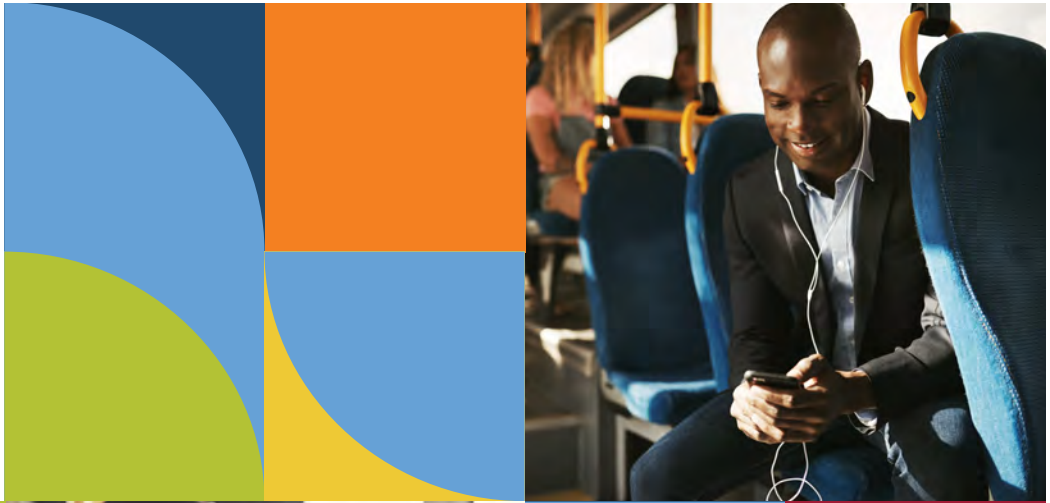


APPENDIX A

Letters of Support



Appendix A – Letters of Support

As demonstrated by the Letters of Support, the Memphis Innovation Corridor project has broad support from local, state, and federal officials; as well as leaders of development and industry. Please find the attached Letters of Support from the following:

- Honorable Lamar Alexander, United States Senator
- Honorable David Kustoff, United States House of Representatives
- Honorable Steve Cohen, United States House of Representatives
- Clay Bright, Commissioner, Tennessee Department of Transportation
- Fredrick W. Smith, Chairman of the Board and CEO of FedEx Corporation
- Jim Strickland, Mayor, City of Memphis, Tennessee
- Lee Harris, Mayor, Shelby County, Tennessee
- Michael C. Bisignano, Senior Vice President, ServiceMaster Company
- David McKinney, Vice President, AutoZone
- Robin Diaz, Senior Vice President, St. Jude Children's Research Hospital
- David Rudd, President, University of Memphis
- Dr. Tracy D. Hall, President, Southwest Tennessee Community College
- Kennard Brown, Executive Vice Chancellor, University of Tennessee Health Science
- Cato Johnson, Senior Vice President, Methodist LeBonheur Healthcare
- Beverly Robertson, President and CEO, Memphis Greater Chamber of Commerce
- Pragati Srivastava, Administrator, Memphis Urban Area MPO
- Jennifer Oswalt, President and CEO, Downtown Memphis Commission
- Thomas A. Pacello, President, Memphis Medical District Collaborative
- Reid Dulberger, President and CEO, Economic Development Growth Engine (EDGE)
- Scott Brockman, President and CEO, Memphis and Shelby County Airport Authority
- Kevin Kane, President and CEO, Memphis Tourism
- Teresa Sloyan, President, Hyde Family Foundations
- Ronald A. Belz, President, Belz Enterprises
- Robert E. Loeb, President, Loeb Properties
- Jason Spain, Executive Director, Tennessee Public Transportation Association (TPTA)
- Trey Moore, Executive Director, Explore Bike Share
- John Paul Schaffer, Executive Director, BLDG Memphis
- Brandon M. Wellfort, President and Executive Director, Memphis Bioworks Foundation
- Justin Entzminger, Executive Director, Innovate Memphis

United States Senate

WASHINGTON, DC 20510

July 15, 2019

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 Memphis Area Transit Authority tells 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

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

June 14, 2019

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 am writing to express my support for the City of Memphis and the Memphis Area Transit Authority (MATA) application for the 2019 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. A successful 2019 BUILD application will help Memphis to more quickly implement a planned public surface transportation project expected to spur further private investment and public use.

