

November 30, 2018

Honorable Warren Gooch  
Mayor of Oak Ridge  
City Clerk  
200 South Tulane Avenue  
Oak Ridge, Tennessee 37831

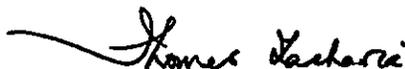
Dear Mayor Gooch:

**Skidmore, Owings and Merrill (SOM) Report**

On behalf of UT-Battelle, CNS, UCOR, and ORAU, please find enclosed the final report from Phil Enquist, a consulting partner with SOM, which represents nearly a year of collaboration with numerous community and business stakeholders. As federal contractors and major employers in Oak Ridge, we believe the vibrant, livable, mixed-use concepts represented in this report will spur city growth and also enable us to better attract and retain a future workforce that would consider making Oak Ridge their home.

As you move forward with the tremendous momentum in Main Street and bringing the Blueprint forward for adoption, please consider this input from our organizations along with the many other perspectives that have been gained through public meetings, workshops, and other forums. We are committed to coming alongside the City of Oak Ridge to ensure the future is as bright as the previous 75 years we have just celebrated. We thank you for your leadership and look forward to partnering with you in the years to come.

Sincerely,



Thomas Zacharia  
Director

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Enclosure

c: Andy Page, ORAU  
Ken Rueter, UCOR  
Jeff Smith, ORNL  
Morgan Smith, CNS  
Mark Watson, COR