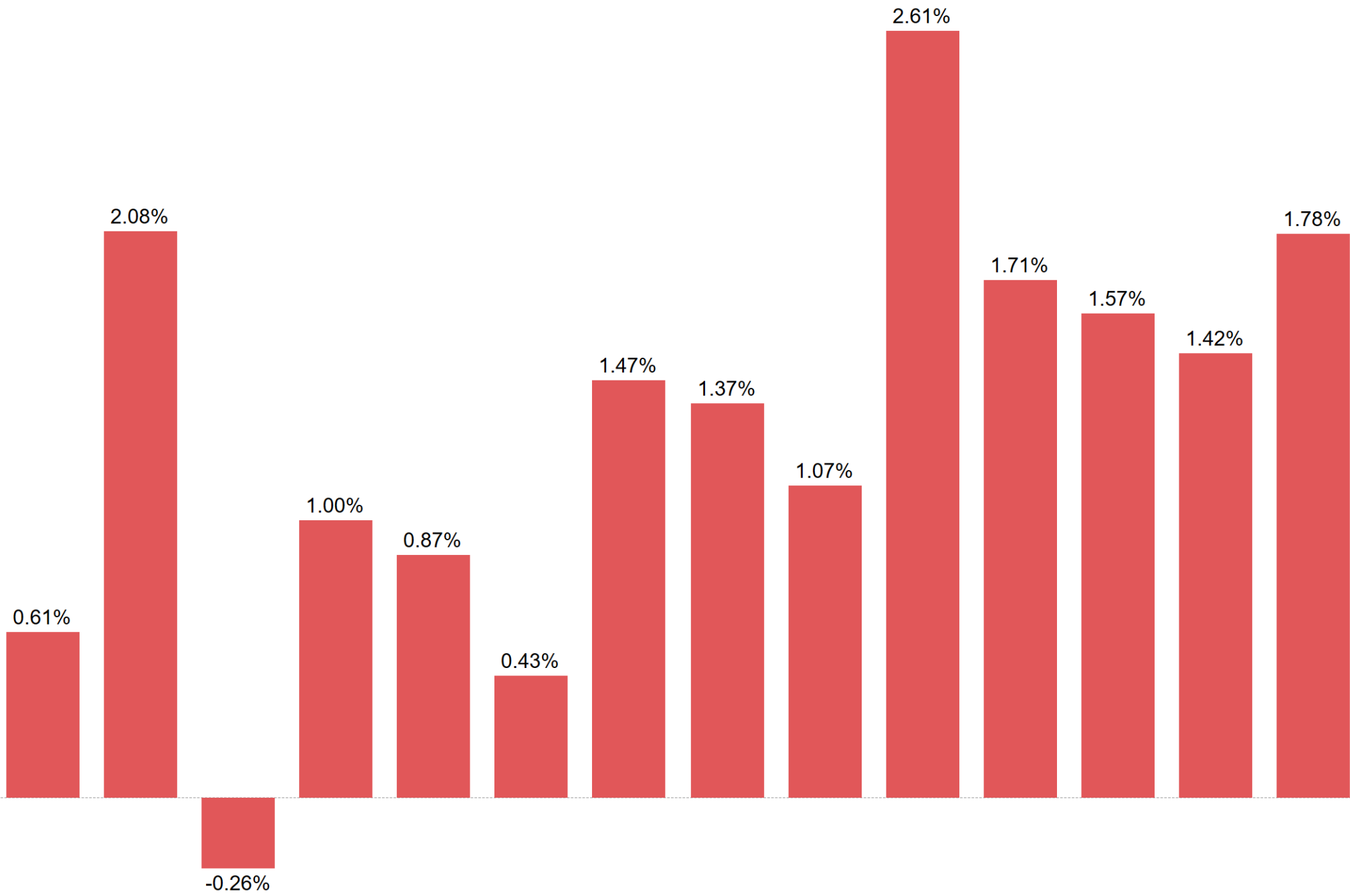
Source: US Cluster Mapping Project; Census ACS5