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 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.

I hope you will give all due consideration to the Memphis BUILD grant application. If you have any further questions or concerns, please feel free to contact me or my staff at (202) 225-4714.

Sincerely,



David Kustoff
Member of Congress

STEVE COHEN

9TH DISTRICT, TENNESSEE

2404 RAYBURN 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

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

July 15, 2019

COMMITTEE ON THE JUDICIARY
SUBCOMMITTEES:
CONSTITUTION AND CIVIL JUSTICE -
RANKING MEMBER
COURTS, INTELLECTUAL PROPERTY AND THE INTERNET

COMMITTEE ON TRANSPORTATION
AND
INFRASTRUCTURE
SUBCOMMITTEES:
AVIATION
HIGHWAYS AND TRANSIT
RAILROADS, PIPELINES, AND HAZARDOUS MATERIALS

COMMITTEE ON ETHICS

COMMISSION ON SECURITY AND
COOPERATION IN EUROPE
(U.S. HELSINKI COMMISSION)

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 2019 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. 2019 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 2019 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



**STATE OF TENNESSEE
DEPARTMENT OF TRANSPORTATION**

COMMISSIONER'S OFFICE
SUITE 700, JAMES K. POLK BUILDING
505 DEADERICK STREET
NASHVILLE, TENNESSEE 37243-1402
(615) 741-2848

CLAY BRIGHT
COMMISSIONER

BILL LEE
GOVERNOR

July 2, 2019

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

RE: Memphis, Tennessee and MATA 2019 BUILD Application

Dear Secretary Chao:

Please accept this letter of support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2019 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 Memphis.

A successful 2019 BUILD application will help Memphis accelerate the implementation of a planned public surface transportation project that is 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 services and help incentivize development that will fill the gaps in between areas of economic activity.

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 provides solutions to one of the top civic challenges emerging in the City's Memphis 3.0 Comprehensive Plan: better transit and infrastructure.

Thank you for making this grant opportunity available. The Tennessee Department of Transportation appreciates your favorable consideration of this application on behalf of the City of Memphis and MATA.

Sincerely,

A handwritten signature in blue ink, appearing to read "Clay Bright".

Clay Bright
Commissioner, Tennessee Department of Transportation



July 15, 2019

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

RE: MATA 2019 BUILD Application

Dear Secretary Chao:

On behalf of FedEx Corporation and over more than 500,000 global team members, I am pleased to support the application from Memphis Area Transit Authority (MATA) for the 2019 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant.

The proposed Memphis Innovation Corridor Project and Bus Rapid Transit route will serve as a corridor for one of Tennessee's largest network of employment centers, a direct link to the University of Memphis, and the centerpiece of the City's more frequent public transit network. Last year, FedEx proudly announced a new development project at the FedEx Express hub in Memphis as part of the company's continued investment in technology and operations to meet growing customer demand. Capital investment for the Memphis hub project is estimated to exceed \$1 billion over a six-year period.

In February, FedEx Logistics, a subsidiary of FedEx Corporation announced plans to move its global headquarters to downtown Memphis, just steps from the Bus Rapid Transit route. This announcement was a key commitment that adds to the growing momentum of downtown Memphis and the increasing importance of high quality transit service in Memphis.

As another example of our commitment to our headquarters community, last year FedEx Express, along with the University of Memphis, launched the Learning inspired by FedEx (LiFE) program, a new initiative that will allow almost 33,000 employees in the Memphis area the opportunity to earn a tuition-free degree from UofM Global.

Leveraging the existing investments from many area stakeholders, including FedEx, the Memphis Innovation Corridor has the ability to "absolutely, positively" be a transformative project. Thanks for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Frederick W. Smith". The signature is written in a cursive, flowing style.

FWS/lw
304412



JIM STRICKLAND
MAYOR

TENNESSEE

July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 2019 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. 2019 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,

Jim Strickland, Mayor



Shelby County Government

LEE HARRIS
MAYOR

July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 2019 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. 2019 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 for our application.

