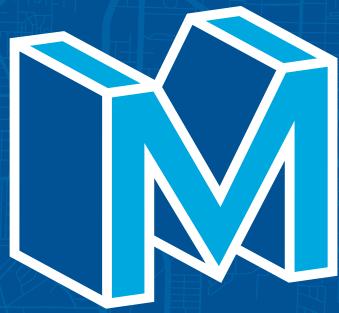


# 2025 CHAMBER OF THE YEAR APPLICATION

ASSOCIATION OF CHAMBER OF COMMERCE EXECUTIVES



**GREATER  
MEMPHIS  
CHAMBER**

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# SECTION 1:

## CONTACT INFORMATION



# SECTION 1: CONTACT INFORMATION



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**Chamber Name:** Greater Memphis Chamber  
**Address:** 100 Peabody Pl # 1000, Memphis, TN 38103



**Person Submitting/Contact Person:** Taylor Ann Carpenter  
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**Ted Ferris**  
Greater Memphis Chamber  
Senior Vice President & Chief  
Administrative Officer



**President:** Ted Townsend  
**President's Email:** ttownsend@memphischamber.com

100 Peabody Pl # 1000  
Memphis, TN 38103



**Board Chairman:** Removed for privacy

**Board Chairman's Email:**

**Chairman's Company:**

**Address:**

**Phone:**

**Board Size:** 36

**Staff Size:** 54

(901) 543-3535  
tferris@memphischamber.com

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## SECTION 2:

# ORGANIZATIONAL EXCELLENCE & RESOURCE ALIGNMENT



**PART 1:**

1. Does your chamber comply with annual federal, state and local income tax filing requirements?

**Yes**

2. Is your chamber audited annually?

If so, in what month?

**Yes, May**

3. Is your chamber's annual budget approved by your board? If so, in what month?

**Yes, November**

4. Does your chamber have a strategic plan?

If so, please include a copy.

**Yes**[Click here for our strategic plan](#)**PART 2:**[MANAGEMENT LETTER](#)[CURRENT ANNUAL BUDGET](#)[CURRENT MEMBER RECRUITMENT PLAN](#)[990 TAX FORM 2022](#)[CURRENT FINANCIAL STATEMENT](#)[CURRENT MARKETING PLAN](#)[990 TAX FORM 2023](#)[CURRENT MEMBER RETENTION PLAN](#)[CURRENT EMPLOYEE MANUAL OR STAFF HANDBOOK](#)



## PART 3 : QUESTION 1

**How does your most recent strategic plan or business plan align with the biggest challenge(s) your community faces?**

The Greater Memphis Chamber launched Prosper Memphis 2030, an ambitious nine-year strategic plan to enhance the region's inclusivity and prosperity. Leveraging Memphis' status as a significant minority-majority city, the plan aims to attract diverse, high-growth industries, particularly in sectors like automotive and medical device manufacturing that demand skilled STEM talent. Recognizing the gaps of economic inclusion in our city, we aim to enhance pathways to prosperity and broaden access to innovative career opportunities. Currently, the chamber is engaged in 42 economic development projects, which are expected to create 6,186 new jobs, predominantly in advanced manufacturing, and bring over \$7.35 billion in new capital investments. The key objectives of the plan include creating 50,000 high-quality jobs, with half targeted towards minorities, adding 700 new firms in advanced industries, and producing 20,000 STEM graduates annually. These

efforts underscore the Chamber's commitment to equity and economic diversity, reinforcing Memphis' prominence as a leading destination for innovative industries and skilled labor.



How are we doing thus far? At least halfway through, we are well on our way to building a GREATER Memphis. Reflecting the most recent Bureau of Labor & Statistics data, we created 18,514 high-quality jobs since 2021. Federal data shows 403 new advanced industry firms. And in the year 2023, we awarded 9,723 STEM credentials.

[To read the full Prosper Memphis 2030, click here.](#)

## CURRENTLY, THE CITY IS ENGAGED IN:

**42** Economic Development Projects

**6K+** New Jobs Expected

**\$7.35B** In New Capital Investments

*(Predominantly in Advanced Manufacturing)*



## PART 3 : QUESTION 2

**What is your strategy to ensure your Chamber has an inclusive culture and your leadership and staff make-up is reflective of the business community you serve?**

At the Greater Memphis Chamber, we often say ‘diversity is our superpower.’ As the largest majority-minority city in the nation, our team reflects Memphis’ diversity, with minorities comprising more than half of our staff and Board of Directors, while our workforce is predominantly female with representation across all generations. Actions speak louder than words—and for us, it starts at the top.

