



MOMENTUM

 A Publication of the Greater Memphis Chamber VOL 1 | 2019



**The Industries Fueling the Future
of the Greater Memphis Region**

pg 7

The Bluff City's \$19 Million Investment Boom

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**Authenticity Drives Thriving
Memphis Tourism Industry**

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FREE Skills Training for MEDICAL DEVICE WORKERS



MOVE-HIRE is a tuition-free skills training program, providing industry recognized credentials, and work-based learning opportunities, including apprenticeships, on-the-job training, and internships to prepare participants for careers in the medical device industry.

Specific careers include: machinists, machine operators, metal finishers, quality assurance, packaging, and logistics. All training is tied to employment opportunities in the Greater Memphis Area. MOVE-HIRE is designed to move low wage, unemployed, and under-employed workers to high paying manufacturing careers.

CAREER PATHS INCLUDE

- Engineers
- Logistics Technicians
- Medical Device Packager
- Metal Finishers
- Pre-apprentice Machinists
- Quality Assurance
- Registered Apprentice Machinists



Visit movehire.org to learn more.

The medical device industry in Memphis, Tennessee employs approximately 7,000 people directly and 10,000 people indirectly, generating \$2.4 billion annually in economic impact for the local economy and \$50 million in annual tax revenue. Facing the challenge of future growth limited by the supply of skilled workers in critical career pathways, MOVE-HIRE (Medical device Occupations Value Education - Help In the Regional Economy) is funded through a grant from the U.S. Department of Labor.

The GMACWorkforce MOVE-HIRE's total project cost is \$12,761,801 funded by a \$5,992,314 (47%) grant from the United States Department of Labor and leveraged with \$3,077,442 (24%) other Federal, \$527,714 (4%) state, and \$3,164,331 (25%) institutional and private funds.

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About the Cover:
The Mighty Lights, a nightly lights show on the iconic Hernando de Soto (known to many locals as the “M” Bridge) and Big River Crossing bridges, offers a new way to experience the Mississippi River. Every evening from sundown to 10 p.m. both bridges are illuminated with state-of-the-art LED lights in exciting patterns and bright colors. When economic development announcements take place, like the recent FedEx Logistics headquarters announcement, the Mighty Lights are coordinated with the company’s colors to help the community celebrate. Photo courtesy of Mighty Lights.



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1234 Finley Rd, Memphis, TN 38116

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11:30 AM - 1:00 PM

Featured Speaker:

KEITH NORMAN
Vice President of Government Affairs
Baptist Memorial Health Care

Topic:
**CONNECTING YOUR
COMPANY WITH
THE COMMUNITY**



Baptist Memorial Health Care Memphis Campus
6027 Walnut Grove Road | Medical Plaza 2 | Memphis, TN 38120



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Memphis is known as the home of blues, soul and the birthplace of rock 'n' roll, but Memphis has also long been the origin of revolutionary business innovations like the world's first hotel chain, the first self-serve grocery store and, of course, the concept of overnight package delivery.

Today, as we celebrate the start of our city's third century, Memphis

companies are redefining the agricultural industry, making the hip and knee products that keep the next generation active, and researching medical breakthroughs that aim to ensure no child's life is cut short by cancer.

THE WORLD IS TAKING NOTICE Last year St. Jude Children's Research Hospital replaced Google as the most desired place to work for Gen Z. Site selection magazines have hailed Memphis as the next Austin. The diversity of our startup scene continues to garner national attention.

MEMPHIS IS ON A ROLL Already in 2019, we've announced new headquarter relocations and countless investments across our city. The momentum in Memphis is real.

We're excited to share with you the inaugural issue of *Momentum*, a new publication from the Chamber that showcases why the Greater Memphis region is a great place to do business. In this issue we will highlight the economic development momentum underway.

Thank you for your investment in Memphis. We believe our future is brighter than ever in the Bluff City!

Sincerely,



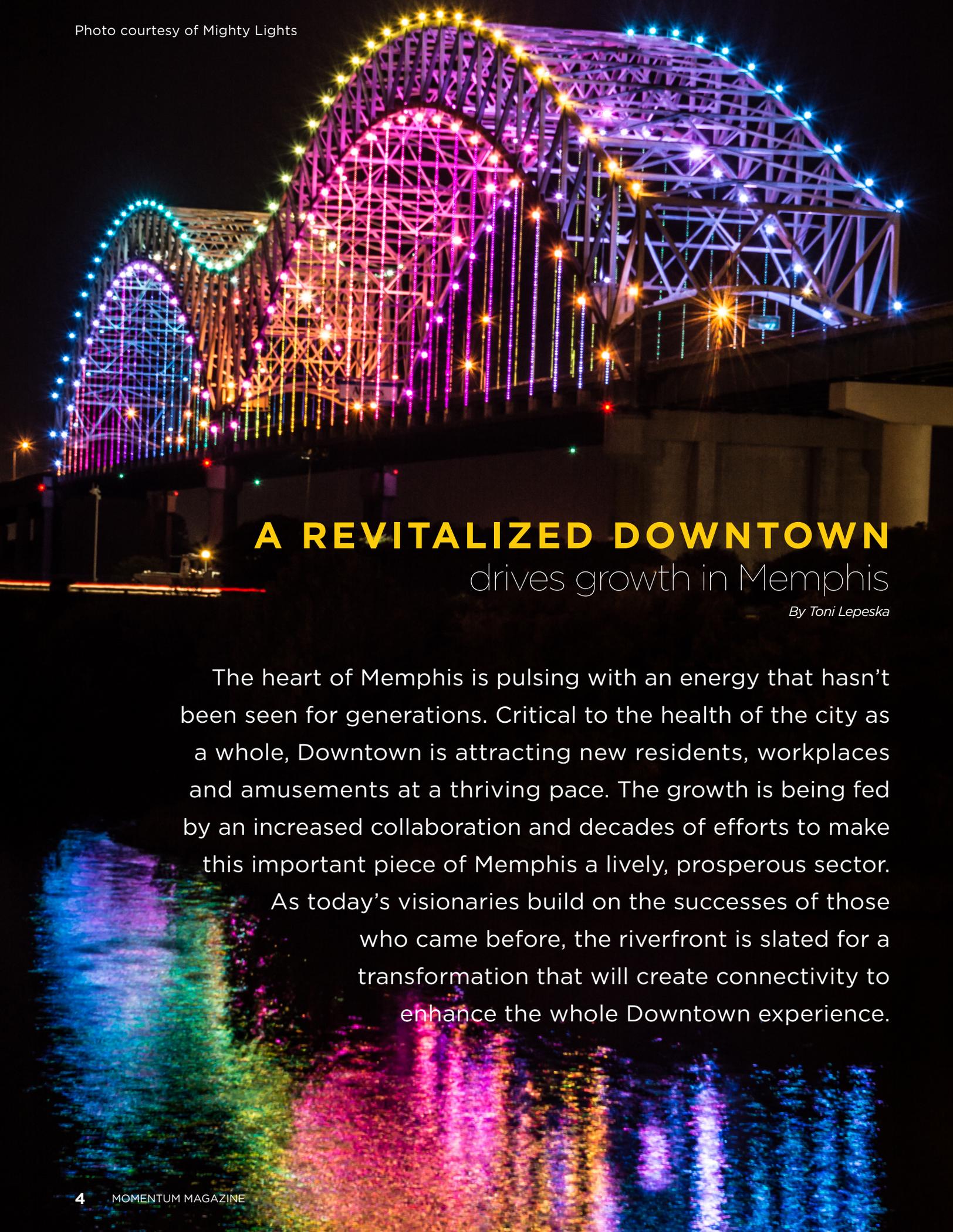
Beverly Robertson
President & CEO of the Greater Memphis Chamber



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A REVITALIZED DOWNTOWN

drives growth in Memphis

By Toni Lepeska

The heart of Memphis is pulsing with an energy that hasn't been seen for generations. Critical to the health of the city as a whole, Downtown is attracting new residents, workplaces and amusements at a thriving pace. The growth is being fed by an increased collaboration and decades of efforts to make this important piece of Memphis a lively, prosperous sector.

As today's visionaries build on the successes of those who came before, the riverfront is slated for a transformation that will create connectivity to enhance the whole Downtown experience.

Downtown is in the midst of \$4 billion in new development projects. Its office space is growing by 1.05 million square feet, hotel rooms are growing by 2,078 rooms and housing is growing by 2,087. The residential population grew 17 percent between 2000 and 2018. Now 25,826 people call Downtown home, and the number is surging upward. At the same time, its daytime population is 88,000, with the health care and social assistance industries and the public administration industry contributing the greatest influx of workers.

Carol Coletta isn't one of the newcomers. She moved to Downtown 41 years ago. The head of Memphis River Parks Partnership, formerly Riverfront Development Corp., Coletta describes Downtown's amenities as a neighborhood asset that serves the entire region.

"Downtown is a place where you can live life in public," she said. "It's a great place - it's extremely convenient to live downtown. It's an easy place to make friends because people are close to each other - and you're on a beautiful river."

The Mississippi River is one of the unique elements of Downtown, but interestingly it's responsible for one of the challenges to the area's cohesiveness. That challenging feature is the bluff. The Memphis Riverfront Concept, a visionary document that in 2015 described a sequence of actionable investment to build a fun, connected and catalytic riverfront, called the bluffs a "barrier." Much of Downtown is missing out on the value of one of its biggest assets, Coletta said.

