

From: [Ash, Jay \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Re: Intro and Conclusion
Date: Thursday, October 12, 2017 7:59:37 AM

Whatever you say. I haven't seen the whole document I was just providing some input. Tell the one that's responsible for it if they don't come it's your fault!

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Ward Weeden, Aimee (EOHED)"
Date: 10/11/17 8:00 PM (GMT-05:00)
To: "Ash, Jay (EOHED)"
Subject: Intro and Conclusion

Okay so after much thought – what do you think about the following...

Keep welcome letter attached largely the same (cut out last sentence).

Then conclusion is:

Revolution or evolution, the Massachusetts story is a bit of both. We are pleased to respond to Amazon's search for a second North American headquarters. Amazon choosing to locate HQ2 here would certainly be the decision heard around the world. Such a selection would build upon the tremendous working relationship we already enjoy, while further enhancing what is recognized as one of the most robust innovation ecosystems anywhere in the world. You know us, and, in fact, you have significantly contributed to what makes Massachusetts second to none. That spirit of innovation you have promoted with research & development, advanced manufacturing and distribution operations here have enrich the ecosystem. You have contributed to the high quality of life our residents enjoy and augmented our workforce. For reasons from a to z, the further collaboration of Amazon and Massachusetts can make the impossible happen over and over again.

We welcome Amazon to be both revolutionists and evolutionists here in Massachusetts once again.

For any questions regarding our proposal, please contact our Secretary of Housing and Economic Development, Jay Ash, at 617-788-3650.

Rationale:

- 1.) We don't mention the shot heard round the world until Our Story – after the intro letter so there is no reference point.
- 2.) This does a good job of summarizing what they have already read but focuses on our partnership and what they already know as a MA business
- 3.) There is some concern that a long conclusion reiterating what was said will just add to the already long document – this is a nice tie-out...

Let me know – obviously defer to you. Either way – we should plan on getting letter to

Speaker and SP office tomorrow by mid-day. Need their okay by Friday at 12 latest!

Thank you.

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

[Tel: 617-788-3658](tel:617-788-3658)

[Cell: 617-356-3037](tel:617-356-3037)

From: [Vallarelli, Michael \(GOV\)](#)
To: [Doug Banks](#)
Cc: [Rosenberg, Shelby \(GOV\)](#); [Carolyn Jones](#); [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: Re: Amazon HQ2
Date: Thursday, October 12, 2017 9:12:02 AM

Hi Carolyn and Doug,

I would like to connect you with Aimee Ward who serves as Jay Ash's COS and Policy advisor. She is leading our response effort for HED. Also copied is Devon Goodall, who is coordinating our business community letters of support and testimonials.

After our meeting yesterday, we agreed that it would be very helpful to have your assistance. One thought was to be able to include up to date, relevant lists through a link that we would add to our private website that we are creating for Amazon only to view. I know Aimee will have other possible thoughts on how we can best work together. It is a short time line, so we do really appreciate your quick reply yesterday.

Best, Mike

Michael Vallarelli
Deputy Chief of Staff

michael.vallarelli@state.ma.us
617-483-3425 Mobile

On Oct 11, 2017, at 11:56 AM, Doug Banks <dbanks@bizjournals.com> wrote:

Hi Mike,
Good to chat just now. I'm copying Carolyn Jones here. She's our market president and publisher and is the best person for you to work with here.
Thanks for thinking of us.
Doug

—

Doug Banks
Executive Editor
Boston Business Journal
70 Franklin St., 8th Floor | Boston, MA 02110
617.330.1000 | 617.316.3221 direct
www.bizjournals.com/boston

<https://twitter.com/BosBizEditor>

www.facebook.com/BostonBusinessJournal

Exclusive news scoops and local business intelligence delivered free to your email inbox every business day at 8:00 am and 3:30 pm.

<http://www.bizjournals.com/boston/promo/bbj-ampm>

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Kaneb, Michael \(GOV\)](#)
Subject: Re: Culture (Quality of Life) Uploaded
Date: Thursday, October 12, 2017 9:59:42 AM

I'm sorry I am just getting you this.

This is what we have for conclusion - thoughts edits? Would like to send over to VHB asap and edit after as needed.

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For any questions regarding our proposal, please contact our Secretary of Housing and Economic Development, Jay Ash, at 617-788-3650.

Aimee
617-356-3037

Sent from my iPhone

On Oct 12, 2017, at 9:54 AM, Kaneb, Michael (GOV)
<michael.kaneb@MassMail.State.MA.US> wrote:

Done.

Incentives and a Redline from last week is now uploaded.

This section will require more work. I don't think it will change a lot, but you will see that there are blanks still to be filled in by others on the team. I assume that will get done over the next 48 hours.

From: Ng, Albert [<mailto:ANG@VHB.com>]
Sent: Thursday, October 12, 2017 9:44 AM
To: Kaneb, Michael (GOV)
Cc: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED)
Subject: RE: Culture (Quality of Life) Uploaded

Thanks, Michael!
Send that along as soon as you can.

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922

www.vhb.com

From: Kaneb, Michael (GOV) [<mailto:michael.kaneb@MassMail.State.MA.US>]

Sent: Thursday, October 12, 2017 9:40 AM

To: Ng, Albert <ANG@VHB.com>

Cc: Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>; Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>

Subject: Culture (Quality of Life) Uploaded

Albert:

I just uploaded this revised chapter—now called Quality of Life in Massachusetts. I also uploaded a redline to show changes from last week.

I will upload Incentives shortly. That plane just landed this morning.

Michael Kaneb

Deputy Counsel

Office of the Governor

State House Room 271

Boston, MA 02133

(617) 725-4043

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Vanasse Hangen Brustlin, Inc. | info@vhb.com

From: [Kennealy, Michael \(EOHED\)](#)
To: [Mike Cantalupa](#)
Subject: RE: Amazon River
Date: Thursday, October 12, 2017 10:34:08 AM
Attachments: [image001.png](#)

Thanks Mike!

Mike Kennealy
Assistant Secretary for Business Growth
The Commonwealth of Massachusetts
Executive Office of Housing & Economic Development
One Ashburton Place, Room 2101
Boston, MA 02108
Office: 617-788-3640
Cell: 617-634-4762
michael.kennealy@state.ma.us

From: Mike Cantalupa [mailto:mcantalupa@bostonproperties.com]
Sent: Wednesday, October 11, 2017 2:21 PM
To: Vallarelli, Michael (GOV) ; Kennealy, Michael (EOHED)
Cc: Ash, Jay (EOHED) ; Bosworth, Scott (DOT)
Subject: Amazon River

Mike V and Mike K, I am following up on my communication to Mike Vallarelli in which I described some additional work we did on a possible location for Amazon. The alternative we explored further is shown on the first page in the book we prepared for you last week. The development would commence with an office building at our Back Bay Station project and would then proceed east over MassDOT I-90 air rights. The further work we did provides for two NEW renderings which describe what the campus could possibly look like. Internally we have affectionately dubbed this the "Amazon River".

For your convenience I have also included the electronic version of page 1 and the project description both of which you have already seen. We are proceeding to communicate with the City on this as well in the hopes of having them identify the site as a preferred alternative. However, since the state controls the fee interest in the land we thought we should communicate with you directly first. Let me know if there is any more I can do.

Please confirm receipt. Thank you.

Michael A Cantalupa
Senior Vice President | Development
800 Boylston Street, Suite 1900
Boston, MA 02199-8103
O 617-236-3342 C 617-285-2383
mcantalupa@bostonproperties.com



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Thank you.

bxp

Boston
Properties

From: [Kennealy, Michael \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Amazon River
Date: Thursday, October 12, 2017 10:46:47 AM
Attachments: [image001.png](#)
[Back Bay Station Site Description.docx](#)

More from BP

Mike Kennealy

Assistant Secretary for Business Growth
The Commonwealth of Massachusetts
Executive Office of Housing & Economic Development
One Ashburton Place, Room 2101
Boston, MA 02108
Office: 617-788-3640
Cell: 617-634-4762
michael.kennealy@state.ma.us

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Thank you.

bxp

Boston
Properties

BACK BAY STATION/COLUMBUS CENTER SITE

LOCATION

Stretching from the MBTA Back Bay/South End station to Harrison Avenue, the roughly 12.3-acre site affords the opportunity to develop up to approximately 8.5 million square feet of commercial space.

Buildings from West to East	Floorplates	Floors	Office Area (SF)
A	Various	26	580,000
B	25,000	30	750,000
C	35,000	30	1,050,000
D	40,000	30	1,200,000
E	40,000	30	1,200,000
F	30,000	30	900,000
G	30,000	30	900,000
H	30,000	30	900,000
I	35,000	30	1,050,000
Total			8,530,000

SITE CONTROL

Located on air rights parcels spanning across I-90 and rail lines owned by MassDOT and the MBTA, respectively, the westernmost portion of the site situated immediately adjacent to Back Bay Station is already leased to Boston Properties. The remaining parcels are currently controlled by the Commonwealth and could be the subject of future air rights leases with Boston Properties.

PROXIMITY TO POPULATION CENTER

Located in very heart of the City of Boston, the site stretches approximately .66 miles, beginning in the commercial district of the Back Bay neighborhood, just a block from Copley Square, passing adjacent to the South End, Bay Village, and Chinatown neighborhoods, and terminating within walking distance from South Station in Downtown Boston. It connects both of Boston’s primary central business districts. Boston proper has a population of approximately 670,000 people, and the greater Boston MSA is home to approximately 4.7 million people.

PROXIMITY TO AIRPORT

The site offers extremely convenient access to Logan International Airport (10-15 minutes), from either the Silver Line at South Station or the I-90 East/Airport connection located at the eastern end of the site.

PROXIMITY TO MAJOR HIGHWAYS

The entirety of the site offers immediate access to I-90 West, and the eastern end of the site also affords immediate access to both I-90 East and West and to I-93 North and South. Both I-90 and I-93 connect to the inner beltway (I-95) and the outer beltway (I-495), putting the site in the center of the region’s primary highway infrastructure.

ACCESS TO MASS TRANSIT

The site is extremely well served by public transportation. The Back Bay/South End Station provides access to the MBTA Orange Line, four Commuter Rail Lines, AMTRAK (including Acela) and 9 local bus lines. South Station is the region's primary rail station and provides access to the MBTA Red and Silver Lines, eight Commuter Rail Lines, AMTRAK (including Acela) and 9 local bus lines in addition to the numerous and national regional bus lines that serve the adjacent South Station Bus Terminal.

In addition, both the Copley and Arlington Stations are within walking distance from the western and middle portions of the site and both provide access to the MBTA Green Line and numerous bus lines. Tufts Medical Center Station is located near the eastern end of the site and also provides access to the MBTA Orange and Silver Lines.

INFRASTRUCTURE

The site is connected to up to 5 broadband internet providers offering speeds of at least 1,000 mbps. In fact, the Massachusetts Turnpike (I-90) houses one of the most significant fiber-optic cable networks in the Commonwealth.

SUSTAINABILITY/UNIQUE SITE BENEFITS

While not without its technical challenges, this site affords the unique opportunity to erase the scar created by highway and rail infrastructure, stitching together the adjacent communities and historic neighborhoods, creating a sustainable and integrated new district in the center of Boston.

PHASE 1 LOCATION

An approximately 600,000 square foot headquarters building could be located on site A immediately adjacent to Back Bay/South End Station. Boston Properties anticipates that entitlements for this site will be delivered before the end of 2017 and the site could be shovel ready by early 2019.

From: [Ash, Jay \(EOHED\)](#)
To: [Kennealy, Michael \(EOHED\)](#)
Subject: FW: Amazon River
Date: Thursday, October 12, 2017 10:52:16 AM
Attachments: [image001.png](#)
[Back Bay Station Site Description.docx](#)

FYI

From: Mike Cantalupa [mailto:mcantalupa@bostonproperties.com]

Sent: Wednesday, October 11, 2017 2:21 PM

To: Vallarelli, Michael (GOV); Kennealy, Michael (EOHED)

Cc: Ash, Jay (EOHED); Bosworth, Scott (DOT)

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From: [Ash, Jay \(EOHED\)](#)
To: [Kennealy, Michael \(EOHED\)](#)
Subject: FW: Drone testing at Joint Base Cape Cod
Date: Thursday, October 12, 2017 10:55:09 AM

-----Original Message-----

From: Beatty, John [<mailto:jbeatty@Massdevelopment.com>]
Sent: Wednesday, October 11, 2017 9:13 AM
To: Ash, Jay (EOHED)
Cc: Ward Weeden, Aimee (EOHED)
Subject: Re: Drone testing at Joint Base Cape Cod

Jay

We currently have only had companies with DOD contracts use JBCC. Private companies are eligible to test and could utilize around 3000 acres of airspace in and around JBCC.

Naturally, our National guard does their UAV training there also.

R

John

Sent from my iPhone

On Oct 11, 2017, at 7:50 AM, Ash, Jay (EOHED)
<jay.ash@MassMail.State.MA.US<<mailto:jay.ash@MassMail.State.MA.US>>> wrote:

4 our Amazon Project, John, is there drone testing taking place there, and if so is it being done by a private company or by a military branch?

Sent from my Verizon, Samsung Galaxy smartphone

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: Fwd: Culture (Quality of Life) Uploaded
Date: Thursday, October 12, 2017 10:56:53 AM

Aimee
617-356-3037

Sent from my iPhone

Begin forwarded message:

From: "Ward Weeden, Aimee (EOHED)"
<aimee.ward@MassMail.State.MA.US>
Date: October 12, 2017 at 9:59:42 AM EDT
To: "Kaneb, Michael (GOV)" <michael.kaneb@MassMail.State.MA.US>
Subject: Re: Culture (Quality of Life) Uploaded

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Aimee
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Sent from my iPhone

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<michael.kaneb@MassMail.State.MA.US> wrote:

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To: Kaneb, Michael (GOV)

Cc: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED)

Subject: RE: Culture (Quality of Life) Uploaded

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Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922

www.vhb.com

From: Kaneb, Michael (GOV)

[<mailto:michael.kaneb@MassMail.State.MA.US>]

Sent: Thursday, October 12, 2017 9:40 AM

To: Ng, Albert <ANG@VHB.com>

Cc: Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>; Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>

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Michael Kaneb

Deputy Counsel

Office of the Governor

State House Room 271

Boston, MA 02133

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From: Lynn Oliveira
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: Fwd: Re: Fwd: Municipal Site Submission
Date: Thursday, October 12, 2017 11:11:37 AM
Attachments: [Municipality Application Template.docx](#)

Hi Devon,

Attached please find the Municipality Application Template and the introductory sentences below. Please contact me with any questions. Thank you!

The Southcoast/Riverfront site offers Amazon 501 acres of buildable land, which can accommodate 4.55+ MSF of build out. This site is unique in that it pulls from MA and RI labor pools to easily accommodate employment demands. Further, Fall River is home to the largest Amazon facility in MA.

Lynn Oliveira, Esq.

Economic Development Coordinator

Fall River Office of Economic Development

One Government Center, Fall River, MA 02722

508-324-2620

----- Original Message -----

From: "Kenfiolajr"

Sent: 10/12/2017 9:51:47 AM

To: l.oliveira@froed.org

Subject: Fwd: Municipal Site Submission

Kenneth Fiola, Jr. Esq.

Executive Vice President

Fall River Office of Economic Development

508-965-4942 (c)

508-324-2620 (o)

508-677-2840 (f)

-----Original Message-----

From: Goodall, Devon L (SEA) (SEA)

To: kenfiolajr

Sent: Wed, Oct 11, 2017 11:14 am

Subject: Municipal Site Submission

#AOLMsgPart_1.2_027e4bfb-9bc3-48bd-9376-2238af71f49f td{color: black;} @font-face {font-family:"Cambria Math"; panose-1:2 4 5 3 5 4 6 3 2 4;}@font-face {font-family:Calibri; panose-1:2 15 5 2 2 2 4 3 2 4;} .aolReplacedBody p.aolmail_MsoNormal,.aolReplacedBody li.aolmail_MsoNormal,.aolReplacedBody div.aolmail_MsoNormal {margin:0in; margin-bottom:.0001pt; font-size:11.0pt; font-family:"Calibri",sans-serif;} .aolReplacedBody a:link,.aolReplacedBody span.aolmail_MsoHyperlink {mso-style-priority:99; color:#0563C1; text-decoration:underline;} .aolReplacedBody a:visited,.aolReplacedBody span.aolmail_MsoHyperlinkFollowed {mso-style-priority:99; color:#954F72; text-decoration:underline;} .aolReplacedBody span.aolmail_EmailStyle17 {mso-style-type:personal-compose; font-family:"Calibri",sans-serif; color:windowtext;} .aolReplacedBody .aolmail_MsoChpDefault {mso-style-type:export-only; font-family:"Calibri",sans-serif;} @page WordSection1 {size:8.5in 11.0in; margin:1.0in 1.0in 1.0in 1.0in;} .aolReplacedBody div.aolmail_WordSection1 {page:WordSection1;}

Hi Ken,

Following up on our phone call, attached is the municipal site submission template to be filled out and returned to me. We are also asking for 1-2 sentences to introduce the site. Is it possible to get this back by the end of the day today?

Thanks!

Devon

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

E-mail: Devon.L.Goodall@state.ma.us

Municipality: Fall River/Freetown



Site Size (Acres)	501 (total): 95 in FR + 406 in Freetown
Full Buildout Capacity (Sq. Ft)	4.55+ MSF
Proximity to:	
Major Highway	Adjacent to Rt 79, 1.5 mi to Rt 195
Regional Train	25 mi to Commuter Rail, Rail extended to Fall River/Freetown in 2022
International Airport	25 mi to TF Green Airport, 54 mi to Logan International Airport
Local Tax Relief Available (Y/N)	YES
Ownership	Fall River: Fall River Redevelopment Authority/Freetown: Chruchill & Banks

From: [Kennealy, Michael \(EOHED\)](#)
To: [Kennealy, Michael \(EOHED\)](#)
Subject: G
Date: Thursday, October 12, 2017 11:13:06 AM
Attachments: [FILE_2974.pdf](#)
[ATT00001.txt](#)



Ann R. Klee
Vice President
Boston Development & Operations
41 Farnsworth Street
Boston, MA 02210
T +1 617 443 3004
ann.klee@ge.com

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporate Office Headquarters
1200 12th Avenue South, Suite 1200
Seattle, WA 98144

October 12, 2017

Dear Mr. Bezos,

A little over a year ago, GE relocated its corporate headquarters to Massachusetts. We think that many of the factors that led us to select Massachusetts – including its technologically-fluent workforce, innovation ecosystem, and rich, cultural environment – could also make the commonwealth the right home for Amazon's new "HQ2."

We knew that Massachusetts had world-class academic institutions, with more than 100 colleges and universities and nearly 350,000 students from all over the world. We knew that we would be surrounded by a vibrant business community leading in fields ranging from robotics to life sciences, and additive manufacturing to financial institutions. We knew that Logan Airport offered direct routes to over 100 global destinations daily. We knew that our employees would be able to enjoy excellent schools, sports, museums and music, as well as great recreation opportunities from the Berkshires to Boston Harbor.

We also knew of, and were truly impressed by, the strong bipartisan working relationship between Governor Baker, Mayor Walsh, and their respective teams. City and state officials were true partners in our relocation, in everything from site selection to permitting our new campus. And the partnership continued strong even after we made the move. Governor Baker and Mayor Walsh worked with us every step of the way so we were able to break ground on our new campus in record time.

