



# Appendix A

## Letters of Support

# United States Senate

WASHINGTON, DC 20510

July 17, 2018

The Honorable Elaine L. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, DC 20590

Dear Secretary Chao:

I am writing to express my support for the application submitted by the Memphis Area Transit Authority for funding through the Better Utilizing Investments to Leverage Development (BUILD) grant program.

The officials with the Memphis Area Transit Authority tell me their proposal, the Memphis Innovation Corridor Project, will increase the travel options for residents in low income and central city neighborhoods throughout the Memphis area. The Memphis Innovation Corridor Project will make it easier for Memphians to access their jobs, educational opportunities, and more affordable housing.

I hope you will give all due consideration to the Memphis Area Transit Authority's application. I'd be glad to furnish additional information, or your office may wish to be in touch with Lucas Da Pieve of my staff at (202) 224-4944.

Sincerely,



Lamar Alexander  
United States Senator

## United States Senate

July 13, 2018

The Honorable Elaine L. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

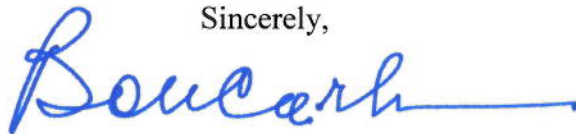
Dear Secretary Chao:

I am writing in regard to the Memphis Area Transit Authority's (MATA) application for funding through the Better Utilizing Investments to Leverage Development (BUILD) program. (DTOS59-18-RA-BUILD1)

As a large urban area with a low population density, the City of Memphis faces unique challenges in providing quality public transportation. The addition of a high poverty rate highlights the need for quality public transportation in Memphis. If awarded funding, MATA would develop the city's first rapid transit corridor. This corridor would connect low income neighborhoods with access to job and education centers in the city. This new connection would allow for a greater utilization of the city's workforce.

I appreciate your attention in this matter and hope you will give this proposal all due consideration. Please keep me informed about the progress of this proposal and when a decision is made. If you have any questions, please do not hesitate to contact Holt Edwards with my office at (202) 224-3344.

Sincerely,



Bob Corker  
United States Senator

BC/he

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-4208**

July 18, 2018

The Honorable Elaine L. Chao  
Secretary of Transportation  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

Dear Secretary Chao:

I would like to offer my support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. A successful 2018 BUILD application will help Memphis to more quickly implement a planned public surface transportation project expected to spur further private investment and public use. This project will provide a solution that utilizes the most promising technology and best practices to deliver transportation and help incentivize development that will fill the gaps of blight and chronic disinvestment.

The Memphis Innovation Corridor Project, or Innovation Corridor, is recommended after three years of studying how best to increase high-frequency travel options to access decent jobs, quality educational opportunities, and affordable housing. This important project will serve as an east-west trunk line that will connect low-income and central city neighborhoods to employment and education centers. It connects with the streetcar service returning to downtown and midtown, bicycle and pedestrian projects such as the TIGER IV Main to Main grant and bike share system, and existing transit services and the next planned rapid transit corridor. Lastly, the Innovation Corridor provides solutions to one of the top civic challenges emerging in our Memphis 3.0 Comprehensive Plan: better transit and infrastructure.

Developing this transportation network will connect public and private investments totaling billions of dollars between Downtown Memphis and the University of Memphis, and along the Innovation Corridor including the Memphis Medical District, a recent HUD Choice Neighborhood Implementation Grant, and several large retail and hotel projects along Union Avenue.

Should you or your staff have any questions regarding support for this project, please contact me or my staff at (202) 225-4714.

Sincerely,



David Kustoff  
Member of Congress



STEVE COHEN

9TH DISTRICT, TENNESSEE

1005 LONGWORTH HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515

TELEPHONE: (202) 225-3265  
FAX: (202) 225-5663

CLIFFORD DAVIS/ODELL HORTON  
FEDERAL BUILDING  
167 NORTH MAIN STREET  
SUITE 369  
MEMPHIS, TN 38103

TELEPHONE: (901) 544-4131  
FAX: (901) 544-4329

[www.cohen.house.gov](http://www.cohen.house.gov)

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-4209**

July 2, 2018

COMMITTEE ON THE JUDICIARY

SUBCOMMITTEES:  
COURTS, COMMERCIAL AND  
ADMINISTRATIVE LAW—RANKING MEMBER  
CRIME, TERRORISM, AND  
HOMELAND SECURITY

COMMITTEE ON  
TRANSPORTATION AND  
INFRASTRUCTURE

SUBCOMMITTEES:  
AVIATION  
HIGHWAYS AND TRANSIT  
WATER RESOURCES AND ENVIRONMENT

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

I am writing to offer my support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city with a land mass of 347 square miles and poverty rate above 26%, connecting more citizens to opportunity and growing economic activity, while also addressing safety, infrastructure, and needs of the future are top priorities in our community. A successful 2018 BUILD application will help Memphis to more quickly implement a planned public surface transportation project expected to spur further private investment and public use. This project will provide a multimodal solution that utilizes the most promising technology and best practices to deliver transportation and help incentivize development that will fill the gaps of blight and chronic disinvestment.