Tom Lee Park, made up of 30 acres that parallel the river, is cut off, out of view and undiscoverable from the east side of the bluff, where Beale Street and many other Memphis delights sit. "We really are separated because of our bluff. We want to reclaim that asset for Downtown by doing a better job of connecting it," Coletta said, "in a beautiful, really smart way."

Officials plan to create a "gateway" that will link Tom Lee Park to the rest of Downtown via an accessible pathway just west

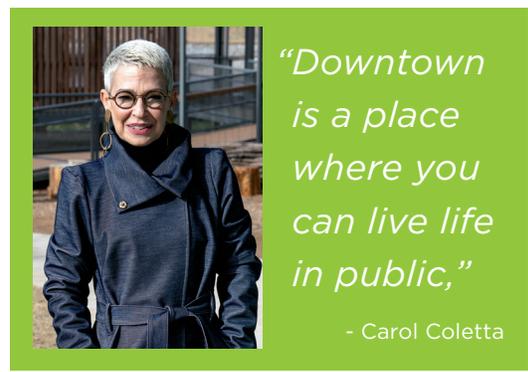
of Beale Street that includes natural elements like trees and a new entry plaza that may accommodate public gatherings and events. This reimagining of

Tom Lee Park is only the latest major effort in a holistic redevelopment of the riverfront. Additions include multi-purpose spaces for education and recreation, complemented by public amenities such as café concessions, lockers and bathrooms.

The connectivity is expected to be a real boon to the city. A conservative estimate provided by an expert agency determined that unifying efforts would result in an additional economic impact of \$1.1 billion in 10 years (five times the hotel nights as a COGIC convention annually) 3,900 permanent new jobs and \$60 million in new county and city taxes annually. Plus, Coletta said, there's the "magic of creating a new identity for Memphis" that will better link North Memphis and South Memphis, giving people of different backgrounds a chance to mingle in Tom Lee Park.

A public-private campaign is underway to raise the approximately \$70 million for the transformation. About half of the funds have been raised, Coletta said.

While the river is an exceptional Memphis feature, the city offers other rich characteristics including historic buildings refitted for modern use, said Jennifer Oswald, president of the Downtown Memphis Commission, a quasi-governmental agency that partners with the private business community. Built in 1890, the Tennessee Brewery building, empty for nearly 30 years, was transformed to hold 148 apartments, thousands of square feet of office and retail space and a



MOMENTUM DOWNTOWN

On the cusp of its 200th birthday, Memphis is experiencing a radical influx of investments that will shape the city's third century. Billions of projects are underway across the city, but nowhere is the momentum in Memphis more visible than Downtown.

25,826
DOWNTOWN
RESIDENTS

RESIDENTIAL
POPULATION
UP BY **17%**
(2000-2018)

88,000
DAYTIME
POPULATION

\$4 BILLION
IN NEW
DEVELOPMENT
PROJECTS

+1.05 MILLION SQ FT
OF NEW OFFICE SPACE



parking garage. The former Wonder Bread bakery will become home to apartments, restaurants and a museum. “That gives us unique places that people want to be around,” Oswald said. “We have a lot of soul and character.”

One of the “big things” ahead, Oswald said, is Union Row. With phase one spanning 11 acres along Union Avenue, Danny Thomas Boulevard and Beale Street, the \$950 million project to create apartments, office space, a grocery store and retail has been called the largest mixed-use development in Downtown’s history.

Over the years, numerous plans have been created to recreate and revitalize Downtown. The latest strategy is generating a lot of results. “We’ve been here 40 years,” Oswald said of the Commission. “The last 15 years our strategy was housing. We knew that until people circulated within Downtown 24 hours a day, we wouldn’t be successful.”

A member of the Chairman’s Circle, William “Billy” Orgel moved Tower Ventures to the Tennessee Brewery after his family completed the project. Downtown was well on its way to renewal as developers created places like Peabody Place, Harbor Town and South Bluff, he said. Today’s developers

stand on their shoulders. “They spawned a whole new generation of builders and developers downtown,” Orgel said.

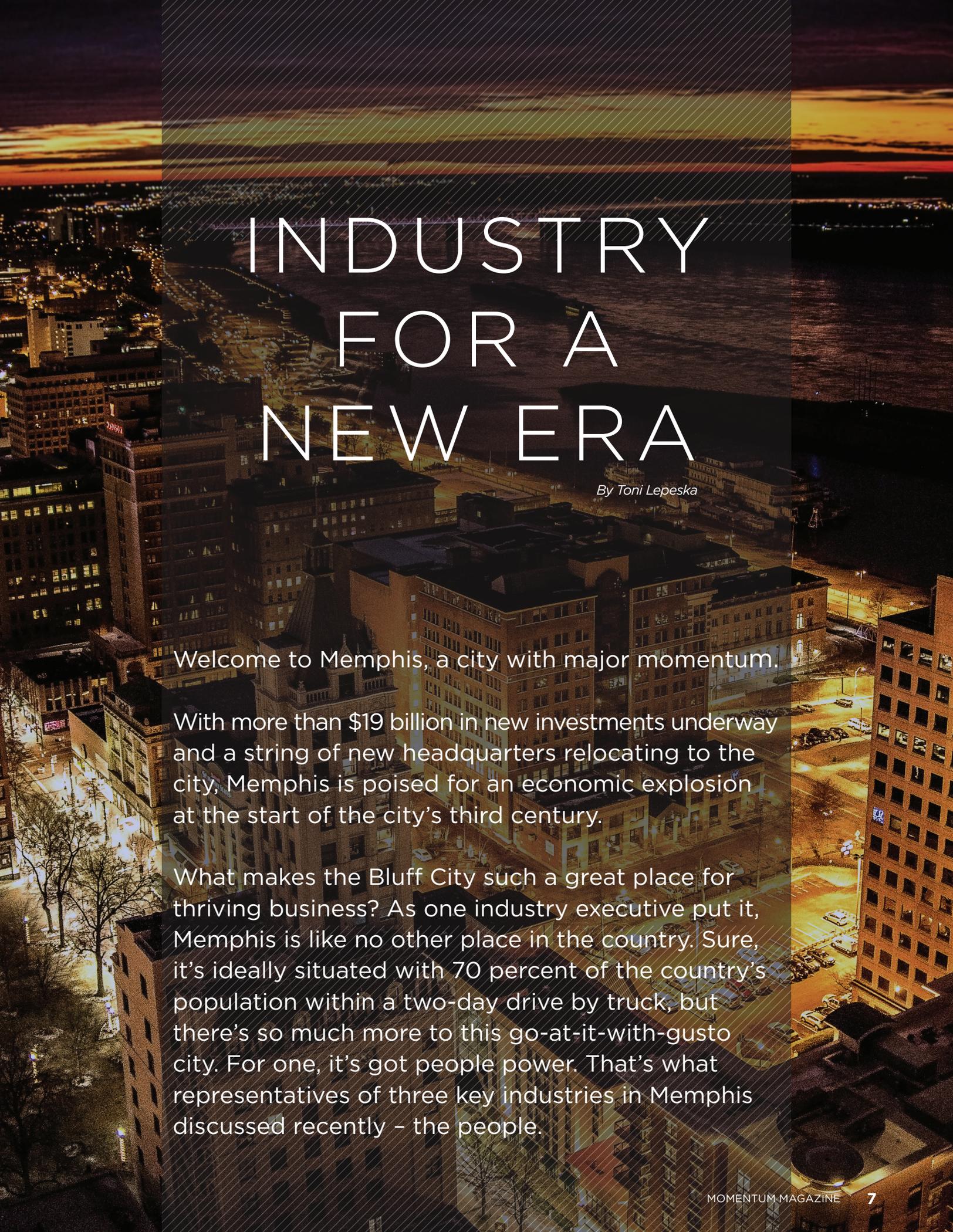
Lyman Aldrich, EVP of International Advisory Services at Cushman & Wakefield/Commercial Advisors, LLC, was in his 20s when most of Downtown was shuttered in the aftermath of the assassination of Martin Luther King, Jr. 50 years ago. “Beale Street was closed, boarded up. The Peabody was closed. The Orpheum was running X-rated movies,” Aldrich said. “We had to bring people back downtown again.”

In 1977, Aldrich was part of a group of racially diverse men and women who worked together to create two events that would become catalysts for the revitalization for Downtown: The Beale Street Music Festival and The World Championship BBQ Contest. Five years later, the Peabody Hotel reopened. Two years after that, Beale Street.

“Step and step and step and step,” said Aldrich of their work. He was awarded a brass note on Beale Street in 2012 and inducted into its Hall of Fame for its role. “We started building a little critical mass. Now there’s so much buzz. It’s so much fun to watch.”



Photo courtesy of Downtown Memphis Commission



INDUSTRY FOR A NEW ERA

By Toni Lepeska

Welcome to Memphis, a city with major momentum.

With more than \$19 billion in new investments underway and a string of new headquarters relocating to the city, Memphis is poised for an economic explosion at the start of the city's third century.

What makes the Bluff City such a great place for thriving business? As one industry executive put it, Memphis is like no other place in the country. Sure, it's ideally situated with 70 percent of the country's population within a two-day drive by truck, but there's so much more to this go-at-it-with-gusto city. For one, it's got people power. That's what representatives of three key industries in Memphis discussed recently - the people.