Population Percent Change, 2014-2024



Source: US Cluster Mapping Project; Census ACS5

Zone 6: Clarksville-Fort Campbell - Change in Population by Year



Source: US Cluster Mapping Project; Census ACS5

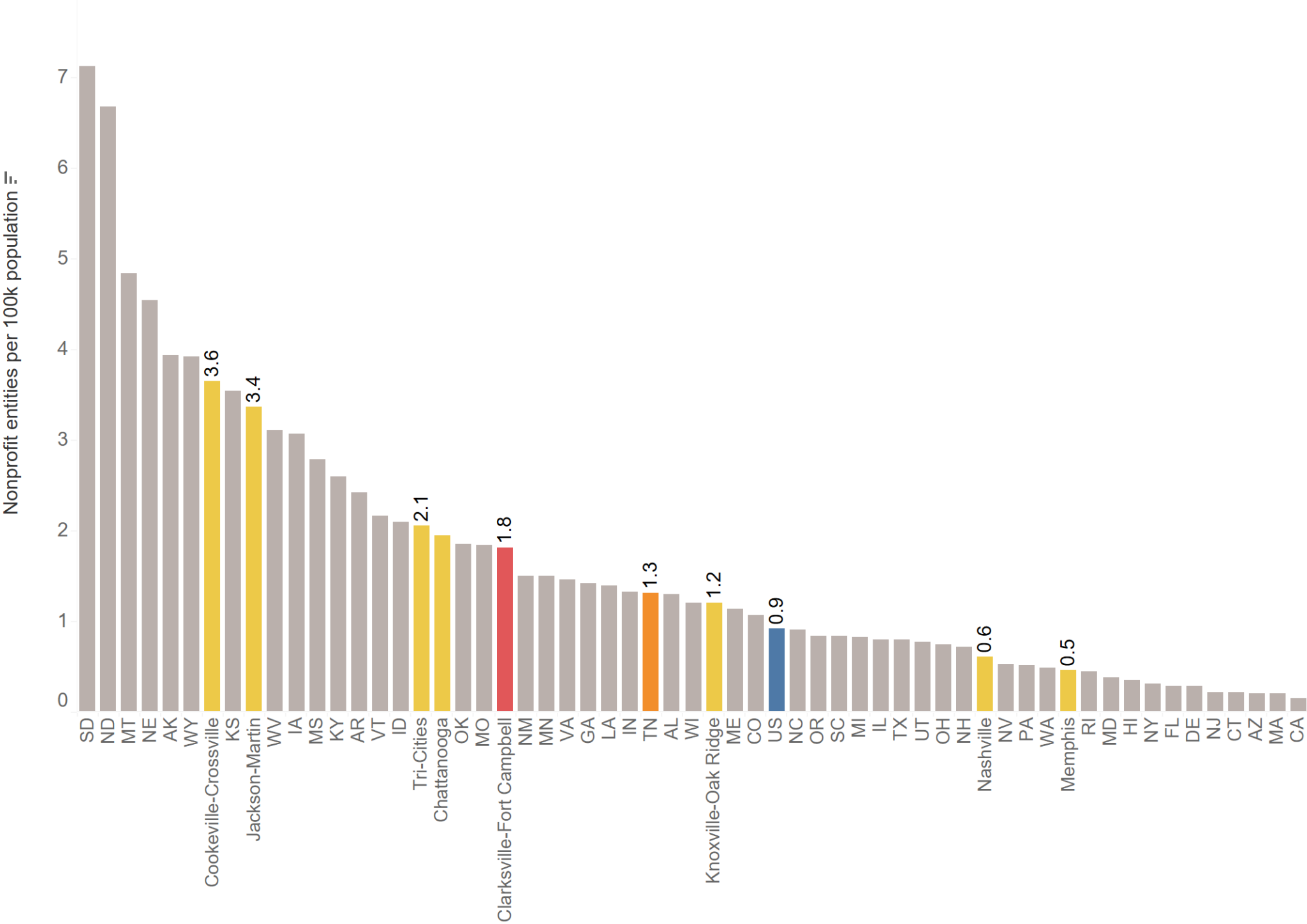
Unemployment Rate and Change, 2014-2024



Collaborative Governance

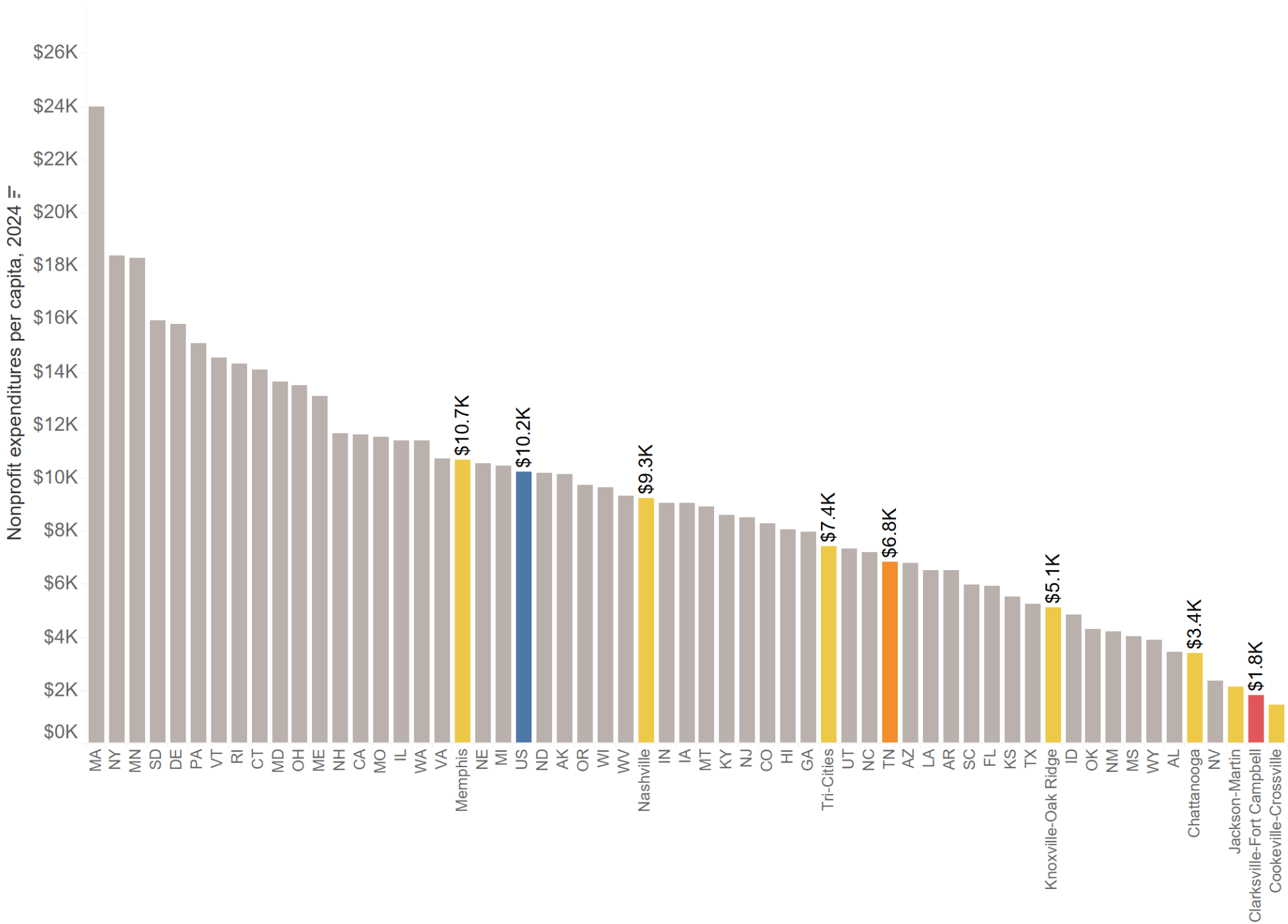
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Nonprofits per capita, 2024



Source: US Cluster Mapping Project; IRS 990, Census

Nonprofit Expenditures per Capita, 2024



Source: US Cluster Mapping Project; IRS 990, Census

Clarksville-Fort Campbell: Nonprofits by Expenditures, 2024

	Expenditures (\$)
CUMBERLAND ELECTRIC MEMBERSHIP CORP	343,919,624
JENNIE STUART MEDICAL CENTER INC	196,914,590
PENNYRILE RURAL ELECTRIC COOPERATIVE CORP..	144,436,918
NMC SERVICES INC	78,403,380
TRIGG COUNTY HOSPITAL INC	24,035,648
PROGRESSIVE DIRECTIONS INC	20,902,839
PENNYRILE ALLIED COMMUNITY SERVICES INC	19,693,055
CAREY COUNSELING CENTER INC	14,212,543
DEVELOPMENTAL SERVICES OF DICKSON COUNTY	13,880,515
NORTHERN MIDDLE TENNESSEE LOCAL WORKFOR..	12,372,583
WORKFORCE ESSENTIALS INC	10,495,796
GOLF CLUB OF TENNESSEE	8,833,335
AUSTIN PEAY STATE UNIVERSITY FOUNDATION	8,641,966
CLARKSVILLE ACADEMY	7,010,109
CLARKSVILLE MONTGOMERY COUNTY COMMUNITY ..	6,841,693
MANNA CAFE MINISTRIES	6,355,110
CHAPEL HILL CHRISTIAN ACADEMY	5,433,728
CREDIT UNION FOR ROBERTSON COUNTY	5,280,015
YAIPAK OUTREACH	4,491,252
CLARKSVILLE CHRISTIAN SCHOOL INC	4,363,596
HIGHLAND RIM ECONOMIC CORPORATION	4,353,125
NIA ASSOCIATION	4,009,131
WEST KENTUCKY WORKFORCE DEVELOPMENT BOA..	3,952,169
UNIVERSITY INDEPENDENT SCHOOL INC	3,721,105
MISSION VOICE NETWORK MINISTRIES	3,691,096
CLARKSVILLE-MONTGOMERY COUNTY AREA ECON..	3,635,375
COMPASSIONNATE MINISTRIES INC	3,609,150
HOLLEY CREDIT UNION	3,344,687
CHRISTIAN EDUCATORS INC	3,314,731
DISCOVERY PLACE INC	3,200,895
SACRED SELECTIONS	3,148,019
THE HOPKINSVILLE FAMILY YOUNG MENS CHRISTIA..	2,705,203
PENNYROYAL HOSPICE INC	2,674,551
HELPING HANDS HEALTH CLINIC INC	2,599,222
CLARKSVILLE AREA URBAN MINISTRIES	2,584,401