The City of Memphis and MATA, with the support of many partners, are applying to develop and sustain the city's first rapid transit project, the Memphis Innovation Corridor Project (Innovation Corridor). This project is recommended after three years of studying how best to increase high-frequency travel options to access decent jobs, quality educational opportunities, and affordable housing. The Innovation Corridor will serve as an east-west trunk line that will connect low income and central city neighborhoods to employment and education centers. The Innovation Corridor connects with other modes such as streetcar service returning to downtown and midtown; to bicycle and pedestrian projects such as the TIGER IV Main to Main grant and bike share system; and to existing transit service and the next planned rapid transit corridor. In addition, it provides solutions to one of the top civic challenges emerging in our Memphis 3.0 Comprehensive Plan: better transit and infrastructure.

Developing this transportation network will connect public and private investments totaling billions of dollars between Downtown Memphis and the University of Memphis, and along the Innovation Corridor including the Memphis Medical District, a recent HUD Choice Neighborhood Implementation Grant, and several large retail and hotel projects along Union Avenue. 2018 BUILD will help Memphis greatly accelerate goals to build density, spur infill development, increase access to transit and other modes of transportation, and most of all getting more of our citizens to work.

Once again, I offer my strong support for the City of Memphis and Memphis Area Transit Authority in their application for the 2018 BUILD Transportation Grant. Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

As always, I remain,

Most sincerely,



Steve Cohen  
Member of Congress



123 South Front Street, Memphis, TN 38103 Phone (901) 495-6500

RAYMOND A. POHLMAN  
Vice President, Government & Community Relations  
Customer Satisfaction

July 16, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

On behalf of AutoZone, I am pleased to support the application from the City of Memphis and the Memphis Area Transit Authority (MATA) for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant.

AutoZone is one of the largest employers in downtown Memphis and we have worked diligently to support a pedestrian and transit friendly environment for our employees and business partners. The proposed Bus Rapid Transit connecting the University District, Midtown, Medical Center, and Downtown will definitely facilitate reduced traffic congestion, travel times, and air pollution.

We encourage your favorable consideration of the City of Memphis and MATA grant application.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ray Pohlman". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Ray Pohlman  
Vice President, Government & Community Relations  
Customer Satisfaction



**SERVICEMASTER GLOBAL HOLDINGS, INC.**  
**150 Peabody Place**  
**Memphis, Tennessee 38103**

July 18, 2018

The Honorable Elaine I. Chao, Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao,

On behalf of ServiceMaster Global Holdings, Inc., I am pleased to support the application from the City of Memphis and the Memphis Area Transit Authority (MATA) for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant.

ServiceMaster opened its new corporate headquarters in downtown Memphis this year after a national search for our new facility. We located in downtown in part to provide a pedestrian oriented vibrant environment for our employees. The proposed Bus Rapid Transit route from the University of Memphis area to downtown complements the environment we are trying to offer our employees and will enable many to use transit for their home to work trip without using their personal vehicle.

We support the plan and encourage the U. S. Department of Transportation to award the grant requested by the City of Memphis and MATA.

Respectfully,

A handwritten signature in blue ink, appearing to read "Tom Campbell", written over a horizontal line.

Thomas L. Campbell  
Vice President & Deputy General Counsel

July 16, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

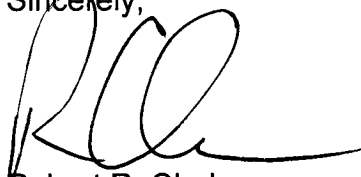
Dear Secretary Chao:

On behalf of St. Jude Children's Research Hospital, I am pleased to support the application from the City of Memphis and the Memphis Area Transit Authority (MATA) for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant.

St. Jude is a world class research and treatment hospital for childhood catastrophic diseases and has its main campus in the downtown area in relative proximity to the proposed Bus Rapid Transit (BRT) line. Our campus includes approximately 4,500 employees and tens of thousands of patient and family visits each year. The proposed BRT will facilitate access for our employees living along this corridor. It will also enable out of town family members that may arrive without personal transportation to conveniently access the hospital and their family members.

We urge you to approve the Memphis and MATA application and will continue to support progressive commuter options including the BRT.

Sincerely,



Robert R. Clark  
Chief Government Affairs Officer





July 13, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application  
Dear Secretary Chao:

Please accept this letter as an expression of support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city with a land mass of 347 square miles and poverty rate above 26%, connecting more citizens to opportunity addresses one of the greatest transportation needs in our community.