GRADUATE INCREASE RATE BY INDUSTRY

Sources: National College for Educational
Statistics and ESRI Community Analyst

78%

INCREASE IN THE
NUMBER OF GRADUATES
IN TRANSPORTATION
AND MATERIAL MOVING
DEGREES SINCE 2013

54%

INCREASE IN THE
NUMBER OF GRADUATES
IN AGRICULTURE AND
RELATED SERVICES
DEGREES SINCE 2013

31%

INCREASE IN THE
NUMBER OF GRADUATES
IN BIOLOGICAL AND
BIOMEDICAL SCIENCES
DEGREES SINCE 2013

From the dusty, hardworking farmers willing to take chances with new technologies to the highly-skilled medical-device entrepreneurs sparking innovative strategies to replace degenerative body parts, Memphis harbors tireless citizens willing to reshape themselves, their workplaces and their city to meet the challenges of the 21st century.

Learn more about three of the growing industries that anchor and enhance the economic landscape of the city. With deep roots in Memphis, their strength stems from strong roots in the region, while they strategically forge ahead into the future to meet the ever-changing needs of modern society. Using innovative technologies, they collaborate with governments, accelerators, chambers of commerce, and educational institutions to create a Memphis with a fruitful today and a flourishing tomorrow.

AGRICULTURE'S SILICON VALLEY A staple of the Memphis economy for generations, agriculture is evolving to tackle modern environmental and social challenges that make the Mid-South a globally recognized site for innovative technological strategies that solve global problems. One visionary even considers it possible that the Mid-South could become the Silicon Valley of 21st century agriculture.



“For two centuries, Memphis has been the unofficial capital of the Mississippi Delta region, which has some of the most fertile farmland in the world,” says Larry Jensen President and CEO of Cushman & Wakefield | Commercial Advisors Partners. Jensen helped Indigo Ag, an Ag Tech firm that makes disease-resistant seeds, to identify a Memphis site for its North American headquarters. “Currently, there is a distinct opportunity to reimagine Memphis’ role in agriculture. The city has the promising potential to become a center of agribusiness and global hub for agricultural innovation.”

These things don’t just happen, though. A statewide initiative to bolster agriculture’s potential led to the inception of AgLaunch in 2015. With the slogan “bringing startup culture to agriculture,” AgLaunch seeks to make Tennessee a globally recognized region for agriculture initiatives and create local opportunities by connecting entrepreneurs and growers to “forge farms of the future.” Since its founding, AgLaunch has worked with around 50 companies, held pitch competitions, boot camps and startup weekends. Since summer, AgLaunch had 11 companies install and test their technologies on Tennessee farms.

“We have a long and somewhat fraught history here in Memphis,” Schuyler Dalton, director of Farmer Network and Entrepreneurship, said of the agriculture industry, “but we see the present and future as a great opportunity to include people who have been traditionally mistreated by or left out of the opportunity to build wealth from agriculture.”

According to the 2012 Census of Agriculture by the U.S. Department of Agriculture, Shelby County alone was home to 411 farms with a total of 81,860 acres. The market value of the products sold reached \$31.8 million, up 35 percent from the previous 2007 census.

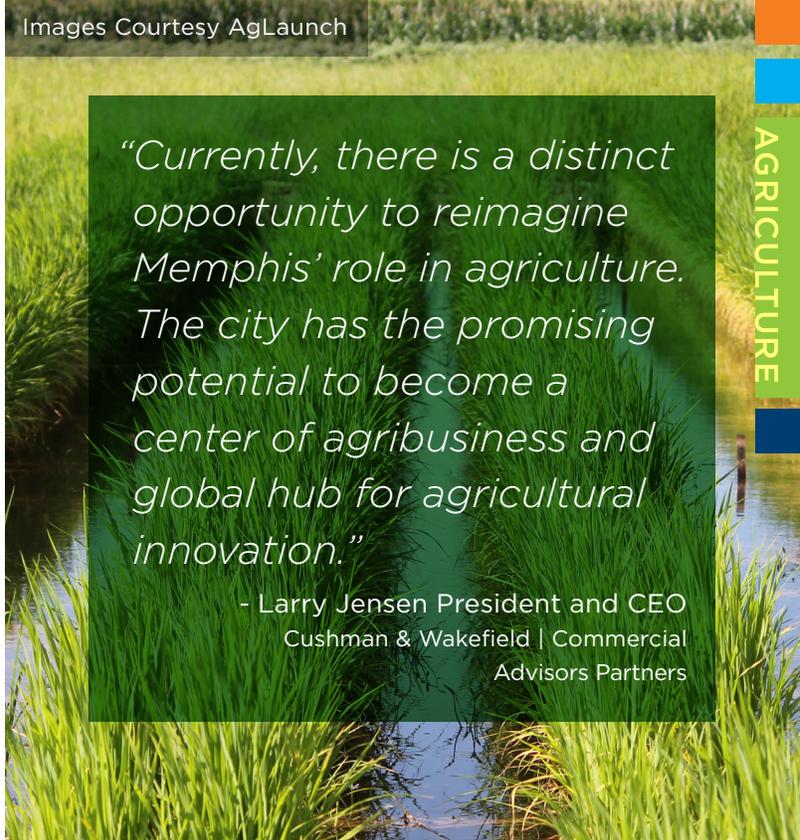
AgLaunch’s “big, audacious goal” at its inception was attracting 200 new entrepreneurs and some 100 successful companies from the agricultural industry to Tennessee by 2020. To move the dial, AgLaunch takes on a wide range of projects from working with individual farmers to introducing a new cheese product and become more profitable, while also recruiting to Memphis companies like Kilimo, an irrigation management solutions company.

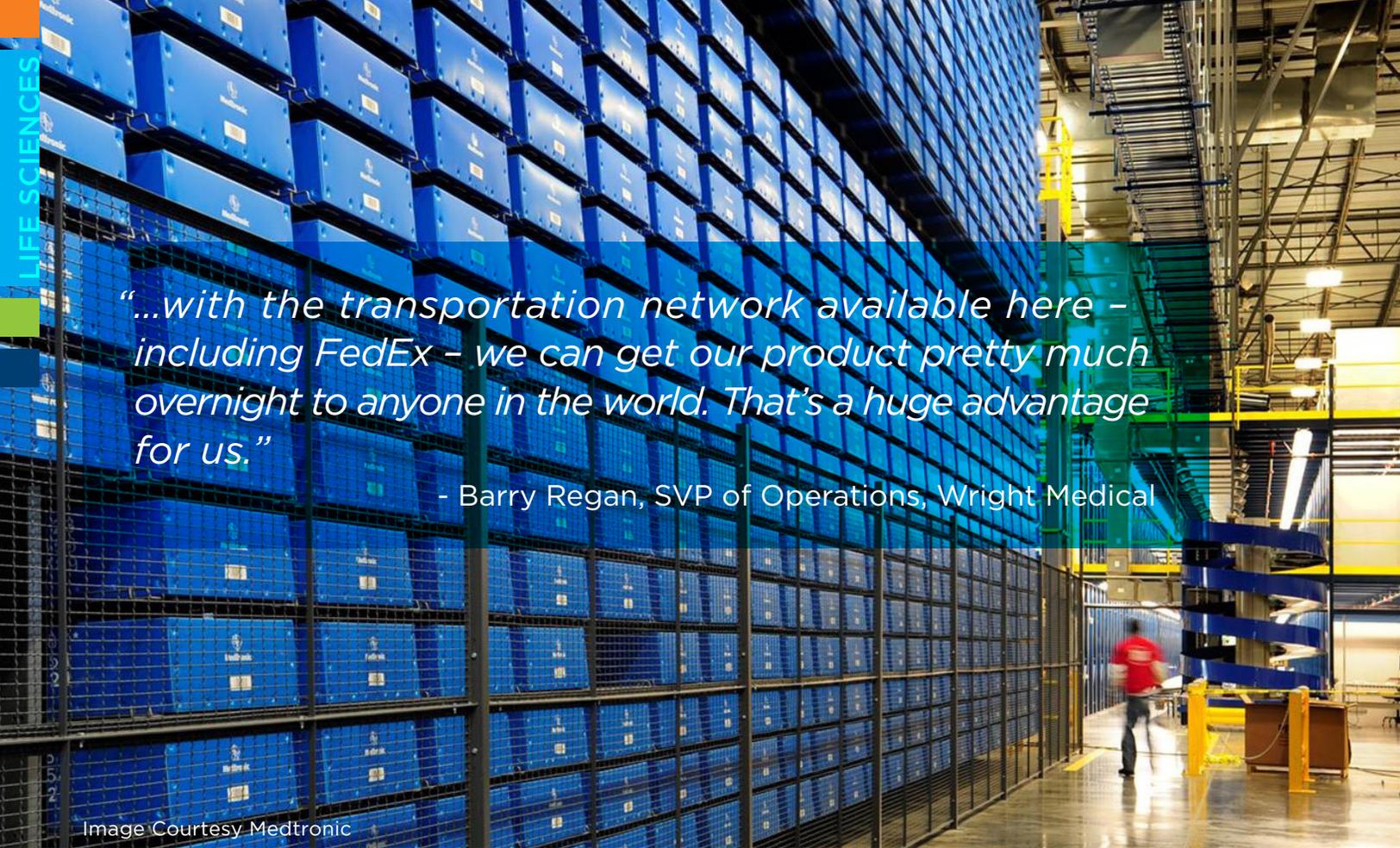
While the region’s rich land and plentiful water supply singles out the Memphis area as a great place for agriculture – “we’ll be a major player to grow food for a really long time,” Dalton said – the population’s attitude also is a standout. There’s an entrepreneurial spirit in the Mid-South that works to find solutions, and a willing spirit to try new things, Dalton said. Growers are willing to adopt new practices if they see they yield results.