Excluding Heath Care and Education

	Expenditures (\$)
PROGRESSIVE DIRECTIONS INC	20,902,839
PENNYRILE ALLIED COMMUNITY SERVICES..	19,693,055
CAREY COUNSELING CENTER INC	14,212,543
DEVELOPMENTAL SERVICES OF DICKSON ..	13,880,515
NORTHERN MIDDLE TENNESSEE LOCAL W..	12,372,583
WORKFORCE ESSENTIALS INC	10,495,796
CLARKSVILLE MONTGOMERY COUNTY CO..	6,841,693
YAIPAK OUTREACH	4,491,252
HIGHLAND RIM ECONOMIC CORPORATION	4,353,125
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COMPASSIONNATE MINISTRIES INC	3,609,150
DISCOVERY PLACE INC	3,200,895
SACRED SELECTIONS	3,148,019
THE HOPKINSVILLE FAMILY YOUNG MENS ..	2,705,203
CLARKSVILLE AREA URBAN MINISTRIES	2,584,401
LAND BETWEEN THE LAKES ASSOCIATION	1,973,950
REBOOT RECOVERY	1,764,527
PLEASANT VIEW VOLUNTEER FIRE DEPART..	1,722,281
CLARKSVILLE-MONTGOMERY COUNTY MU..	1,692,659
CHILD ADVOCACY CENTER FOR THE TWEN..	1,605,289
HUSTLE RECOVERY	1,530,782
DREAMCHASERS	1,416,495
MORIEL MINISTRIES	1,333,657
REDEEMED AND RESTORED INCORPORAT..	1,313,600
PROVERBS 12 10 ANIMAL RESCUE & ADOP..	1,189,811
LOAVES AND FISHES	1,096,113
SEASONED WOMEN INC	1,078,190
HUMANE SOCIETY OF CLARKSVILLE MONT..	1,024,513
FORT CAMPBELL HISTORICAL FOUNDATIO..	918,458
SAFE ENTRY INC	897,386
DICKSON COUNTY FAMILY YOUNG MENS	881,803
CLARKSVILLE MONTGOMERY COUNTY PUB..	877,722
PENNYRILE CHRISTIAN COMMUNITY INC	868,901

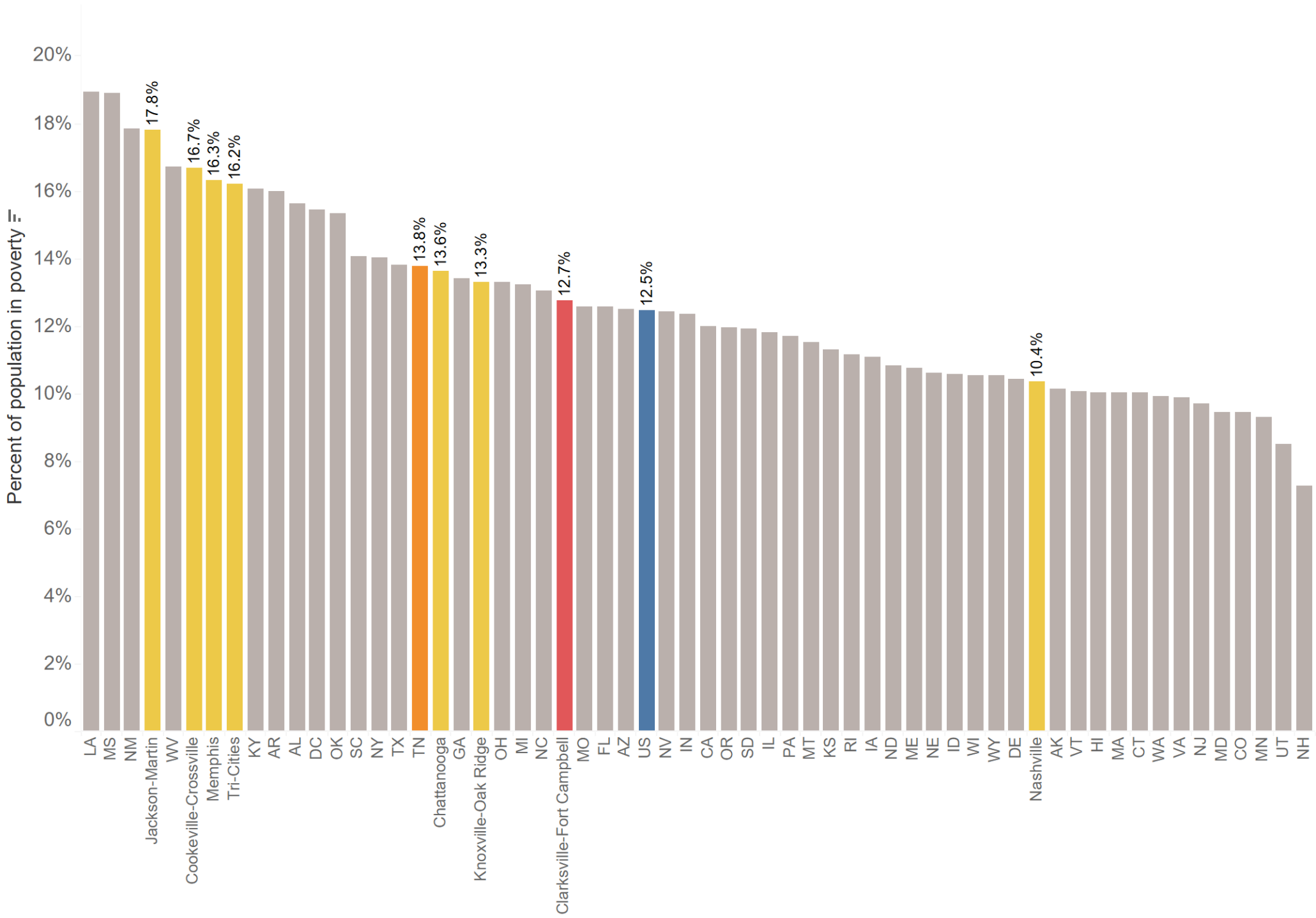
Clarksville-Fort Campbell: TLAP Collaborative Governance Regional Inventory

Initiative	Mission Summary	Lead Organization	Counties Covered
Aspire Clarksville – Montgomery County Economic Development Council (EDC)	Coordinate public–private economic development strategy, site development, and workforce alignment across the Clarksville–Fort Campbell metro area	Aspire Clarksville Foundation / CMC EDC	Montgomery, Stewart, Dickson, Cheatham, Houston (TN); Christian (KY)
Greater Nashville Regional Council (GNRC) – Western Counties Planning Region	Provide regional governance for economic development, housing, infrastructure, and aging services across Middle Tennessee counties.	GNRC (state-chartered regional council of governments)	Dickson, Cheatham, Robertson, Houston (TN); supports data-sharing with adjacent regions
Fort Campbell Strong – Bi-State Regional Coalition	Build regional prosperity by aligning civilian and military communities through shared workforce, infrastructure, and community development goals.	Fort Campbell Strong Regional Partnership Board	Christian, Trigg, Todd (KY); Stewart, Montgomery, Houston (TN)
Northern Middle TN Workforce Development Board	Oversee WIOA and employer-aligned workforce strategy and resource distribution through an intergovernmental governance structure.	Local Workforce Development Board 8	Robertson, Cheatham, Dickson, Houston, Stewart (TN); collaborates with TN and KY workforce boards for Fort Campbell coordination
Pennyrile Area Development District (PADD) – Western Kentucky Governance	Govern economic development, aging services, infrastructure, and planning across nine counties in Western Kentucky.	Pennyrile ADD (state-authorized development district)	Christian, Trigg, Todd (KY)
Logan Economic Alliance for Development (LEAD) – Regional Economic Collaboration	Drive public-private collaboration for workforce, infrastructure, and industrial growth in Logan and surrounding counties	LEAD Logan	Logan County (KY); regional coordination with Christian, Todd, Simpson, and Warren counties
Cumberland River Compact (Regional Environmental Collaboration)	Coordinate watershed-based collaboration for sustainable land use, water quality, and environmental education through multi-county engagement	Cumberland River Compact (nonprofit)	Robertson, Cheatham, Dickson, Houston, Stewart, and Logan (KY) fall within the watershed service area