The vision of this project is to provide a multimodal solution that utilizes the most promising technology to deliver public transportation that will assist many Memphians to get to work and provide tourists with access to major streets with many different attractions and anchor organizations, such as our institution Methodist University hospital. As the academic teaching hospital, located in the heart of Memphis, we support this proposal and consider ourselves partners as the proposed dedicated route will operate on Union Avenue near our organization which will be beneficial to both our patients and associates. As a community hospital system serving Memphis residents for 100 years, we're truly invested in providing access to all and encouraged to see the City of Memphis and MATA, apply to develop and sustain the city's first rapid transit project, the Memphis Innovation Corridor Project (Innovation Corridor).

I understand this project is recommended after three years of studying how best to increase high-frequency travel options to access jobs, quality educational opportunities, and affordable housing. It is exciting to see the vision behind the Innovation Corridor addressing critical needs in our City like connecting low income and central city neighborhoods to employment and education centers. Innovative solutions are necessary in the midst of civic challenges in an urban area like Memphis, such as transportation, and I hope you will look favorably upon this application. Thank you in advance for your consideration.

A handwritten signature in black ink that reads "Cato Johnson". The signature is fluid and cursive, with a long horizontal line extending from the end.

Cato Johnson  
Methodist Le Bonheur Healthcare  
SVP, Public Policy & Regulatory Affairs  
Chief of Staff



**JIM STRICKLAND**  
**MAYOR**

July 2, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

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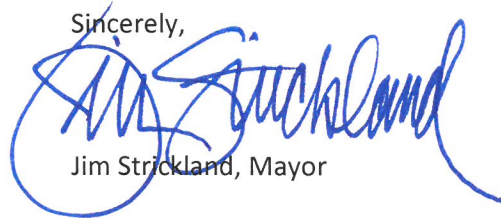
The City of Memphis and MATA, with the support of many partners, are applying to develop and sustain the city's first rapid transit project, the Memphis Innovation Corridor Project (Innovation Corridor). This project is recommended after three years of studying how best to increase high-frequency travel options to access decent jobs, quality educational opportunities, and affordable housing. The Innovation Corridor will serve as an east-west trunk line that will connect low income and central city neighborhoods to employment and education centers. The Innovation Corridor connects with other modes such as streetcar service returning to downtown and midtown; to bicycle and pedestrian projects such as the TIGER IV Main to Main grant and bike share system; and to existing transit service and the next planned rapid transit corridor. In addition, it provides solutions to one of the top civic challenges emerging in our Memphis 3.0 Comprehensive Plan: better transit and infrastructure.

Developing this transportation network will connect public and private investments totaling billions of dollars between Downtown Memphis and the University of Memphis, and along the Innovation Corridor including the Memphis Medical District, a recent HUD Choice Neighborhood Implementation Grant, and several large retail and hotel projects along Union Avenue. 2018 BUILD will help Memphis

greatly accelerate goals to build density, spur infill development, increase access to transit and other modes of transportation, and most of all getting more of our citizens to work.

Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jim Strickland". The signature is fluid and cursive, with the first name "Jim" and last name "Strickland" clearly distinguishable.

Jim Strickland, Mayor





# Shelby County Government

MARK H. LUTTRELL, JR.  
MAYOR

July 2, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

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Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

Sincerely,

Mark H. Luttrell, Jr.  
Shelby County Mayor



Office of the President

341 Administration Building  
Memphis, Tennessee 38152-3370

Office: 901.678.2234  
Fax: 901.678.5065

[www.memphis.edu](http://www.memphis.edu)

July 17, 2018

The Honorable Elaine L. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

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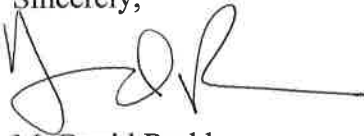


The Honorable Elaine L. Chao  
July 17, 2018  
Page 2

increase access to transit and other modes of transportation, and most of all getting more of our citizens to work.

Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. David Rudd', with a long horizontal stroke extending to the right.

M. David Rudd  
President

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# SOUTHWEST

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TENNESSEE COMMUNITY COLLEGE

P.O. Box 780 • Memphis, TN 38101-0780 • (901) 333-5000 • [www.southwest.tn.edu](http://www.southwest.tn.edu)

July 17, 2018

Honorable Elaine L. Chao, Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

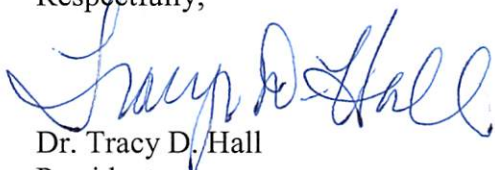
Secretary Chao:

On behalf of Southwest Tennessee Community College (STCC), I am pleased to support the application from the City of Memphis and the Memphis Area Transit Authority (MATA) for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant.

Southwest Tennessee Community College is in the Medical Center area, which is virtually in the center of the corridor in question. We have over 10,500 students, faculty and staff; and accommodating our students with parking is a challenge. The Bus Rapid Transit route would be a great enhancement to enable STCC to use transit and significantly reduce the use of personal vehicles associated parking problems.