Agriculture, food and related industries contributed \$992 billion (5.5 percent) to the country’s GDP in 2015, according to USDA figures cited by Jensen in his paper, and farms alone contributed \$136.7 billion (1 percent) of this amount. “However, technology penetration into the agribusiness sector is estimated at only 10 percent,” he wrote. “This presents enormous growth potential.” Memphis, he said, has the “assets and opportunity to lead a new agricultural revolution.”

“Currently, there is a distinct opportunity to reimagine Memphis’ role in agriculture. The city has the promising potential to become a center of agribusiness and global hub for agricultural innovation.”

- Larry Jensen President and CEO
Cushman & Wakefield | Commercial
Advisors Partners





“...with the transportation network available here – including FedEx – we can get our product pretty much overnight to anyone in the world. That’s a huge advantage for us.”

- Barry Regan, SVP of Operations, Wright Medical

Image Courtesy Medtronic

INNOVATION-POWERED INDUSTRY The medical device industry got its start in the Bluff City in 1934 when J. Don Richards chose Memphis as the site of his orthopedics company, Richards Manufacturing, because he wanted to be close to Campbell Clinic, a Memphis-based orthopedics group with some of the country’s best orthopedic practitioners. Decades later, the area is home to 41 medical device companies that come in two types: Original Equipment Manufacturers (OEMs) such as Smith & Nephew and Medtronic, and contract manufacturers that work from OEM designs. Together, they employ 6,500 workers directly and 10,000 indirectly, said Roy Smith, executive director of the Greater Memphis Medical Device Council. The impact of the industry on the Memphis economy seven years ago was \$2.66 billion a year.

Wright Medical Group N.V. alone has seen double-digit revenue growth and has a long-term goal to achieve more than \$1 billion in revenue. “That’s really positive news for the Memphis area,” said senior vice president of operations Barry Regan, who identified the company’s “innovative approach” and the “ideally situated” geographic location as key reasons for success. And with the transportation network available here – including FedEx – “we can get our product pretty much overnight to anyone in the world,” Regan said. “That’s a huge advantage for us.”

DEVICE MANUFACTURERS GROW IN MEMPHIS Wright Medical recently broke ground to construct a \$13 million,

WORKFORCE FOCUS

MOVE-HIRE is a tuition-free skills training program, providing industry recognized credentials and work-based learning opportunities including apprenticeships, on-the-job training and internships to prepare participants for careers in the medical device industry.

The **MOVE-HIRE** Program was established to help increase the number of skills-trained workers to support the growing medical device industry in the region. The tuition-free program is designed to help fill the worker gap for companies in the industry including machinists and metal finishers – good paying opportunities that start at \$16.50/hour and soar to \$80,000 plus benefits.

40,000-square-foot expansion to its manufacturing facility at 11576 Memphis-Arlington Road, where it will create an environment suited to continued development of biologics, compounds that help soft tissue and bone regrow after surgery.

Phil Ward, director of manufacturing, recalled how Frank Wright founded the company “with \$300 and a dream” in 1950. By specializing in smaller extremities such as shoulders, feet and ankles, Wright has distinguished itself in the market. Ward credited the critical spawn of innovation to great employees available in Memphis and to “a cluster of medical device expertise here” that comes from the long history of the industry in the city.

PREPARING THE WORKFORCE The Greater Memphis Medical Device Council works with schools to promote the medical device industry as a career choice, and Wright Medical partners with universities, technical colleges, STEM programs, and even elementary schools, on curriculum and talent development. Meanwhile, the industry’s growth is leveraged on innovative products for younger recipients and products that offer revision to

existing implants as bone ages and deteriorates. Because medical devices are getting better and enhancing rather than hindering movement, doctors and patients aren’t waiting years to take action on their orthopedic problems.

“People want to live a fuller life much longer,” Regan said. “With the technology we have now, people can live a much fuller life.”



Image Courtesy Medtronic



MEDTRONIC,
SMITH & NEPHEW,
MICROPORT, WRIGHT
MEDICAL GROUP
AND OLYMPUS ALL
HAVE OPERATIONS
IN MEMPHIS

47 MEDICAL
DEVICE
COMPANIES
HAVE
OPERATIONS
IN GREATER
MEMPHIS

2ND
LARGEST
US METRO FOR
ORTHOPEDIC
DEVICE
MANUFACTURING

UNMATCHED LOGISTICS INFRASTRUCTURE A longtime champion of the logistical benefits of the Memphis market, Buzz Fly is vice president of sales and marketing at Patterson Warehouses, the city's oldest third-party logistics firm with more than 2 million square feet of warehousing space in the area. Relying on maps with 600-mile circles around the city decades ago, he hailed Memphis as "America's Distribution Center" before super-duper figures precisely backed up the promotion. Even in its infancy in the mid-1800s, Patterson took advantage of Memphis' ideal location along the Mississippi River. It warehoused cotton brought in by steamships. Now it boasts two campuses and continues to leverage its prime spot to potential clients – but now with figures to confirm that pitch.

"No other location in the country has that capability,"

- Stephen Fly,
Business & Development Manager
Patterson Warehouses

The city is within a day's delivery point to 40 percent of the U.S. population, and within two days of 70 percent of that population, said Stephen Fly, business and development manager for Patterson, and Buzz Fly's son. Within a day, trucks can reach major distribution points such as Dallas and Atlanta. "No other location in the country has that capability," Stephen Fly said.

That Memphis is in an excellent location for transportation, warehousing and logistics services isn't at all a secret, of course. The industry boasts 250 million square feet of warehousing in Memphis. It's blessed with multi-modal transportation and a labor pool that supports the industry. One thing that gives Memphis its edge, however, is that there's plenty of room for growth. Memphis can continue building on its strength and stay ahead of competition elsewhere in the country by continuing to offer affordable space, Buzz Fly said. In fact, Patterson is expanding its footprint again. The company purchased land near its Airways Boulevard campus to construct nearly 500,000 of warehouse space.

"Memphis still has property available," said Buzz Fly, who added that to compete with other cities, "we have to continue to promote Memphis – and just keep telling our story."



The city is within a day's delivery point to **40%** of the U.S. population, and within two days of **70%** of that population. Within a day, trucks can reach major distribution points such as Dallas and Atlanta.

- Stephen Fly

MAJOR DEVELOPMENT ANNOUNCEMENTS

FEDEX LOGISTICS

Nearly 700 jobs and \$44 million in investment will transform the old Gibson Guitar Factory into the world headquarters for FedEx Logistics.

INDIGO AG

\$6.6 million investment and more than 700 new jobs

JNJ LOGISTICS

JNJ Logistics will invest a total of \$83.6 million over five years and create 610 new jobs in the Parkway Village area of Memphis.

MIMEO

\$16 million investment and 300 new jobs.

ST. JUDE CHILDREN'S RESEARCH HOSPITAL

Building a \$412 million, 650,000 square foot advanced research center as part of a \$1 billion investment at its Memphis headquarters.

FEDEX WORLD HUB

Investing \$1 billion to expand its World Hub

AUTOZONE

Acquired two buildings in Downtown Memphis Cotton Row district to expand its Memphis headquarters.

THE CLIPPER

250,000-square feet of new Class A office space in an 8-story tower and a state-of-the-art approximate 250-key full-service hotel

COOK CONVENTION CENTER

\$163 million renovation

MEMPHIS GLOBAL CROSSING

420,000 square feet of new speculative distribution space

ONE BEALE

This mixed-use, multi-parcel development will transform the Memphis skyline with an estimated at \$225 million investment across a hotel, residential, retail and office space.

A Snapshot of a few of the \$19 Billion of recently completed, underway and planned projects in the Greater Memphis region.

MEMPHIS INTERNATIONAL AIRPORT

A \$245 million modernization and consolidate plan to widen corridors, expand boarding areas, raise ceilings and add natural lighting. Plans include a stage for live music, a children's play area, additional charging stations in gate areas, and more lounge areas.

METHODIST

A \$280 million campus including a new 44,000-square-foot tower and creation of a comprehensive cancer care center.

MIXED USE DEVELOPMENTS

CENTRAL STATION

This \$55 million project in Memphis' South Main District will redevelop Downtown's historic Central Station into a 135-room boutique hotel and commercial space. The renovation will transform the former PowerHouse space into a six-screen Malco Theatre. Renovations will also include additional vendor space at the Memphis Farmer's Market and the addition of more than 200 apartment units.

UNION ROW

The largest development project of its kind in Memphis history with a \$950 million investment that will connect two major arteries of the city core and create a grand entrance to Downtown Memphis.

BROAD AVENUE

A planned \$50 million mixed-use project will create 400 apartments, 400 parking spaces, and 10,000 square feet of ground-floor retail and restaurant space in the revitalized Broad Avenue Arts District.

ORION FEDERAL CREDIT UNION

Headquarters & Bakery Apartments

A redevelopment of six parcels in the edge district, including the historic Wonder Bread Factory at 400 Monroe and the former Memphis Cycle Supply at 421 Monroe, is poised to undergo a major transformation. 286 market-rate, Class A apartments and a 480-space garage will become the "Bakery Apartments" within the Edge District and over 155,000 square feet of retail, office, and mixed-use space will be spread throughout the development. The \$73 million makeover of the Edge District will also include the relocation of Orion Federal Credit Union's HQ, occupying the western portion of the Wonder Bread Factory and the old Cadillac building next door.