All the best,



Lee Harris

Shelby County Mayor

LH/di



The ServiceMaster Company

150 Peabody Place
Memphis, TN 38103-3720

Michael C. Bisignano

SVP General Counsel & Secretary

O: 901 597 1857 | M: 901 503 0227

michael.bisignano@servicemaster.com

July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 black ink, appearing to read "Michael C. Bisignano", with a long horizontal flourish extending to the right.

Michael C. Bisignano
Senior Vice President, General Counsel & Secretary



July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 more pedestrian and transit friendly environment for our AutoZoners, customers, business partners, and the overall community. As the city of Memphis grows, there is a substantial need for easily accessible transportation systems. The proposed Bus Rapid Transit (BRT) connecting the University District, Midtown, Medical Center, and Downtown helps to address that need and facilitates reduced traffic congestion, travel times, and addresses some environmental concerns. Receiving this grant would tremendously impact the future of transportation in the City of Memphis.

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

Sincerely,

A handwritten signature in blue ink, appearing to read "DMcKinney", enclosed within a large, loopy blue oval.

David McKinney
Vice President, Government & Community Relations
Customer Satisfaction

July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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,





Office of the President

341 Administration Building
Memphis, Tennessee 38152-3370

Office: 901.678.2234
Fax: 901.678.5065

www.memphis.edu

June 6, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 2019 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. 2019 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,

M. David Rudd
President

SOUTHWEST

TENNESSEE COMMUNITY COLLEGE

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

July 8, 2019

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

RE: Memphis, Tennessee and MATA 2019 BUILD Application

Dear 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 2019 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant.

Southwest Tennessee Community College is located in the Medical Center District, an area which is virtually in the center of the corridor in question. We have over 10,500 students, faculty and staff; and transportation mobility is a problem for them as they seek to enhance their economic circumstances through education and training. The Bus Rapid Transit route would be a great enhancement to enable the STCC community to greater utilize public transit and significantly reduce the use of personal vehicles and associated parking problems.

We are confident that the BUILD transportation grants would aid in improving the quality of life for our citizens as it would afford a more stable mode of transportation across our service area; reaching from the far suburbs to the city center. This will be a community effort and Southwest Tennessee Community College will support this effort in as many other ways as possible.

We look forward to working with the City of Memphis and MATA in this effort and respectfully request your strong consideration of this request.

Respectfully,



Dr. Tracy D. Hall
President

OFFICE OF THE PRESIDENT

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

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



Executive Vice Chancellor
62 South Dunlap Street
Memphis, TN 38163
T (901) 448-4797
F (901) 448-7750

Memphis

Knoxville

Chattanooga

Nashville

July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 Memphis. A successful 2019 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 in between areas of economic activity.

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 provides solutions to one of the top civic challenges emerging in the City's 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. 2019 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 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 'Kennard D. Brown', written over a horizontal line.

Kennard D. Brown
Executive Vice Chancellor and Chief Operations Officer



July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 BUILD Application Dear Secretary

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 2019 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.

Respectfully,

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

Cato Johnson
Sr. VP, Public Policy & Regulatory Affairs
Chief of Staff



GREATER MEMPHIS CHAMBER

July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant.

The proposed Bus Rapid Transit route will link our largest universities with the medical center and downtown Memphis. The Memphis Medical District has a concentration of over 55,000 students, employees and residents in a 2.6 mile area. The Memphis Medical Center is not only the region's largest major health care complex, it also houses a concentration of thousands of students attending the University of Tennessee, Southwest Tennessee Community College, and a number of hospital sponsored nursing and allied healthcare 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,



Beverly Robertson
President and CEO



Memphis MPO

METROPOLITAN PLANNING ORGANIZATION

Strengthening Regional Transportation

July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 2019 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. 2019 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



July 15, 2019

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

CENTER CITY DEVELOPMENT CORPORATION
CENTER CITY REVENUE FINANCE CORPORATION
DOWNTOWN PARKING AUTHORITY
DESIGN REVIEW BOARD

RE: Memphis, Tennessee and MATA 2019 BUILD Application

Dear Secretary Chao:

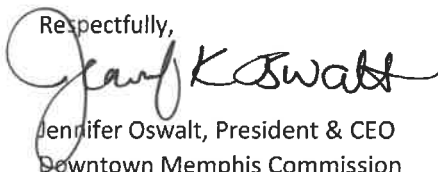
Please accept this expression of support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2019 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city with a land mass of 347 square miles and poverty rate above 26%, connecting 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 2019 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. 2019 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 Oswalt, President & CEO
Downtown Memphis Commission

THE CRUMP BUILDING
114 NORTH MAIN STREET
MEMPHIS, TN 38103
901.575.0540
DOWNTOWNMEMPHISCOMMISSION.COM



MEMPHIS MEDICAL DISTRICT

COLLABORATIVE

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MS. JENNIFER K. OSWALT
President, Downtown
Memphis Commission

MR. SAMMIE RIAR
President, Edge
Neighborhood Association

MR. RICHARD SHADYAC JR.
President & CEO, ALSAC

June 4, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 percent, connecting people to opportunity and growing economic activity, while addressing safety, infrastructure, and needs of the future. This is especially true in the Memphis Medical District, a 2.5 square mile area of the city that is home to eight medical, educational, and research institutions educating and employing more than 28,000 people.

A successful 2019 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.

2019 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



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

July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 2019 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.

2019 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,

Reid Dulberger
President & CEO

Reid Dulberger
President & CEO
Chief Economic Development Officer, Memphis/Shelby County
RDulberger@growth-engine.org

July 15, 2019

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

RE: MATA 2019 BUILD Application

Dear Secretary Chao:

Please accept this letter of support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2019 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 2019 BUILD application will help Memphis to 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. The 2019 BUILD will help Memphis greatly

accelerate goals to build density, spur infill development, increase access to transit and other modes of transportation, drive economic development 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 "Scott A. Brockman", with a long horizontal flourish extending to the right.

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



July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 2019 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. 2019 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", written over a light blue horizontal line.

Kevin Kane
President & CEO
Memphis Tourism



HYDE FAMILY FOUNDATIONS

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

July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 2019 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 significant public and private investments 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 project, and several large retail and hotel projects along Union Avenue. 2019 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,



Teresa Sloyan
President

July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 BUILD Application

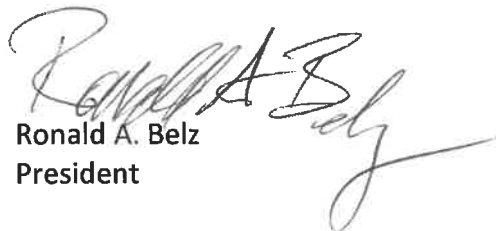
Dear Secretary Chao:

I am pleased to support the application from the City of Memphis and the Memphis Area Transit Authority (MATA) for the 2019 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant.

Belz Enterprises is a three-generation real estate development firm based in Memphis. We have played a central role in the revitalization of Downtown Memphis, the Medical Center and Midtown Memphis. The proposed Bus Rapid Transit (BRT) Route being proposed in the BUILD application, will serve these three geographic zones of Memphis and will help to better connect the thousands of jobs in these areas to the workers living throughout the City of Memphis. The BRT is expected to transfer a significant number of automobile riders to public transit, thereby reducing congestion and accidents in the Union Avenue corridor. The proposed BRT is anticipated to encourage new development and redevelopment in the Downtown, Medical Center and Midtown areas by leveraging the public funds for the BRT project with private development equity investment and financing.

Belz has worked with the City of Memphis and MATA for several years on the planning of the BRT project. We respectfully request that you give favorable consideration to our application and award the BUILD grant to Memphis.

Sincerely,



Ronald A. Belz
President

LOEB PROPERTIES

June 11, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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

June 17, 2019

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

RE: Memphis, Tennessee and MATA 2019 BUILD Application

Dear Secretary Chao:

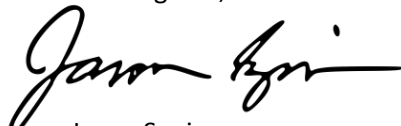
On behalf of the Board of Directors and 26 member agencies of the Tennessee Public Transportation Association, a statewide nonprofit organization dedicated to improving public transit in all Tennessee communities, I write in support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2019 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city like Memphis with a land mass of 347 square miles and poverty rate above 26%, connecting more citizens to opportunity and growing economic activity are top priorities. A successful 2019 BUILD application will help Memphis to more quickly implement a multimodal solution that utilizes the most promising technology and best practices to deliver transportation and help encourage development that will fill the gaps in between areas of economic activity.

