



JIM STRICKLAND  
City of Memphis Mayor



LEE HARRIS  
Shelby County Mayor

January 7, 2019

Reid Dulberger, CEO and President  
Economic Development Growth Engine  
Industrial Development Board of the  
City of Memphis and County of Shelby, Tennessee  
100 Peabody Place, Suite 1100  
Memphis, TN 38103

**Re: Payment-in-Lieu-of-Tax ("PILOT") Incentive for Pandrol USA, LP**

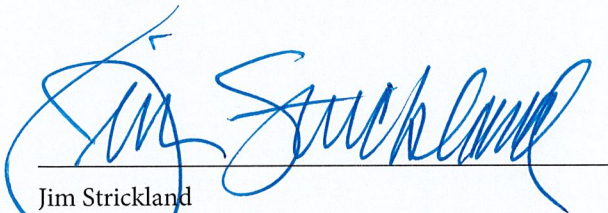
Dear Mr. Dulberger:

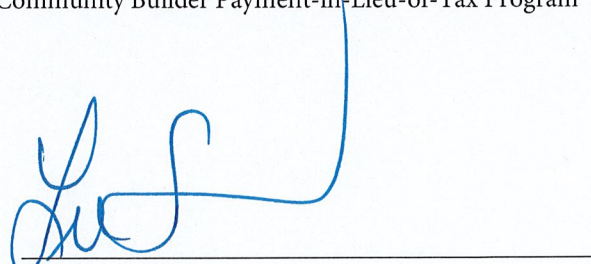
We are pleased to support the Community Builder PILOT for the Pandrol USA project and are designating 611 Winchester as a site eligible for the Community Builder program.

The parcel number is: 077017 00003

We appreciate the applicant's proposal to renovate the long vacant 233,060 square foot building, cause the remediation of environmental contamination, locate the company's North American headquarters and launch a manufacturing operation in this New Markets Tax Credit Eligible Census Tract and Qualified Opportunity Zone.

Because the proposed project will expand the local economy, spur investment and access to jobs in a distressed area, remove blight and improve the overall neighborhood quality of life, we approve of this project being presented to the Economic Development Growth Engine Industrial Development Board of the City of Memphis and County of Shelby, Tennessee (EDGE) for consideration pursuant to its Community Builder Payment-in-Lieu-of-Tax Program Policies and Procedures for a 15-year PILOT.

  
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Jim Strickland  
Mayor, City of Memphis

  
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Lee Harris  
Mayor, Shelby County