Our commitment to inclusivity extends beyond demographics. Our executive leadership team recently participated in [\*C-Suite Training at the National Civil Rights Museum\*](#), designed to heighten awareness of racial inequities and increase representation of Black executives. This program encouraged us to “challenge ourselves before we challenge others.”

The Chamber’s Women’s Business Council serves as a central hub for professional women, averaging 75 attendees per event. It connects women with mentors, provides guidance on healthcare benefits, and offers networking opportunities regardless of position. Complementing this, our Young Professionals Council, 600+ members strong, equips emerging leaders with connections and

knowledge through conversational settings with top business leaders, educational programming on city development issues, and networking opportunities.



Our programming promotes inclusivity through initiatives like our partnership with IKEA to outfit an office for a Black business owner annually and our multi-cultural series dedicated to growing our entrepreneurial community. Our strategic plan, Prosper Memphis 2030, embodies this commitment with the goal of creating 50,000 high-quality jobs by 2030, with 50% of these positions to be held by minorities. We’re currently at 18,514 jobs with minorities holding 53% of those positions, so we’re on track to meet our goal. Memphis ranks #1 in concentration of Black and female visual artists and female architecture and engineering talent among major U.S. metros, demonstrating our region’s diverse talent advantage. Our diverse workforce isn’t just our greatest asset—it’s Memphis’ competitive advantage in today’s economy.

## PART 3 : QUESTION 3

**Trends show a larger percentage of non-dues and non-traditional revenue streams represented in the overall fiscal health of chambers. Explain how your Chamber is funded and how you are evolving towards this movement.**

Pitt Hyde, founder of Memphis-based, Fortune 500, AutoZone, once asked then Tennessee Governor Phil Bredesen what was the difference between Nashville and Memphis. He responded, “Nashville is business-led, Memphis is led by politicians.” At the time, relying on government funding for over 60% of its budget, the Greater Memphis Chamber’s ability to represent the true, independent voice of business was restricting. “Get off the public dole!” became the battle-cry and directive of the Chamber.



With a minimum investment of \$25,000 from member businesses, the Chairman’s Circle was established. We aimed for 100 investors to operate

without public funding within 2 years. Our team exceeded expectations, gaining 100 investors in under 24 months. Today, the Chairman’s Circle includes 220+ businesses accounting for 80% of our budget.

The Chairman’s Circle is a group of C-suite executives from various businesses in the Memphis area, focused on driving economic growth, workforce development, and improving the region’s business climate. It consists of civic-minded leaders who invest in the Chamber’s initiatives, giving us resources to act as the independent voice of business. Their efforts have contributed to significant economic impacts, including generating thousands of new jobs, retaining existing ones, and attracting billions in capital investment to Memphis. Benefits include access to high-level meetings, economic development announcements, and networking opportunities, as well as a platform to influence regional policies and initiatives.

Looking toward the future, we continue to diversify revenue streams. Three years ago, we launched Chamber Benefits, Inc. (CBI) to offer members discounted health insurance, primary care health centers, workers’ compensation, and office products. While still developing, these exclusive savings strengthen our value proposition for Chamber membership.

## PART 3 : QUESTION 4

### How does your Chamber exemplify Chamber of the Year?

“We were built for this,” our President & CEO stated. And our team, our members, and our investors believe it too. The Greater Memphis Chamber exemplifies Chamber of the Year because we don’t accept standards. “Status quo” is not in our vernacular. Since creating Prosper Memphis 2030, with the bold goals that we established, we exacted change, and we’ve seen meaningful progress. We’ve reached some of the destinations early, such as galvanizing the Digital Delta and introducing new industry verticals to our economy. Yet, we do not narrow our scope. We continue to make Memphis greater because we realize the need. Our work encompasses all facets of our economy, from neighborhood and community development, to building a world-class workforce, to serving our existing businesses, to attracting the largest investment in Tennessee’s history. With each new business, we’re adding investment dollars to the community. With each legislative visit, we’re advocating for a greater Memphis. With every STEM student graduated, we’re strengthening our AI and tech talent workforce. With each snip of a ribbon, we’re helping foster and curate the business dreams of our community. We root ourselves in data and set high standards, achieving them through our innovative approach.