We request that you award this grant to the City of Memphis and MATA and we are confident the project will be highly successful.

Respectfully,



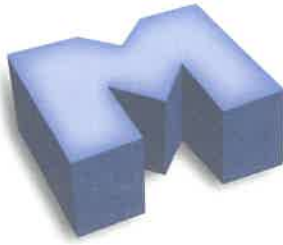
Dr. Tracy D. Hall  
President  
Southwest Tennessee Community College

OFFICE OF THE PRESIDENT

Macon Cove Campus • Union Avenue Campus • Fayette Site • Gill Center • Maxine A. Smith Center • Millington Center • Whitehaven Center

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Southwest Tennessee Community College, a Tennessee Board of Regents institution, is an affirmative action/equal opportunity college.



**GREATER MEMPHIS CHAMBER**

July 16, 2018

The Honorable Elaine L. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

On behalf of our 2,000 member companies, I am pleased to support the application from the City of Memphis and the Memphis Area Transit Authority (MATA) for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant.

The proposed Bus Rapid Transit route will link our largest university with the medical center and downtown Memphis. The Memphis Medical Center is not only a major health care complex but also houses a concentration of students for the University of Tennessee, Southwest Tennessee Community College, and a number of hospital sponsored nursing programs.

In general, this corridor is one of our largest employment centers and the BRT will enhance home to work trips as well as educational, governmental and recreational activities.

We urge your support of the grant and look forward to working with U. S. Department of Transportation on making this a highly successful project.

Sincerely,

Philip H. Trenary  
President and CEO

July 16, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

I am pleased to support the application from the City of Memphis and the Memphis Area Transit Authority (MATA) for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant.

Our company is a third generation development company that has contributed to the resurgence of downtown Memphis and economic development throughout the city. We believe that the objectives of the BUILD Grant and the transit plan associated with this application will help fill the gap in transportation for our city.

We respectfully request that you support this application and award the grant to Memphis.

Sincerely,



Ronald A. Belz  
President

# LOEB PROPERTIES

July 16, 2018

The Honorable Elaine I. Chao, Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

I am pleased to support the application from the City of Memphis and the Memphis Area Transit Authority (MATA) for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant.

Our company is devoted to revitalizing key areas of Memphis with emphasis on the University District, Midtown, and other areas of the proposed transit corridor. In addition to providing access to employment for residents, we believe that the Bus Rapid Transit will stimulate new private capital investment, local taxes, and employment in the areas along the corridor.

We fully support the proposal and look forward to the progress that it will generate for Memphis.

Respectfully,



Robert E. Loeb  
President





**ECONOMIC DEVELOPMENT  
GROWTH ENGINE**  
FOR MEMPHIS & SHELBY COUNTY

100 PEABODY PLACE, SUITE 1100  
MEMPHIS, TN 38103-3652  
P (901) 341-2100 F (901) 527-9224  
[www.growth-engine.org](http://www.growth-engine.org)

July 10, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

Please accept this expression of support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city with a land mass of 347 square miles and poverty rate above 26%, connecting more citizens to economic opportunities and needed services are top priorities in our community. A successful 2018 BUILD application will help Memphis to more quickly implement a planned public surface transportation project expected to spur further private investment and public use. This project will provide a multimodal solution that utilizes the most promising technology and best practices to move people where they need and want to go more effectively and efficiently.

The City of Memphis and MATA, with the support of many partners, are applying to develop the city's first rapid transit project -- the Memphis Innovation Corridor Project (Innovation Corridor). The result of three years of intensive study and debate, the Innovation Corridor will serve as an east-west trunk line connecting low-income and central city neighborhoods to employment and education centers. The Innovation Corridor will connect with streetcars servicing downtown and midtown; to bicycle and pedestrian projects such as the TIGER IV Main to Main grant and bike share system; and to existing transit service and the next planned rapid transit corridor. In addition, it provides solutions to one of the top civic challenges emerging in our Memphis 3.0 Comprehensive Plan: better public transit and infrastructure.

2018 BUILD will help Memphis increase mobility and accelerate efforts to build density, spur infill development, expand educational opportunities, increase the use of public transit -- and get more of our citizens to work.

Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

Respectfully,

A handwritten signature in blue ink that reads "Reid Dulberger".