INAUGURAL STATE OF THE ECONOMY RECAP

Memphis is on a roll, call for increased spending between local businesses *By Apryl Childs-Potter*

Two major themes emerged from the Greater Memphis Chamber's inaugural State of the Economy event: positive momentum is changing the narrative about the city in Nashville and a concerted effort to increase spending between local businesses is key to accelerating economic growth in the Bluff City.

Memphis is moving in the right direction and the state is taking notice. That was the message from Bob Rolfe to a crowd of nearly 300 business leaders at the event, which was sponsored by Paragon Bank.

"The narrative has changed...your city and your county are in a great place, and we will be back with additional announcements," Rolfe said.

On the heels of the most significant day for economic development in modern history for Downtown Memphis, Rolfe joined Larry Jensen, President & CEO of Cushman & Wakefield | Commercial Advisors for a panel discussion on the local, state and national economy. The panel was moderated by David Waddell,

President & CEO of Waddell & Associates.

Jensen said roughly **\$19 billion in new projects** were either planned, underway or completed since 2014, but noted that more should be done to spread the investment across the community's geographic footprint.

Waddell credited strong collaboration between the public and private sectors in Memphis and Shelby County for the recent string of headquarters relocation announcements that will bring FedEx Logistics, Indigo Ag and Mimeo to or near Downtown Memphis.

MEMPHIS-FIRST APPROACH COULD SPUR SMALL BUSINESS GROWTH

While new investment and relocations are getting headlines, Waddell stressed that a concerted effort to increase spending between existing local businesses could create catalytic change for the city.

"Small and locally-owned businesses create the majority of the jobs in the economy and we've

“Small and locally-owned businesses create the majority of the jobs in the economy and we’ve got to do more as a business community to encourage spending with our own companies already right here in Memphis.”

– David Waddell
President & CEO, Waddell & Associates

got to do more as a business community to encourage spending with our own companies already right here in Memphis,” Waddell said.

What Waddell called a “Memphis First” mentality would spur economic growth and be a transformational shift for the local economy.

“We’ve got to think Memphis First when it comes to doing business,” Waddell said. “If we all make a concerted effort to hire and work with other locally-owned businesses, we can accelerate economic growth in this community. Outside investment is great, but the majority of our job growth comes from our small and locally-owned businesses. Their growth is the key to our growth.”

MEMPHIS ENTREPRENEURIAL ECOSYSTEM BEST IN STATE

Rolfe noted that when it comes to startups and entrepreneurship, Memphis has made great strides versus the rest of the state.

“When I look at Memphis and what goes on here, you are miles ahead of Nashville and the other large urban communities,” Rolfe said of the thriving entrepreneurial infrastructure established in Memphis.

Waddell added that Memphis saw 12 percent growth in business filings compared to 10 percent growth across the state and 9 percent growth in Nashville. “I couldn’t resist sharing, but something is happening here because of Epicenter,” Waddell said.

Epicenter is supporting a Chamber goal of creating 1,000 entrepreneurs in 10 years. Epicenter is leading an effort to raise a \$100 million venture capital fund to spur startup and early-stage businesses.

A STRONG JOB RETENTION STRATEGY NEEDED Rolfe conceded that the state must do more to help Memphis retain jobs, noting that Memphis has one of the state’s most difficult geographic challenges when it comes to retaining jobs because it borders two states with extremely competitive incentive programs that continue to lure jobs across state lines.

“You are right across the border from a couple of competing states, one being Mississippi. One of the challenges, we have not, I think, successfully developed is a retention strategy, and that’s just simply because Governor Haslam wanted to focus on bringing new companies or expanding companies,” Rolfe said.

Memphis is often pitted against other Tennessee cities as well as neighboring Mississippi for projects, but Rolfe also noted that site selection practices frequently put Tennessee in competition with Alabama, South Carolina, Georgia and Kentucky for jobs and investment.

“At the state, we have some resources to create cash incentives. At the end of the day, though, it is all about the local community and what the local community will come to the table with. I can promise you state incentives are not going to win the day,” Rolfe said.

OTHER TAKEAWAYS

Despite slow population and wage growth in the metro area, other economic indicators trend positive for Memphis including low unemployment and a record number of private sector employees.

Rolfe also noted that the new governor is focused on continuing the positive momentum underway in West Tennessee.

“With Governor (Bill) Lee, he is committed to making sure Memphis enjoys the same economic success that other parts of the state are enjoying,” Rolfe added.

“When I look at Memphis and what goes on here, you are miles ahead of Nashville and the other large urban communities.”

– Bob Rolfe
President & CEO
Tennessee Economic & Community
Development Commissioner

3.8%
UNEMPLOYMENT
RATE (DEC 2018)

658,000
CIVILIAN
LABOR FORCE
IN MEMPHIS MSA

6%
RATE THE AVERAGE
HOURLY EARNINGS
ARE UP SINCE 2017

11%
RATE THE THE
HOUSING PRICE
INDEX IS UP
SINCE 2017

MEMPHIS

makes HEADLINES

ST. JUDE CHILDREN'S
RESEARCH HOSPITAL
EXPANDS MEMPHIS
HEADQUARTERS WITH
\$412 MILLION
RESEARCH CENTER

TOP 5
MARKET WHERE
MILLENNIALS
ARE MOVING
- TIME MAGAZINE,
2017

WORLD
HEADQUARTERS
FOR 4
FORTUNE 500
COMPANIES

TOP 25 MARKET
FOR JOB SEEKERS
- INDEED.COM, 2018

#1 IN THE NATION
FOR WOMEN-
OWNED BUSINESS
GROWTH
- AMERICAN EXPRESS
SURVEY, 2017

\$19 BILLION
IN PROJECTS
PLANNED OR
UNDERWAY
- SINCE 2014

#7
BEST CITY
FOR JOBS
- GLASSDOOR, 2018

SCALING UP

Leslie Lynn Smith

PRESIDENT AND CEO, EPICENTER



As the Memphis region's entrepreneurial ecosystem hub—and an organization that was launched by a moon mission of the Greater Memphis Chamber Chairman's Circle—

Epicenter activates bold, new initiatives that strategically support all entrepreneurs and create a just and inclusive local economy.

Our work is built on years of investment in our entrepreneurial ecosystem, and to date, most of that investment has been in critical support of idea- and early-stage companies. As our ecosystem is maturing, we're expanding our community's support of entrepreneurs to include later-stage scale-ups and ensure they have the necessary capital, customers, and talent to continue to grow locally. After all, those are the companies that have the greatest potential for job and economic growth.

Here are ways that Epicenter and our partners are investing in scale-up companies and moving the needle on regional economic growth:

- 1. BUILDING A 'CAPITAL STACK.'** We're clearing known barriers regarding access to capital through funding solutions that are appropriate for different stages of business growth, including a Friends and Family Fund, a Memphis Small Business Opportunity Loan Fund, monthly angel investor events, and a co-investment fund.
- 2. YEAR-ROUND SUPPORT OF START-UPS - AND SCALE-UPS.** Together with our partners, we're piloting year-round programming for tech companies that are post-acceleration or later-stage, and connecting them to local customers and capital sources so that they will grow and hire here.
- 3. INTENTIONAL INVESTMENT.** Christian Brothers University, the City of Memphis, Epicenter, and Start Co. are partnering on The 800 Initiative, a five-year, collaborative plan to grow the revenue of "the 800" (black-owned firms in Memphis with paid employees) by \$50 million and to transform select firms without employees by growing their revenue to more than \$100K and enabling them to hire paid employees.

We believe expanding our definition of entrepreneurship to include scaling companies and increasing investment in these companies will have the greatest impact on our economy. For more about our partners and initiatives, visit our website at epicentermemphis.org or find us on Twitter, Facebook, LinkedIn, or Instagram.



IMPACT NUMBERS SINCE 2015

(2015 - end of 2018 unless noted otherwise)
*includes only what has been reported

360
COMPANIES
CREATED &
SCALED

600
ENTREPRENEURS
SERVED

\$51+
MILLION IN
CAPITAL
RAISED

\$9.5
IN TECH SALES
(2018 FIGURES ONLY)

400
ENTREPRENEURS
OF COLOR
SERVED

350
WOMEN
ENTREPRENEURS
SERVED

290 JOBS
(KNOWN EMPLOYEES IN ECOSYSTEM WHO WORK AT COMPANIES ENGAGED, CREATED, OR SCALED - THIS FIGURE REPRESENTS A SNAPSHOT OF 2018 ONLY AND IS ONLY WHAT WAS REPORTED)

The Epicenter Team wakes up every day thinking about the opportunities our organization and our network of partners can provide that will help local entrepreneurs start or scale their businesses. Most of all, our work is centered on ensuring those we serve mirror the demographics of our majority African-American city. To date, we're seeing some success on that front. For example, since 2015, out of nearly 500 entrepreneurs engaged, 56 percent are African-American, and 55 percent are women.