We are creating a culture of winning. We were recognized twice for the incredible year we had in 2024. We won *[Business Facilities Deal of the Year](#)* for securing Tennessee’s largest investment, being the only chamber to receive recognition. *[Trade and Industry Development’s Community Impact Award](#)* recognized AAON Inc., a project we helped secure, for the new jobs they brought to Memphis. We’re Chamber of the Year because we focus on people, place, and prosperity—whether that’s through securing the largest infrastructure investment in Tennessee’s history or creating a rapid credentialing program that allows individuals to obtain high-quality manufacturing jobs.

## SECTION 3: PROGRAM SYNOSES



## SECTION 3: PROGRAM SYNOPSSES 1



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### PROGRAM/INITIATIVE NAME

## AMERICA'S RIVER CROSSING: SECURING A NEW INTERSTATE 55 BRIDGE

### THE IMPACT AREA ADDRESSED

Public Policy  
Business Impact

### PROGRAM/INITIATIVE SUMMARY

As America's Distribution Center, Memphis plays a pivotal role in the global economy, reaching 75% of the U.S. population within a two-day drive and over 90% of the world's GDP within 72 hours. With the 75-year-old I-55 bridge at risk of jeopardizing this advantage, the Greater Memphis Chamber exercised catalytic leadership to convene partners and engaged the public sector to secure critical state and federal funding for its replacement. This initiative reflects ACCE Horizon 2035 priorities by showcasing how chambers can drive regional prosperity through catalytic leadership and extend their community's global impact by safeguarding essential infrastructure and economic connectivity.





## NEEDS IDENTIFICATION

When a critical fracture abruptly shut down Memphis' I-40 bridge in 2021, the Greater Memphis Chamber saw an urgent need to protect the region's freight-dependent businesses, employers, and broader community from future infrastructure failures. The incident exposed the vulnerability of the adjacent 75-year-old I-55 bridge—raising public safety concerns, triggering massive economic disruption (an 8-minute route became 84 minutes, costing \$2.4 million daily), and revealing limited emergency access across the Mississippi River.

**The I-55 bridge is a nationally significant freight corridor on the Primary Highway Freight System (PHFS), serving local commuters, interstate travelers, and global supply chains by linking I-40 and I-55, two of the country's most vital arteries. Addressing its long-term viability aligns directly with the Chamber's mission to drive the Memphis business agenda.**



The Chamber's leadership mobilized the business community and policymakers around hard data, economic urgency, and coordinated messaging. Tens of thousands of trucks cross our river gateways daily, underscoring Memphis' global impact. By convening stakeholders, sharing impact studies, and partnering with TDOT on a Bridge Investment Program application, the Chamber helped secure historic federal and state funding, transforming an urgent need into an infrastructure win.

**RIVER FACTS** [VIEW](#)

**GREATER - THE MAGAZINE OF THE GREATER MEMPHIS CHAMBER - VOLUME 2, NUMBER 2** [VIEW](#)

**THE TALK CHAMBER - AMERICA'S RIVER CROSSING** [LISTEN](#)

## SECTION 3: PROGRAM SYNOPSSES 1



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### PROGRAM OBJECTIVES

The primary objective of this long-range initiative was to safeguard Memphis' position as a global logistics hub by securing funding and advancing plans for the replacement of the 75-year-old I-55 bridge.

- Leveraging the Chamber's network of business executives and government officials, build a coalition of local, state and federal partners to support TDOT's application for the U.S. DOT's Bridge Investment Program to secure funding for an I-55 bridge replacement.
- Activate industry leaders to submit letters of support, public endorsements, and economic data emphasizing the tri-state region's need for a bridge replacement.
- Safeguard the over \$350+ billion annual freight movement through Memphis by advocating for infrastructure improvements, reducing risk of disruption to the region's supply chain industry.
- Capitalize on Tennessee's recently enacted Transportation Modernization Act to secure \$250 million in funding from the State of Tennessee and use the investment to secure matching funds from the State of Arkansas.
- Reinforce the critical role the Chamber and its partners played in securing federal and state funding for the new I-55 bridge through an aggressive media relations campaign.



**BUTCH ELEY**  
Deputy Governor and Commissioner  
Tennessee Department of Transportation

**INVESTOR  
BRIDGE VIDEO**

**WATCH VIDEO**

**TDOT: AMERICA'S RIVER CROSSING BRIDGE REPLACEMENT** [WATCH](#)

**MEMBER LETTER OF SUPPORT** [VIEW](#)

**METRO ADVOCACY AGENDA 2022-2023** [VIEW](#)

## SECTION 3: PROGRAM SYNOSES 1



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### METHODOLOGY

Infrastructure projects can take decades to come to fruition. The Chamber and our volunteer-led Transportation Committee continuously gathered data, sought solutions, and held pressure for an undeniably necessary project. We deployed a variety of tactics to help us achieve our objective.