Reid Dulberger

**Reid Dulberger**  
President/CEO  
Chief Economic Development Officer Memphis/Shelby Co.  
[RDulberger@growth-engine.org](mailto:RDulberger@growth-engine.org)



## HYDE FAMILY FOUNDATIONS

17 WEST PONTIAC AVENUE, SUITE 200 MEMPHIS, TENNESSEE 38103  
901.685.3400 FAX 901.683.7478

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July 16, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
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Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

Sincerely,

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Teresa Slovan  
President



2491 Winchester Rd, Suite 113  
Memphis, TN 38116-3856  
P: 901-922-8000  
F: 901-922-8099  
[flymemphis.com](http://flymemphis.com)

July 16, 2018

The Honorable Elaine I. Chao, Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

Please accept this expression of support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city with a land mass of 347 square miles and poverty rate above 26%, connecting more citizens to opportunity and growing economic activity, while also addressing safety, infrastructure, and needs of the future are top priorities in our community. A successful 2018 BUILD application will help Memphis to more quickly implement a planned public surface transportation project expected to spur further private investment and public use. This project will provide a multimodal solution that utilizes the most promising technology and best practices to deliver transportation and help incentivize development that will fill the gaps of blight and chronic disinvestment.

The City of Memphis and MATA, with the support of many partners, are applying to develop and sustain the city's first rapid transit project, the Memphis Innovation Corridor Project (Innovation Corridor). This project is recommended after three years of studying how best to increase high-frequency travel options to access decent jobs, quality educational opportunities, and affordable housing. The Innovation Corridor will serve as an east-west trunk line that will connect low income and central city neighborhoods to employment and education centers. The Innovation Corridor connects with other modes such as streetcar service returning to downtown and midtown; to bicycle and pedestrian projects such as the TIGER IV Main to Main grant and bike share system; and to existing transit service and the next planned rapid transit corridor. In addition, it provides solutions to one of the top civic challenges emerging in our Memphis 3.0 Comprehensive Plan: better transit and infrastructure.

Developing this transportation network will connect public and private investments totaling billions of dollars between Downtown Memphis and the University of Memphis, and along the Innovation Corridor including the Memphis Medical District, a recent HUD Choice Neighborhood Implementation Grant, and several large retail and hotel projects along Union Avenue. 2018 BUILD will help Memphis greatly accelerate goals to build density, spur infill development, increase access to transit and other modes of transportation, and most of all getting more of our citizens to work.

Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

Sincerely,



Scott A. Brockman, A.A.E  
President and CEO





Memphis MPO  
METROPOLITAN PLANNING ORGANIZATION

*Strengthening Regional Transportation*

The Honorable Elaine I. Chao, Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

July 10, 2018

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

Please accept this expression of support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city with a land mass of 347 square miles and poverty rate above 26%, connecting more citizens to opportunity and growing economic activity, while also addressing safety, infrastructure, and the needs of the future are top priorities in our community. A successful 2018 BUILD application will help Memphis to more quickly implement a planned public surface transportation project expected to spur further private investment and public use. This project will provide a multimodal solution that utilizes the most promising technology and best practices to deliver transportation and help incentivize development that will fill the gaps of blight and chronic disinvestment.

The City of Memphis and MATA, with the support of many partners, are applying to develop and sustain the city's first rapid transit project, the Memphis Innovation Corridor Project (Innovation Corridor). This project is recommended after three years of studying how best to increase high-frequency travel options to access jobs, quality educational opportunities, and affordable housing. The Innovation Corridor will serve as an east-west trunk line that will connect low income and central city neighborhoods to employment and education centers. The Innovation Corridor connects with other modes such as streetcar service in downtown and midtown; to bicycle and pedestrian projects such as the TIGER IV Main to Main grant and bike share system; and to existing transit service and the next planned rapid transit corridor. In addition, it provides solutions to one of the top civic challenges emerging in our Memphis 3.0 Comprehensive Plan: better transit and infrastructure.

Developing this transportation network will connect public and private investments totaling billions of dollars between Downtown Memphis and the University of Memphis, and along the Innovation Corridor including the Memphis Medical District, a recent HUD Choice Neighborhood Implementation Grant, and several large retail and hotel projects along Union Avenue. 2018 BUILD will help Memphis greatly accelerate goals to build density, spur infill development, increase access to transit and other modes of transportation, and most of all getting more of our citizens to work.

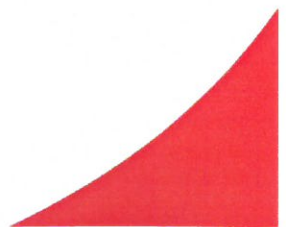
Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

Regards,

Pragati Srivastava, AICP, Administrator  
Memphis Urban Area Metropolitan Planning Organization

T 901.636.7190 F 901.636.7272

125 N Main Street, Suite 450  
Memphis, TN 38103  
memphismpo.org





July 17, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

Please accept this expression of support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city with a land mass of 347 square miles and poverty rate above 26%, connecting more citizens to opportunity is a top priority for our community. Equally important is growing economic activity, while also addressing safety, infrastructure, and needs of our future. A successful 2018 BUILD application will help Memphis to more quickly implement a planned public surface transportation project expected to spur further private investment and public use. This project will provide a multimodal solution that utilizes the most promising technology and best practices to deliver transportation and help incentivize development to fill the gaps of blight and chronic disinvestment.