INVEST IN MEMPHIS

Find local vendors and member businesses at
members.memphischamber.com



GREATER MEMPHIS CHAMBER

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BOOKMARK THE MOMENTUM BLOG AT
[BLOG.MEMPHISCHAMBER.COM](https://blog.memphischamber.com)
AND FOLLOW OUR HASHTAGS ON SOCIAL MEDIA

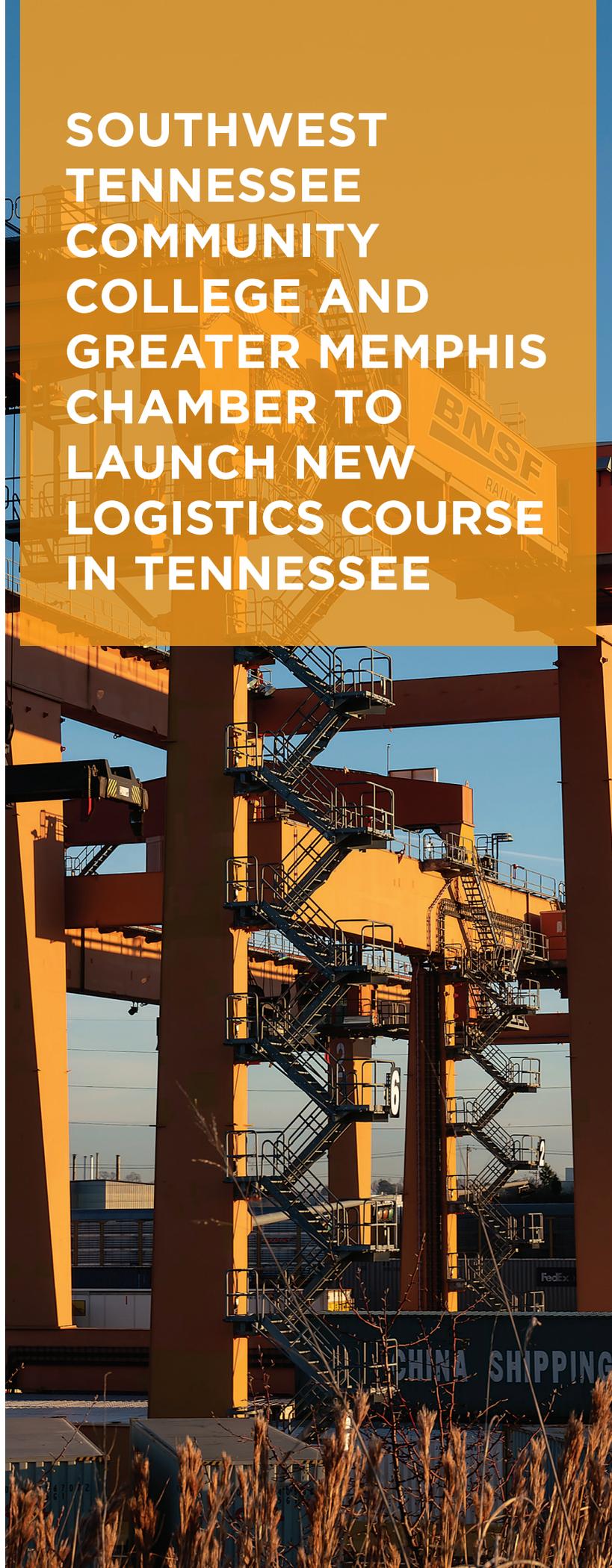
#MOVINGMEMPHISFORWARD

#INVESTEDINMEMPHIS

#MOVETOMEMPHIS

GREATER MEMPHIS CHAMBER
memphischamber.com

SOUTHWEST TENNESSEE COMMUNITY COLLEGE AND GREATER MEMPHIS CHAMBER TO LAUNCH NEW LOGISTICS COURSE IN TENNESSEE





Logistics and supply chain management skills are in demand—now more than ever. Transportation, logistics, distribution and e-commerce are growing industry sectors in metro Memphis — 1 in 5 jobs are related to transportation and logistics and 15,000 jobs were added between 1998 and 2018.

Southwest Tennessee Community College and the Greater Memphis Chamber have partnered to offer a Global Business Development Import/Export Processes and Documentation course beginning February 18, a new continuing education course aimed at preparing students and professionals for advanced careers in logistics at companies specializing in delivering goods by land, sea, air and rail, all prominent industries in Memphis.

According to the US Department of Commerce, over \$25 billion worth of goods came in and out of the Memphis region in 2017.

“We are pleased to partner with Southwest Tennessee Community College in offering this type of innovative program as it will prepare our professionals with an advanced, in-depth understanding and offer them real time insights. This training will allow the individual an opportunity to not only contribute to their company, but advance in their field of expertise,” said Ernest Strickland, SVP, Workforce Development for the Greater Memphis Chamber. “We hope that this is just the beginning for these types of programs.”

“We are proud to partner with the Chamber to offer this specialized course that could impact such national and international companies as FedEx, UPS, USPS, Amazon and more,” Southwest Associate Vice President for Workforce and Continuing Education Anita Brackin said.

Brackin says those who possess logistics skills have the potential to earn over \$90,000 a year as managers. “Several major Memphis companies all require and benefit from individuals who are keenly skilled in logistics and this course will equip their employees and applicants with the most emergent knowledge in the field—from global supply chain management to security and compliance to dangerous goods handling and so much more,” Brackin said.

Chamber Vice President of International Business Development Jinliang Cai and Global Logistics and Processes Course Facilitator Larry Forman met with representatives from FedEx, Mallory Alexander International Logistics, and Drexel Chemical to design the 12-week continuing education course. Forman brings to the classroom more than 30 years of experience in complete supply chain solutions – specializing in transportation, global logistics, air and ocean freight forwarding and warehousing for such companies as Burlington Northern Air Freight, Danzas Express, SEKO Logistics, Expeditors, Superior Brokerage Services and Werner Enterprises at Chicago’s O’Hare Airport. From automobiles to animals, Forman has moved cargo around the world.

“This is the perfect time to provide this course given the nation’s current change in trade policies and increased reliance on an internet marketplace that is dependent upon package delivery,” Forman said. “I look forward to sharing my expertise and experience with current logistics professionals and those looking to enter the profession with little or no knowledge of global trade and transportation.”

“This is the perfect time to provide this course given the nation’s current change in trade policies and increased reliance on an internet marketplace that is dependent upon package delivery,”

- Larry Forman



Prospective students may apply online or find more information at:

- www.southwest.tn.edu
- Call (901) 333-5000
- <http://www.southwest.tn.edu/ce/global-business.htm>

Q&A

ERIC MILLER

SVP ECONOMIC DEVELOPMENT



What excites you most about the economic development opportunities in Memphis?

The unity of purpose and engagement of the business, government, education, civic and philanthropic communities, resolute about creating a better future for the citizens of the region.

What are some of the city's biggest economic assets?

The region's strengths include its best-in-class transportation and logistics infrastructure, the emerging AgTech cluster, and the presence of the 2nd largest orthopedic medical device establishment cluster in the country.

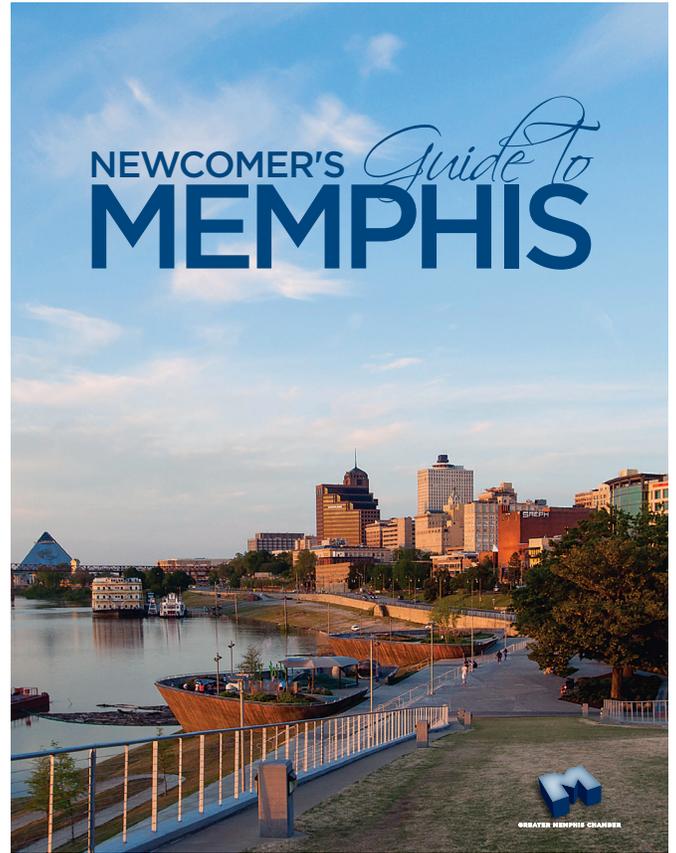
What are some of your goals for 2019 (in terms of economic development)?

(a) develop a team and culture that makes every day about the mission; (b) elevate the region's profile in the marketplace of investment opportunities and site location consultants; (c) develop and execute a targeted domestic and foreign direct investment strategy, geared towards developing quality job creation and investment opportunities, consistent with the relevant portions of the targeted industry strategy;

Where do you see the city in five years?

My aspirational vision for the region is that we not only capture companies, because they have to locate here, but to position the region to compete AND WIN those projects that could choose to go anywhere...and they choose the Greater Memphis region!

Eric Miller is the Senior Vice President of Economic Development for the Greater Memphis Chamber.



The Newcomer's Guide to Memphis, created by the Greater Memphis Chamber, is a full-color print publication distributed to over 20,000 annually as part of the Chamber's "Newcomer Kit." This handy guide will be divided up into sections such as Shopping, Healthcare and Housing, plus many more, that will give the reader an overview of living and working in Memphis and a peek into our authentic culture. Advertising your business in this guide is a great way to get new business from newcomers to Memphis.

A digital edition of the Newcomer's Guide will be available online, making the audience only one click away from an advertiser's website.