- After the failed inspection, a meeting was convened with Tennessee Governor Bill Lee, Arkansas Governor Asa Hutchinson, Tennessee Department of Transportation, and Arkansas Department of Transportation
- In light of an initial failed application, U.S. Representative Steve Cohen convened a meeting with TDOT and U.S. Transportation Secretary Pete Buttigieg resulting in a revised application
- Deployed our Transportation Committee and the Greater Memphis Economic Research Group (GMERG) to strengthen the submission through gathering data to build the business case for the infrastructure investment
- Mobilized the Chair of the Chairman's Circle to advocate to TDOT Commissioner Butch Eley for the Chamber's involvement in the application resulting in the Transportation Committee and recognized industry leaders traveling to Washington, D.C. with Commissioner Eley and TDOT officials to advocate for the funding

The collaborative effort to successfully secure federal and state funding relied on in-kind contributions from the Chamber team, including research conducted by GMERG, and contributions of four leading transportation committee members.



## SECTION 3: PROGRAM SYNOPSSES 1



### COMMUNICATIONS

Our communications strategy for the I-55 bridge initiative centered on two goals during a high-stakes moment for our region: securing funding and sharing the success with our community.

To build support, we launched “America’s River Crossing,” a campaign with its own branding and trademarked name developed in partnership with TDOT. This gave us a unified message and helped underscore the national importance of the project. We met regularly with local and state officials and traveled to Washington, D.C. with TDOT and Memphis business leaders to advocate for federal investment in our infrastructure. Congressman Steve Cohen summed it up best: “If it’s good for Memphis, it’s good for America.” That message became a central theme in our outreach.

After funding was announced, we shifted our focus to celebrating and communicating the impact. We published a special edition of Greater Magazine

dedicated to the project, issued press releases to local and national media, and produced a video highlighting key milestones and voices behind the effort. The video premiered at our Annual Chairman’s Luncheon, where more than 1,000 business leaders and Commissioner Eley joined us to mark the occasion.



**The message was clear.  
This investment moves Memphis forward and drives prosperity for all.**

BEHIND THE HEADLINES: TDOT & THE I-40 BRIDGE

[WATCH](#)

FHWA ADMINISTRATOR SHAILEN BHATT

[WATCH 1](#)

[VIEW](#)

[WATCH 2](#)

CONGRESSMAN COHEN ANNOUNCEMENT

[VIEW](#)

COMMERCIAL APPEAL ARTICLE

[VIEW](#)

CONGRESSMAN STEVE COHEN OP-ED

[VIEW](#)

MEMPHIS FLYER ARTICLE

[VIEW](#)

BEVERLY ROBERTSON OP-ED

[VIEW](#)

AMERICA’S RIVER CROSSING BRANDING

[VIEW](#)

AMERICA’S RIVER CROSSING RENDERINGS

[VIEW](#)



## EVALUATION

Securing funding for America's River Crossing is a historic investment for Tennessee. The need for an updated bridge was not a new concept and had been in conversation for 20 years—and we were there every step of the way. The Greater Memphis Chamber capitalized on a crack in a bridge as well as two pieces of pertinent legislation at the state and federal levels. In 2021, Congress passed the Bipartisan Infrastructure Law and set the stage for what was to come. At the same time, Tennessee's 2023 Transportation Modernization Act and the grassroots campaign enacted by our Government Affairs Team alongside our Transportation Committee enabled us to receive \$250 million from both Tennessee and Arkansas. An additional \$393.75 million was given in federal funding, making it the largest infrastructure grant in Tennessee history.



**\$250  
MILLION**  
ARKANSAS FUNDED



**\$393.75  
MILLION**  
FEDERALLY FUNDED



**\$250  
MILLION**  
TENNESSEE FUNDED

While building a new bridge won't happen overnight, the Chamber is committed to ensuring action is taken in a timely and efficient manner. America's River Crossing is slated to be completed in 2030. During construction the "Old Bridge" will remain open but will be phased out upon completion to minimize traffic disruptions.