The City of Memphis and MATA, with the support of many partners like the Downtown Memphis Commission, are applying to develop and sustain the city's first rapid transit project, the Memphis Innovation Corridor Project (Innovation Corridor). This project is recommended after three years of studying how to best increase high-frequency travel options to access decent jobs, quality educational opportunities, and affordable housing. The Innovation Corridor will serve as an east-west trunk-line that will connect low-income and central city neighborhoods to employment and education centers. The Innovation Corridor connects with other modes such as trolley service returning to downtown and midtown Memphis; to bicycle and pedestrian projects such as the TIGER IV Main to Main grant and bike share system; and to existing transit service. In addition, it provides solutions to one of the top civic challenges emerging in our Memphis 3.0 Comprehensive Plan: better transit and infrastructure.

Developing this transportation network will connect public and private investments totaling billions of dollars between Downtown Memphis and the University of Memphis, and along the Innovation Corridor including South City, a recent HUD Choice Neighborhood Implementation Grant, and several large retail and hotel projects along Union Avenue. Connecting these important Downtown neighborhoods is critical to building the density we need to create a robust city core. 2018 BUILD will help Memphis greatly accelerate goals to build this density, spur infill development, increase access to transit and other modes of transportation, and most of all getting more of our citizens to work.

Thank you for making this opportunity available to our community. We appreciate your favorable consideration of our application.

Respectfully,



Jennifer Oswald, President & CEO  
Downtown Memphis Commission



# Memphis and Shelby County Office of Sustainability

*A 4-STAR Sustainable Community*

July 2, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

Please accept this expression of support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city with a land mass of 347 square miles and poverty rate above 26%, connecting more citizens to opportunity and growing economic activity, while also addressing safety, infrastructure, and needs of the future are top priorities in our community. A successful 2018 BUILD application will help Memphis to more quickly implement a planned public surface transportation project expected to spur further private investment and public use. This project will provide a multimodal solution that utilizes the most promising technology and best practices to deliver transportation and help incentivize development that will fill the gaps of blight and chronic disinvestment.

The City of Memphis and MATA, with the support of many partners, are applying to develop and sustain the city's first rapid transit project, the Memphis Innovation Corridor Project (Innovation Corridor). This project is recommended after three years of studying how best to increase high-frequency travel options to access decent jobs, quality educational opportunities, and affordable housing. The Innovation Corridor will serve as an east-west trunk line that will connect low income and central city neighborhoods to employment and education centers. The Innovation Corridor connects with other modes such as streetcar service returning to downtown and midtown; to bicycle and pedestrian projects such as the TIGER IV Main to Main grant and bike share system; and to existing transit service and the next planned rapid transit corridor. In addition, it provides solutions to one of the top civic challenges emerging in our Memphis 3.0 Comprehensive Plan: better transit and infrastructure.

Developing this transportation network will connect public and private investments totaling billions of dollars between Downtown Memphis and the University of Memphis, and along the Innovation Corridor including the Memphis Medical District, a recent HUD Choice Neighborhood Implementation Grant, and several large retail and hotel projects along Union Avenue. 2018 BUILD will help Memphis greatly accelerate goals to build density, spur infill development, increase access to transit and other modes of transportation, and most of all getting more of our citizens to work.

Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Thompson". The signature is fluid and cursive, with a large initial "J" and a trailing flourish.

Jenna Thompson, M.Arch, LEED AP  
Administrator



# MEMPHIS MEDICAL DISTRICT COLLABORATIVE

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President/CEO,  
Methodist Le Bonheur Healthcare

July 2, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

The Memphis Medical District Collaborative is pleased to support the City of Memphis' and Memphis Area Transit Authority's (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a city with a land mass of 347 square miles and poverty rate above 26%, connecting more citizens to opportunity and growing economic activity, while also addressing safety, infrastructure, and needs of the future are our top priorities. This is especially true in the Memphis Medical District, a 2.5 square mile area of the city with eight large medical, educational, and research institutions educating and employing more than 24,000 people.

A successful 2018 BUILD application will help Memphis quickly implement a public surface transportation project expected to spur further private investment and public use. This project provides a multimodal solution that uses technology and best practices to deliver transportation and incentivize development. The City of Memphis and MATA, with the support of many partners, are applying to develop the city's first rapid transit project, the Memphis Innovation Corridor Project (Innovation Corridor). The Innovation Corridor will increase high-frequency travel options to connect people to jobs, educational opportunities, and affordable housing options. The Innovation Corridor will be an east-west line that connects low income and central city neighborhoods to employment and education centers. The Innovation Corridor will also connect with other existing modes of transportation such as streetcar service; bicycle and pedestrian projects such as the completed TIGER IV Main to Main grant; the city's new bike share system; and existing transit service. This Innovation Corridor connects billions in private and public investments between Downtown Memphis and the University of Memphis, including the Memphis Medical District, a HUD Choice Neighborhood Implementation Grant, and several retail, residential, and hotel projects.