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.

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. 2019 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 citizens to work.

Thank you for making this opportunity available to America's communities. I appreciate your leadership and consideration of this application.

Best regards,



Jason Spain
Executive Director



EXECUTIVE DIRECTOR

Trey Moore

John Paul Shaffer, Secretary
BLDG Memphis, Bike Walk TN

Justin Jamerson, Treasurer
Tennessee Department of Economic
and Community Development

Larry Fogarty
Methodist Le Bonheur Healthcare

Jaske (Jay) Goff
Downtown Memphis Commission

Porsche Stevens
Crosstown Arts

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Suzanne Carlson, Vice-Chair
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Roshun Austin
The Works CDC

Doug Carpenter
DCA

July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 BUILD Application

Dear Secretary Chao:

Please accept our support for the City of Memphis and Memphis Area Transit Authority (MATA) application for the 2019 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 2019 BUILD application will help Memphis to more quickly implement a planned public surface transportation project 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). 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 our 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. 2019 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". Below the signature, the name "Trey Moore" is printed in a black, sans-serif font.

Trey Moore
Executive Director, Explore Bike Share



July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 2019 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. 2019 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.

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 black ink that reads "John Paul Shaffer". The signature is written in a cursive, flowing style.

John Paul Shaffer, AICP

Executive Director



June 18, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 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 2019 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 2019 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 that reads "Brandon M. Wellford".

Brandon M. Wellford
President & Executive Director

20 South Dudley, Suite 900
Memphis, TN 38103
Office 901.866.1400
Fax 901.866.1401
www.memphisbioworks.org



July 15, 2019

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

RE: Memphis, Tennessee and MATA 2019 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 2019 Better Utilizing Investments to Leverage Development (BUILD) Transportation grant. In a sprawling city of 347 square miles and poverty rate above 26%, Memphians need better connections to opportunity and growing economic activity. Better, faster transit will prioritize safety, infrastructure and flexibility for future needs. A successful 2019 BUILD application will help Memphis quickly implement its Memphis 3.0 Transit Vision with a planned public surface transportation project expected to spur further private investment and public use.

The City of Memphis and MATA's BUILD grant will 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 high-frequency travel options to connect living wage jobs, quality educational opportunities, and affordable housing. It is also embedded in the Memphis 3.0 comprehensive plan Transit Vision Final Recommended Network. This Vision went through three rounds of public and stakeholder engagement to design a higher frequency transit network that will increase the average Memphian's access to jobs by 39 percent. For people of color, it increases jobs access 45 percent and for low income people, faster buses connect them to 49 percent more jobs.

The Innovation Corridor will serve as an east-west trunk line. It connects neighborhoods with other modes, such as streetcar service downtown; to bicycle and pedestrian projects such as the TIGER IV Main to Main grant and bike share system; and to existing transit service.

This investment provides solutions to one of the top challenges cited by citizens during the Memphis 3.0 Comprehensive Plan: better transit and infrastructure. The BUILD project will provide a multimodal solution with leading technology and best practices to help incentivize development that will fill the gaps of blight and chronic disinvestment. This transportation network will connect billions of dollars in public and private investments 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 large retail and hotel projects along Union Avenue.



Innovate Memphis partnered with the City of Memphis on Memphis 3.0 Transit Vision, and continues to partner on other neighborhood development with Downtown Memphis Commission and the Memphis Medical District. Our team also supports local civic tech projects, including a Smart City accelerator with two transportation-related technologies. Innovate Memphis has led our own mobility projects and supported projects by other agencies to better connect Memphians to jobs.

Innovate Memphis fully supports this application as a significant investment in transit 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.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Justin Entzminger', is written over a light blue horizontal line.

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