Quality of Life

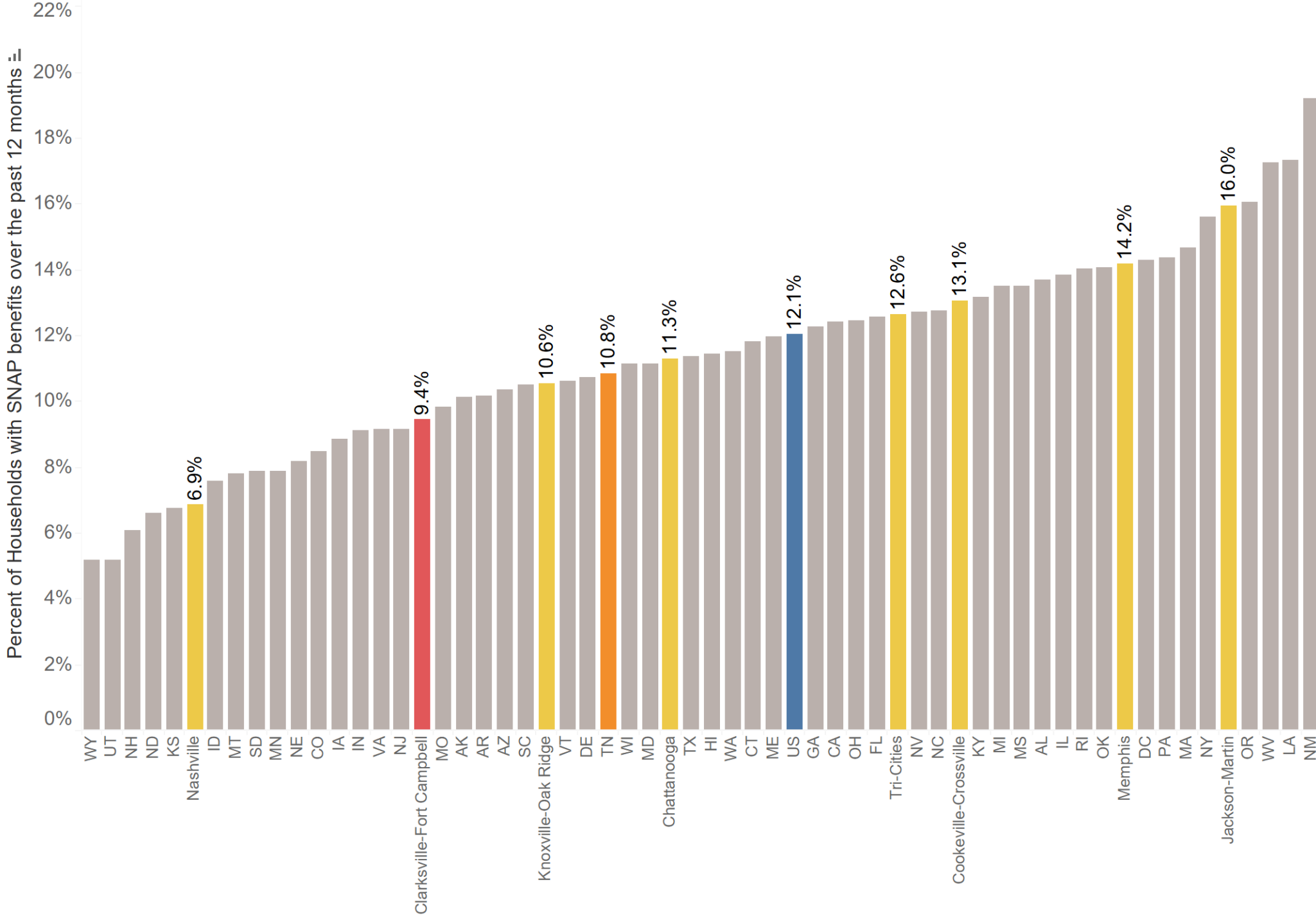
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Poverty Rate, 2024



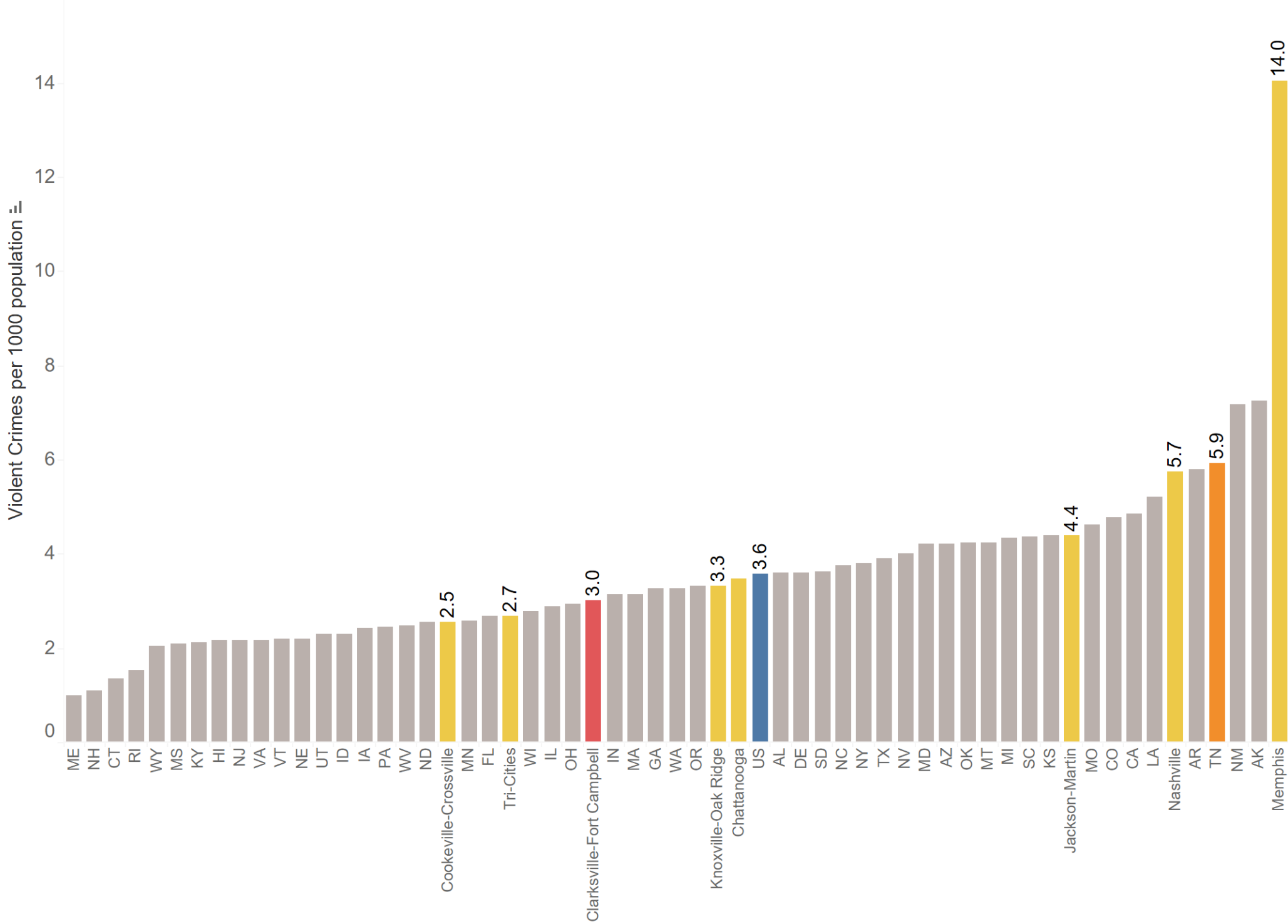
Source: US Cluster Mapping Project; ACS5