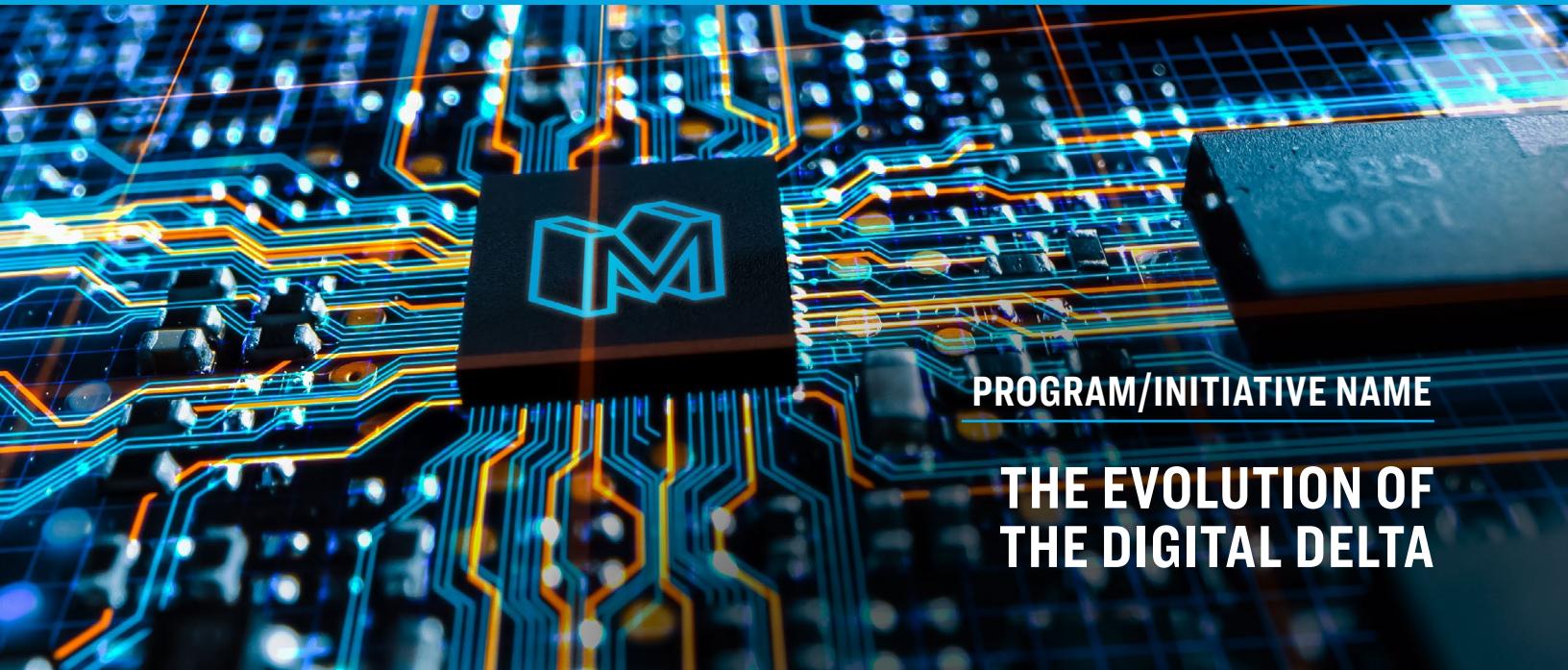
AMERICA'S RIVER CROSSING GRANT APPLICATION

[VIEW](#)

## SECTION 3: PROGRAM SYNOPSSES 2



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PROGRAM/INITIATIVE NAME

### THE EVOLUTION OF THE DIGITAL DELTA

#### THE IMPACT AREA ADDRESSED

Building a Better Equipped Workforce  
Economic Development

**Diverse Industries**

Central to our ambitious vision is the cultivation of diverse industries, an initiative poised to redefine Memphis's economic landscape. Leveraging its status as one of the nation's largest minority-majority cities, Memphis is uniquely positioned to attract and nurture companies in advanced, high-growth industries like automotive and medical device manufacturing, which are heavily reliant on research, technology, and a skilled STEM workforce. With ongoing projects set to create thousands of new jobs and substantial capital investment, the Chamber's goal to add 700 new firms in these advanced sectors reflects a commitment to diversifying the business environment. This strategic move is not just about economic growth; it strengthens an equitable and prosperous Memphis, where diversity and innovation drive progress and opportunity.