Massachusetts, with its citizens, its institutions and its businesses, is an incredibly welcoming state. Over the past year, we've been hard at work becoming active partners and contributing members of the academic, business and philanthropic communities across the commonwealth. A few examples are below. There are many more opportunities that Massachusetts can offer a company like Amazon.

Massachusetts has a great talent pool. We've been able to partner with some of the best, most creative minds in the world to develop next-generation technologies and build the skills sets for the future of work. At MIT, for example, we're co-developing clean energy solutions and microgrid technology; at Northeastern University, we're co-creating an advanced manufacturing degree for non-traditional learners; and in collaboration with Partners HealthCare, we've launched a project to integrate artificial intelligence to improve patient outcomes.

Massachusetts' innovation ecosystem attracts top entrepreneurs and start-up companies. We've already invested in 11 local startups in the healthcare, energy, advanced manufacturing and enterprise areas, and we've launched new startups like Avitas Systems, which is focused on transforming inspection services with advanced robotics, data analytics and artificial intelligence.

Our employees have quickly integrated into the fabric of the community, serving on the boards of over 30 of the most respected organizations across Massachusetts, volunteering thousands of hours with nonprofit organizations, and taking advantage of everything that the state has to offer.

All of us at GE are proud to call Massachusetts home. We know the state welcomes the opportunity to make it Amazon's new home as well. If we can help you in your decision-making process, or share our experience, please let us know.

Sincerely,

A handwritten signature in black ink that reads "ARKL".

Ann R. Klee

From: [Kennealy, Michael \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: GE Letter
Date: Thursday, October 12, 2017 11:20:50 AM
Attachments: [FILE_2974.pdf](#)

Attached - looks good.

Mike Kennealy
Assistant Secretary for Business Growth
The Commonwealth of Massachusetts
Executive Office of Housing & Economic Development
One Ashburton Place, Room 2101
Boston, MA 02108
Office: 617-788-3640
Cell: 617-634-4762
michael.kennealy@state.ma.us



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Chief Executive Officer
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Sincerely,

A handwritten signature in black ink that reads "ARKL".

Ann R. Klee

From: [Ash, Jay \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Kennealy, Michael \(EOHED\)](#)
Subject: Union Point
Date: Thursday, October 12, 2017 12:02:14 PM

Evidence of the innovative spirit of Massachusetts can be found in many sectors and advanced by many people. We have terrific industries, further growing burgeoning ecosystems, which are supported by a talented workforce and many of the brightest minds working in institutions. Massachusetts remains #1 in innovation in large part because of the collaboration and connectivity of our stakeholders in that ecosystem.

That innovation can also be found in communities; in fact, more than one-third of our cities and towns have at least one innovation space, and more than two-dozen hubs of innovation, defined as communities with three or more innovation partners, are driving exploration and discovery on the local level.

Among many interesting and accomplishing places in Massachusetts, Union Point is noteworthy because of its uniqueness. A former naval air station of some 1,600 acres spread across three communities and governed cooperatively, Union Point has emerged as a place of interest for many looking for an exciting place to live, work and play. In fact, numerous national and international companies looking to establish themselves or expand further are actively considering all that Union Point has to offer. Those offerings include that local government cooperation, great public and roadway access, and an innovative development team that is producing remarkable results.

Communities around the commonwealth are truly excited about all they are accomplishing and how their future may align with your company and your HQ2 project. Union Point contains much promise and will surely be the place that more and more businesses, institutions and people call home. I am pleased that they are presenting to you what will surely be an impressive response to your solicitation for your second North American headquarters.

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Lepore, Kristen \(GOV\)](#)
Cc: [Buckley, Timothy \(GOV\)](#); [Ash, Jay \(EOHED\)](#)
Subject: Draft letter
Date: Thursday, October 12, 2017 12:49:09 PM
Attachments: [Gov. letter 2.docx](#)

Hi Kristen,

As we discussed last night, here is a draft letter requested by Union Point for the Governor's consideration.

Please give me a call if you have questions.

Thank you,

Aimee

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

[Tel: 617-788-3658](tel:617-788-3658)

[Cell: 617-356-3037](tel:617-356-3037)

Mr. Jeffrey P. Bezos
Chairman and Chief Executive Officer
Amazon.com, Inc.
410 Terry Avenue North
Seattle, WA 98109-5210

Dear Mr. Bezos,

Massachusetts's innovative spirit can be found in many sectors; and it is advanced by many people. We have terrific industries and burgeoning ecosystems that are supported by a world-class workforce. Massachusetts remains number one in innovation in large part because of the collaboration and connectivity of the stakeholders in our ecosystem.

Examples of this innovation culture can be found in our communities; in fact, more than one-third of our cities and towns have at least one innovation space, and more than two-dozen are hubs of innovation, defined as communities with three or more innovation partners. These innovation spaces are driving exploration and discovery on the local level.

Among many interesting and accomplishing places in Massachusetts, Union Point is noteworthy because of its uniqueness. A former naval air station of some 1,600 acres spread across three communities and governed cooperatively, Union Point has emerged as a place of interest for many looking for an exciting place to live, work and play. In fact, numerous national and international companies looking to establish themselves or expand further are actively considering all that Union Point has to offer. Those offerings include, local government cooperation, great public and roadway access, and an innovative development team that is producing remarkable results.

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Charles D. Baker
Governor

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Rosenberg, Shelby \(GOV\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#); [Servetnick, Adrian \(EOHED\)](#)
Subject: Re: Reaching Out
Date: Thursday, October 12, 2017 12:53:48 PM

This is long. Can we use the first one?

Devon Goodall
617-413-6058

On Oct 12, 2017, at 12:26 PM, Rosenberg, Shelby (GOV)
<shelby.rosenberg@MassMail.State.MA.US> wrote:

Hi all,
Sorry for the confusion.
Here is the final quote WPI has submitted.
Thanks,
Shelby

From: Brangan Mell, Eileen [<mailto:ebmell@wpi.edu>]
Sent: Thursday, October 12, 2017 12:25 PM
To: Rosenberg, Shelby (GOV)
Cc: Siegel, Kyle R; Morton, Amy M; Flavin, Stephen P; Looft, Linda C; Deiana, Maureen; Duffy, Alison M
Subject: RE: Reaching Out

Hi Shelby,
With sincere apologies for any confusion, I would like to submit this as the final quote from President Leshin for your proposal:
“At Worcester Polytechnic Institute we are committed to educating the next generation of STEM leaders through a hands-on, project-based approach. This strong connection to real-world problems enables our students and faculty to develop new solutions and rapidly deploy them across the world to solve the toughest challenges people face. Our success has led to many public-private partnerships, the most recent being PracticePoint, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This collaborative effort between the Commonwealth, GE Life Sciences, UMass Medical School, MITRE, and WPI is a single example of how Massachusetts has been so successful at nurturing innovation and entrepreneurship – we blend ambitious goals with effective policy, support and cross-disciplinary, solutions-oriented collaboration.”
Please let me know if you have any questions or concerns.
Thanks again,
Eileen

Eileen Brangan Mell
Associate Chief Communications Officer
Division of Marketing & Communications

Worcester Polytechnic Institute
100 Institute Road, Worcester, MA 01609-2280
508-831-6785 (O)
774-437-8767 (M)
ebmell@wpi.edu

From: Brangan Mell, Eileen
Sent: Wednesday, October 11, 2017 9:13 PM

To: Rosenberg, Shelby (GOV) <shelby.rosenberg@state.ma.us>
Cc: Siegel, Kyle R <krsiegel@wpi.edu>; Morton, Amy M <ammorton@wpi.edu>;
Flavin, Stephen P <sflavin@wpi.edu>; Looft, Linda C <lclooft@wpi.edu>; Deiana,
Maureen <mdeiana@wpi.edu>; Duffy, Alison M <amduffy@wpi.edu>
Subject: Re: Reaching Out

Hi Shelby,

Thanks for everything... I've made a few tweaks to the quote that you developed, and this has now been approved for your use:

"A Worcester Polytechnic Institute (WPI) education balances theory and practice and empowers students to apply their knowledge to help solve real problems around the globe. Our professors and researchers also work diligently to develop solutions to some of the world's toughest challenges. The expertise here has led to many public-private partnerships, the most recent being between the state, GE Life Sciences, UMass Medical School, MITRE, for PracticePoint at WPI, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This is just one example of how Massachusetts blends ambitious goals with effective policy and broad collaboration to nurture innovation and entrepreneurship."

- Laurie A. Leshin

President

Worcester Polytechnic Institute

Hope this helps. Please let me know if you have any questions or concerns.

Sincerely,

Eileen

Sent from my iPad

On Oct 11, 2017, at 6:44 PM, Rosenberg, Shelby (GOV)
<shelby.rosenberg@state.ma.us> wrote:

Hi Eileen,

It's nice to e-meet you. Thank you for following up this evening.

I definitely do appreciate your transparency. While the quote used for Worcester was great, we would probably not use it at this time.

Would it be possible for us to use the pre-written quote below as it has a broader focus:

"Here at Worcester Polytechnic Institute we deliver an education that balances theory and practice, and it enables our students and professors to develop new technologies and scale it across the world to solve the toughest challenges people face. Our success led to a partnership between the state, GE Life Sciences, UMass Medical School, MITRE, and WPI to invest in PracticePoint, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This is a single example of why Massachusetts has been so successful at nurturing innovation and entrepreneurship – we blend ambitious goals with effective policy and broad collaboration."

Thank you,

Shelby

From: Brangan Mell, Eileen <ebmell@wpi.edu>

Sent: Wednesday, October 11, 2017 5:37 PM

To: Rosenberg, Shelby (GOV)

Cc: Siegel, Kyle R; Morton, Amy M; Flavin, Stephen P; Looft, Linda C; Deiana, Maureen; Duffy, Alison M

Subject: RE: Reaching Out

Dear Shelby,

My name is Eileen Mell, and I head up communications for WPI. Your request for a quote just reached me, and I wanted to let you know that we provided the following to the city of Worcester for their proposal; I hope it's not gauche of me to tell you that... my goal is transparency:

“The innovation economy is part of the fabric of Massachusetts, Worcester and WPI. We share many common interests and strengths with Amazon, and we have the potential and the expertise needed to help them thrive. WPI would relish the opportunity to provide them with access to - and development of - top talent, and to connect them to our amazing students and alumni.”

That quote was developed in such a way that it would resonate with Amazon's interest areas and our strengths. Please let me know if it's appropriate to use the same one, or if that would be considered poor form.

If you do think it would be inappropriate, in the interest of time I am also providing a quote from Stephen Flavin, Vice President of Academic and Corporate Engagement, that was recently shared with a *Worcester Business Journal* reporter for an upcoming article because it might also work for your purposes:

“As a leading technological university, WPI has many strengths in common with Amazon, and we have numerous alumni working with the company. We are excited that Amazon's search for a location for a second headquarters has so energized communities across the nation to proudly highlight their own strengths, and that the intensity of these discussions points to the importance of STEM-related industries to our economy. WPI is of course open to discussing the potential partnerships and opportunities a company of Amazon's size and reputation could bring to the city, region, or state.”

I look forward to your feedback.

Sincerely,

Eileen

Eileen Brangan Mell

Associate Chief Communications Officer

Division of Marketing & Communications

Worcester Polytechnic Institute

100 Institute Road, Worcester, MA 01609-2280

508-831-6785 (O)
774-437-8767 (M)
ebmell@wpi.edu

From: Rosenberg, Shelby (GOV)
[<mailto:shelby.rosenberg@state.ma.us>]
Sent: Wednesday, October 11, 2017 3:24 PM
To: Pasha, Stephanie <spasha@wpi.edu>
Subject: Reaching Out

Hi Stephanie,

I hope all is well with you!

I'm writing today as we are putting together a proposal for Amazon HQ2 and would love for President Leshin and WPI to have a quote in it.

We came up with an example that the President might like. You may also use this quote as is, which might be easier.

“Here at Worcester Polytechnic Institute we deliver an education that balances theory and practice, and it enables our students and professors to develop new technologies and scale it across the world to solve the toughest challenges people face. Our success led to a partnership between the state, GE Life Sciences, UMass Medical School, MITRE, and WPI to invest in PracticePoint, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This is a single example of why Massachusetts has been so successful at nurturing innovation and entrepreneurship – we blend ambitious goals with effective policy and broad collaboration.”

I do just need to mention that the turn around on this is extremely tight. I was hoping that we could have this by the end of today, if not early tomorrow morning.

I appreciate your help with this!

Thank you,

Shelby

Shelby Rosenberg

Project Manager

Office of the Governor

State House, Room 360

Tel: 617-725-4000

Email: Shelby.Rosenberg@state.ma.us

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Rosenberg, Shelby \(GOV\)](#)
Subject: RE: Reaching Out
Date: Thursday, October 12, 2017 1:03:53 PM

"A Worcester Polytechnic Institute (WPI) education balances theory and practice and empowers students to apply their knowledge to help solve real problems around the globe. Our professors and researchers also work diligently to develop solutions to some of the world's toughest challenges. The expertise here has led to many public-private partnerships, the most recent being between the state, GE Life Sciences, UMass Medical School, MITRE, for PracticePoint at WPI, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This is just one example of how Massachusetts blends ambitious goals with effective policy and broad collaboration to nurture innovation and entrepreneurship."

- Laurie A. Leshin

President

Worcester Polytechnic Institute

From: Rosenberg, Shelby (GOV)

Sent: Thursday, October 12, 2017 12:26 PM

To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD); zzPetrillo, Adriana (MOITI)

Subject: FW: Reaching Out

Hi all,

Sorry for the confusion.

Here is the final quote WPI has submitted.

Thanks,

Shelby

From: Brangan Mell, Eileen [<mailto:ebmell@wpi.edu>]

Sent: Thursday, October 12, 2017 12:25 PM

To: Rosenberg, Shelby (GOV)

Cc: Siegel, Kyle R; Morton, Amy M; Flavin, Stephen P; Looft, Linda C; Deiana, Maureen; Duffy, Alison M

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774-437-8767 (M)
ebmell@wpi.edu

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Cc: Siegel, Kyle R <krsiegel@wpi.edu>; Morton, Amy M <ammorton@wpi.edu>; Flavin, Stephen P <sflavin@wpi.edu>; Looft, Linda C <lclooft@wpi.edu>; Deiana, Maureen <mdeiana@wpi.edu>; Duffy, Alison M <amduffy@wpi.edu>

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Cc: Siegel, Kyle R; Morton, Amy M; Flavin, Stephen P; Looft, Linda C; Deiana, Maureen; Duffy, Alison M

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Eileen

Eileen Brangan Mell

Associate Chief Communications Officer
Division of Marketing & Communications

Worcester Polytechnic Institute

100 Institute Road, Worcester, MA 01609-2280
508-831-6785 (O)
774-437-8767 (M)
ebmell@wpi.edu

From: Rosenberg, Shelby (GOV) [<mailto:shelby.rosenberg@state.ma.us>]

Sent: Wednesday, October 11, 2017 3:24 PM

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Shelby

Shelby Rosenberg

Project Manager

Office of the Governor

State House, Room 360

Tel: 617-725-4000

Email: Shelby.Rosenberg@state.ma.us

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Kaneb, Michael \(GOV\)](#); [Vladeck, Abigail \(GOV\)](#)
Subject: RE: Culture (Quality of Life) Uploaded
Date: Thursday, October 12, 2017 1:06:29 PM

Ok – I made further edits. In dropbox now!

Welcome letter has also been further edited – please review that. You will notice I stole the Shot heard round the world from our story – so we will need to edit that out of Our Story.

Happy to talk.

Aimee

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

[Tel: 617-788-3658](tel:617-788-3658)

[Cell: 617-356-3037](tel:617-356-3037)

From: Kaneb, Michael (GOV)

Sent: Thursday, October 12, 2017 12:07 PM

To: Vladeck, Abigail (GOV); Ward Weeden, Aimee (EOHED)

Subject: RE: Culture (Quality of Life) Uploaded

I am working on updating Our Story this afternoon.

Thanks, Abi.

From: Vladeck, Abigail (GOV)

Sent: Thursday, October 12, 2017 12:04 PM

To: Ward Weeden, Aimee (EOHED)

Cc: Kaneb, Michael (GOV)

Subject: FW: Culture (Quality of Life) Uploaded

Aimee-

Mike asked me to take a stab at edits to what you sent. There is a draft now in DropBox. Let me know your thoughts.

Abu

From: Kaneb, Michael (GOV)

Sent: Thursday, October 12, 2017 11:25 AM

To: Vladeck, Abigail (GOV)

Subject: FW: Culture (Quality of Life) Uploaded

From: Ward Weeden, Aimee (EOHED)

Sent: Thursday, October 12, 2017 10:00 AM

To: Kaneb, Michael (GOV)

Subject: Re: Culture (Quality of Life) Uploaded

I'm sorry I am just getting you this.

This is what we have for conclusion - thoughts edits? Would like to send over to VHB asap and edit after as needed.

Revolution or evolution, the Massachusetts story is a bit of both. We are pleased to respond to Amazon's search for a second North American headquarters. Amazon choosing to locate HQ2 here would certainly be the decision heard around the world. Such a selection would build upon the tremendous working relationship we already

enjoy, while further enhancing what is recognized as one of the most robust innovation ecosystems anywhere in the world.

You know us, and, in fact, you have significantly contributed to what makes Massachusetts second to none. That spirit of innovation you have promoted with research & development, advanced manufacturing and distribution operations here have enrich the ecosystem. You have contributed to the high quality of life our residents enjoy and augmented our workforce.

For reasons from a to z, the further collaboration of Amazon and Massachusetts can make the impossible happen over and over again.

We welcome Amazon to be both revolutionists and evolutionists here in Massachusetts once again.

For any questions regarding our proposal, please contact our Secretary of Housing and Economic Development, Jay Ash, at 617-788-3650.

Aimee

617-356-3037

Sent from my iPhone

On Oct 12, 2017, at 9:54 AM, Kaneb, Michael (GOV) <michael.kaneb@MassMail.State.MA.US> wrote:

Done.

Incentives and a Redline from last week is now uploaded.

This section will require more work. I don't think it will change a lot, but you will see that there are blanks still to be filled in by others on the team. I assume that will get done over the next 48 hours.

From: Ng, Albert [<mailto:ANG@VHB.com>]

Sent: Thursday, October 12, 2017 9:44 AM

To: Kaneb, Michael (GOV)

Cc: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED)

Subject: RE: Culture (Quality of Life) Uploaded

Thanks, Michael!

Send that along as soon as you can.

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922

www.vhb.com

From: Kaneb, Michael (GOV) [<mailto:michael.kaneb@MassMail.State.MA.US>]

Sent: Thursday, October 12, 2017 9:40 AM

To: Ng, Albert <ANG@VHB.com>

Cc: Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>; Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>

Subject: Culture (Quality of Life) Uploaded

Albert:

I just uploaded this revised chapter—now called Quality of Life in Massachusetts. I also uploaded a redline to show changes from last week.

I will upload Incentives shortly. That plane just landed this morning.