Households Receiving SNAP Benefits, 2024



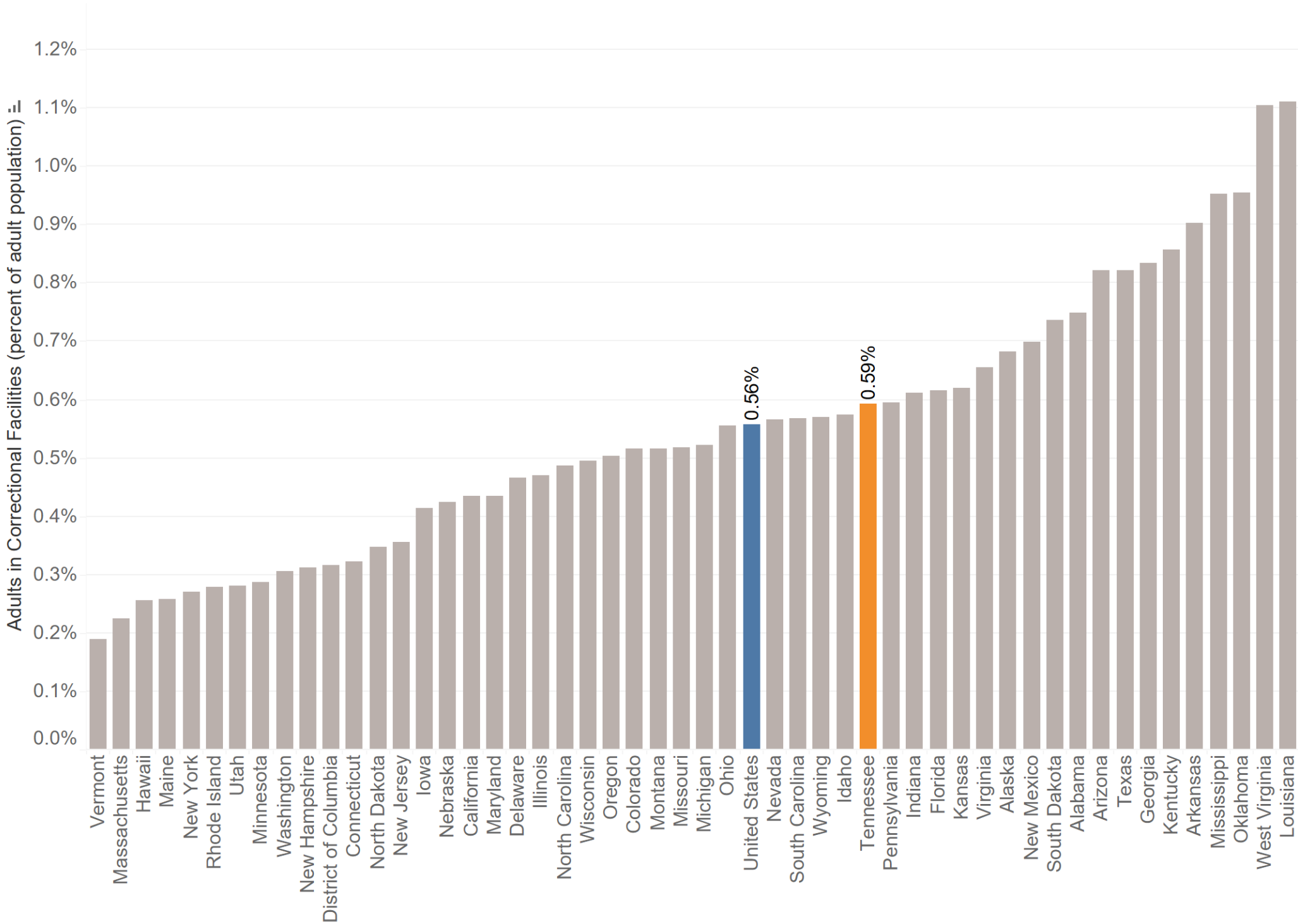
Source: US Cluster Mapping Project; Census ACS5