FOR ADVERTISING OPPORTUNITIES

Contact **Tasha Livingston**
at 901-543-3500 or
tlivingston@memphischamber.com

memphischamber.com



AUTHENTIC MEMPHIS DRIVES A BOOM IN TOURISM, JOLT TO ECONOMY

Memphis has what tourists want *By Christin Yates*

HOTTEST

SOUTHERN
DESTINATION FOR 2019
- TRAVEL CHANNEL

54

NEW HOTELS
PROPOSED OR
UNDERWAY

TOP PLACES

TO GO FOR 2019 -
FROMMER'S

164M

RENOVATION OF
THE CONVENTION
CENTER, WHICH
INCLUDES PLANS
FOR A 550-ROOM
LOEWS HOTEL

20

NEW HOTELS
IN THE
GREATER
MEMPHIS
AREA SINCE
2014

TOP 10 ZOO

- FODOR'S TRAVEL

1M+

VISITORS
MONTHLY
MAR - OCT
2018

BEST EMERGING

DESTINATION FOR 2019
- LONELY PLANET



On a Saturday afternoon, The Peabody Hotel is full of tourists who want to witness the iconic Duck March. Visitors from all over the world flock to the hotel lobby, which has been known as the place where the Mississippi Delta begins and the drinks flow freely. However, the Peabody Hotel is only one stop on a list of iconic destinations in the Bluff City where tourists can learn about the history of Memphis, which is on the cusp of a complete renaissance.

As Memphis prepares to celebrate its 200th birthday, the spirit of the old combined with the vibrancy of the new are attracting visitors from around the globe. Having been named by several publications as a must-visit city or a top destination for 2019, tourism is on the rise, and it accounts for \$3 billion of the Memphis economy.

Travelers, especially millennials, are in search of authentic experiences. They want to sample rare and exotic fare from Global Café in the award-winning Crosstown Concourse; listen to live music at Railgarten, an old railyard transformed into an indoor/outdoor entertainment complex; or perhaps check out the newest local breweries that continue to spread throughout the city.

“Local beer, restaurants and meeting locals is where Memphis shines,” according to Memphis Tourism, formerly the Memphis Convention and Visitors Bureau.

Visiting Memphis has never been easier than now. With a plethora of downtown hotel options, ranging from the immaculately-restored Hotel Napoleon to the new Hu Hotel

to The Peabody Hotel and the Westin, visitors have choices to fit any budget and lifestyle. Add in Uber, Lyft, AirBNBs and other popular apps in the burgeoning e-sharing economy, and tourists have more readily available access to the Bluff City than ever before.

“Memphis is unlike any other city on the planet,” Regena Bearden, chief marketing officer of Memphis Tourism, said. “People say they wish they had allocated more time here.” And time is just what one needs to really experience Memphis.

Excitement is brewing in every part of town, from Broad Avenue Arts District, where art galleries are abundant, and restaurants like the Liquor Store offer Cuban-inspired dishes and exciting libations with trendy décor; to the Medical District, where you’ll find the \$1 million+ square foot Crosstown Concourse, sprawling with restaurants, shops, co-work spaces and more.

The south end of Downtown is perhaps the hottest area in town, where visitors can traverse Big River Crossing, the longest pedestrian bridge across the Mississippi; visit the site of Dr. Martin Luther King, Jr.’s assassination at the National

Civil Rights Museum; and peruse South Main Market, the first food hall in the city.

“What we’re witnessing in the historic South Main Arts District is a truly exciting rebirth of a long-neglected area. You can feel the renewed energy amongst life-long artisans, budding entrepreneurs and individuals dedicated to the long-term growth of not only South Main, but the city as well,” Eric Bourgeois, Business Director of the South Main Association, said.

And the best way for tourists to learn about the most unique hangouts is to learn from Memphians themselves.

“Memphis’ most important ambassadors are Memphians. We want to create a place for inviting friends and family,” Bearden said.

Despite the new and the shiny, Memphis still pulls in thousands of tourists each year for the landmarks it is known for: Graceland, Stax Museum of American Soul Music, Sun Studio and more. Plus, time and effort are being committed to improving these areas and the experiences themselves.

Director of sales at Elvis Presley Enterprises, Shirley Davis Conner, provided insight on what 2019 will bring, not only to the home of the King but to the city as a whole.

“There’s just a buzz right now in the travel industry about Memphis. I’ve had tour operators tell me it’s on the verge of becoming the next hot destination,” she said. “Memphis has always been a great regional destination since it’s located within a day’s drive of over 50 percent of the U.S. population. It’s also seen as a good value, especially when compared to larger cities such as New York, Orlando, Miami and Los Angeles. With our one-of-a-kind attractors like Graceland, National Civil Rights Museum and Beale Street, we have a lot to peak people’s interest in our great city. Once they get here, they can’t help but be impressed with the variety of attractions, great culinary options and the affordability that can be found here.”

“Graceland is a spark, the culture of our story. A lot of cities don’t have the ability to tell their story the way we can in Memphis,”

— Regena Bearden, CMO, Memphis Tourism



The Guest House at Graceland, a 450-room hotel near Elvis’ famous estate, began welcoming visitors in October 2016. The hotel is just steps away from the music world’s most important and beloved landmark and serves as the gateway to Graceland.

“Graceland is a spark, the culture of our story. A lot of cities don’t have the ability to tell their story the way we can in Memphis,” Bearden said.

2019 ushers in a unique chance to showcase Memphis’ amazing landmarks, development projects and more to the world. As the world comes to Memphis, we have the opportunity to let them see the Bluff City through the eyes of Memphians— through the people who live, play, love and work in this amazing city on the verge of exploding. And people will come. Because Memphis has what people want.

TOURISM IMPACT KEY STATS



\$3B
ECONOMIC
IMPACT



11.8M
VISITORS
IN 2018

APPROXIMATELY
110K
ADDITIONAL
VISITORS
ANNUALLY
OVER 2017



1M+
VISITORS
MONTHLY
MAR - OCT
2018



Data provided by Memphis Tourism

RECENT EVENTS

Annual Chairman's Luncheon

Annual Event held at The Peabody Memphis

We celebrated our city with 1,000 business and community leaders at the Chamber's biggest event of the year, the Annual Chairman's Luncheon.

This event highlighted the work we've done this year to support Memphis business, attract and retain local talent, and drive forward policies that support our community. Special guests included Governor Elect Bill Lee and Mayor Jim Strickland. ACL began with a tribute to the late Phil Trenary, former Chamber President & CEO, and President & CEO Beverly Robertson, the Chamber's first African-American or female leader in our 180-year history, ended the afternoon with a call for economic opportunity for all.

This dynamic event set the tone for #MovingMemphisForward in 2019, our city's Bicentennial year.





Holiday in the Mix
Held at Southland Gaming

This season's annual complimentary membership mixer brought together Chamber members from a wide variety of industries in the Memphis business community. It was a great opportunity to celebrate the holiday season with peers and leaders by connecting over food, drinks, and a fun atmosphere.



1) Jeff Pedron (Triumph Bank), Teresa Griffith (First South Financial), Vicki Pedron (Triumph Bank)
2) Rico Andrews (Best Care), Howard Summers (Lipscomb Pitts) and Guest



MLK Day of Service

Chamber staff, Board members and SoundCheck young professionals took part in #MLKDayofService events all over Memphis, from landscaping, cleaning streets and updating properties in the Belt Line and Downtown to helping parents fill out financial aid forms for students at the Whitehaven Community Center. We were proud to join so many in serving our city together in honor of Dr. King.

- 1) SoundCheck community partners Jacob's Ladder CDC in the Belt Line neighborhood
 2) Chamber VP Economic Development Susan Hadley Maynor serving near Beale Street Landing
 3) SoundCheck member Ryan Mathis (Gorham Schaffler)

NEW HIRES

LEO EVENTS

Will Kinman, Vice President, Finance
Kiara Jones, Meeting Coordinator
Alex Gordon, Executive Assistant

SERVICEMASTER BY STRATOS



Salvador Cervantes
Director of Janitorial Services

After joining the ServiceMaster by Stratos team in 2004 as a service partner, Sal worked his way up through all levels of the organization's structure to land as the first ever

Director of Janitorial Services. In the newly created position, Sal oversees Stratos' facilities group managers, maintains customer relationships, guides future development of team members and contributes to strategic planning for the janitorial division. His portfolio includes commercial office buildings, industrial clients and sporting venues.

VOLVO GROUP DISTRIBUTION CENTER

Brandon Jefferies joined Volvo Group in December as Outbound Stock Manager. He was previously operations Manager at the Colson Group USA.

Tom Willig joined the team on January 3 from Polaris, where he was Materials Manager. Tom takes a new role of 3PL (third party logistics) manager, which includes oversight of the trailer yard.

Rodney Brooks began his work as the Mack Inbound Manager on January 7, coming to Byhalia from Langston Companies, where was Plant Manager.

Rickey Hobson joined the team January 14 as Outbound Refill Manager, and was previously an Area Manager for Nike.

PARAGON BANK

Steve Weaver, Senior Loan Officer

"Steve is a seasoned professional, with more than 27 years in the banking industry, who will complement our experienced team of banking professionals," said Robert Shaw, Chief Executive Officer at Paragon Bank. "We are excited to have him join the Paragon team and look forward to his continued success serving the Mid-South community."