Michael Kaneb

Deputy Counsel

Office of the Governor
State House Room 271
Boston, MA 02133
(617) 725-4043

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Vanasse Hangen Brustlin, Inc. | info@vhb.com

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Brian Noyes](#)
Subject: RE: Berkshire Eagle follow up on Middle Mile connection
Date: Thursday, October 12, 2017 1:14:49 PM

Hi Brian,

Did you previously send up an end of day report noting media inquiries? It would be helpful to be able to give folks a heads up before stories come out.

Here's a sample of the EOD – not sure if you guys get it or not...but it's basically a short write up of the request and response.

Press Inquiries:

Boston Herald

(Tomorrow) Jordan Graham saw a story in which the Mayor of Haverhill was quoted as saying the Merrimack Valley bid has been sent to the state which will be sending the bid to Amazon. He asked if that was accurate and whether it's a change from when the Gov said cities and towns are free to submit their bids individually? <http://www.whav.net/cms/mayor-unveils-new-details-about-regions-bid-for-amazon-hq2/> HED response is pending.

Boston Globe

(Tomorrow) Jon Chesto is writing about a letter circulating among the tech business community endorsing Mass. as a great place to do business. He asked for a copy of the letter and was instructed to file a PRR through the portal. HED provided this STATEMENT: "The Baker-Polito Administration is aggressively pursuing the Amazon project by working with local officials from across Massachusetts, our partners in the legislature and the business community to demonstrate why the Commonwealth's nation leading schools and highly skilled workforce are the best fit for Amazon." – Billy Pitman, Governor's Press Secretary

Boston Globe

(TBD) Reporter Priyanka McCluskey inquiring about approved health insurance rates by DOI. She was given the rate chart and DOI's statement and background as well as enrollment numbers by carrier in the merged market.

Boston Business Journal

(TBD) Reporter Jessica Bartlett inquiring about approved health insurance rates by DOI. She was given the rate chart and DOI's statement and background as well as enrollment numbers by carrier in the merged market.

WBUR-FM

(TBD) Reporter Martha Bebinger inquiring about approved health insurance rates by DOI. She was given the rate chart and DOI's statement and background as well as enrollment numbers by carrier in the merged market.

Springfield Republican

(TBD) Reporter Peter Goonan inquiring about why 911 cell phone calls get routed to the nearest state police barracks and not to local police. The reporter was directed to the state's 911 department via EOPS.

Coming up at HED:

10/6 – Governor Baker and Sec Ash will announced M2I2 awards at UMass Amherst

Thanks,
Michelle
Michelle Hillman
Director of Communications and Media Relations
Executive Office of Housing and Economic Development
One Ashburton Place
Boston, MA 02108
617-788-3652 (office)
857-895-1162 (cell)

From: Brian Noyes [mailto:noyes@masstech.org]
Sent: Thursday, October 12, 2017 11:50 AM
To: Frazier, Ricks (EOHED) ; Michael Baldino ; Dave Charbonneau
Cc: Kirk, Carolyn (EOHED) ; Tim Connelly ; Hillman, Michelle M. (EOHED)
Subject: RE: Berkshire Eagle follow up on Middle Mile connection

All,

Flagging that the *Berkshire Eagle's* article on the Middle Mile legal issues posted today as the cover story. Linked below and screenshot of the cover is attached to his email:

<http://www.berkshireeagle.com/stories/state-cant-gain-access-to-its-own-network,521759>

As it notes, we declined official comment, but Parnass utilized the public court filings for this piece. I did speak to Parnass off the record to make sure he had the key filings and to gauge his overall narrative of what has happened recently. Let me know if any questions/concerns.

Cc'ing Michelle Hillman for awareness.

Brian

From: Brian Noyes
Sent: Tuesday, October 10, 2017 11:49 AM
To: 'Frazier, Ricks (EOHED)' <ricks.frazier@MassMail.State.MA.US>; Michael Baldino <baldino@masstech.org>; Dave Charbonneau <charbonneau@masstech.org>
Cc: Kirk, Carolyn (EOHED) <carolyn.kirk@state.ma.us>; Tim Connelly <connelly@masstech.org>
Subject: Berkshire Eagle follow up on Middle Mile connection

[Adding Carolyn Kirk and Tim to this distribution for awareness]

Ricks/Michael/Dave,

Just received follow up from Larry Parnass on the Middle Mile access issue.

OK if I share with him the line from Ricks – that “we are awaiting a ruling from the District Court on access” and no more?

I can also call him to get intel on the tone/tenor of tomorrow's article, to make sure he isn't going to freak out the customers of the network.

Brian Noyes

From: Lawrence Parnass [mailto:lparnass@berkshireeagle.com]

Sent: Tuesday, October 10, 2017 11:37 AM

To: Brian Noyes <noyes@masstech.org>

Subject: middle mile

Brian,

Please tell me whether MassTech has resolved the issue of gaining access to the network. The docket in US District Court details a long effort to win access to the Springfield facility to connect a cable ... Story running tomorrow on that.

thanks, Larry

--

Larry Parnass

Investigations Editor, The Berkshire Eagle

Think global. Read local. Support local journalism: [Subscribe to us](#)

413-496-6214

cell: 413-588-8341

@larryparnass

www.berkshireeagle.com

75 South Church St.

Pittsfield MA 01201

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Wehrs, Brianna \(GOV\)](#)
Subject: FW: Draft letter
Date: Thursday, October 12, 2017 1:29:03 PM
Attachments: [Gov letter 2.docx](#)

Sorry I should have copied you!

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ward Weeden, Aimee (EOHED)
Sent: Thursday, October 12, 2017 12:49 PM
To: Lepore, Kristen (GOV)
Cc: Buckley, Timothy (GOV); Ash, Jay (EOHED)
Subject: Draft letter

Hi Kristen,

As we discussed last night, here is a draft letter requested by Union Point for the Governor's consideration.

Please give me a call if you have questions.

Thank you,

Aimee

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

Mr. Jeffrey P. Bezos
Chairman and Chief Executive Officer
Amazon.com, Inc.
410 Terry Avenue North
Seattle, WA 98109-5210

Dear Mr. Bezos,

Massachusetts's innovative spirit can be found in many sectors; and it is advanced by many people. We have terrific industries and burgeoning ecosystems that are supported by a world-class workforce. Massachusetts remains number one in innovation in large part because of the collaboration and connectivity of the stakeholders in our ecosystem.

Examples of this innovation culture can be found in our communities; in fact, more than one-third of our cities and towns have at least one innovation space, and more than two-dozen are hubs of innovation, defined as communities with three or more innovation partners. These innovation spaces are driving exploration and discovery on the local level.

Among many interesting and accomplishing places in Massachusetts, Union Point is noteworthy because of its uniqueness. A former naval air station of some 1,600 acres spread across three communities and governed cooperatively, Union Point has emerged as a place of interest for many looking for an exciting place to live, work and play. In fact, numerous national and international companies looking to establish themselves or expand further are actively considering all that Union Point has to offer. Those offerings include, local government cooperation, great public and roadway access, and an innovative development team that is producing remarkable results.

Communities around the Commonwealth are truly excited about all they are accomplishing and how their future may align with your company and your HQ2 project. Union Point contains much promise and will surely be the place that more and more businesses, institutions and people call home. I am pleased that they are presenting to you a response to your solicitation for your second North American headquarters.

Charles D. Baker
Governor

From: [Kennealy, Michael \(EOHED\)](#)
To: [Lisa Marrone](#)
Cc: [Dean Mazzarella](#); [William Mitchell](#); [Greg Chapdelaine](#); [Wendy Wiiks](#); [Kristen Kelly](#)
Subject: RE: City of Leominster - Amazon HQ2 Site Options
Date: Thursday, October 12, 2017 1:33:16 PM

Ok thanks

Mike Kennealy

Assistant Secretary for Business Growth
The Commonwealth of Massachusetts
Executive Office of Housing & Economic Development
One Ashburton Place, Room 2101
Boston, MA 02108
Office: 617-788-3640
Cell: 617-634-4762
michael.kennealy@state.ma.us

From: Lisa Marrone [mailto:lmarrone@leominster-ma.gov]
Sent: Thursday, October 12, 2017 1:25 PM
To: Kennealy, Michael (EOHED)
Cc: Dean Mazzarella ; William Mitchell ; Greg Chapdelaine ; Lisa Marrone ; Wendy Wiiks ; Kristen Kelly
Subject: City of Leominster - Amazon HQ2 Site Options

Hi Mr. Kennealy,

Please find attached a submittal on behalf of Mayor Mazzarella from the City of Leominster for consideration towards the Amazon HQ2 Request for Proposal. We are preparing an in-depth response on these specific locations for Amazon and their Office of Economic Development as well.

If you have any questions or concerns regarding the attached, please feel free to contact the Mayor anytime or reach out to any member of the working group for this project;

Mayor Mazzarella, dmazzarella@leominster-ma.gov

Bill Mitchell, Chief Assessor wmitchell@leominster-ma.gov

Greg Chapdelaine, Purchasing Agent gchapdelaine@leominster-ma.gov

Lisa Marrone, Economic Development lmarrone@leominster-ma.gov

Wendy Wiiks, Grant Administrator wwiiks@leominster-ma.gov

Kristen Kelly, Planning Director kkelly@leominster-ma.gov

Sincerely,

Lisa Marrone

Economic Development Coordinator

Leominster Planning Department

lmarrone@leominster-ma.gov

(978) 534-7525 x257

<https://www.linkedin.com/in/lisa-marrone-03713114/>



From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#); [Thomas, Steve](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: FW: City of Leominster - Amazon HQ2 Site Options
Date: Thursday, October 12, 2017 1:37:44 PM
Attachments: [Amazon Site Options - City of Leominster.pdf](#)

This is a head's up that we will be adding a Leominster site. We are asking for the one to highlight and text and will send it to you ASAP!

For the Boston sites – I will be getting the additional info at 3:30pm today. Is it ok to give you a flash drive at the 4pm meeting?

THANK YOU!

From: Kennealy, Michael (EOHED)
Sent: Thursday, October 12, 2017 1:33 PM
To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)
Subject: FW: City of Leominster - Amazon HQ2 Site Options
Mike Kennealy
Assistant Secretary for Business Growth
The Commonwealth of Massachusetts
Executive Office of Housing & Economic Development
One Ashburton Place, Room 2101
Boston, MA 02108
Office: 617-788-3640
Cell: 617-634-4762
michael.kennealy@state.ma.us

From: Lisa Marrone [<mailto:LMarrone@leominster-ma.gov>]
Sent: Thursday, October 12, 2017 1:25 PM
To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>
Cc: Dean Mazzarella <dmazzarella@leominster-ma.gov>; William Mitchell <wmitchell@leominster-ma.gov>; Greg Chapdelaine <gchapdelaine@leominster-ma.gov>; Lisa Marrone <LMarrone@leominster-ma.gov>; Wendy Wiiks <wwiiks@leominster-ma.gov>; Kristen Kelly <kkelly@leominster-ma.gov>
Subject: City of Leominster - Amazon HQ2 Site Options

Hi Mr. Kennealy,

Please find attached a submittal on behalf of Mayor Mazzarella from the City of Leominster for consideration towards the Amazon HQ2 Request for Proposal. We are preparing an in-depth response on these specific locations for Amazon and their Office of Economic Development as well.

If you have any questions or concerns regarding the attached, please feel free to contact the Mayor anytime or reach out to any member of the working group for this project;

Mayor Mazzarella, dmazzarella@leominster-ma.gov

Bill Mitchell, Chief Assessor wmitchell@leominster-ma.gov

Greg Chapdelaine, Purchasing Agent gchapdelaine@leominster-ma.gov

Lisa Marrone, Economic Development lmarrone@leominster-ma.gov

Wendy Wiiks, Grant Administrator wwiiks@leominster-ma.gov

Kristen Kelly, Planning Director kkelly@leominster-ma.gov

Sincerely,

Lisa Marrone

Economic Development Coordinator

Leominster Planning Department

lmarrone@leominster-ma.gov

(978) 534-7525 x257

<https://www.linkedin.com/in/lisa-marrone-03713114/>





MAYOR'S OFFICE

City of Leominster, Massachusetts

CITY HALL - 25 WEST STREET
LEOMINSTER, MASSACHUSETTS 01453
www.leominster-ma.gov

DEAN J. MAZZARELLA
Mayor
dmazzarella@leominster-ma.gov

TELEPHONE (978) 534-7500 FACSIMILE (978) 534-0668

October 11, 2017

Mr. Michael Kennealy
Assistant Secretary for Business Growth
Executive Office of Housing and Economic Development
Commonwealth of Massachusetts
One Ashburton Place, Room 2101
Boston, MA 02108

Dear Mr. Kennealy,

I am pleased to provide several available pad-ready sites in Leominster in response to the Amazon Request for Proposal. By locating their HQ2 in the north central region of the State, the economic magnitude of this project will thrive through our abundant capacity of infrastructure.

Available infrastructure includes items such as; business-friendly environment, multiple highway access points, MBTA commuter rail & MART public transportation, collegiate & vocational education, seasoned workforce, affordable and also affluent housing. As you can clearly see, the resources available in North Central Massachusetts are both abundant and varied.

The growth potential in this region, specifically Leominster, is clearly proven in the details of our submittal. Of the five major parcels we are offering each has on-site, or in close proximity; water, sewer, power, natural gas, local ownership, available tax incentives, and publicly accepted roadway systems.

My municipal team is preparing our own in-depth submittal for Amazon that will provide comprehensive researched details, complete with drone videography, of all of these pad-ready sites. You'll see from the enclosed property profiles that we certainly do have some incredible sites ready to host an entity with immense and complex needs such as Amazon.

Please extend my sincere interest to connect with the executives of Amazon. We are eager for the opportunity to provide a special city-wide tour and welcoming to Leominster.

Sincerely,

Dean J. Mazzarella, MAYOR
City of Leominster

Municipality City of Leominster / Off Mechanic Street



Site Size (Acres)	30.86 Acres
Full Buildout Capacity (Sq. Ft)	858,000 SF+ or (3) 286,000SF Buildings Includes parking for 2,200 spaces
Proximity to:	
Major Highways	Interstate 190, Route 2, Route 495
Regional Train	Mass Transit Commuter Rail (1.5 Miles)
International Airports	Boston / Logan (1 Hour) Manchester (1 Hour) Bradley International (1 Hour) TF Green (1.25 Hours) Worcester Regional Airport (40 minutes) Fitchburg Airport (11 minutes) Hanscom AFB (40 minutes)
Local Tax Relief Available (Y/N)	Yes – STA/TIF – Gateway City Status
Ownership	City of Leominster

Municipality City of Leominster / Shopping Mall (For Sale)



Site Size (Acres)	72.75 Acres
Full Buildout Capacity (Sq. Ft)	8,100,000SF or (28) 286,000SF buildings Includes multi-level parking garages for 20,250 spaces
Proximity to:	
Major Highways	Interstate 190, Route 2, Route 495
Regional Train	Mass Transit Commuter Rail (1.5 Miles)
International Airports	Boston / Logan (1 Hour) Manchester (1 Hour) Bradley International (1 Hour) TF Green (1.25 Hours) Worcester Regional Airport (40 minutes) Fitchburg Airport (11 minutes) Hanscom AFB (40 minutes)
Local Tax Relief Available (Y/N)	Yes – STA/TIF – Gateway City Status
Ownership	Vintage Capital Group

Municipality City of Leominster / Jungle Road



Site Size (Acres)	216.50 Acres
Full Buildout Capacity (Sq. Ft)	8,100,000SF or (28) 286,000SF buildings Includes multi-level parking garages for 20,250 spaces and additional expansion

Proximity to:

Major Highways	Interstate 190, Route 2, Route 495
Regional Train	Mass Transit Commuter Rail (1.5 Miles)
International Airports	Boston / Logan (1 Hour) Manchester (1 Hour) Bradley International (1 Hour) TF Green (1.25 Hours) Worcester Regional Airport (40 minutes) Fitchburg Airport (11 minutes) Hanscom AFB (40 minutes)

Local Tax Relief Available (Y/N)	Yes – STA/TIF – Gateway City Status
Ownership	Majority City of Leominster / Private Parcels

Municipality City of Leominster / Pioneer Road



Site Size (Acres)	91.00 Acres
Full Buildout Capacity (Sq. Ft)	8,100,000SF or (28) 286,000SF buildings Includes multi-level parking garages for 20,250 spaces
Proximity to:	
Major Highways	Interstate 190, Route 2, Route 495
Regional Train	Mass Transit Commuter Rail (1.5 Miles)
International Airports	Boston / Logan (1 Hour) Manchester (1 Hour) Bradley International (1 Hour) TF Green (1.25 Hours) Worcester Regional Airport (40 minutes) Fitchburg Airport (11 minutes) Hanscom AFB (40 minutes)
Local Tax Relief Available (Y/N)	Yes – STA/TIF – Gateway City Status
Ownership	Pioneer Park, LLC

Municipality City of Leominster / Tanzio Road



Site Size (Acres)	44.60 Acres
Full Buildout Capacity (Sq. Ft)	858,000 SF+ or (3) 286,000SF Buildings Includes parking for 2,200 spaces
Proximity to:	
Major Highways	Interstate 190, Route 2, Route 495
Regional Train	Mass Transit Commuter Rail (1.5 Miles)
International Airports	Boston / Logan (1 Hour) Manchester (1 Hour) Bradley International (1 Hour) TF Green (1.25 Hours) Worcester Regional Airport (40 minutes) Fitchburg Airport (11 minutes) Hanscom AFB (40 minutes)
Local Tax Relief Available (Y/N)	Yes – STA/TIF – Gateway City Status
Ownership	Tanzio Realty Corp / Carter Hill Holdings

From: [Kennealy, Michael \(EOHED\)](#)
To: [Lisa Marrone](#)
Cc: [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: City of Leominster - Amazon HQ2 Site Options
Date: Thursday, October 12, 2017 1:38:00 PM

Lisa, copying Devon here from our office. Two things please:

1. With each municipality, we are highlighting one site in our book – could you let us know which site to highlight?
2. For that site, could you send us a two-sentence description by end of day today?

Thanks,

Mike

Mike Kennealy

Assistant Secretary for Business Growth
The Commonwealth of Massachusetts
Executive Office of Housing & Economic Development
One Ashburton Place, Room 2101
Boston, MA 02108
Office: 617-788-3640
Cell: 617-634-4762
michael.kennealy@state.ma.us

From: Lisa Marrone [mailto:lmarrone@leominster-ma.gov]

Sent: Thursday, October 12, 2017 1:25 PM

To: Kennealy, Michael (EOHED)

Cc: Dean Mazzarella ; William Mitchell ; Greg Chapdelaine ; Lisa Marrone ; Wendy Wiiks ; Kristen Kelly

Subject: City of Leominster - Amazon HQ2 Site Options

Hi Mr. Kennealy,

Please find attached a submittal on behalf of Mayor Mazzarella from the City of Leominster for consideration towards the Amazon HQ2 Request for Proposal. We are preparing an in-depth response on these specific locations for Amazon and their Office of Economic Development as well.