Violent Crime Rate, 2024



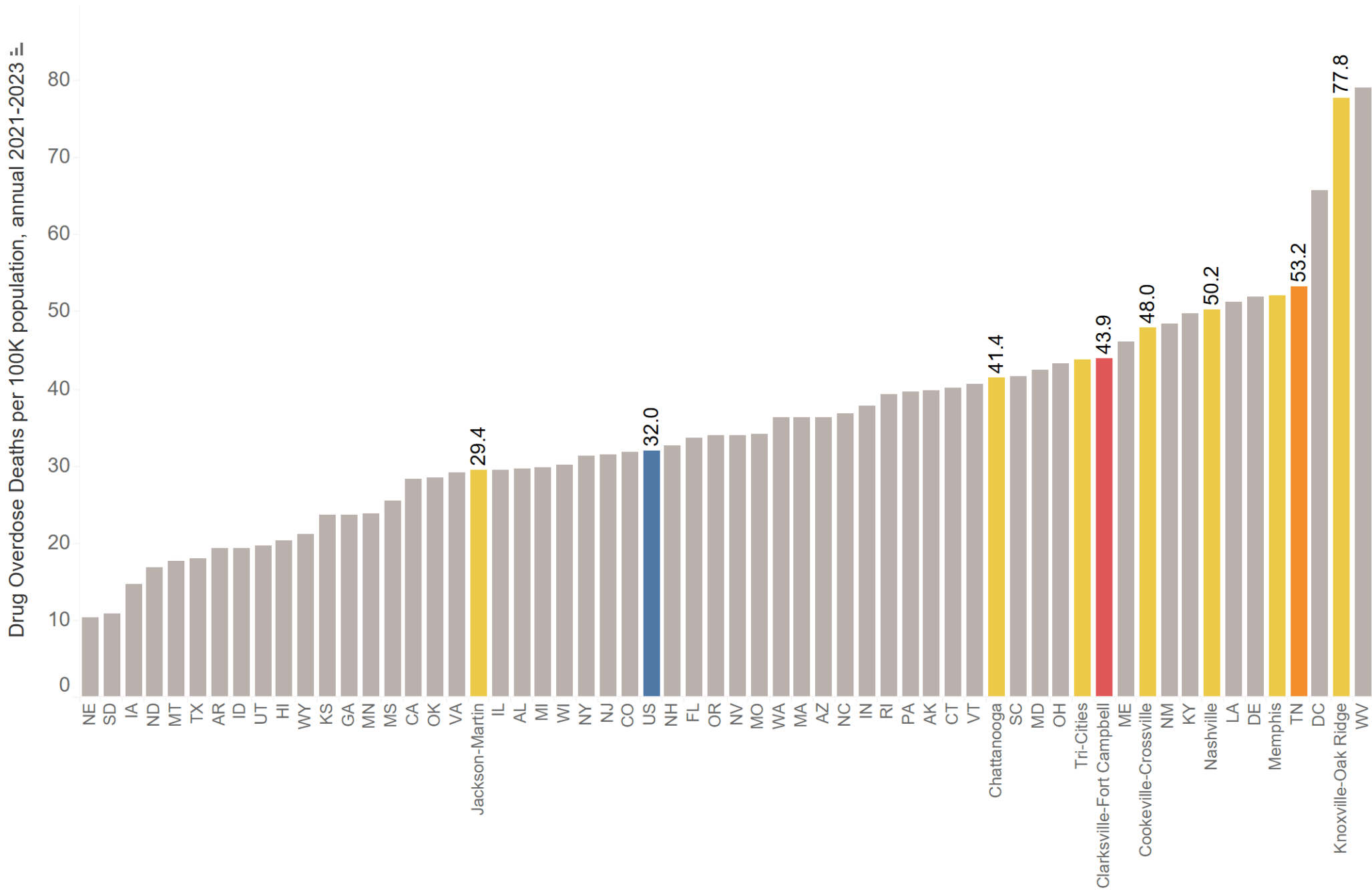
Source: US Cluster Mapping Project; FBI

Adults in Correctional Facilities, 2024



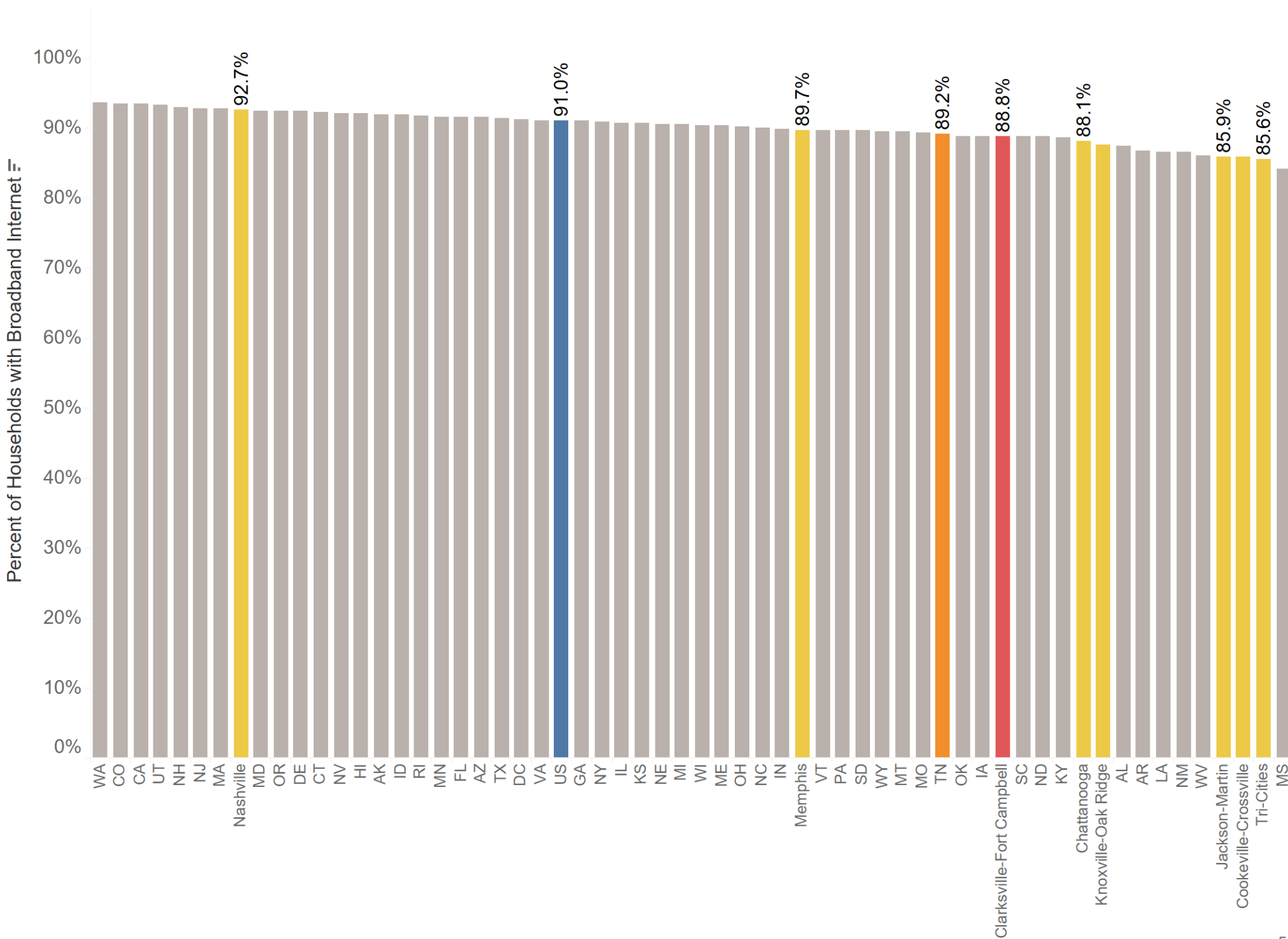
Source: US Cluster Mapping Project; EIA SEDS

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



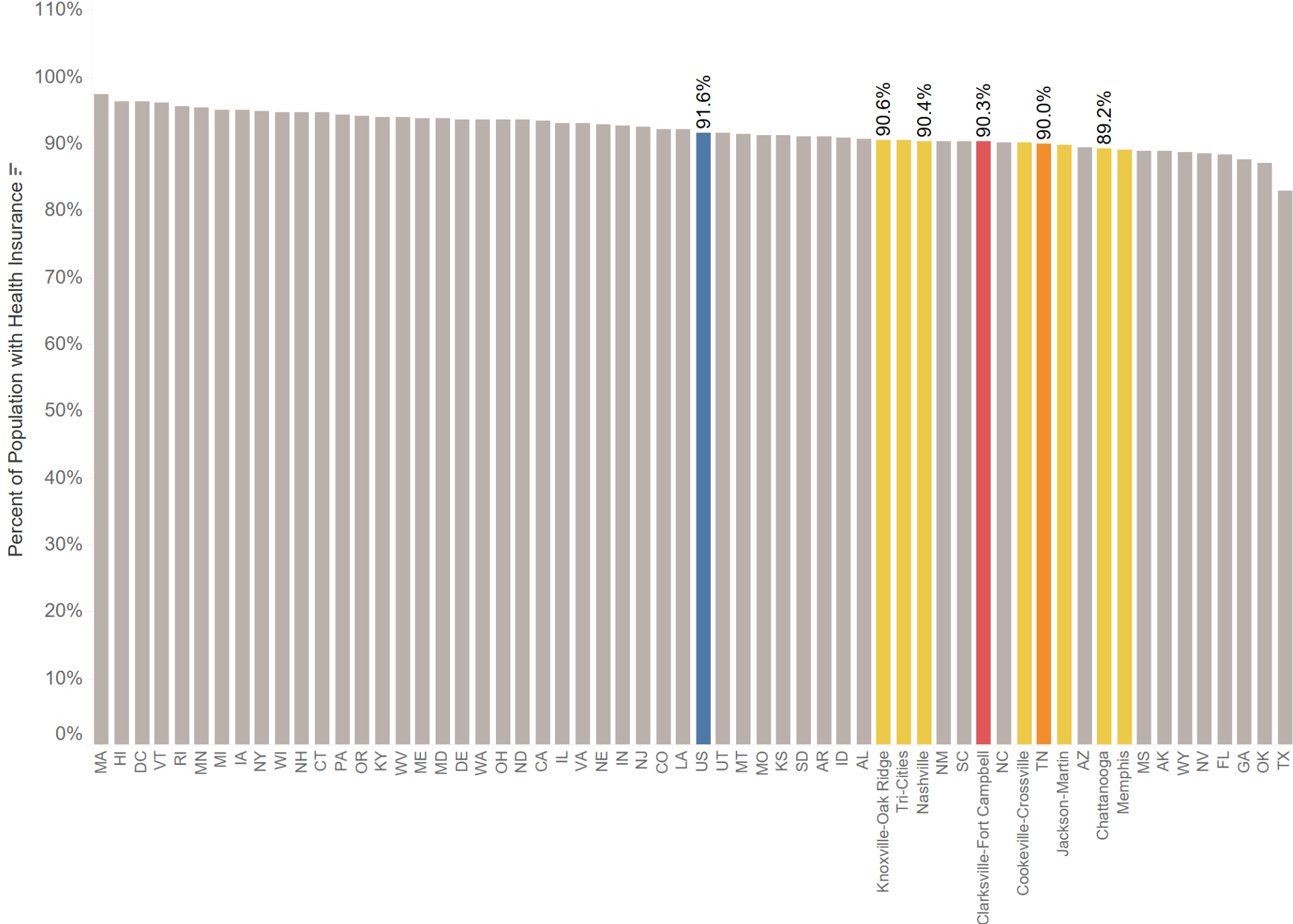
Source: US Cluster Mapping Project; CHRR. CDC, Census ACS