#### PROGRAM/INITIATIVE SUMMARY

A bold vision is transforming Memphis into a global tech leader. Born when Chamber data revealed Memphis' #1 ranking in Black tech talent concentration, the Digital Delta became our economic catalyst. FedEx leadership coined "Digital Delta", helping leverage our diverse tech workforce. Our strategic plan targets 700+ advanced industries, 20,000 annual STEM certifications, and 50,000 quality jobs—half held by minorities. The Digital Delta showcases Memphis' unique strengths in developing a premier tech ecosystem. It embodies ACCE Horizon 2035 priorities by showcasing our agility in tackling STEM credentials and infrastructure shortages, creating abundance, while demonstrating Memphis' global impact.

## SECTION 3: PROGRAM SYNOPSIS 2



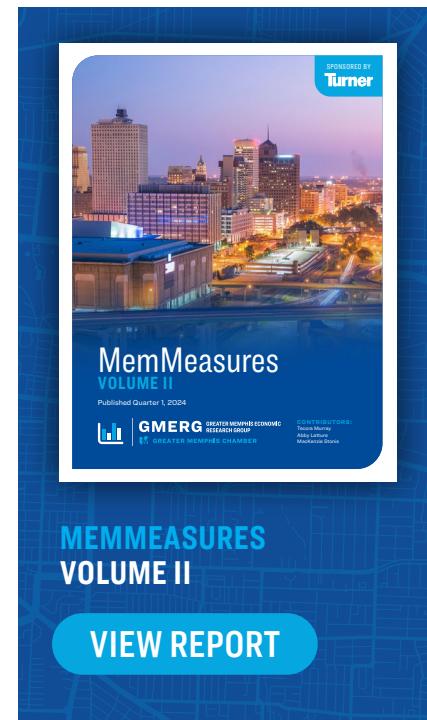
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### NEEDS IDENTIFICATION

Our Greater Memphis Economic Research Group (GMERG) identified critical gaps in Memphis' STEM ecosystem through MemMeasures Volume II. The data revealed Memphis ranked 9th among peer cities in STEM graduates (9,735) in 2021, significantly behind leaders like Indianapolis (31,905). More concerning, Memphis' population in STEM occupations declined dramatically from 13% in 2019 (ranked 2nd) to 7% by 2021 (ranked 4th). This decline challenged our mission to drive the Memphis business agenda and our vision for global economic recognition.

The Digital Delta evolution addresses these challenges with a dual-audience approach aligned with our organizational goals. First, we're developing a skilled, diverse STEM workforce through educational partnerships and practical experience opportunities. Second, we are targeting technology company executives by showcasing Memphis' unique position as a hub for diverse tech talent.

MemMeasures provides the data-driven foundation for these efforts, guiding strategic decisions toward a more equitable and prosperous future. This approach supports Prosper Memphis 2030's goals: 700+ new advanced industry firms, 20,000 annual STEM graduates, and 50,000 high-quality jobs with 50% minority representation. By leveraging existing industry strengths and improving workforce capabilities, Digital Delta positions Memphis as an innovation center that transforms our economic landscape through technology and inclusive growth.



DIGITAL DELTA FACT SHEET

[VIEW](#)