If you have any questions or concerns regarding the attached, please feel free to contact the Mayor anytime or reach out to any member of the working group for this project;

Mayor Mazzarella, dmazzarella@leominster-ma.gov

Bill Mitchell, Chief Assessor wmitchell@leominster-ma.gov

Greg Chapdelaine, Purchasing Agent gchapdelaine@leominster-ma.gov

Lisa Marrone, Economic Development lmarrone@leominster-ma.gov

Wendy Wiiks, Grant Administrator wwiiks@leominster-ma.gov

Kristen Kelly, Planning Director kkelly@leominster-ma.gov

Sincerely,

Lisa Marrone

Economic Development Coordinator

Leominster Planning Department

lmarrone@leominster-ma.gov

(978) 534-7525 x257

<https://www.linkedin.com/in/lisa-marrone-03713114/>



From: [Goodall, Devon L. \(MOBD\)](#)
To: Maria.Josefson@ci.everett.ma.us
Cc: Tony.Sousa@ci.everett.ma.us
Subject: RE: Amazon RFP responses
Date: Thursday, October 12, 2017 1:46:16 PM

Maria,

Checking in on the email request below. Is it possible to get the 1-2 sentences describing Everett's site as soon as possible?

Devon

From: Goodall, Devon L. (MOBD)
Sent: Wednesday, October 11, 2017 10:16 AM
To: 'Maria.Josefson@ci.everett.ma.us'
Subject: RE: Amazon RFP responses

Hi Maria,

I'm following up on the Everett Amazon HQ2 submission. Would it be possible to get a 1-2 sentence blurb on the site to be used as an introduction? We need this by the end of the day today.

Thanks!

Devon

From: Maria Josefson [mailto:Maria.Josefson@ci.everett.ma.us]
Sent: Thursday, September 28, 2017 6:09 PM
To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>
Cc: Tony Sousa <Tony.Sousa@ci.everett.ma.us>
Subject: RE: Amazon RFP responses

Dear Mr. Kennealy,

Enclosed please find Everett's application; please contact Tony Sousa or myself with any questions. Thank you! Maria

Maria Josefson
GIS Coordinator
Department of Planning and Development
City of Everett
484 Broadway, Room 25
Everett, MA 02149
Tel: 617.544.6032
Maria.Josefson@ci.everett.ma.us

Begin forwarded message:

From: "Kennealy, Michael (EOHED)" <Michael.kennealy@MassMail.State.MA.US>
Date: September 22, 2017 at 9:44:59 PM GMT+2
To: "Ward Weeden, Aimee (EOHED)" <aimee.ward@state.ma.us>
Subject: Amazon RFP responses

Dear Mayors and City Managers

We are fully committed to submitting a proposal to Amazon in response to their RFP (attached) showcasing the entire state for their consideration when selecting a home

for their second headquarters. This includes featuring in our proposal any sites from across the Commonwealth that will be put forth by your municipality.

We are hoping to receive information on the sites that you will be submitting to Amazon and would like included in our proposal by **Friday, September 29**. Please complete and return the attached document to me, and feel free to include any further information for our consideration.

If you have any questions, please don't hesitate to reach out.

All the best,

Mike

Mike Kennealy

Assistant Secretary for Business Growth

The Commonwealth of Massachusetts

Executive Office of Housing & Economic Development

One Ashburton Place, Room 2101

Boston, MA 02108

Office: 617-788-3640

Cell: 617-634-4762

michael.kennealy@state.ma.us

From: [Goodall, Devon L. \(MOBD\)](mailto:Goodall.Devon.L.(MOBD)@taunton-ma.gov)
To: kshea@taunton-ma.gov
Subject: RE: Taunton Amazon Site
Date: Thursday, October 12, 2017 1:46:55 PM

Kevin –

Checking in on the below email. Is it possible to get 1-2 sentences on Taunton's site ASAP?

Devon

From: Goodall, Devon L. (MOBD)
Sent: Wednesday, October 11, 2017 10:23 AM
To: 'kshea@taunton-ma.gov'
Subject: RE: Taunton Amazon Site

Hi Kevin,

Following up on Taunton's site submission. Would it be possible to get 1-2 sentences to act as an intro for the site? We need this by the end of the day today.

Thanks!

Devon

From: Kevin Shea [<mailto:kshea@taunton-ma.gov>]
Sent: Tuesday, September 26, 2017 2:44 PM
To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>
Cc: Mayor Tom Hoye <thoye@taunton-ma.gov>
Subject: Taunton Amazon Site

Michael,

Please find attached a copy of the document featuring a site in Taunton to be added to the Commonwealth's proposal to Amazon for its consideration in locating its second headquarters in Massachusetts.

The site is the Silver City Galleria Mall consisting of 146.88 acres of land and 1,352,782 square feet of building area located at the intersection of Routes 140 and 24. The site is also located approximately less than 9 miles, four exits, south on Route 24 from Amazon's distribution facility in Freetown/Fall River .

The site consists of four parcels and three owners.

If you have any questions or require additional information please contact me.

Kevin

Kevin J. Shea
Executive Director
Office of Economic and Community Development
City of Taunton
45 School Street
Taunton, Massachusetts 02780
(508) 821-1033
kshea@taunton-ma.gov

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Kaneb, Michael \(GOV\)](#)
Subject: FW: Amazon Boston letter
Date: Thursday, October 12, 2017 2:56:19 PM

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ash, Jay (EOHED)
Sent: Wednesday, October 11, 2017 6:13 PM
To: Ward Weeden, Aimee (EOHED)
Subject: RE: Amazon Boston letter

Revolution or evolution, the Massachusetts story is a bit of both. Pleased to jointly respond to Amazon's search for a second North American headquarters, we do so knowing your selection of Massachusetts would be both revolutionary and evolutionary. It would certainly be the decision heard around the world, but such a selection would also build upon the tremendous working relationship we already enjoy with Amazon, while further enhancing what is already recognized as one of the most robust innovation ecosystems anywhere.

You know us, and, in fact, you have significantly contributed to what makes Massachusetts second to none. That spirit of innovation you have promoted with research & development, advanced manufacturing and distribution operations here enrich the ecosystem that includes other national and international leaders in education, research and industry. Our robust economy is fueled by our unmatched talent pipeline, a pipeline you have benefitted by, and, as importantly, to which you have augmented.

Massachusetts has been a place of discovery from the earliest moments in our history, and today we are a state built on the strength of new ideas. This passion for innovation and openness to a bigger future has been the key to all of our greatest successes, whether in technology, science, education, or culture. We see tremendous opportunities for Amazon to continue to add to this story. For our part, our recent collaboration on the adoption of a \$1 billion economic development bill, for example, provides great evidence of our combined intentions of leading the country's top evolved economy to even greater heights.

In fact, that public policy victory is testament to the Massachusetts way, of how government and communities, businesses and institutions, and the people found in them all work together. Our private sector works with our public sector, our educational institutions work with private industry, and together we pursue the shared goal of a providing every resident with greater and greater opportunity to enjoy personal success and societal contribution.

It starts here with the nation's top public education system, leading into an unparalleled constellation of 125 colleges and universities that excel in so many disciplines. Great things happen when these engines of talent development connect with research pioneers and embolden entrepreneurs, they themselves then connecting with industry leaders and the start-ups they help nurture. Both the best educated workforce in the country and companies and institutions which are champions in their respective disciplines succeed in the possible and imagine the impossible. For reasons from a to z, the further collaboration of Amazon and

Massachusetts can then make th impossible happen over and over again.

We welcome Amazon to be both revolutionists and evolutionists here in Massachusetts once again.

From: Ward Weeden, Aimee (EOHED)
Sent: Wednesday, October 11, 2017 5:17 PM
To: Ash, Jay (EOHED)
Subject: RE: Amazon Boston letter

Amazon Welcome Letter

On behalf of the Commonwealth of Massachusetts, we are excited to invite Amazon to locate its second headquarters in Massachusetts. As you know from your existing operations here, we offer an innovative culture led by our world-class research institutions, universities, hospitals and private industry. This robust economy is fueled by our unmatched talent pipeline.

Our unparalleled constellation of 125 colleges and universities is a unique resource that creates opportunity in Massachusetts. Great things happen when these engines of innovation connect with pioneering entrepreneurs and business leaders and with science and technology companies. They also produce the best educated workforce in the country. Our colleges and universities have helped make Massachusetts a world leader in technology, science, and health care. We think they can make great things happen for Amazon, too.

Massachusetts has been a place of discovery from the earliest moments in our history, and today we are a state built on the strength of new ideas. This passion for innovation and openness to a bigger future has been the key to all of our greatest successes, whether in technology, science, education, or culture. We see tremendous opportunities for Amazon to add to this story.

At the same time, our special sense of history gives us an appreciation for the value of long-term decision-making. Massachusetts works because our government, business, and cultural institutions all work together. We are a community that recognizes the importance of competing views, but we are a state that succeeds because of a genuine commitment to civic cooperation. Our private sector works with our public sector, our educational institutions work with private industry, and together we pursue the shared goal of a more successful Commonwealth.

Massachusetts offers the business environment, the resources, and the development sites to meet Amazon's needs now and in the future. We are a state that has always been willing to embrace bold ideas, to launch new ventures, and to welcome newcomers. We hope Amazon will accept our invitation to discover a great future here in Massachusetts.

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ward Weeden, Aimee (EOHED)
Sent: Wednesday, October 11, 2017 5:14 PM
To: Ash, Jay (EOHED)
Subject: RE: Amazon Boston letter

In final version we should update address and addressee as follows:

Mr. Jeffrey P. Bezos
Chairman and Chief Executive Officer
Amazon.com, Inc.
410 Terry Avenue North
Seattle, WA 98109-5210

Dear Mr. Bezos,
[Aimee Ward Weeden](#)
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ash, Jay (EOHED)
Sent: Wednesday, October 11, 2017 3:22 PM
To: Ward Weeden, Aimee (EOHED)
Subject: Amazon Boston letter

October 10, 2017
Amazon.com
Office of Economic Development
c/o Ms. Holly Sullivan
2121 Seventh Avenue
Seattle, Washington 98121

Dear Ms. Sullivan:

Over the years, the Commonwealth of Massachusetts has enjoyed Amazon's growing presence and is excited about the prospect of being home for your second North American headquarters.

Massachusetts is a highly educated state; we pride ourselves on a world class education system, from kindergarten through higher education. In the Greater Boston region, alone, there are 75 colleges and universities contributing to a skilled and diverse workforce that has and will continue to offer Amazon a strong talent pipeline. Massachusetts is also a leader in innovation. For two consecutive years, Bloomberg has ranked Massachusetts as the number 1 state in the country for innovation. Innovation is also evident by the state's top ranking in research and development spending, life sciences employment per capita, venture capital under management, and percentage of workers in science and engineering occupations. Adding to all of that, US News & World Report's designation of Massachusetts as the top overall state provides even further insight into all we have to offer.

The innovative spirit of Massachusetts is complemented by a competitive tax structure, proactive economic development groups in both the public and private sectors, and communities succeeding in strengthen our local neighborhoods and regional economies. Our businesses, institutions and residents all benefit from our political and fiscal stability, with all levels of government committed to a bi-partisan approach to cooperatively build upon a healthy economy and all that we have already achieved.

Education, innovation, and a stable government and business climate create a recipe that has proven successful for Amazon's impressive growth in Massachusetts, including the Greater Boston region. The City of Boston flourishes as the hub of the region, and, in fact, all of Massachusetts and New England. Boston is a world class city that offers on its own

and draws from its neighbors a thriving, healthy, and innovative ecosystem that has and can continue to play an increasingly greater role in your company's overall growth and success.

I am excited about the opportunity to discuss HQ2 further. Please do not hesitate to call upon me to do so; you have my personal commitment to marshal all of what Massachusetts has to offer for your consideration.

Sincerely,

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#)
Cc: [Ward Weeden, Aimee \(EOHED\); Thomas, Steve](#)
Subject: RE: A Few Outstanding pieces
Date: Thursday, October 12, 2017 2:57:30 PM
Attachments: [International flight frequency data_v3.docx](#)
[image001.png](#)
[image002.png](#)

Secretary Ash requested that we also include the international flight frequency data to countries that Amazon has a presence in. Massport compiled the data and it's attached. This does not need to be included in the draft for today.

From: Ng, Albert [mailto:ANG@VHB.com]
Sent: Monday, October 09, 2017 7:25 PM
To: Goodall, Devon L. (MOBD)
Cc: Ward Weeden, Aimee (EOHED); Thomas, Steve
Subject: RE: A Few Outstanding pieces
I'm a fan of the arched paths too.

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

From: Goodall, Devon L. (MOBD) [mailto:Devon.L.Goodall@MassMail.State.MA.US]
Sent: Monday, October 9, 2017 7:07 PM
To: Ng, Albert <ANG@VHB.com>
Cc: Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>; Thomas, Steve <STHOMAS@VHB.com>
Subject: Re: A Few Outstanding pieces

I think this looks good, but will see if we can get the arched files from Massport just in case.

Thanks!

From: Ng, Albert <ANG@VHB.com>
Sent: Monday, October 9, 2017 4:00 PM
To: Goodall, Devon L. (MOBD)
Cc: Ward Weeden, Aimee (EOHED); Thomas, Steve
Subject: RE: A Few Outstanding pieces

Devon and Aimee,
Here is what our team turned around. It turns out that putting the arcs in is time consuming (particularly given number or destinations on the international map). If you can get the native file from Massport. If you want the arched trajectories, we'll want the native file from Massport.
Let us know what you think

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

From: Goodall, Devon L. (MOBD) [mailto:Devon.L.Goodall@MassMail.State.MA.US]
Sent: Monday, October 9, 2017 10:23 AM
To: Ng, Albert <ANG@VHB.com>
Cc: Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>; Thomas, Steve <STHOMAS@VHB.com>
Subject: Re: A Few Outstanding pieces

Albert -

Per our conversation, attached is a (hopefully) higher res version of the international graphic. We can use these in the document.

Devon

From: Ng, Albert <ANG@VHB.com>
Sent: Monday, October 9, 2017 10:03 AM
To: Goodall, Devon L. (MOBD)
Cc: Ward Weeden, Aimee (EOHED); Thomas, Steve
Subject: RE: A Few Outstanding pieces

Thanks, Devon.
It feels to me that we would want to include both, separately. The US map speaks to a specific request from the RFP (i.e., non-stops to SF, SEA, NY, and DC). I don't think we want to bury that information in the international one. The supplemental information in the table Dan provided is also good information. The International one is great and probably doesn't need any additional information.
As far as "recreating" the graphics...any chance we can get access to the native files? If not, any chance we can get a higher resolution version? If we had to recreate them from scratch, it could take a while. Would you be ok if we used these maps (assuming we have a high enough resolution) and just change the color scheme to match our graphics?

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

From: Goodall, Devon L. (MOBD) [mailto:Devon.L.Goodall@MassMail.State.MA.US]
Sent: Monday, October 9, 2017 9:42 AM
To: Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>; Ng, Albert <ANG@VHB.com>
Cc: Thomas, Steve <STHOMAS@VHB.com>

Subject: Re: A Few Outstanding pieces

Here is the graphic Mike Kelleher was referencing:



From: Ward Weeden, Aimee (EOHED)
Sent: Monday, October 9, 2017 9:29 AM
To: Ng, Albert; Goodall, Devon L. (MOBD)
Cc: Thomas, Steve
Subject: RE: A Few Outstanding pieces

Yes! We want Boston to be center and for travel to be both east and west of us.
Devon – can you get the current graphic being referenced from Mike Kelleher – it is from a prior pitchbook.
Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ng, Albert [<mailto:ANG@VHB.com>]
Sent: Monday, October 09, 2017 9:27 AM
To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)
Cc: Thomas, Steve
Subject: RE: A Few Outstanding pieces

Aimee,
Devon forwarded us the flight time and number of non-stops from Dan. We also found the image on the sharefile site. Is this what you are talking about? We can recreate the map to align with our look and feel. Did you want to include other destinations, particularly direct flights to foreign destinations?

Boston Logan to:	Flight time	Total weekly nonstop departures (2018)
Seattle (SEA)	5.5 hours	56
San Francisco region (SFO/OAK/SJC)	5.5 hours	134
New York region (JFK/LGA/EWR)	1 hour	432
Washington DC region (IAD/DCA/BWI)	1.5 hours	331



Albert Ng
Senior Transportation Planner/Transportation Technology Leader

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From: Ward Weeden, Aimee (EOHED) [<mailto:aimee.ward@MassMail.State.MA.US>]
Sent: Monday, October 9, 2017 9:09 AM
To: Ng, Albert <ANG@VHB.com>; Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>
Cc: Thomas, Steve <STHOMAS@VHB.com>
Subject: RE: A Few Outstanding pieces

See below. And a new one:

Airline spider map – is it better for us to give you one from MassPort or if we give you data and flight time – can you create the map for us?

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

[Tel: 617-788-3658](tel:617-788-3658)

[Cell: 617-356-3037](tel:617-356-3037)

From: Ng, Albert [<mailto:ANG@VHB.com>]
Sent: Monday, October 09, 2017 7:32 AM
To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)
Cc: Thomas, Steve

Subject: A Few Outstanding pieces

Good morning.

I hope you had a restful weekend, preparing for the big push. There were a couple of outstanding items I wanted to bring to your attention:

1. Definition of regions for the maps – I believe that you were going to give us some guidance on the definition of regions for the transportation and overall site maps. *Devon will provide you with the 6 MOBD regions that we can note, however, we are more focused on within 495, within 128 and Boston magnified views.*
2. Colleges and University profiles – We need some guidance and information for the colleges and universities. We talked about creating mini profiles, similar to the treatment of the sites. Do we still want this? Where would this go in the document? *Yes, the final placement is to be determined, but either after talent or in the site section. Our team is putting together content that we will get to you ASAP. Layout should mirror site section. Devon – can you follow-up with Mike Kelleher by mid-afternoon to see if we can have something by EOD, if not early morning so VHB can start formatting.*
3. Introductory text for the sites section – I know the language for this narrative is politically charged so my assumption was that your office was going to provide text. *Devon is working on this – Devon when do you think you will have these? Do you need to me to read through any sites descriptions to help?*
4. Additional guidance on City of Boston Sites. *Coming...*

I'm sure there are other things we need to flesh out and are aware that we might need to pivot based on feedback from this weekend's review. These items need the most lead time so I wanted to start getting these moving as soon as possible.

Thanks.