Broadband Adoption, 2024



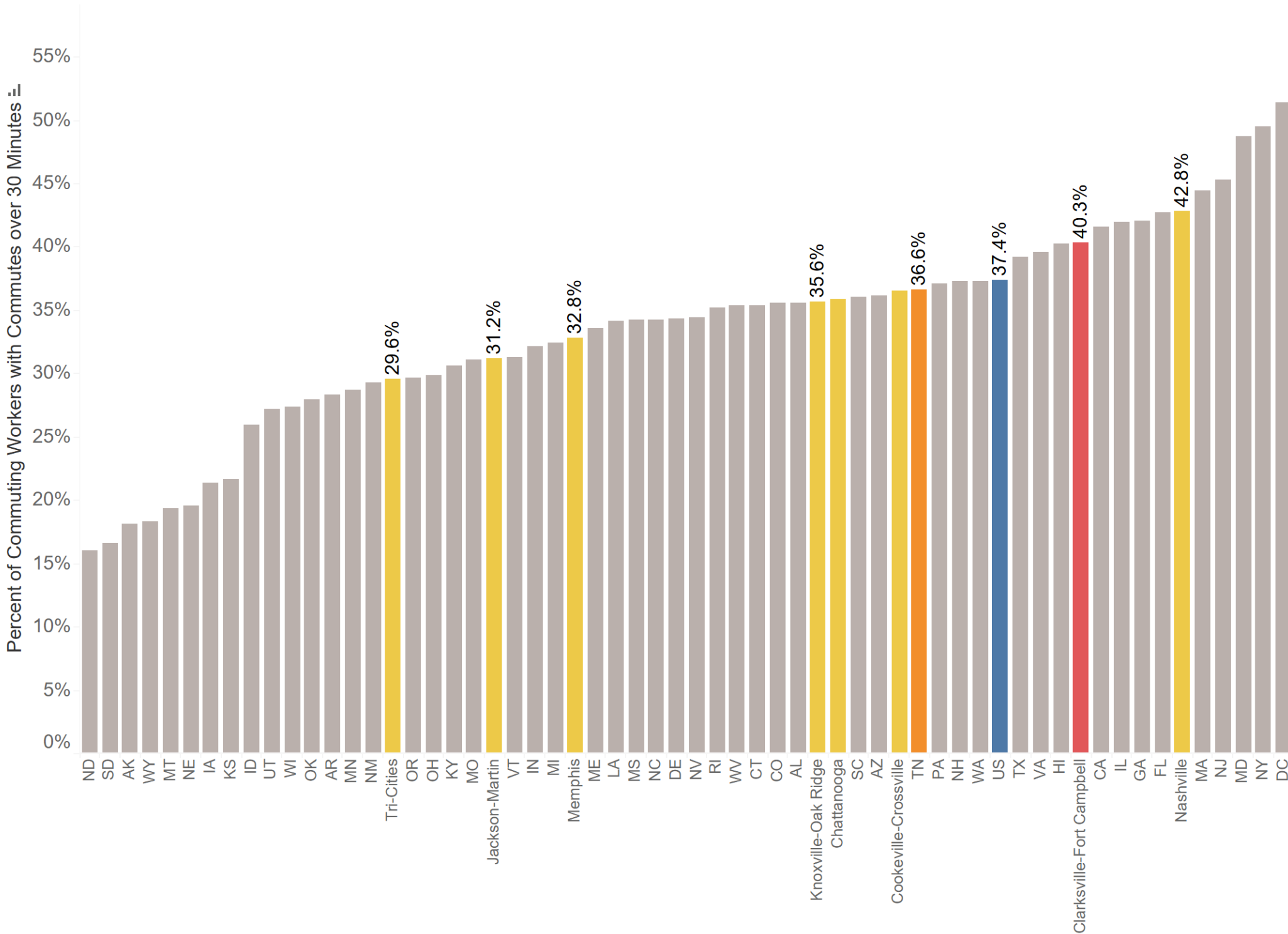
Source: US Cluster Mapping Project; Census ACS5

Health Insurance Coverage Rate, 2024



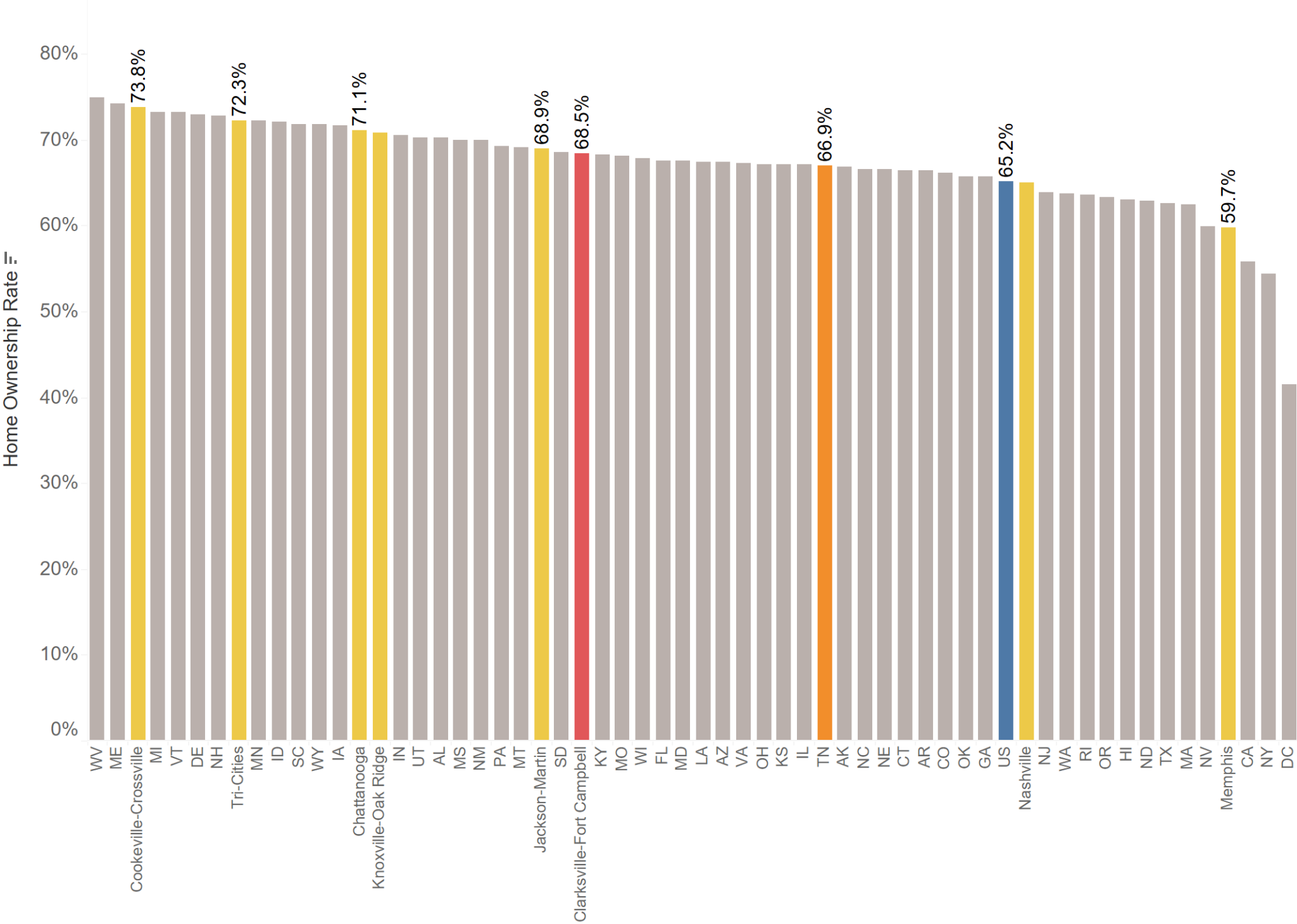
Source: US Cluster Mapping Project; Census ACS5