2018 BUILD will help Memphis accelerate goals to build density, spur infill development, increase access to transit, and most of all get more of our citizens to work. Thank you for making this opportunity available to America's communities. We appreciate your consideration of our application.

Sincerely,

Thomas A. Pacello  
President, Memphis Medical District Collaborative



M E M P H I S



F O U N D A T I O N

July 2, 2018  
The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

On behalf of the City of Memphis and Memphis Area Transit Authority (MATA), please accept this expression of support for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant application. In a sprawling city with a land mass of 347 square miles and a poverty rate above 26%, connecting more citizens to opportunity as well as growing economic activity are top priorities in our community – all the while addressing safety, infrastructure and future needs. A successful 2018 BUILD application will help Memphis to more quickly implement a planned public surface transportation project, expected to spur further private investment and public use. This project will provide a multimodal solution that utilizes the most promising technology as well as best practices to deliver transportation. We firmly believe this will help incentivize development that will fill the gaps of blight and chronic disinvestment.

With the support of many partners, The City of Memphis and MATA are applying to develop and sustain the city's first rapid transit project: the Memphis Innovation Corridor Project. After three years of studying how to best increase high-frequency travel options to access decent jobs, quality educational opportunities and affordable housing, this project is being recommended. The Innovation Corridor will serve as an east to west trunk line, connecting low income and central city neighborhoods to employment and education centers. The Innovation Corridor connects with other modes, such as: streetcar service returning to downtown and midtown; bicycle and pedestrian projects, such as the TIGER IV Main to Main grant and bike share system; and existing transit service as well as the next planned rapid transit corridor. In addition, it provides solutions to one of the top civic challenges emerging in our Memphis 3.0 Comprehensive Plan: better transit and infrastructure.

Developing this transportation network will connect public and private investments, totaling billions of dollars between Downtown Memphis and the University of Memphis. This includes the Innovation Corridor in the Memphis Medical District, a recent HUD Choice Neighborhood Implementation Grant, as well as several large retail and hotel projects along Union Avenue. The 2018 BUILD will help Memphis greatly accelerate goals to build density, spur infill development, increase access to transit as well as other modes of transportation, and most of all: getting more of our citizens to work.

Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

Sincerely,

A handwritten signature in blue ink, appearing to read "Steve J. Bares". The signature is fluid and cursive, with a long horizontal line extending to the right.

Steve J. Bares, Ph.D.  
President & Executive Director  
Memphis Bioworks Foundation



July 2, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

Please accept this expression of support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city with a land mass of 347 square miles and poverty rate above 26%, Memphians need better connections to opportunity and growing economic activity. As these connections are built, system improvements should prioritize safety, infrastructure and flexibility for future needs. A successful 2018 BUILD application will help Memphis more quickly implement a planned public surface transportation project expected to spur further private investment and public use.

The City of Memphis and MATA, with the support of many partners, are applying to develop and sustain the city's first rapid transit project, the Memphis Innovation Corridor Project (Innovation Corridor). This project is recommended after three years of studying how best to increase high-frequency travel options to access living wage or better paying jobs, quality educational opportunities, and affordable housing. The Innovation Corridor will serve as an east-west trunk line that will connect low income and central city neighborhoods to employment and education centers. The Innovation Corridor connects with other modes such as streetcar service returning to downtown and midtown; to bicycle and pedestrian projects such as the TIGER IV Main to Main grant and bike share system; and to existing transit service and the next planned rapid transit corridor.

This investment in transportation provides solutions to one of the top civic challenges sited in the Memphis 3.0 Comprehensive Plan: better transit and infrastructure. The BUILD project will provide a multimodal solution built on leading technology and best practices to deliver transportation and help incentivize development that will fill the gaps of blight and chronic disinvestment. Developing this transportation network will connect public and private investments totaling billions of dollars between Downtown Memphis and the University of Memphis, and along the Innovation Corridor, including the Memphis Medical District, a recent HUD Choice Neighborhood Implementation Grant, and several large retail and hotel projects along Union Avenue. 2018 BUILD will help Memphis greatly accelerate goals to build density, spur infill development, increase access to transit and other modes of transportation, and most of all, get more of our citizens to work.

As partners with MATA and the City of Memphis on the Memphis 3.0 project, as well as on other neighborhood development projects, civic tech projects and mobility projects, Innovate Memphis fully





supports this application as a significant investment in transportation that can be leveraged for further growth and neighborhood development.

Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

A handwritten signature in black ink, appearing to read "Justin Entzminger", with a stylized flourish at the end.