Courtney Mickens, Marketing Associate

Liam Coyle, Financial Services Associate

Perry Patterson, Financial Services Associate

Rita Kelly, Personal Banker

LEHMAN-ROBERTS COMPANY

Maria Bennett, Contract Administrator

As Contract Administrator, Bennett is responsible for acting as a liaison between internal project management teams, subcontractors and customers for both Lehman-Roberts and sister company Memphis Stone & Gravel Co.

BLACK MCLAREN JONES RYLAND & GRIFFEE, PC

Charles S. Mitchell, Associate

Mitchell practices in the areas of federal and civil litigation, criminal defense, family law and corporate affairs, including tax fraud, protected computer intrusions and matters before the U.S. Securities and Exchange Commission. He is an approved criminal defense attorney under the Federal Criminal Justice Act and has been certified by the state of Tennessee for Death Penalty Defense Counsel. In 2018 he was selected as a Top 100 Criminal Defense Lawyer by the National Trial Lawyers.

INFERNO

Kelly Wade, Account Executive

Sarah Yanakopoulos, Production Artist



DCA

Sophie Tsagronis, Account Coordinator



MAAR (MEMPHIS AREA ASSOCIATION OF REALTORS)

Katie Shotts, CEO

Katie Shotts will be returning to Memphis from Florida to serve as the next CEO of MAAR, beginning mid-March 2019. Prior to her move, Shotts served on staff at MAAR for seven years as communications director and director of the commercial council.

MEMBER NEWS



LEO EVENTS MOVES HEADQUARTERS TO EDGE DISTRICT

Global events agency, LEO Events, has recently moved its headquarters to The Edge District in downtown Memphis. In early 2018, the agency purchased and fully-remodeled the AS Martin & Sons 17,000 sqft building to provide LEO employees with creative work spaces, collaboration areas, a bar with event space, and an outdoor courtyard where employees can enjoy a fire pit, relax with their pets, or simply work while getting some Vitamin D. Employees are specifically excited that the new office space is paying tribute to the company's Memphis roots throughout the décor of the office, including a mural representing favorite spots in Memphis.

ACCENDI TALENT RECOGNIZED AS TOP US HR CONSULTANCY PROVIDER

Human resource and talent solutions advisory agency Accendi Talent has been named one of the Top 10 HR Consulting Providers in the US, by leading industry magazine HR Tech Outlook. The annual listing recognizes companies that demonstrate a trailblazing approach to the provision of human resource consulting services, with the top businesses boasting transformative results for their clients. Accendi Talent was established in 2016 by co-founders Fawn Hentrel and Charline Hoyer.

VICTORY BICYCLE STUDIO ACQUIRES PEDALTOWN, COMBINES ADJACENT BICYCLE SHOPS ON BROAD AVENUE

Contractors have been hired and plans have been made to tear down the wall separating Victory Bicycle Studio and Pedaltown Bicycle Company, the two bicycle shops on Broad Avenue. The construction is the first step in the plan for Victory Bicycle Studio to absorb Pedaltown and continue its momentum and growth in the Memphis cycling community. "It's a great thing, and we couldn't be more excited" said Clark Butcher, owner and founder of the two stores.

"Pedaltown has been very successful, but combining the two spaces and focusing on the single brand of Victory will let us offer an expanded level of cycling solutions for more people," Butcher added. The new space will allow larger spin classes, more clinics and special events, and more.

FEDEX TRADE NETWORKS REBRANDS AS FEDEX LOGISTICS

Memphis-based FedEx Corp. announced the rebrand of FedEx Trade Networks as FedEx Logistics this January in an effort to better reflect the company's ability to meet customers' increasingly complex and industry-specific needs. FedEx Logistics plays a key role within the FedEx portfolio, connecting 95 percent of the world's GDP with a suite of specialty logistics solutions including air and ocean freight forwarding, supply chain solutions, specialty transportation, cross border e-commerce technology services, customs brokerage, and more. The ability to provide these end-to-end comprehensive global services from a single source creates a seamless customer experience for FedEx customers worldwide.

MEMPHIS/SHELBY COUNTY AIRPORT AUTHORITY (MSCAA) RECEIVES \$3 MILLION STATE GRANT FOR AIRCRAFT MAINTENANCE HANGAR

The Tennessee Department of Transportation has awarded MSCAA \$3 million from the state's Aeronautics Economic Development Fund to design and develop an MRO (Maintenance, Repair, and Overhaul) hangar at Memphis International. This 65,000 square foot facility would be utilized for airlines operating at the airport and is expected to create new jobs and support future aviation investments at MEM.



DITTY TV TO EXPAND, INCLUDING A NEW RETAIL STORE ON SOUTH MAIN

DittyTV has been operating behind the scenes in Downtown Memphis since 2014, but this year, they're opening their doors to the public with a retail store, concert space, and offices adjacent to their South Main studio space. DittyTV is a Memphis-based music television network focused on Americana and roots music, producing live studio tapings and concerts year-round. The network airs 24 hours a day, and viewership can get as high as 5 million per month from a global audience. After the success of the network, the new store will serve to show other ways this concept could be used in the future for other cities and genres.

CROSTOWN CONCOURSE, LRK RECEIVE NATIONAL DESIGN AWARD

With the announcement of the AIA 2019 Honor Award winners in February, Crosstown Concourse and Chairman's Circle member LRK Architects have now received the three highest honors in U.S. architecture. The three awards, received over the last two years from the AIA, the National Trust for Historic Preservation, and the Congress for New Urbanism recognize three key architectural elements - design, historic preservation, and urban planning, respectively. The 1.3 million square foot building opened in August 2017 after being vacant and blighted for decades following closure of its Sears mail-order processing in the early 1990s. Crosstown shares this year's AIA Honor Award with eight other buildings around the world, including the Smithsonian National Museum of African American History and Culture in Washington, DC.



SOUTHLAND GAMING ANNOUNCES \$250 MILLION EXPANSION, 20-STORY HOTEL IN WEST MEMPHIS

A new Arkansas law passed this November legalizing casinos was the first step toward the January announcement of a \$250 million

expansion of Southland Gaming in West Memphis. In the last election, Arkansas voters approved an amendment to legalize casinos in four counties, including Crittenden, home to West Memphis. Until that point, only "Games of Skill" were legal at the state's horse and greyhound racing facilities. The Southland expansion will include a 20-story hotel, additional gambling tables and facilities, and a 1,250-space parking garage. The project is expected to add 1,500 construction jobs, 400 permanent jobs, and a significant increase in tax revenue and visitors. Currently, Southland employs around 800 people and saw more than 3 million visitors last year.



SURGE HOLDINGS INC. FILES APPLICATION FOR UPLISTING TO THE NASDAQ CAPITAL MARKET

Surge Holdings, Inc. (OTCQB: SURG), the Memphis-based Technology, Telecom and Blockchain FinTech Software Company, is pleased to announce the completion of a definitive agreement with AATAC to place SurgePays in up to 40,000 convenience and general retail outlets by year-end 2019.

AATAC is one of the nation's largest private trade associations spanning over 80,000 stores across the United States.

The rollout will launch in Florida, Virginia and Texas then expand to other territories in strategic phases. The target goal is 3,000 to 5,000 locations a month with an estimated completion of the national rollout of up to 40,000 locations by year-end 2019.

NEW MEMBER LISTINGS

#

1Link Technology
Michelle Durham
2130 West Street
Germantown, TN 38138
(901) 289-6965
<http://www.1linktechnology.com>

A

AB Mauri
John Heilman
2743 Riverport Road
Memphis, TN 38109
(901) 942-7115
<https://www.abmauri.com/>

Acuff & Associates, Inc.
Terry Dunger
7953 Stage Hills Boulevard, Ste 102
Memphis, TN 38133
(901) 767-3366
<http://www.acuff.net>

AgLaunch
Rebecca Kaufman
88 Union Avenue, Suite 600
Memphis, TN 38103
(501) 766-7133
<http://www.aglaunch.com>

AIT Worldwide Logistics
Carey Treadwell
3861 Knight Road, Suite 14
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(901) 795-0277
<https://www.aitworldwide.com/Location/MEMPHIS-TENNESSEE++37>

ALSCO, Inc.
Ron Richards
1312 Louisiana Street
Memphis, TN 38106
(901) 946-1691
<http://www.alsco.com>

America's Incredible Pizza Company
Amanda Bishop
1245 North Germantown Parkway
Cordova, TN 38016
(901) 309-3132
<https://incrediblepizza.com/memphis/>

Andy B's Bartlett
Entertainment Center
Traci Pangonas
6276 Stage Rd
Barlett, TN 38134
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<https://andybbartlett.com>

AnyWay Technologies
Kathryn Brodbent
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Wynne, AR 72396
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Atlantic Track
Angela Massey
349 East Bodley Avenue
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<http://www.atlantictrack.com>

B

B. Collective
Bridget Lambdin McClusky
147 South Main Street
Memphis, TN 38103
(901) 857-6093
<http://Bcollectiveshop.com>

Bath Fitter
Clay Kline
5455 Crestview Road, Suite 16
Memphis, TN 38134
(901) 842-1766
<http://www.bathfittersouth.com>

Billie's Pecans and More, Inc.
Stacy Crenshaw
747 Broad Street
Crenshaw, MS 38621
(800) 624-7404
<http://www.billiespecans.com>

Bluff City Dental
Phillip Isaacman
269 South Main Street
Memphis, TN 38103
(901) 417-7175
<http://www.bluffcitydental.com>

Burson Campaigns
Amy Wolfe
1000 Ridgeway Loop, Suite 310
Memphis, TN 38120
(901) 818-5300
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