Albert

Albert Ng
Senior Transportation Planner/Transportation Technology Leader



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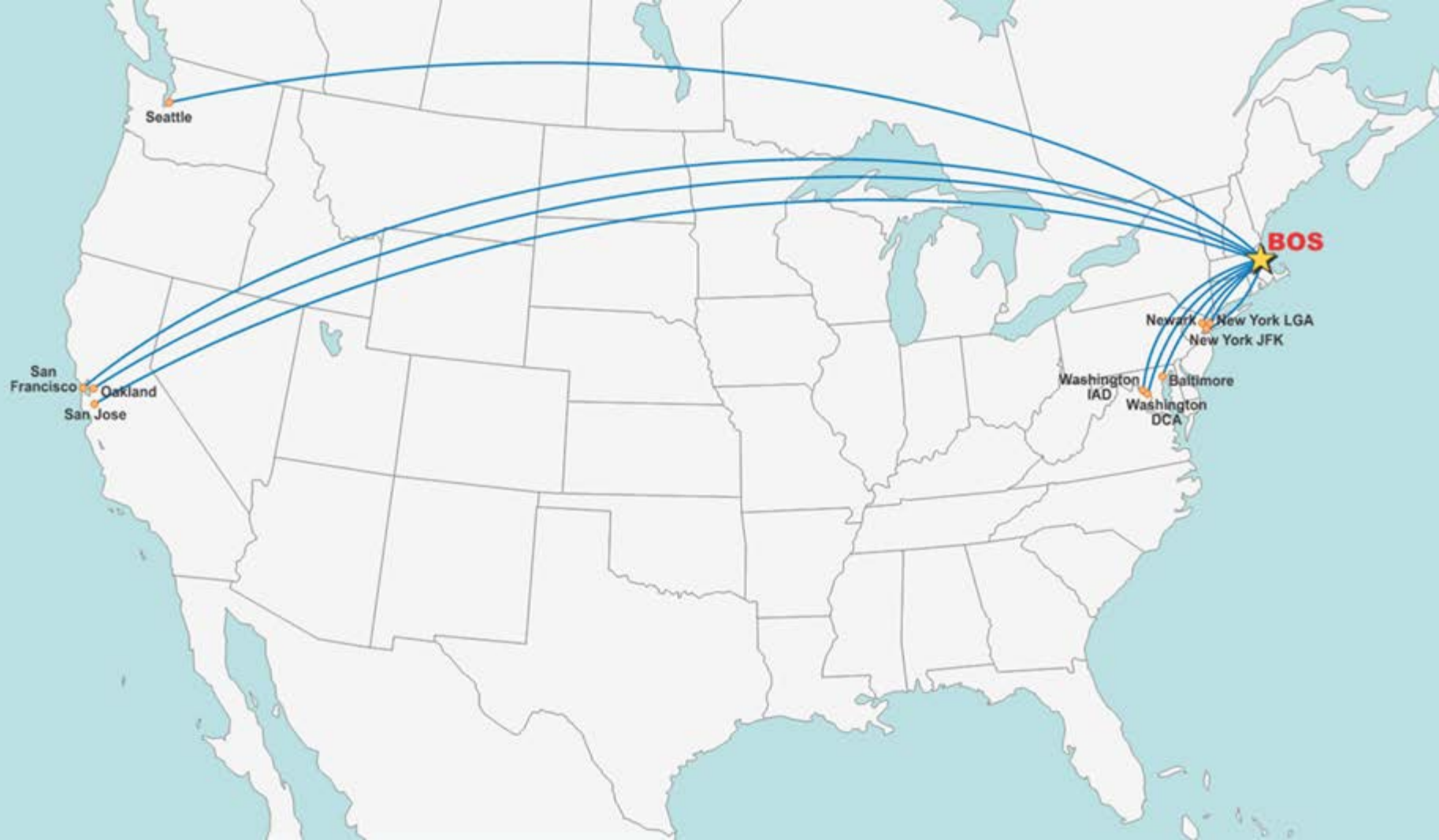
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Vanasse Hangen Brustlin, Inc. | info@vhb.com

Non-Stop Destination	Total weekly nonstop BOS departures (2018)	Average Flight time – Non-stop (Hours)
Beijing	7	14
Germany	21	7
Ireland	28	6
Israel	3	11
Italy	7	8
Japan	7	13.5
London	50	6.5
Mexico	7	6
Netherlands	14	7
Ontario	119	2
Paris	27	7
Spain	10	7
Vancouver	7	6

One Stop Destination	Shortest Flight time – One Stop (Hours)
Austria	9
Cape Town	20
Costa Rica	7
Edinburgh	9
India	16
Luxembourg	9
Poland	9.5
Romania	11
Sao Paulo	12
Slovakia	13





From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Amazon Boston letter
Date: Thursday, October 12, 2017 3:06:11 PM

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ash, Jay (EOHED)
Sent: Wednesday, October 11, 2017 6:13 PM
To: Ward Weeden, Aimee (EOHED)
Subject: RE: Amazon Boston letter

Revolution or evolution, the Massachusetts story is a bit of both. Pleased to jointly respond to Amazon's search for a second North American headquarters, we do so knowing your selection of Massachusetts would be both revolutionary and evolutionary. It would certainly be the decision heard around the world, but such a selection would also build upon the tremendous working relationship we already enjoy with Amazon, while further enhancing what is already recognized as one of the most robust innovation ecosystems anywhere.

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In fact, that public policy victory is testament to the Massachusetts way, of how government and communities, businesses and institutions, and the people found in them all work together. Our private sector works with our public sector, our educational institutions work with private industry, and together we pursue the shared goal of a providing every resident with greater and greater opportunity to enjoy personal success and societal contribution.

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Massachusetts can then make th impossible happen over and over again.

We welcome Amazon to be both revolutionists and evolutionists here in Massachusetts once again.

From: Ward Weeden, Aimee (EOHED)
Sent: Wednesday, October 11, 2017 5:17 PM
To: Ash, Jay (EOHED)
Subject: RE: Amazon Boston letter

Amazon Welcome Letter

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Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
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[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ward Weeden, Aimee (EOHED)
Sent: Wednesday, October 11, 2017 5:14 PM
To: Ash, Jay (EOHED)
Subject: RE: Amazon Boston letter

In final version we should update address and addressee as follows:

Mr. Jeffrey P. Bezos
Chairman and Chief Executive Officer
Amazon.com, Inc.
410 Terry Avenue North
Seattle, WA 98109-5210

Dear Mr. Bezos,

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ash, Jay (EOHED)

Sent: Wednesday, October 11, 2017 3:22 PM

To: Ward Weeden, Aimee (EOHED)

Subject: Amazon Boston letter

October 10, 2017

Amazon.com

Office of Economic Development

c/o Ms. Holly Sullivan

2121 Seventh Avenue

Seattle, Washington 98121

Dear Ms. Sullivan:

Over the years, the Commonwealth of Massachusetts has enjoyed Amazon's growing presence and is excited about the prospect of being home for your second North American headquarters.

Massachusetts is a highly educated state; we pride ourselves on a world class education system, from kindergarten through higher education. In the Greater Boston region, alone, there are 75 colleges and universities contributing to a skilled and diverse workforce that has and will continue to offer Amazon a strong talent pipeline. Massachusetts is also a leader in innovation. For two consecutive years, Bloomberg has ranked Massachusetts as the number 1 state in the country for innovation. Innovation is also evident by the state's top ranking in research and development spending, life sciences employment per capita, venture capital under management, and percentage of workers in science and engineering occupations. Adding to all of that, US News & World Report's designation of Massachusetts as the top overall state provides even further insight into all we have to offer.

The innovative spirit of Massachusetts is complemented by a competitive tax structure, proactive economic development groups in both the public and private sectors, and communities succeeding in strengthen our local neighborhoods and regional economies. Our businesses, institutions and residents all benefit from our political and fiscal stability, with all levels of government committed to a bi-partisan approach to cooperatively build upon a healthy economy and all that we have already achieved.

Education, innovation, and a stable government and business climate create a recipe that has proven successful for Amazon's impressive growth in Massachusetts, including the Greater Boston region. The City of Boston flourishes as the hub of the region, and, in fact, all of Massachusetts and New England. Boston is a world class city that offers on its own

and draws from its neighbors a thriving, healthy, and innovative ecosystem that has and can continue to play an increasingly greater role in your company's overall growth and success.

I am excited about the opportunity to discuss HQ2 further. Please do not hesitate to call upon me to do so; you have my personal commitment to marshal all of what Massachusetts has to offer for your consideration.

Sincerely,

From: [Rosenberg, Shelby \(GOV\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Reaching Out
Date: Thursday, October 12, 2017 3:09:54 PM

From: Brangan Mell, Eileen [mailto:ebmell@wpi.edu]
Sent: Thursday, October 12, 2017 3:08 PM
To: Rosenberg, Shelby (GOV)
Cc: Siegel, Kyle R; Morton, Amy M; Flavin, Stephen P; Looft, Linda C; Deiana, Maureen; Duffy, Alison M
Subject: RE: Reaching Out

Hi Shelby,

Sorry again for the confusion, but our preference is that the finalized quote be used:

“At Worcester Polytechnic Institute we are committed to educating the next generation of STEM leaders through a hands-on, project-based approach. This strong connection to real-world problems enables our students and faculty to develop new solutions and rapidly deploy them across the world to solve the toughest challenges people face. Our success has led to many public-private partnerships, the most recent being PracticePoint, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This collaborative effort between the Commonwealth, GE Life Sciences, UMass Medical School, MITRE, and WPI is a single example of how Massachusetts has been so successful at nurturing innovation and entrepreneurship – we blend ambitious goals with effective policy, support and cross-disciplinary, solutions-oriented collaboration.”

Thanks again,

Eileen

Eileen Brangan Mell

Associate Chief Communications Officer
Division of Marketing & Communications

Worcester Polytechnic Institute

100 Institute Road, Worcester, MA 01609-2280
508-831-6785 (O)
774-437-8767 (M)
ebmell@wpi.edu

From: Rosenberg, Shelby (GOV) [mailto:shelby.rosenberg@state.ma.us]

Sent: Thursday, October 12, 2017 1:05 PM

To: Brangan Mell, Eileen

Cc: Siegel, Kyle R ; Morton, Amy M ; Flavin, Stephen P ; Looft, Linda C ; Deiana, Maureen ; Duffy, Alison M

Subject: RE: Reaching Out

Hi Eileen,

My apologies for the back and forth.

Would you mind if we used the quote you had sent over last night? I have copy and pasted it below:
"A Worcester Polytechnic Institute (WPI) education balances theory and practice and empowers students to apply their knowledge to help solve real problems around the globe. Our professors and researchers also work diligently to develop solutions to some of the world's toughest challenges. The expertise here has led to many public-private partnerships, the most recent being between the state, GE Life Sciences, UMass Medical School, MITRE, for PracticePoint at WPI, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This is just one example of how Massachusetts blends ambitious goals with effective

policy and broad collaboration to nurture innovation and entrepreneurship.”

- Laurie A. Leshin

President

Worcester Polytechnic Institute

Thank you,

Shelby

From: Brangan Mell, Eileen [<mailto:ebmell@wpi.edu>]

Sent: Thursday, October 12, 2017 12:25 PM

To: Rosenberg, Shelby (GOV)

Cc: Siegel, Kyle R; Morton, Amy M; Flavin, Stephen P; Looft, Linda C; Deiana, Maureen; Duffy, Alison M

Subject: RE: Reaching Out

Hi Shelby,

With sincere apologies for any confusion, I would like to submit this as the final quote from President Leshin for your proposal:

“At Worcester Polytechnic Institute we are committed to educating the next generation of STEM leaders through a hands-on, project-based approach. This strong connection to real-world problems enables our students and faculty to develop new solutions and rapidly deploy them across the world to solve the toughest challenges people face. Our success has led to many public-private partnerships, the most recent being PracticePoint, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This collaborative effort between the Commonwealth, GE Life Sciences, UMass Medical School, MITRE, and WPI is a single example of how Massachusetts has been so successful at nurturing innovation and entrepreneurship – we blend ambitious goals with effective policy, support and cross-disciplinary, solutions-oriented collaboration.”

Please let me know if you have any questions or concerns.

Thanks again,

Eileen

Eileen Brangan Mell

Associate Chief Communications Officer
Division of Marketing & Communications

Worcester Polytechnic Institute

100 Institute Road, Worcester, MA 01609-2280

508-831-6785 (O)

774-437-8767 (M)

ebmell@wpi.edu

From: Brangan Mell, Eileen

Sent: Wednesday, October 11, 2017 9:13 PM

To: Rosenberg, Shelby (GOV) <shelby.rosenberg@state.ma.us>

Cc: Siegel, Kyle R <krsiegel@wpi.edu>; Morton, Amy M <ammorton@wpi.edu>; Flavin, Stephen P <sflavin@wpi.edu>; Looft, Linda C <lclooft@wpi.edu>; Deiana, Maureen <mdeiana@wpi.edu>; Duffy, Alison M <amduffy@wpi.edu>

Subject: Re: Reaching Out

Hi Shelby,

Thanks for everything... I've made a few tweaks to the quote that you developed, and this has now been approved for your use:

"A Worcester Polytechnic Institute (WPI) education balances theory and practice and empowers students to apply their knowledge to help solve real problems around the globe. Our

professors and researchers also work diligently to develop solutions to some of the world's toughest challenges. The expertise here has led to many public-private partnerships, the most recent being between the state, GE Life Sciences, UMass Medical School, MITRE, for PracticePoint at WPI, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This is just one example of how Massachusetts blends ambitious goals with effective policy and broad collaboration to nurture innovation and entrepreneurship.”

- Laurie A. Leshin
President

Worcester Polytechnic Institute

Hope this helps. Please let me know if you have any questions or concerns.

Sincerely,
Eileen

Sent from my iPad

On Oct 11, 2017, at 6:44 PM, Rosenberg, Shelby (GOV) <shelby.rosenberg@state.ma.us> wrote:

Hi Eileen,

It's nice to e-meet you. Thank you for following up this evening.

I definitely do appreciate your transparency. While the quote used for Worcester was great, we would probably not use it at this time. Would it be possible for us to use the pre-written quote below as it has a broader focus:

“Here at Worcester Polytechnic Institute we deliver an education that balances theory and practice, and it enables our students and professors to develop new technologies and scale it across the world to solve the toughest challenges people face. Our success led to a partnership between the state, GE Life Sciences, UMass Medical School, MITRE, and WPI to invest in PracticePoint, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This is a single example of why Massachusetts has been so successful at nurturing innovation and entrepreneurship – we blend ambitious goals with effective policy and broad collaboration.”

Thank you,

Shelby

From: Brangan Mell, Eileen <ebmell@wpi.edu>

Sent: Wednesday, October 11, 2017 5:37 PM

To: Rosenberg, Shelby (GOV)

Cc: Siegel, Kyle R; Morton, Amy M; Flavin, Stephen P; Looft, Linda C; Deiana, Maureen; Duffy, Alison M

Subject: RE: Reaching Out

Dear Shelby,

My name is Eileen Mell, and I head up communications for WPI. Your request for a quote just reached me, and I wanted to let you know that we provided the following to the city of Worcester for their proposal; I hope it's not gauche of me to tell you that... my goal is transparency:

“The innovation economy is part of the fabric of Massachusetts, Worcester and WPI. We share many common interests and strengths with Amazon, and we have the potential and the expertise needed to help them thrive. WPI would relish the opportunity to provide them with access to - and development of - top talent, and to connect them to our amazing students and alumni.”

That quote was developed in such a way that it would resonate with Amazon's interest areas and our strengths. Please let me know if it's appropriate to use the same one, or if that would be considered poor form.

If you do think it would be inappropriate, in the interest of time I am also providing a quote from Stephen Flavin, Vice President of Academic and Corporate Engagement, that was recently shared with a *Worcester Business Journal* reporter for an upcoming article because it might also work for your purposes:

“As a leading technological university, WPI has many strengths in common with Amazon, and we have numerous alumni working with the company. We are excited that Amazon's search for a location for a second headquarters has so energized communities across the nation to proudly highlight their own strengths, and that the intensity of these discussions points to the importance of STEM-related industries to our economy. WPI is of course open to discussing the potential partnerships and opportunities a company of Amazon's size and reputation could bring to the city, region, or state.”

I look forward to your feedback.

Sincerely,

Eileen

Eileen Brangan Mell

Associate Chief Communications Officer
Division of Marketing & Communications

Worcester Polytechnic Institute

100 Institute Road, Worcester, MA 01609-2280
508-831-6785 (O)
774-437-8767 (M)
ebmell@wpi.edu

From: Rosenberg, Shelby (GOV) [<mailto:shelby.rosenberg@state.ma.us>]

Sent: Wednesday, October 11, 2017 3:24 PM

To: Pasha, Stephanie <spasha@wpi.edu>

Subject: Reaching Out

Hi Stephanie,

I hope all is well with you!

I'm writing today as we are putting together a proposal for Amazon HQ2 and would love for President Leshin and WPI to have a quote in it.

We came up with an example that the President might like. You may also use this quote as is, which might be easier.

“Here at Worcester Polytechnic Institute we deliver an education that balances theory and practice, and it enables our students and professors to develop new technologies and scale it across the world to solve the toughest challenges people face. Our success led to a partnership between the state, GE Life Sciences, UMass

Medical School, MITRE, and WPI to invest in PracticePoint, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This is a single example of why Massachusetts has been so successful at nurturing innovation and entrepreneurship – we blend ambitious goals with effective policy and broad collaboration.”

I do just need to mention that the turn around on this is extremely tight. I was hoping that we could have this by the end of today, if not early tomorrow morning.

I appreciate your help with this!

Thank you,

Shelby

Shelby Rosenberg

Project Manager

Office of the Governor

State House, Room 360

Tel: 617-725-4000

Email: Shelby.Rosenberg@state.ma.us

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: Final Edits
Date: Thursday, October 12, 2017 3:13:32 PM
Attachments: [Gov letter Final.docx](#)

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

Mr. Jeffrey P. Bezos
Chairman and Chief Executive Officer
Amazon.com, Inc.
410 Terry Avenue North
Seattle, WA 98109-5210

Dear Mr. Bezos,

Over the years, the Commonwealth of Massachusetts has enjoyed Amazon's growing presence and is excited about the prospect of being home to your second North American headquarters.

Massachusetts is a highly educated state; we pride ourselves on a world class education system, from kindergarten through higher education. In the Greater Boston region, alone, there are 75 colleges and universities contributing to a skilled and diverse workforce that has and will continue to offer Amazon a strong talent pipeline. Massachusetts is also a leader in innovation. For two consecutive years, Bloomberg has ranked Massachusetts as the number one state in the country for innovation. Innovation is also evident by the state's top ranking in research and development spending, life sciences employment per capita, venture capital under management, and percentage of workers in science and engineering occupations. Adding to all of that, US News & World Report's designation of Massachusetts as the top overall state provides even further insight into all we have to offer.

The pioneering spirit of Massachusetts is complemented by a competitive tax structure, proactive economic development groups in both the public and private sectors, and communities succeeding in strengthening our local neighborhoods and regional economies. Our businesses, institutions and residents benefit from our political and fiscal stability, with all levels of government committed to a bi-partisan approach to cooperatively build upon a healthy economy and all that we have already achieved.

Our formula of education, innovation, and a stable government and business climate has proven successful for Amazon's impressive growth in Massachusetts, including the Greater Boston region. The City of Boston flourishes as the hub of the region, and, in fact, all of Massachusetts and New England. Boston is a world class city that offers - on its own and draws from its neighbors - a thriving, healthy, and innovative ecosystem that has and can continue to play an increasingly greater role in your company's overall growth and success.

I am excited about the opportunity to discuss HQ2 further. Please do not hesitate to call upon me to do so; you have my personal commitment to marshal all of what Massachusetts has to offer for your consideration.

Charles D. Baker
Governor

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Kaneb, Michael \(GOV\)](#)
Subject: FW: Welcome Letter
Date: Thursday, October 12, 2017 3:17:12 PM
Attachments: [Welcome Letter_NEW - HB DONE.PDF](#)

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ng, Albert [mailto:ANG@VHB.com]
Sent: Thursday, October 12, 2017 3:00 PM
To: Goodall, Devon L. (MOBD); Thomas, Steve
Cc: Ward Weeden, Aimee (EOHED)
Subject: RE: Welcome Letter

We flowed the welcome letter so you can start circulating.

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

From: Goodall, Devon L. (MOBD) [mailto:Devon.L.Goodall@MassMail.State.MA.US]
Sent: Thursday, October 12, 2017 1:56 PM
To: Ng, Albert <ANG@VHB.com>; Thomas, Steve <STHOMAS@VHB.com>
Cc: Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>
Subject: RE: Welcome Letter

No need to include this in the draft for 3pm! Just the one page is good.