Percent of Workers with Long Commutes, 2024



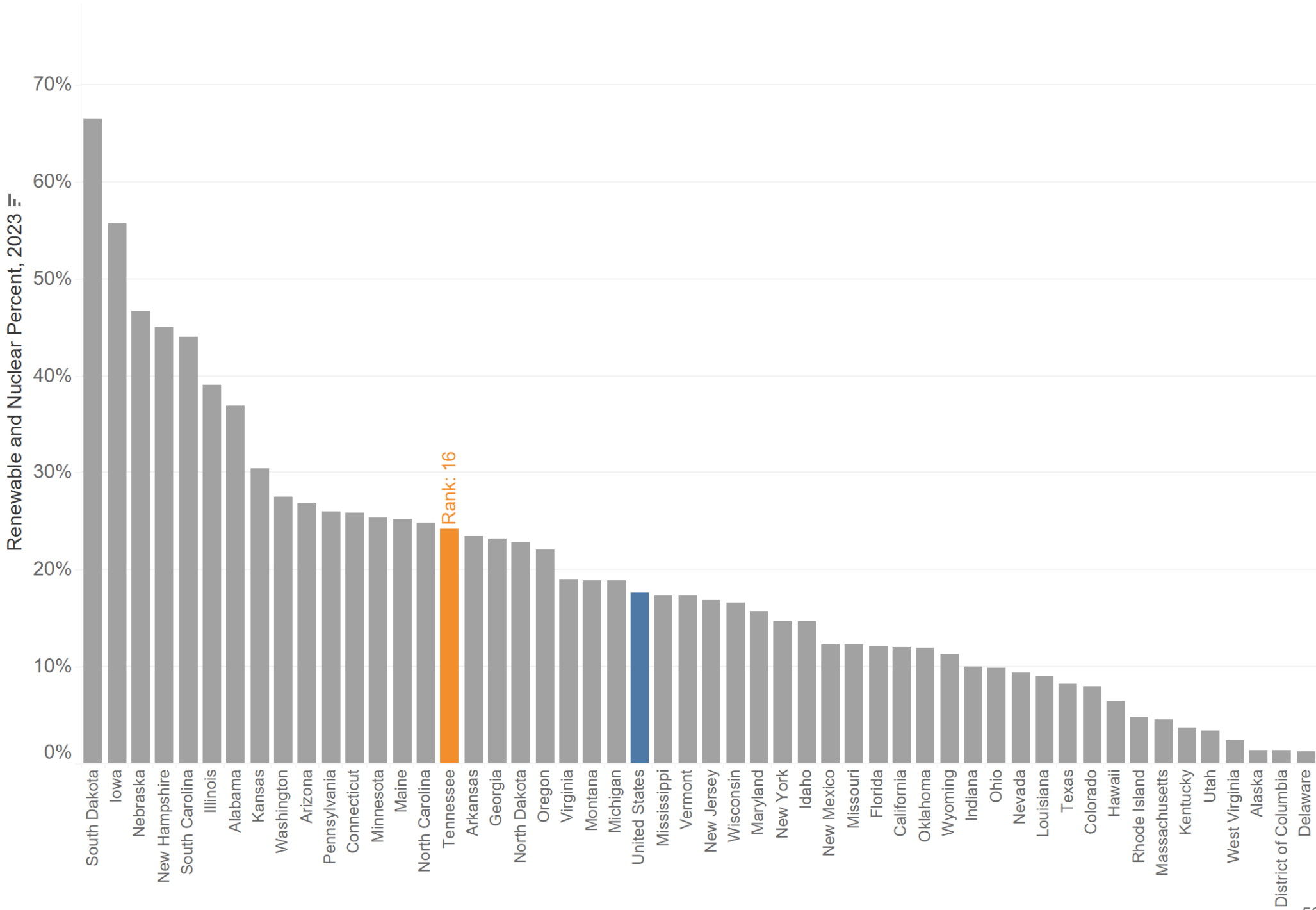
Source: US Cluster Mapping Project; Census ACS5

Home Ownership Rate, 2024



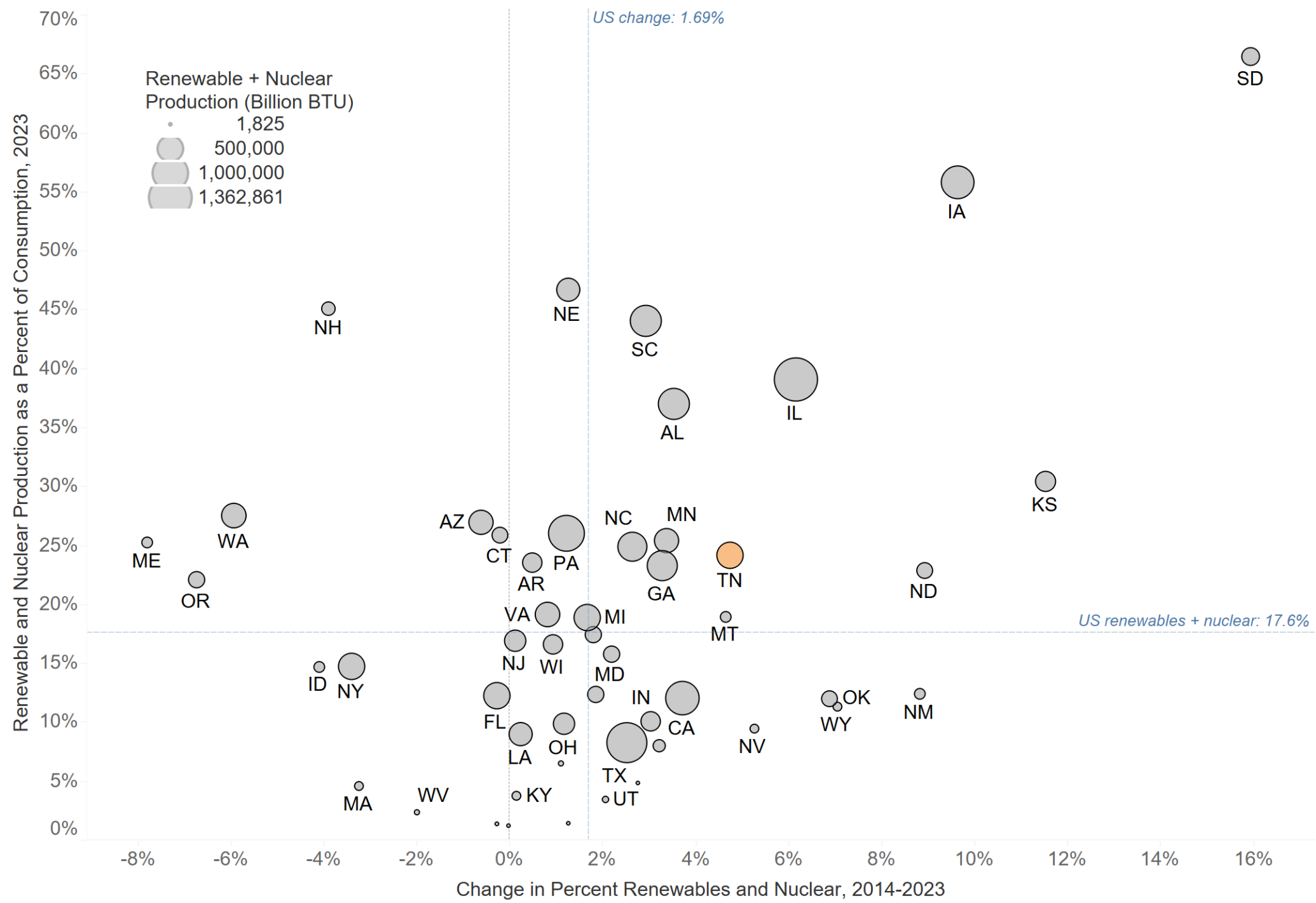
Source: US Cluster Mapping Project; Census ACS5

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



Source: US Cluster Mapping Project; EIA SEDS

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



Source: US Cluster Mapping Project; EIA SEDS

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