Justin Entzminger  
Executive Director  
Innovate Memphis  
516 Tennessee Street  
Memphis, TN 38103



July 16, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

Please accept this expression of support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city with a land mass of 347 square miles and poverty rate above 26%, connecting more citizens to opportunity and growing economic activity, while also addressing safety, infrastructure, and needs of the future are top priorities in our community. A successful 2018 BUILD application will help Memphis to more quickly implement a planned public surface transportation project expected to spur further private investment and public use. This project will provide a multimodal solution that utilizes the most promising technology and best practices to deliver transportation and help incentivize development that will fill the gaps of blight and chronic disinvestment.

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Developing this transportation network will connect public and private investments totaling billions of dollars between Downtown Memphis and the University of Memphis, and along the Innovation Corridor including the Memphis Medical District, a recent HUD Choice Neighborhood Implementation Grant, and several large retail and hotel projects along Union Avenue. 2018 BUILD will help Memphis greatly accelerate goals to build density, spur





infill development, increase access to transit and other modes of transportation, and most of all getting more of our citizens to work.

Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

Best regards

A handwritten signature in dark ink, appearing to read "John Paul Shaffer", with a long, sweeping horizontal line extending to the right.

John Paul Shaffer, AICP

Executive Director



July 17, 2018

The Honorable Elaine I. Chao  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

Please accept this expression of support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city with a land mass of 347 square miles and poverty rate above 26%, connecting more citizens to opportunity and growing economic activity, while also addressing safety, infrastructure, and needs of the future are top priorities in our community. A successful 2018 BUILD application will help Memphis to more quickly implement a planned public surface transportation project expected to spur further private investment and public use. This project will provide a multimodal solution that utilizes the most promising technology and best practices to deliver transportation and help incentivize development that will fill the gaps of blight and chronic disinvestment.

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Developing this transportation network will connect public and private investments totaling billions of dollars between Downtown Memphis and the University of Memphis, and along the Innovation Corridor including the Memphis Medical District, a recent HUD Choice Neighborhood Implementation Grant, and several large retail and hotel projects along Union Avenue. 2018 BUILD will help Memphis greatly accelerate goals to build density, spur infill development, increase access to transit and other modes of transportation, and most of all getting more of our citizens to work

Thank you for making this opportunity available to America's communities. We appreciate your favorable consideration of our application.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin Kane". The signature is fluid and cursive, with the first name "Kevin" and last name "Kane" clearly distinguishable.

Kevin Kane  
President & CEO  
Memphis Tourism

**EXECUTIVE DIRECTOR****Trey Moore****BOARD OF DIRECTORS****Doug McGowen**, Chair  
City of Memphis**Suzanne Carlson**, Vice-Chair  
Innovate Memphis**John Paul Shaffer**, Secretary  
BLDG Memphis, Bike Walk TN**Justin Jamerson**, Treasurer  
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Methodist Le Bonheur Healthcare**Jaske (Jay) Goff**  
Downtown Memphis Commission**Dwayne Jones**  
City of Memphis  
Orange Mound Advocate**Porsche Stevens**  
Crosstown Arts

July 12, 2018

The Honorable Elaine I. Chao  
Secretary, U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

RE: Memphis, Tennessee and MATA 2018 BUILD Application

Dear Secretary Chao:

Please accept our support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2018 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city with a land mass of 347 square miles and poverty rate above 26%, connecting more citizens to opportunity and growing economic activity, while also addressing safety, infrastructure, and needs of the future are top priorities in our community. A successful 2018 BUILD application will help Memphis to more quickly implement a planned public surface transportation project to spur further private investment and public use. This project will utilize the most promising technology and best practices to deliver transportation and help incentivize development that will fill the gaps of blight and chronic disinvestment.

The City of Memphis and MATA, with the support of many partners, are applying to develop and sustain the city's first rapid transit project, the Memphis Innovation Corridor Project (Innovation Corridor). This project is recommended after three years of studying how best to increase high-frequency travel options to access decent jobs, quality educational opportunities, and affordable housing. The Innovation Corridor will serve as an east-west trunk line that will connect low income and central city neighborhoods to employment and education centers. The Innovation Corridor connects with other modes such as streetcar service returning to downtown and midtown; to bicycle and pedestrian projects such as the TIGER IV Main to Main grant and Explore Bike Share system; and to existing transit service and the next planned rapid transit corridor. In addition, it provides solutions to one of the top civic challenges emerging in our Memphis 3.0 Comprehensive Plan: better transit and infrastructure.

Developing this transportation network will connect public and private investments totaling billions of dollars between Downtown Memphis and the University of Memphis, and along the Innovation Corridor including the Memphis Medical District, a recent HUD Choice Neighborhood Implementation Grant, and several large retail and hotel projects along Union Avenue. 2018 BUILD will help Memphis greatly accelerate goals to build density, spur infill development, increase access to transit and other modes of transportation, and most of all getting more of our citizens to work.

Thank you for this opportunity. We appreciate your favorable consideration of the application.

Sincerely,

A handwritten signature in black ink that reads "Trey Moore".

Trey Moore  
Executive Director, Explore Bike Share