From: Goodall, Devon L. (MOBD)
Sent: Thursday, October 12, 2017 1:55 PM
To: 'Ng, Albert'; Thomas, Steve
Cc: Ward Weeden, Aimee (EOHED)
Subject: Welcome Letter

This is uploaded to the sharefile and ready to be formatted as a one pager. Thanks!

Devon Goodall
Executive Office of Housing & Economic Development
Phone: 617-413-6058
E-mail: Devon.L.Goodall@state.ma.us

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Vanasse Hangen Brustlin, Inc. | info@vhb.com

Our colleges and universities have helped make **Massachusetts** a world leader in technology, science, and health care. We think they can make great things happen for **Amazon**, too.

On behalf of the Commonwealth of Massachusetts, we are excited to invite Amazon to locate its second headquarters in Massachusetts. Since before the firing of the shot heard 'round the world in 1775, Massachusetts has been generating revolutionary ideas that transform the world. From public transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has long been a trailblazer in the things that matter most.



Charles D. Baker
Governor

As you know from your existing operations here, we offer an evolving innovative culture led by our world-class research institutions, universities, hospitals, and private industry that is fueled by our unmatched talent pipeline.



Karyn E. Polito
Lieutenant Governor

Our unparalleled constellation of 125 colleges and universities is a unique resource that creates opportunity in Massachusetts. Great things happen when these engines of innovation connect with pioneering entrepreneurs and business leaders and with science and technology companies. These institutions also produce the best educated workforce in the country. Our colleges and universities have helped make Massachusetts a world leader in technology, science, and health care. We think they can make great things happen for Amazon, too.



Stanley C. Rosenberg
Senate President



Robert A. DeLeo
Speaker of the House

Massachusetts has been a place of discovery from the earliest moments in our history, and today we are a state built on the strength of new ideas. This passion for innovation and openness to a bigger future has been the key to all of our greatest successes, whether in technology, science, education, or culture. We see tremendous opportunities for Amazon to add to this story.

At the same time, our special sense of history gives us an appreciation for the value of long-term decision-making. Massachusetts works because our government, business, and cultural institutions all work together. We are a community that recognizes the importance of competing views, but we are a state that succeeds because of a genuine commitment to civic cooperation. Our private sector works with our public sector, our educational institutions work with private industry, and together we pursue the shared goal of a more successful Commonwealth.

Massachusetts offers the business environment, the resources, and the development sites to meet Amazon's needs now and in the future. We are a state that has always been willing to embrace bold ideas, to launch new ventures, and to welcome newcomers. We hope Amazon will accept our invitation to discover a great future here in Massachusetts.

From: Jack Hart
To: [Ash, Jay \(EOHED\)](#)
Subject: RE: Museum of Fine Arts/ Amazon
Date: Thursday, October 12, 2017 3:46:36 PM

Mark was thrilled that he had the chance to talk with you. Matthew expressed same.
Thanks, earnestly, for your time and sincere approach.

Best wishes,

Jack



JACK HART PARTNER

jack.hart@nelsonmullins.com

ONE POST OFFICE SQUARE | 30TH FLOOR

BOSTON, MA 02109

† 617.217.4724 f 617.217.4710

[NELSONMULLINS.COM](http://nelsonmullins.com) [VCARD](#) [VIEW BIO](#)

From: Ash, Jay (SEA) [mailto:jay.ash@state.ma.us]

Sent: Thursday, October 12, 2017 10:54 AM

To: Jack Hart

Subject: RE: Museum of Fine Arts/ Amazon

Done – appreciate their offer to be of help. Had a good conversation. Suggested any “friendly lobbying” of board members to those they know would help (we’re not lobbying in cold calls). Talked about language I’ll be using to describe our culture. Will draw upon them in the future if the opportunity arises.

Cheers,

Jay

From: Jack Hart [<mailto:jack.hart@nelsonmullins.com>]

Sent: Wednesday, October 11, 2017 1:16 PM

To: Ash, Jay (EOHED)

Cc: Saia, Susan (EOHED); 'MKerwin@mfa.org'

Subject: RE: Museum of Fine Arts/ Amazon

No worries. I’ll have Mark set it up w you.



JACK HART PARTNER

jack.hart@nelsonmullins.com

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From: Ash, Jay (EOHED) [<mailto:jay.ash@MassMail.State.MA.US>]
Sent: Wednesday, October 11, 2017 1:04 PM
To: Jack Hart <jack.hart@nelsonmullins.com>
Cc: Saia, Susan (EOHED) <susan.saia@state.ma.us>; 'MKerwin@mfa.org' <MKerwin@mfa.org>
Subject: RE: Museum of Fine Arts/ Amazon
Sorry, only read half of this! Oy, trying to digest too much at once.
3 or 530 today or 9a tomorrow?

From: Jack Hart [<mailto:jack.hart@nelsonmullins.com>]
Sent: Wednesday, October 11, 2017 10:19 AM
To: Ash, Jay (EOHED)
Cc: Saia, Susan (EOHED); 'MKerwin@mfa.org'
Subject: RE: Museum of Fine Arts/ Amazon

Jay,

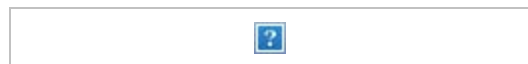
Matthew is meeting at 11:30am w the largest donors in MFA history, to be announced this afternoon. Mark Kerwin, his COO/CFO, will be available to speak with you at that time and, if possible, Matthew will join the call a bit late.

I hope that's ok.

Mark can be reached at **Exemption (c)**.

Thanks again,

Jack



JACK HART PARTNER

jack.hart@nelsonmullins.com

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BOSTON, MA 02109

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Exempt

From: Ash, Jay (EOHED) [<mailto:jay.ash@MassMail.State.MA.US>]
Sent: Wednesday, October 11, 2017 9:13 AM
To: Jack Hart <jack.hart@nelsonmullins.com>
Cc: Saia, Susan (EOHED) <susan.saia@state.ma.us>
Subject: Re: Museum of Fine Arts/ Amazon

Would Matthew be available at 11:30 for a conversation? By phone?

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Jack Hart <jack.hart@nelsonmullins.com>
Date: 10/10/17 4:53 PM (GMT-05:00)
To: "Ash, Jay (EOHED)" <jay.ash@MassMail.State.MA.US>
Subject: RE: Museum of Fine Arts/ Amazon

Thanks, Mr. Secretary, for your response. Happy to lend a hand if needed.

Jack



JACK HART PARTNER

jack.hart@nelsonmullins.com

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BOSTON, MA 02109

☎ 617.217.4724 ☎ 617.217.4710

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From: Ash, Jay (SEA) [<mailto:jay.ash@state.ma.us>]

Sent: Tuesday, October 10, 2017 4:28 PM

To: Jack Hart <jack.hart@nelsonmullins.com>

Subject: Re: Museum of Fine Arts/ Amazon

Thanks for the Outreach. It's due on the 19th, but we're closing the book this Friday. Let me see if I can figure something out. Thanks for the offer. This first round is not hopefully the last round for us, so there are plenty of opportunities to contribute down the road. I'll be back in touch.

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Jack Hart <jack.hart@nelsonmullins.com>

Date: 10/10/17 4:15 PM (GMT-05:00)

To: "Ash, Jay (EOHED)" <jay.ash@MassMail.State.MA.US>

Subject: FW: Museum of Fine Arts/ Amazon

Jay,

I spoke with the Governor last week about The Museum of Fine Arts assisting you with the effort to attract Amazon to the commonwealth as part of a cultural marketing package. The Governor, who expressed interest, suggested I contact you to discuss.

The MFA Director, Matthew Teitelbaum, would love to have a conversation with you on this if you had some time. I know the deadline for submitting bids in the 17th.

Hope you are well.

Jack



JACK HART PARTNER

jack.hart@nelsonmullins.com

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From: Jack Hart

Sent: Wednesday, September 20, 2017 11:41 AM

To: 'jay.ash@state.ma.us' <jay.ash@state.ma.us>

Subject: Museum of Fine Arts/ Amazon

Mr. Secretary,

Congratulations on the good work that you and Governor Baker are doing in the Commonwealth. As you and your team pursue the Amazon opportunity in Boston and other cities around the state, the Museum of Fine Arts Boston is eager and willing to offer its assistance as a major cultural institution as part of a marketing package.

If needed, we offer this assistance to you and to Mayor Walsh and his team.

Let us know if we can be helpful.

Jack



JACK HART PARTNER

jack.hart@nelsonmullins.com

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From: Lisa Marrone
To: [Kennealy, Michael \(EOHED\)](#)
Cc: [Goodall, Devon L. \(MOBD\)](#); [Dean Mazzarella](#); [William Mitchell](#); [Greg Chapdelaine](#); [Lisa Marrone](#); [Wendy Wiiks](#); [Kristen Kelly](#)
Subject: FW: City of Leominster - Amazon HQ2 Site Options
Date: Thursday, October 12, 2017 3:54:42 PM
Attachments: [Municipality Leominster Amazon RFP Site Shopping Mall.docx](#)

Hi Mike,

Here is our response to your request further below;

We are highlighting the Shopping Mall / Mall at Whitney Field

Here is our two-sentence description of the mall site;

Leominster's Mall at Whitney Field is available for sale with 72.75 acres located at the interchange of two major highways with potential for expansion into another 31 acres owned by the municipality. This single parcel provides full and abundant infrastructure within 30 miles of Boston, international airports, 25 colleges, and a wide range of housing options.

Thank you for providing an opportunity for Leominster to participate,

Lisa Marrone

Economic Development Coordinator

Leominster Planning Department

lmarrone@leominster-ma.gov

(978) 534-7525 x257

<https://www.linkedin.com/in/lisa-marrone-03713114/>



From: Kennealy, Michael (EOHED) [mailto:Michael.kennealy@MassMail.State.MA.US]

Sent: Thursday, October 12, 2017 1:38 PM

To: Lisa Marrone

Cc: Goodall, Devon L. (MOBD)

Subject: RE: City of Leominster - Amazon HQ2 Site Options

Lisa, copying Devon here from our office. Two things please:

1. With each municipality, we are highlighting one site in our book – could you let us know which site to highlight?
2. For that site, could you send us a two-sentence description by end of day today?

Thanks,

Mike

Mike Kennealy

Assistant Secretary for Business Growth

The Commonwealth of Massachusetts

Executive Office of Housing & Economic Development

One Ashburton Place, Room 2101

Boston, MA 02108

Office: 617-788-3640

Cell: 617-634-4762

michael.kennealy@state.ma.us

From: Lisa Marrone [mailto:lmarrone@leominster-ma.gov]

Sent: Thursday, October 12, 2017 1:25 PM

To: Kennealy, Michael (EOHED)

Cc: Dean Mazzarella ; William Mitchell ; Greg Chapdelaine ; Lisa Marrone ; Wendy Wiiks ; Kristen Kelly

Subject: City of Leominster - Amazon HQ2 Site Options

Hi Mr. Kennealy,

Please find attached a submittal on behalf of Mayor Mazzarella from the City of Leominster for consideration towards the Amazon HQ2 Request for Proposal. We are preparing an in-depth response on these specific locations for Amazon and their Office of Economic Development as well.

If you have any questions or concerns regarding the attached, please feel free to contact the Mayor anytime or reach out to any member of the working group for this project;

Mayor Mazzarella, dmazzarella@leominster-ma.gov

Bill Mitchell, Chief Assessor wmitchell@leominster-ma.gov

Greg Chapdelaine, Purchasing Agent gchapdelaine@leominster-ma.gov

Lisa Marrone, Economic Development lmarrone@leominster-ma.gov

Wendy Wiiks, Grant Administrator wwiiks@leominster-ma.gov

Kristen Kelly, Planning Director kkelly@leominster-ma.gov

Sincerely,

Lisa Marrone

Economic Development Coordinator

Leominster Planning Department

lmarrone@leominster-ma.gov

(978) 534-7525 x257

<https://www.linkedin.com/in/lisa-marrone-03713114/>



Municipality City of Leominster / Shopping Mall (For Sale)



Site Size (Acres)	72.75 Acres
Full Buildout Capacity (Sq. Ft)	8,100,000SF or (28) 286,000SF buildings Includes multi-level parking garages for 20,250 spaces
Proximity to:	
Major Highways	Interstate 190, Route 2, Route 495
Regional Train	Mass Transit Commuter Rail (1.5 Miles)
International Airports	Boston / Logan (1 Hour) Manchester (1 Hour) Bradley International (1 Hour) TF Green (1.25 Hours) Worcester Regional Airport (40 minutes) Fitchburg Airport (11 minutes) Hanscom AFB (40 minutes)
Local Tax Relief Available (Y/N)	Yes – STA/TIF – Gateway City Status
Ownership	Vintage Capital Group

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Stanesa, Jesse](#)
Cc: [Febeo, James](#)
Subject: Re: Testimonial Request - Fidelity
Date: Thursday, October 12, 2017 4:31:12 PM

Hi Jesse,

I completely understand the reasoning. I just wanted to check in to confirm because Fidelity has such a strong connection with Massachusetts.

Best,
Devon

Devon Goodall
617-413-6058

On Oct 12, 2017, at 9:37 AM, Stanesa, Jesse <Jesse.Stanesa@fmr.com> wrote:

Devon,

Thanks for connecting with us. Boston is our home and we certainly support more businesses locating here but, unfortunately, we will not be able to submit or co-sign a public this letter at this time. We have a significant presence in several states that are in competition for Amazon's HQ and officials in those states are undertaking similar outreach to business leaders. As you could imagine, our public support for one state could be misinterpreted as a vote of no confidence in another. I hope that you understand.

We sincerely wish you the best of luck on this effort. Please don't hesitate to contact me if you have any questions or would like to discuss.

Thanks,

Jesse

Jesse Stanesa | Vice President, Public Affairs

FIDELITY INVESTMENTS

245 Summer Street, NSA

Boston, MA 02110

617.563.5662

617.821.1064 (cell)

jesse.stanesa@fmr.com

From: Goodall, Devon L (SEA) [<mailto:devon.l.goodall@state.ma.us>]

Sent: Tuesday, October 10, 2017 11:16 AM

To: Febeo, James

Subject: Testimonial Request - Fidelity

Importance: High

Hi Jim,

I hope all is well! I wanted to check in to make sure that the Commonwealth's request for Fidelity to submit a letter of support for our Amazon HQ2 bid got to the right people.

MassTech sent the below email out a couple of weeks ago and I haven't been able to confirm that Fidelity is participating. If an individual testimonial is too tough at this time, there is the option for Abby Johnson to sign an industry support letter. The letter has been signed by 40 Boston leaders to date, including Bill Swanson, Robert Kraft, John Fish, James Judge and others.

Please let me know if either would be a possibility.

Thanks!

Devon

In coordination with the Baker-Polito Administration, I am writing to offer your organization the opportunity to support and bolster the Commonwealth's effort to recruit Amazon to cite its proposed "HQ2" facility here in Massachusetts.

As a core piece of the Commonwealth's application, we wanted to solicit your assistance, through a letter of support which outlines your company's feelings on the positives around the Commonwealth's culture of innovation, education, cultural, and sporting successes. A critical strength of our pitch is the thriving ecosystem of internationally-renowned organizations within the Commonwealth's borders.

Our request: We're seeking letters of support from leading organizations across the Commonwealth, including businesses, world-class non-profits, and cultural institutions. We hope these letters showcase to Amazon the support for this proposal from public and private-sector institutions that are powering our culture of innovation, entrepreneurship, and revolutionary thinking.

If you'd like to participate, we've attached a draft document which outlines the key logistics around a letter, including potential themes for your organization to address. As we have a short timeframe, all letters should be sent to Dan Haro at MassTech (haro@masstech.org) by the end of the day on Wednesday, October 4th, if possible, for inclusion in the final packet.

Also, we respectfully ask you and your organization to keep this request confidential. Please refrain from any social media or marketing around this request or your letter.

As always, thank you for your leadership, partnership, and for making our Commonwealth a great place to live, work, and play. If you have any questions, don't hesitate to reach out to Dan or myself.

Best regards,

Tim

Timothy J Connelly CFA

Executive Director / CEO

Massachusetts Technology Collaborative

2 Center Plaza, Suite 200

Boston, MA 02108

617-371-3999 x205

617-331-3451 (m)

connelly@masstech.org

www.masstech.org

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

E-mail: Devon.L.Goodall@state.ma.us

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Thomas, Steve](#); [Ng, Albert](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#); [Vladeck, Abigail \(GOV\)](#)
Subject: Secretary Ash Feedback
Date: Thursday, October 12, 2017 9:19:52 PM
Attachments: [Secretary Ash Comments 10.12.17.docx](#)

Hi Steve and Albert,

Attached is Secretary Ash's comments on the document from today's meeting. Adrian is going to work on tracking down some of the specific photo requests. Let us know if you have any questions.

Thanks!

Devon

Secretary Ash Comments 10/12

- Quote opposite welcome letter
 - Comment – technology, science and health care don't matter to Amazon
 - Should say "Our talent is #1, period"
- Revolutionary ideas begin in Massachusetts
 - Words are cut off
- Page 10
 - Past-Present-Future
 - "Font is too light? Tough to read?"
- Page 28
 - There should be more #1's (ribbon w/1 call out) throughout the document – it's a subliminal reminder
- Page 30
 - Need new picture – it doesn't distinguish MA because every state has classrooms
- Page 38
 - Harvard:
 - Font at top w/ description is tougher to read
 - Would rather do a photo on the new Allston plan
 - Wants to know how we are highlighting the enterprise apps
 - Need to define what the ranking numbers refer to more clearly
- Page 46
 - Past-Present-Future
 - Font is too light
- Page 47
 - Would like to see a photo of the Engine
- Page 48
 - MassTech photo is fuzzy
- Page 51
 - Focus on Robotics
 - Add \$2.5 million was released in October 2017 for the next Mass Robotics expansion
- Energy and Environment
 - Please move chapter
 - "Feel like this is too far forward and should move back in the response"
- Transportation
 - "N" is cut off
 - General comment: pull out information to make it easier to find/show off
- Page 66
 - Should be a photo of the Green Line Expansion instead of commuter rail – there is already a train picture

- Page 68
 - Would like to see international frequency like the previous domestic flight chart – it demonstrates something (ALL SET)
- Page 69
 - “Wondering if blue water should be added – this looks like a half empty circle”
 - NOTE: could this be darkening the landmass instead of adding water?
- Page 70
 - Photo caption
 - Should say “investment will increase line” instead of “could”
 - Add how many red, green and orange line cars are on order
 - Add: next 5 big things in transportation coming in Massachusetts
- Sites
 - “Why is Worcester darker – seems like we are trying to highlight it”
- Sites 2nd map
 - Add: Holyoke, Amherst, Gardiner (no Fitchburg)
 - Move New Bedford to be separated from the state routes a little bit
 - Add: gold star with current Amazon facilities (Stoughton & Fall River)
 - Difficult to see Pittsfield and Springfield titles
- Sites 3rd map
 - Boston order of sites
 - 1. Suffolk Downs
 - 2. South Boston/Waterfront/Downtown
 - 3. Harrison Albany Corridor/Back Bay/Dudley Square/Widett Circle
 - 4. Allston/Brighton/Back Bay/Fenway/Downtown
- Incentives
 - Chapter photo should be an Amazon Fall River groundbreaking or ribbon cutting with the Governor
- Quality of Life in Massachusetts
 - Chapter photo should be multiple pictures – MFA/BSO/Big E/kids playing on a leafy street
- Page 108
 - On graphic please add: 3 of the top 10 feeders to Ivy League schools
- Page 114
 - 2nd paragraph 1st sentence: “The Museum of Fine Arts in Boston is an internationally renowned museum known for its vast and varied collection....”