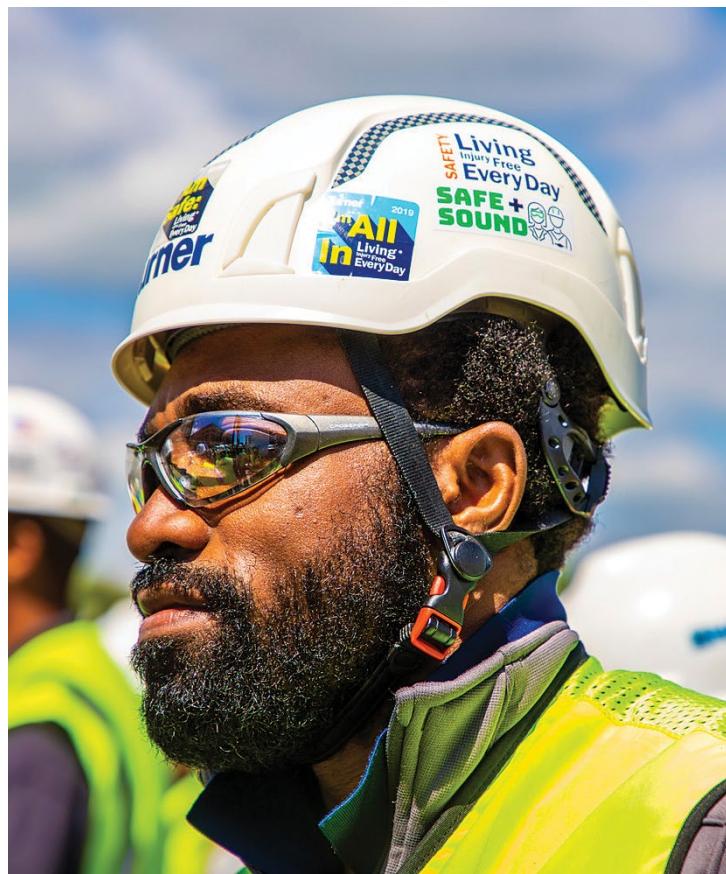
DIGITAL DELTA GEOGRAPHY

[VIEW](#)

## PROGRAM OBJECTIVES

The Digital Delta, a cornerstone of our Prosper Memphis 2030 Strategic Plan, addresses critical STEM workforce gaps while strategically targeting tech company recruitment through infrastructure enhancements. This comprehensive strategy emerged from our partnership with the Brookings Institution, which identified key economic indicators that could drive shared prosperity. MemMeasures Volume II revealed Memphis' concerning decline in STEM occupations from 13% (2019) to 7% (2021), driving our SMART objectives:

- Workforce Development:** Increase the annual number of STEM credentials to 20,000 by 2030 to create a pipeline of AI and tech-ready workforce, with a focus on maintaining Memphis' #1 ranking in Black tech talent concentration among major U.S. markets.
- Economic Development:** Attract 700+ advanced industry firms, with a keen focus on recruiting tech-based and tech supply chain companies to the Greater Memphis region by 2030, creating 50,000 high-quality jobs, with 50% held by minorities.
- Infrastructure Enhancement:** Position Memphis as a technology-ready city through strategic improvements to our region's infrastructure, including broadband access expansion, transportation modernization, and site readiness.



These ambitious targets aim to place Memphis in the top quartile of peer cities, transforming its economic landscape.

DIGITAL DELTA PROJECT PLAN

[VIEW](#)

## SECTION 3: PROGRAM SYNOPSSES 2

### METHODOLOGY

To achieve Digital Delta's ambitious objectives, we implemented a multi-faceted approach leveraging the data from MemMeasures Volume II and the People's Powered Prosperity Dashboard:

#### Workforce Development Methods:

- Established partnerships with local universities and community colleges to enhance STEM curricula and increase annual completions to 20,000 by 2030
- Created accelerated industry certification programs to provide pathways to high-quality tech jobs without requiring traditional four-year degrees



#### Economic Development Methods

- Implemented the [\*MEMready site inventory program\*](#), showcasing available mega sites across the region
- Deployed the Regional Site Search Tool on Memphis Moves website, providing real-time access to available industrial properties
- Conducted targeted outreach to tech companies and created data-driven marketing campaigns highlighting Memphis' unique tech talent diversity

#### Infrastructure Enhancement Methods:

- Advocated for state and federal funding for America's River Crossing, a new Interstate 55 bridge, to improve road transportation logistics
- Worked with internet service providers to expand broadband access in underserved areas

REGIONAL SITE SEARCH TOOL

[VIEW](#)

## SECTION 3: PROGRAM SYNOSES 2



### COMMUNICATIONS

The Greater Memphis Chamber implemented a comprehensive communications strategy to position Memphis as the “Digital Delta” and drive our dual objectives of workforce development and economic growth.

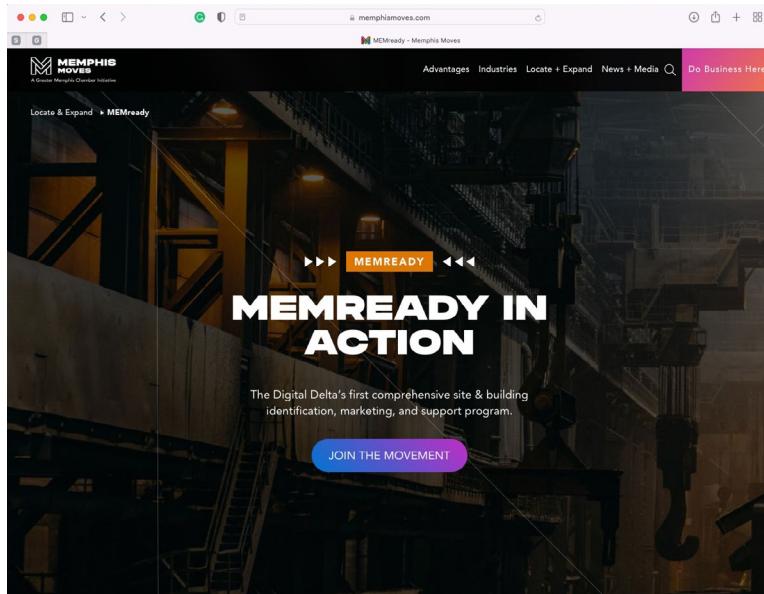
#### Strategic Approach:

- Created consistent messaging highlighting Memphis' position as #1 in concentration of Black tech and female tech talent among large U.S. metros
- Created targeted messaging for tech industry executives and educational institutions
- Leveraged multiple channels to reach diverse stakeholders



#### Key Communication Vehicles:

- Press releases announcing major developments like xAI's \$12 billion investment (Earned 2024 Bronze Deal of the Year Award from Business Facilities)
- Launched the MEMready Regional Site Search Tool on Memphis Moves website to showcase available properties, and launched digital ad campaigns to promote Memphis as a preeminent tech hub



BUSINESS FACILITIES 2024 DEAL OF THE YEAR AWARDS [VIEW](#)

## SECTION 3: PROGRAM SYNOPSSES 2



### COMMUNICATIONS (CONTINUED)

- Conducted 1:1 meetings with tech CEOs and higher education leaders to recruit companies and increase STEM graduates
- Established Memphis presence at SXSW 2024 with “901 Day” showcasing Memphis as the Digital Delta
- Positioned Chamber leadership as thought leaders through speaking engagements, press conferences, and media interviews

Our communications team coordinated this multi-channel approach with consistent messaging **highlighting Memphis' competitive advantages in diverse tech talent, strategic location, and infrastructure readiness.**



STEM WORKFORCE RELEASE [VIEW](#)

XAI ANNOUNCEMENT RELEASE [VIEW](#)

RECONNECT ANNOUNCEMENT RELEASE [VIEW](#)

XAI EXPANSION RELEASE [VIEW](#)

DEAL OF THE YEAR PRESS RELEASE [VIEW](#)

AAON EXPANSION RELEASE [VIEW](#)

MEMPHIS SURPASSES \$100 BILLION IN GRP [VIEW](#)

## SECTION 3: PROGRAM SYNOSES 2

### EVALUATION

#### Economic Development Impact:

- Secured xAI's "Colossus" representing a \$12 billion investment, recognized with the 2024 Bronze Deal of the Year Award from Business Facilities.
- Attracted tech partners, Nvidia, Dell, and SMC, to establish operations in Memphis supporting the supply chain of technology.
- Landed AAON's 787,000-square-foot facility, creating substantial economic activity, employment opportunities, and a valued partner in the supply chain of technology and artificial intelligence.

#### Workforce Development Progress:

- Increased annual STEM credentials to 9,937 in 2023, establishing a foundation for growth toward 20,000.
- Maintained ranking as the highest concentration of Black tech talent and female tech talent among large U.S. metros.
- Created accelerated industry certification programs with community-based training, providing pathways to high-quality tech jobs without traditional four-year degrees.



## **EVALUATION (CONTINUED)**

### **Infrastructure Development Effectiveness:**

- Promoted Memphis' competitive advantages in diverse tech talent, increasing interest from site selectors and tech companies.
- Developed a comprehensive digital presence through the MEMready Regional Site Search Tool, enhancing our ability to showcase available properties to potential investors.
- Partnered with M Street Fiber on a \$1 billion investment to expand citywide fiber coverage from 25% to 85%, including underserved communities, transforming Memphis from "one of the least connected cities" to "one of the most connected cities in America."
- Secured federal funding for America's River Crossing with a \$400 million Federal Highway Administration grant.
- Secured an \$80 million wastewater recycling facility for the city, conserving 4.7 billion gallons of aquifer water annually.

**The Digital Delta is an economic strategy for inclusive prosperity, enhancing Memphis' global tech presence.**

These achievements advance our Prosper Memphis 2030 goals, positioning Memphis as a tech hub with diverse talent and infrastructure. With xAI's one-million-square-foot expansion and over 40 active projects representing \$6.3 billion in investment, Memphis faces unprecedented growth. FedEx's Richard Smith noted this initiative can "change our trajectory profoundly."



Thank you.



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