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Servetnick, Adrian \(EOHED\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Photo Requests
Date: Thursday, October 12, 2017 9:22:05 PM

1. STEM photo - page 30 (current photo doesn't distinguish MA)
2. Allston Harvard photo - page 38
3. Innovation section photo - instead of MGHPCC could it be an accelerator?
4. Green line expansion photo
5. Fall River Amazon groundbreaking or ribbon cutting with Governor Baker
6. Quality of Life - photos of MFA, Big E, kids playing on a leafy street for the cover photo

Thank you!

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Kaneb, Michael \(GOV\)](#)
Cc: [Vladeck, Abigail \(GOV\)](#)
Subject: Re: My Edits to Current Draft
Date: Friday, October 13, 2017 8:12:51 AM

Mike thanks for these!

I'm finishing my read thru now.

Aimee
617-356-3037

Sent from my iPhone

On Oct 12, 2017, at 9:40 PM, Kaneb, Michael (GOV)
<michael.kaneb@MassMail.State.MA.US> wrote:

Abi:

Attached are my page by page edits and insertions to the current draft plus a few observations on photos and layout (not really my thing).

I will have my laptop on the trip, and I should be reachable by cell most of the time. Certainly tomorrow until noon, I will be driving.

Elizabeth will be reading tomorrow and will give you her hand-marked pages.

There is some work for ANF to do on Incentives.

Good luck with those very accommodating people at VHB.

Mike

From: [Vladeck, Abigail \(GOV\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: FW: World Economic Forum on Boston
Date: Friday, October 13, 2017 9:21:32 AM

From: Buckley, Timothy (GOV)
Sent: Thursday, October 12, 2017 11:08 PM
To: Vladeck, Abigail (GOV)
Subject: World Economic Forum on Boston

WEF named boston one of top 10 cities of the future:

<https://twitter.com/dscharfGlobe/status/918602244731400193>

seems like a killer stat for Amazon bid. I realize there are probably dozens of such stats but figured pass along. This appears to be the WEF report that the tweet video thing is based off of:

https://www.weforum.org/agenda/2017/06/these-are-the-top-25-cities-of-the-future?utm_content=buffer1d87c&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer

From: [Ullman, Rebecca \(EEA\)](#)
To: [Frazier, Ricks \(EOHED\)](#)
Subject: RE: Project Rufus
Date: Friday, October 13, 2017 9:59:39 AM
Attachments: [Streetlights - Gov Memo 10-5-17 FINAL.DOCX](#)

Hi Ricks,

The projection below was based on the attached memo provided by DOER. The mechanism to achieve the conversions are grants from DOER to municipalities. Each grant includes targets for streetlight conversion, which is how we develop the projections.

Thanks,

Becky

From: Frazier, Ricks (EOHED)
Sent: Friday, October 13, 2017 8:57 AM
To: Ullman, Rebecca (EEA)
Subject: Project Rufus

Becky

Here's the statement we discussed. I just need a source for the highlighted text.

Massachusetts has recently launched a Rapid LED Streetlight Conversion Program and Green Communities Grant Program to provide municipalities with funding to convert traditional streetlight technologies to LEDs. By the fall of 2018, approximately 70% of all streetlights in Massachusetts will have been converted to LEDs, including 96% of municipally-owned fixtures.

Thanks.

Ricks Frazier

General Counsel

Executive Office of Housing and Economic Development

1 Ashburton Place, Room 2101

Boston, MA 02108

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DOER Municipal LED Streetlight Conversions

Current Status

The Department of Energy Resources' Rapid LED Streetlight Conversion Program and Green Communities Grant Programs provide funding to help municipalities convert municipally-owned traditional streetlight technologies to LEDs. At the conclusion of the Rapid LED Streetlight Conversion Program in the fall of 2018, we expect approximately 70% of all streetlights in Massachusetts will have been converted to LEDs, including 96% of municipally-owned fixtures.

Status of LED Conversions Statewide

	General Information		DOER LED Conversion Grant Achievements		
	Total Number of Fixtures	Number of Cities/Towns	Green Communities Grants	Rapid LED Conversion Grants	Total Converted or In Process
Investor-owned utilities (IOUs)	436,813	304	209,118	84,868	293,986
<i>Municipally-owned</i>	305,449	152	207,652	84,868	292,520
<i>Company-owned</i>	131,364	152	1,466	0	1,466
Municipal Light Plants (MLPs)	68,877	47	13,866	52,316	66,182
TOTAL Statewide	505,690	351	222,984	137,184	360,168
					71%

Benefits

Converting streetlights to LED technology provides multiple benefits to municipalities and all Massachusetts ratepayers. LED streetlights use 60% less energy than standard streetlights. LED streetlights last about 20 years, which is more than three times as long as the next longest-lasting streetlight technology and as a result, LEDs require significantly less installation labor, warehousing, engineering, and other maintenance costs. LED fixtures can be fit with advanced controls that provide additional functionality, such as the ability to be remotely dimmed or turned on or off, help locate parking spots, provide public Wi-Fi, and improve public safety. Streetlights are also typically on during the winter peak hours, which are in the late afternoon and early evening. These are the hours when electricity prices are at their highest because there is high demand on the system for both electrical energy and heating energy. By reducing electricity demand during these hours, LED streetlights contribute to reducing the price we pay for electricity in our wholesale market which means lower prices for all ratepayers in Massachusetts.

Remaining Conversion Opportunities and Impediments

There are two models for ownership of streetlights – streetlights are either owned by the city or town or they are owned by the utility. The remaining conversion opportunity consists overwhelmingly of streetlights owned by the utilities themselves—to date, only 1% of utility-owned fixtures have been converted to LEDs. Cost is the main remaining impediments to converting the 29% of streetlights statewide that will not be LEDs by the end of 2018. This is because the two largest utilities have not, until recently, offered rates for utility-owned LED streetlights. National Grid's first LED rate just went into effect in March of 2017, and Eversource's proposed rate is currently under consideration by the Department of Public Utilities (DPU).

	Converted		Remaining Opportunity	
	Total Converted or In Process	Percent Converted	Not Converted	Percent Not Converted
Municipally-owned (in IOU and MLP)	292,520	96%	12,929	4%
Utility-owned	1,466	1%	1,466	99%
Municipal Light Plants (MLPs)	66,182	96%	2,695	4%

Utility-owned LED streetlight tariff: In most cases, if a city or town is unable or unwilling to purchase their streetlights they may ask their utility to convert the utility-owned streetlights to LEDs. Few municipalities have done this, because until recently, cost-saving rates for utility-owned LED streetlights have not been available. DOER has advocated that the DPU require the utilities to change their rate structures to account for the energy and cost savings of LEDs and provide cost-saving rates for LED fixtures in order to support the deployment of energy efficient streetlights. DOER has worked with both National Grid and Eversource to ensure that the rate for company-owned LED streetlights reduces costs for towns.

Eversource: The rates that Eversource are proposing for company-owned LED streetlights, which are pending before the DPU, are higher than the rates for comparable traditional streetlights.

In the pending docket, **DOER recommended that DPU adopt changes that lower the rates for utility-owned LED streetlights.** These recommendations include:

- Adding a lower-wattage LED fixture offering as part of its rates, which Eversource has already agreed to do;
- Lowering the charges to reflect the reduced maintenance and longer life expectancy of high-efficiency LED streetlights; and
- Adopting rate design that will allow municipalities to realize additional savings from advanced controls that provide dimming and timer capabilities.

National Grid: DOER worked with National Grid in 2016 to address similar rate issues, and the result was an approved rate that went into effect on March 1, 2017 for utility-owned LED streetlights that has a lower cost than that for less efficient technologies.

Streetlights at state facilities: DOER has worked with state agencies on retrofitting streetlights on state-owned property. In particular, the Department of Conservation and Recreation (DCR) has made significant progress, retrofitting the vast majority of their approximately 4,600 DCR-owned street and pedestrian lighting to LED technology. As of last count, there remain around 1,000 lights to be retrofitted that will require other capital improvements and around 5,400 utility owned lights on DCR property. At MassDOT, some highway lighting has been converted by the relevant district office responsible for such lights. Finally, many state colleges, agencies and authorities have parking lot lighting, some of which have been converted to LEDs, but there remains some opportunity to continue to engage on streetlight conversion.

Conclusion

Nearly all municipalities that own their streetlight assets will have converted them to LED fixtures by the end of 2018. The remaining opportunity to convert to LEDs is mostly in towns with utility-owned streetlights. While DOER has made recent progress on removing cost barriers to conversion of these lights, additional opportunities in both Eversource's current rate proposal and in further optimizing rates to reflect capabilities of LEDs exist.

LED Streetlight Municipalities

Rapid Municipal LED Streetlight Conversion Program Participating Municipalities

75 cities and towns as of October 3, 2017

Amesbury	Holbrook	Paxton
Andover	Holden	Peabody
Ayer	Holyoke	Pittsfield
Belmont	Hopkinton	Princeton
Beverly	Hudson	Quincy
Boxboro	Hull	Rockland
Boylston	Ipswich	Russell
Brockton	Lakeville	Shrewsbury
Burlington	Leominster	South Hadley
Chicopee	Lowell	Sunderland
Clinton	Malden	Templeton
Cohasset	Manchester-by-the-Sea	Tewksbury
Concord	Mansfield	Tyngsborough
Dalton	Marblehead	Wakefield
Danvers	Medfield	Ware
Dracut	Medford	Warren
Erving	Merrimac	Wayland
Foxborough	Middleborough	Webster
Franklin	Middleton	Wellesley
Gardner	Millis	West Boylston
Georgetown	Newburyport	Westfield
Groveland	North Andover	Westport
Hanover	North Attleboro	Weymouth
Haverhill	Northbridge	Williamsburg
Hingham	Norwood	Winchendon

Municipalities Using Green Communities Funding to Convert to LED Streetlights
 39 cities and towns as of October 3, 2017

Acton	Fitchburg	Newton
Adams	Gill	Salem
Amherst	Gloucester	Shirley
Arlington	Greenfield	Somerville
Ashland	Hamilton	Stoughton
Athol	Lancaster	Sudbury
Bedford	Littleton	Sutton
Brookline	Lynnfield	Swampscott
Carlisle	Maynard	Watertown
Dedham	Medway	Wenham
Easthampton	Melrose	Westwood
Easton	Millbury	Winchester
Everett	Milton	Woburn

Municipalities That Converted to LED Streetlights Without DOER Funding Assistance
 29 cities and towns

Aquinnah	Dennis	Orleans
Barnstable	Eastham	Provincetown
Boston	Edgartown	Sandwich
Bourne	Fairhaven	Sharon
Brewster	Falmouth	Tisbury
Cambridge	Harwich	Truro
Chatham	Mashpee	Wellfleet
Chelsea	Natick	West Tisbury
Chilmark	New Bedford	Yarmouth
Dartmouth	Oak Bluffs	

From: [Cosco, Jonathan \(EOHED\)](#)
To: [Ullman, Rebecca \(EEA\)](#)
Subject: amazon - energy incentives question
Date: Friday, October 13, 2017 10:39:40 AM

Hi Rebecca,

I have been asked to fact check certain sections of the amazon package, and could use your help identifying supporting sources for the statement in the “incentives” section that says: “Major users may also eligible be for discounts on energy distribution rates, through direct arrangements with distribution companies.”

Do we have examples to cite, if we are asked?

Jonathan M. Cosco
Senior Deputy General Counsel
Executive Office of Housing and Economic Development
Commonwealth of Massachusetts
One Ashburton Place, 21st Floor
Boston, MA 02114
617-788-3628
jonathan.cosco@state.ma.us

From: [Frazier, Ricks \(EOHED\)](#)
To: [Servetnick, Adrian \(EOHED\)](#)
Subject: Talent Fact Check
Date: Friday, October 13, 2017 10:56:26 AM
Attachments: [Talent Re-Write RPF Annotations 10-13.docx](#)

Adrian

I'm still working on some of this, but could you take a quick look and see if you have any backup for any of the blank endnotes or bolded comments?

Many thanks.

Ricks Frazier

General Counsel

Executive Office of Housing and Economic Development

1 Ashburton Place, Room 2101

Boston, MA 02108

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TALENT

Massachusetts's ability to grow and attract talent makes it the ideal location for Amazon's HQ2. With a high performing elementary and secondary school system, a greater density of colleges and universities than any other place else in the world, and a full range of educational offerings and research programs, Massachusetts is committed to educating the technicians, inventors, scientists, researchers, managers, and high skill workers who will lead the growth of science and technology companies in the 21st century.

In Massachusetts, the talent pipeline begins with world-class public and private elementary and secondary schools. According to the U.S. Department of Education, Massachusetts fourth graders rank first in the country for math scores.¹ Massachusetts eighth graders rank first again for math and in fact outperform their peers in other states by an even wider margin². Our students score well in global rankings of proficiency in science as well: Massachusetts fifteen year-olds ranked second in science in a 122 country survey conducted by the Organization for Economic Cooperation and Development in 2015.³ Our high school students lead the nation in Advanced Placement participation rate⁴ and performance and our CVTE program students are national recognized awardees in SkillsUSA.⁵

With this kind of foundation, it should not be surprising that overall, the Massachusetts workforce is the best educated in the country. Forty-six percent of adults in Massachusetts have a bachelor's degree or higher—the largest percentage in the U.S.⁶ And our number of college graduates keeps growing. In 2015, Massachusetts ranked first among all states in new college degrees per capita with over 130,000 certificates, associates, bachelors, and advanced degrees awarded.⁷

Just as important, our colleges and universities are strong in the areas that matter most for Amazon. According to *U.S. News & World Report*, Massachusetts is home to the number one school for engineering (MIT), the number one and number two schools for undergraduate entrepreneurship programs (Babson and MIT, respectively), the number one business school (Harvard), and the number one school for internship and career services (Northeastern).⁸

Leading in Math and Computer Science Professionals

The immediate benefit this educational pipeline creates for Amazon is a Massachusetts workforce that, as it currently exists, already provides the specially trained workforce Amazon needs as a rapidly growing technology company. According to the most current figures, approximately 143,000 Massachusetts workers are now employed in math and computer science related occupations, a concentration that is 40 percent higher than the national average on a per capita basis⁹. Within the sub-category of software development—an employment group that Amazon has identified as a particularly important to its HQ2 plans—the percentage of systems software developers currently working in Massachusetts is nearly double that of the U.S workforce as a whole.¹⁰

Massachusetts's advantage in these fields is growing. U.S. Department of Labor projections indicate that over the next eight years Massachusetts will continue to outpace the rest of the nation in attracting and developing math and computer science professionals.¹¹

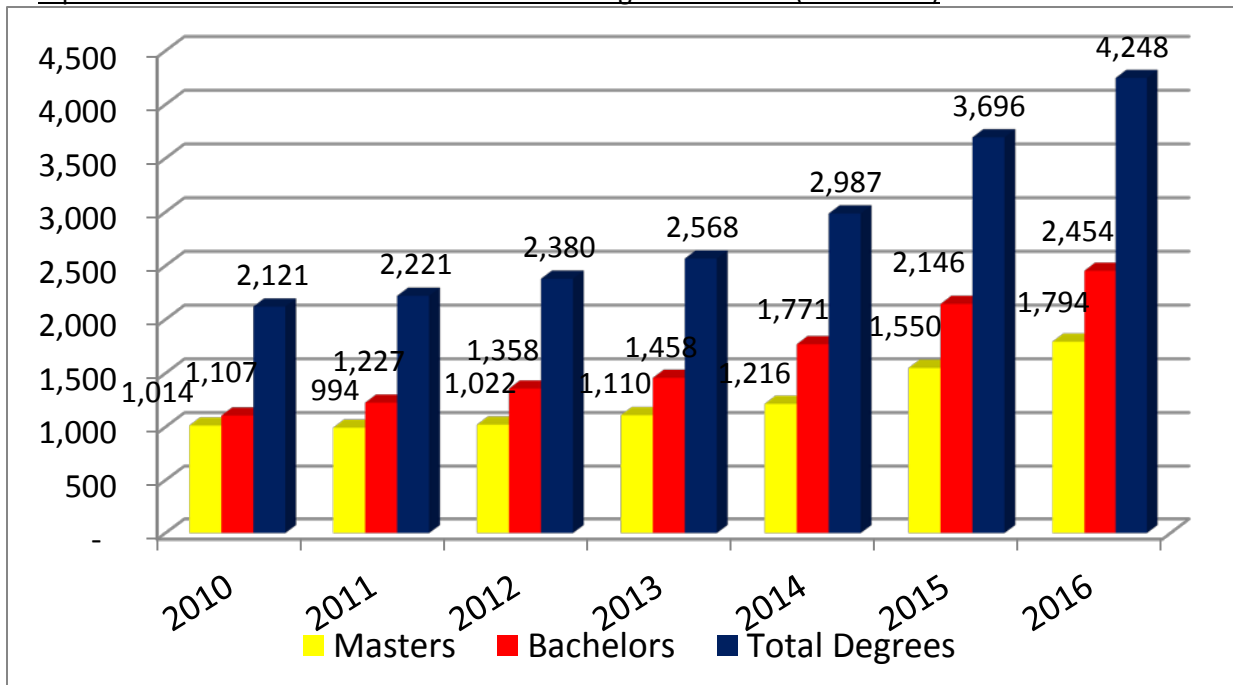
Occupational Group	Total MA Workers 2016	% of Total MA Employment All Occupations	% of Total US Employment All Occupations
Math and Computer Occupations	142,740	4%	3%
Sub-Occupational Groups	Total MA Workers 2016	% of Total MA Employment In Math and Computer Occupations	% of Total US Employment in Math and Computer Occupations
Software Developers/Systems Software	27,630	19%	10%
Software Developers/Applications	31,150	22%	20%
Sub-Total Software Developers	58,780	41%	30%

Data Source: Occupational Employment and Wage Statistics, May 2016

[Note to VHB: Please improve presentation of chart]

We see the same growing advantage that DOL sees when we look at growth in these fields in the Massachusetts educational pipeline. Since 2010, Massachusetts colleges and universities have doubled the number of degrees they award each year in computer science and information science, the programs most closely aligned with employment in the software development job category.¹² This is a long-term trend that will continue to support the growth of technology companies based in Massachusetts.

Computer Science & Information Science TOTAL Degrees Granted (2010-2016)



[Note to VHB: Please improve presentation of chart]

With our strong existing base of professionals now working in math and computer science related occupations and accelerating growth in the development of new credentialed workers, Massachusetts is perfectly positioned to meet Amazon's need for specialized talent now and in the future.

Leading in STEM Education

Beyond the specialized fields of computer and information science, Massachusetts is also outpacing the rest of the U.S. in the broader category of STEM graduates. With 37,000 STEM degrees granted in 2015, Massachusetts institutions award more science, technology, engineering, and math graduate and professional degrees per capita than any other state.¹³ We're also top-ranked among the states in many other measures of STEM success.

- MIT (1), Harvard (18), and University of Massachusetts Amherst (25) rank in the top 25 schools for computer science in the nation.¹⁴
- MIT (1), Harvard (20), Boston University (37), and Northeastern (43) rank in the top 50 engineering schools in the nation.¹⁵
- MIT (1) and Harvard (3) rank in the top five graduate schools for math in the nation.¹⁶
- Massachusetts is number 1 among states per capita for both PhDs and Master's degrees recently awarded in Science and Engineering.¹⁷

Our community colleges have a big role to play here as well. The 15 community colleges across Massachusetts now educate over 130,000¹⁸ students a year in programs focused on specific career paths.

One helpful support for their STEM efforts is a \$20 million, multi-year federal grant the community colleges received in 2014 to expand credentialing programs focused on careers in engineering, advanced manufacturing, biotechnology and life sciences, computer information sciences, and information technology.¹⁹ We expect that 13,000 students will have enrolled in high-demand STEM programs funded by the grant by the end of 2018.²⁰

Our broad mix of public and private institutions allows Massachusetts to pursue partnerships that create new educational opportunities to benefit both STEM learners and the innovative companies who depend on their skills to grow. One example of this sort of collaboration is a partnership between Northeastern University and General Electric that was recently named one of eight sites for the U.S. Department's Educational Quality through Innovative Partnerships (EQUIP) experiment, an initiative that aims to increase student access to innovative, high-quality, postsecondary education.²¹ With the support of the EQUIP grant Northeastern and General Electric will be launching an accelerated Bachelor of Science in Advanced Manufacturing program that will operate in collaboration with additional partner institutions in the Massachusetts community college system.

We're also proud that our STEM programs outperform most others in the country in attracting women. In the most recent measure, 37% of all STEM degrees granted in Massachusetts went to women graduates.²² We'll keep pushing until this reaches 50% or better.

CALL-OUT: UMass Lowell

A five-year, \$3.5 million ADVANCE Institutional Transformation grant from the National Science Foundation is supporting UMass Lowell's Making WAVES initiative (Women Academics Valued and Engaged in STEM). The WAVES program aims to promote equity and alternative paths to mentoring, reform institutional practices, and make departments and colleges accountable for becoming more inclusive issues of gender equity and bias in STEM.

The net result of all of this effort is that, while our research-based employers continue to grow, so does the number of new scientists, engineers, and other highly skilled graduates who enter the Massachusetts workforce each year. In fact, Massachusetts educational institutions produce many more STEM graduates than those companies hire in any given year.²³ This makes the Massachusetts STEM talent pool a continuing, available resource that leaves ample room for Amazon's hiring needs and for continuing growth in the STEM sector overall.

Statewide Higher Education Network

Amazon's growth at HQ2 will require ready access to professionals with expertise in fields beyond math, science, and engineering. Massachusetts's 125 colleges and universities are a huge pipeline for professional talent in the management, legal, accounting, and other administrative categories that Amazon has highlighted as important components of its HQ2 workforce.

Massachusetts is home to some of the best liberal arts colleges in the country – including Williams, Amherst, and Wellesley Colleges, ranked first, second, and third in the category by *U.S. News & World Report*. Bentley University, MIT, Boston College, Babson College, and Northeastern University all offer undergraduate accounting programs that rank in the top 50 in national surveys. Graduate programs in accounting at Harvard and MIT rank in the top 20. In 2017, Business School Graduate programs at Harvard, MIT, Boston College, and Boston University were ranked in the top 50 in the U.S.A. by *U.S. News & World Report*. In 2017, Graduate School Law programs at Harvard, and Boston College were ranked in the top 50.²⁴

The state of Massachusetts plays a major role in here as well. In 2015, Massachusetts's public higher education system as a whole served approximately 290,000 students at 29 institutions operating 62 sites across the Commonwealth. Around 87,000 of these students (30%) were enrolled in the University of Massachusetts system, 72,000 (25%) were enrolled in our nine other state colleges and universities, and the remaining 133,000 (45%) were enrolled one of our 15 community colleges.²⁵ An additional 90,000 students were served by non-degree community college workforce development and community learning programs.²⁶

This rich collection of public and private institutions has created higher education clusters in every region of the state: Greater Boston is home to 50 colleges and universities serving 250,000 students; the Pioneer Valley's Knowledge Corridor stretches from Springfield, Massachusetts, to Hartford, Connecticut and covers some 30 institutions, including a five-college consortium that includes UMass's flagship Amherst campus; and Worcester, New England's second-largest city, is home to 12 colleges and universities, including Clark University, Worcester Polytechnic Institute, and the College of the Holy Cross.²⁷

The Appendix highlights relevant labor and wage rate information for the job categories referenced in the RFP and also includes a schedule of the number of degrees granted by Massachusetts colleges and universities in 2015 in associated fields.

REINIER MOQUETE WITH STEM YOUTH - HOLD FOR MORE HQ IMAGE

“Massachusetts provides a unique combination of economic strength, culture of entrepreneurship, and innovation. We have a millennial population that is extremely diverse and entering the workforce with a hunger for having a national impact and solving big problems. Because of our strong eco-system of schools and community colleges, we have been creating a diverse STEM pipeline. Initiatives such as Latino STEM Alliance and Resilient Coders are focused on expanding access for disenfranchised youth even further.”

-- Reinier Moquete, CEO of Advoqt Technology Group, MA-certified MBE cloud and data security firm. Founder of Diversity IT Network and co-founder of Latino STEM Alliance.

Sidebar story: UMass Boston: Located on a peninsula at the edge of Boston Harbor, just minutes from downtown Boston, **UMass Boston** is a nationally recognized public research university that provides a low-cost, high-quality education to students from over 140 countries. Many UMB students are the first in their family to attend college. Ranked in the first tier of national universities in the *U.S. News & World Report* rankings in both 2017 and 2018, **UMass Boston** embodies the state’s commitment to high-quality public education for all.



[DIVERSITY AWARD IS PROBABLY WRONG GRAPHIC FOR THIS CALL OUT]

Connecting Workers with In-Demand Skills

Building a workforce for the future requires forward thinking and identifying career pathways that don’t necessarily flow through four year degree programs. Massachusetts is working to give many more students the opportunity to explore career options, experience internships, and develop marketable skills – especially in growing STEM fields. Part of that focus represents execution on Massachusetts’s STEM plan 2.0, adopted in 2013, which lays out a strategy to develop educational models that will continue to build the STEM talent pipeline in order to meet the innovation sector’s growing workforce needs.²⁸

Our Workforce Skills Capital Grant program invests in instructional equipment and technology to provide high school and community college students and adults looking for work opportunities to learn on industry standard equipment and develop skills needed for jobs in the innovation economy. Participating institutions collaborate with local employers to identify future workforce demands and skill gaps and then match students and adult learners with programming that will prepare them for in-demand jobs.

Since the program began in 2016, over \$34 million in grant awards have benefitted over ten thousand Massachusetts students and career learners.²⁹ We are actively seeking private sector partners to connect students and other learners with equipment and training that will teach them the skills most in demand from growing employers.

Massachusetts also helps companies to improve the performance of their existing workforce. The Massachusetts Workforce Training Fund awards \$20 million annually to companies in all industries to support training for newly hired and existing workers.³⁰ The fund provides substantial assistance to companies shifting workers to new and developing technologies.

Amazon Robotics in North Reading received a \$182,000 training grant in 2016 to add new jobs and train 190 employees.³¹ The grant will support training through a portfolio of advanced software programming and project management courses as well as a process improvement certificate program. As of July 2017, the company had added 45 of 50 planned new jobs and 80% of the overall training had been completed.

Connecting Employers with Skilled Workers

Massachusetts operates more than 30 Career Centers across the state dedicated to connecting employers looking for talent with a client base of 140,000 job seekers.³² Our Career Centers work with employers to understand their hiring needs and then connect them with job seeker candidates who offer the skills and experience to fill those needs. Career centers also assist employers to access state funding to train and new and existing employees.

[More overview/strategy to follow from EOLWD]

Partnership with Amazon in Southeastern Massachusetts

Before Amazon even broke ground on its new Fall River fulfillment center, Amazon executives and human resource managers were already working together with community partners and local officials to develop a workforce plan. When the 1-million-square foot fulfillment center opened in September 2016, it was fully staffed with more than 700 new hires recruited through local Fall River and Brockton Career Centers.

Amazon executives attribute the successful recruitment in Fall River to coordinated efforts undertaken jointly with the local Career Center, Fall River Mayor Jasiel Correia's office, Bristol Community College, and local legislators to get the word out and generate excitement about the facility's opening. "In all my experience, I have never seen this level of community engagement and support," said Amazon's general manager for the new Fall River fulfillment center.

One year after the Amazon Fall River Fulfillment Center shipped its first package to Raynham—a galvanized anchor—the partnership continues to grow, and Amazon has hired more than 1,500 additional Massachusetts residents from local Career Centers. Career Center staff and Amazon executives have developed an efficient hiring process that can be scaled to accommodate a range of future hiring needs.

More Side-Bars:

Infographic Over 150 years ago, the Massachusetts State Legislature created the Massachusetts Institute of Technology. Since its founding, MIT has produced 85 Nobel laureates, 52 National Medal of Science recipients, 65 Marshall Scholars, 45 Rhodes Scholars, 38 MacArthur Fellows, and 34 NASA astronauts.³³

CallOut: 3 Nobel Prizes in 2 Days

On October 2, 2017, Professors Michael Rosbash and Jeffrey Hall of Brandeis were awarded the 2017 Nobel Prize in Physiology or Medicine for their discovery of the molecular mechanisms that control circadian rhythms. Their findings, which supported the development of the study of circadian biology, may one day lead to treatments for mental illness, Alzheimer's, heart disease and diabetes.

One day later, Professor Rainer Weiss of MIT was awarded the Nobel Prize in Physics (shared with 2 others) for the discovery of ripples in space-time known as gravitational waves. This was the first direct observation of a phenomenon Albert Einstein predicted a century ago and introduces a whole new method of astronomical observation and study.

(POTENTIAL SIDEBAR OR CALL OUT BOX) In 2017, the Council of Chief State School Officers and JPMorgan Chase & Co. awarded Massachusetts a \$2 million grant to strengthen career-focused education. The grant supports High Quality Career and College Pathway programs beginning as early as high school and running through post-secondary programs or other industry-recognized credential programs that align with high-skill jobs, including STEM-based professions.

3D Printing: The Future of Retail Advanced Manufacturing in Massachusetts is Gearing Up.

Massachusetts has awarded \$500,000 to the Greater Lowell Technical High School in order to create an Agile Digital Fabrication/Maker Space where high school, community college, and adult education students will engage in technological experimentation, hardware development, and idea prototyping. The space will provide high production, finish level, and product design 3D printing capability to build workforce skills in this rapidly-developing new area of manufacturing and inspire a new generation of makers.³⁴

¹ U.S. Dept. of Education, National Center for Education Statistics 2015 report:

https://www.nationsreportcard.gov/reading_math_2015/#mathematics/state/acl?grade=4

² Id., at https://www.nationsreportcard.gov/reading_math_2015/#mathematics/state/acl?grade=8

³ National Center for Education Statistics indicates that MA is *fifth* in the OECD survey.

https://nces.ed.gov/surveys/pisa/pisa2015/pisa2015highlights_5.asp

⁴ College Board Advanced Placement Report – Class of 2016 Data; <https://reports.collegeboard.org/ap-program-results/class-2016-data>

⁵ ???

⁶ MassTech Collaborative 2016 Index of Massachusetts Innovation Economy

⁷ StateMaster.com cited the National Center for Education Statistics as ranking MA 4th overall.

http://www.statemaster.com/graph/edu_pos_deg_awa_tot_percap-degrees-awarded-total-per-capita

⁸ U.S. News & World Report 2018 Survey of Colleges & Universities.[I could not find a couple of the cited

references – entrepreneurship (Babson & MIT) and internship & career services (Northeastern) – possibly because they are not publicly available.

9

10

11

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¹³ MassTech Collaborative 2016 Index of Massachusetts Innovation Economy, p. 57.

¹⁴ U.S. News & World Report 2018 Survey of Colleges & Universities

¹⁵ Id.

¹⁶ Id.

¹⁷ MassTech Collaborative 2016 Index of Massachusetts Innovation Economy, p. 57.

¹⁸ Dep. Of Higher Education Datasheet shows 87,000;

<http://www.mass.edu/datacenter/2016enrollmentestimates.asp>

¹⁹ US DOL News Release; <https://www.dol.gov/newsroom/releases/eta/eta20141865>

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²¹ U.S. Dep. Of Education, Office of Education Technology website; <https://tech.ed.gov/EQUIP/>

²² **A 2009 Report from EOE indicates higher numbers, but may include more majors in the STEM categories. “In 2008, female students earned 52.2% of the Bachelor’s degrees in all STEM majors granted in Massachusetts. In 2008, female students earned 64.8% of the Certificates above Bachelor’s Degrees and Master’s Degrees in all STEM majors granted in Massachusetts. In 2008, female students earned 50.4% of the Doctor’s and First Professional Degrees in all STEM majors granted in Massachusetts.” Mass Statewide Stem Indicators Project at 633-5, <http://www.mass.edu/stem/documents/MASSIP%202009%20Full%20Report.pdf>**

²³ **CAN’T FIND SUPPORT FOR THIS STATEMENT.**

²⁴ U.S. News & World Report 2017 Survey

²⁵ **Dep. Of Higher Education shows the numbers to be: UMass – 56,931, State U – 41,461, CC – 87,711;**

<https://www.slideshare.net/massdhe/highlights-2016-enrollment-estimates>

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²⁹ 2016 Acts, c. 219 appropriated 45.9 million for this program. EOE details:

<http://www.mass.gov/edu/government/executive-office-of-education/grant-information/massachusetts-skills-capital-grant-program-.html>

³⁰ Available through Commonwealth Corporation. **CommCorp website says \$14M available annually.**

<http://workforcetrainingfund.org/programs/general-program/guidelines/>

³¹ **Commonwealth Corp. lists this award as \$243,400. <http://workforcetrainingfund.org/resources/recent-grant-awards/>**

³² EOLWD Final PY15 Workforce Investment Act Annual Report

³³ Straight from Wikipedia: https://en.wikipedia.org/wiki/Massachusetts_Institute_of_Technology

³⁴ Lowell Sun, Mar. 26, 2017: http://www.lowellsun.com/news/ci_30881377/greater-lowell-tech-grant-will-boost-technology

From: [Frazier, Ricks \(EOHED\)](#)
To: [Ullman, Rebecca \(EEA\)](#)
Subject: RE: Project Rufus
Date: Friday, October 13, 2017 11:01:51 AM

Thanks. Just what I needed.

Ricks

From: Ullman, Rebecca (EEA)
Sent: Friday, October 13, 2017 10:00 AM
To: Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>
Subject: RE: Project Rufus

Hi Ricks,

The projection below was based on the attached memo provided by DOER. The mechanism to achieve the conversions are grants from DOER to municipalities. Each grant includes targets for streetlight conversion, which is how we develop the projections.

Thanks,

Becky

From: Frazier, Ricks (EOHED) << File: Streetlights - Gov Memo 10-5-17 FINAL.DOCX >>
Sent: Friday, October 13, 2017 8:57 AM
To: Ullman, Rebecca (EEA)
Subject: Project Rufus

Becky

Here's the statement we discussed. I just need a source for the highlighted text.

Massachusetts has recently launched a Rapid LED Streetlight Conversion Program and Green Communities Grant Program to provide municipalities with funding to convert traditional streetlight technologies to LEDs. By the fall of 2018, approximately 70% of all streetlights in Massachusetts will have been converted to LEDs, including 96% of municipally-owned fixtures.

Thanks.

Ricks Frazier

General Counsel

Executive Office of Housing and Economic Development

1 Ashburton Place, Room 2101

Boston, MA 02108

(617) 788-3659

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#); [Thomas, Steve](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Secretary Ash Feedback
Date: Friday, October 13, 2017 11:04:12 AM
Attachments: [Comments - photos and testimonial placements.docx](#)

Hi Albert and Steve,

Circling back on the feedback that we've been sending over and a quick update on sites.

Sites:

- Adding Quincy
- Removing Randolph – I think this works out as an even trade for the same graphic placement
- Expecting Boston descriptions to come in shortly and will forward ASAP

For the photos, testimonial call outs and graphics, I know they were on the back burner because content was a priority for yesterday. I'm sure that you are working on updating the graphics, photos etc. with everything we have sent over in the past few days today. Is it possible to see an interim draft over the weekend with an update on the photos, graphics etc.?

We will also be moving the energy section to behind incentives but before quality of life per Secretary Ash's comments. I'll send around an updated storyboard as soon as I receive it.

Thanks!

Devon

From: Goodall, Devon L. (MOBD)
Sent: Thursday, October 12, 2017 9:31 PM
To: Ng, Albert; Thomas, Steve
Cc: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)
Subject: Re: Secretary Ash Feedback

The Amazon distribution centers with non stop flights is attached - Massport had the request yesterday and pulled it together. We only need to do this for foreign nonstop flights.

MA Locations:

Cambridge

Boston

North Reading

Stoughton

Fall River

From: Ng, Albert <ANG@VHB.com>
Sent: Thursday, October 12, 2017 9:26 PM
To: Goodall, Devon L. (MOBD); Thomas, Steve
Cc: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)
Subject: Re: Secretary Ash Feedback

Thanks Devon.

Can you find out the location of all existing amazon facilities in the commonwealth? Cities of amazon Distribution centers (foreign and domestic) with non stop flights to Boston?

Get [Outlook for iOS](#)

From: Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>

Sent: Thursday, October 12, 2017 9:19:52 PM

To: Thomas, Steve; Ng, Albert

Cc: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)

Subject: Secretary Ash Feedback

Hi Steve and Albert,

Attached is Secretary Ash's comments on the document from today's meeting. Adrian is going to work on tracking down some of the specific photo requests. Let us know if you have any questions.

Thanks!

Devon

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Vanasse Hangen Brustlin, Inc. | info@vhb.com

General Comments:

- New flow for beginning: Welcome Letter → **Table of Contents** → MA Fast Facts → Our Story
- Too many text colors
- Need photos that are new and recent

Our Story:

- Highlight MA #1 facts
- University of Massachusetts quote
 - “Ultimately, Massachusetts isn’t just an education mecca, a research powerhouse or an economic hub. More than anything, its home to a revolutionary spirit – a relentless drive for innovation, growth and advancement, a willingness to do what’s never been done before to achieve the “impossible.” In Massachusetts, we refuse to rest on our laurels or settle for “good enough,” and it’s that spirit that has cemented this state’s place in history and ensured its enduring leadership and success.”
- New photo of Old North Bridge in Concord/Lexington

Biz Friendly:

- Testimonials:
 - Dana Farber
 - “Strong leadership from the Governor, public officials and industry leaders has fostered a shared economic development strategy, stability of the regulatory environment and an openness to government dialogue with industry”
 - Greater Boston Chamber of Commerce
 - “Massachusetts’ business community is diverse and broad, reflecting every type of established and emerging business, yet despite the variety of industries and interests, we work as one united force to make the Commonwealth’s economy succeed.”
 - Laurie Leshin, WPI – **waiting to receive**
- Tax table should be a pie chart

Talent:

- Testimonials:
 - Carbonite
 - “Technology businesses that drive the innovation economy forward in Massachusetts, like Carbonite, are successful for many reasons, but one stands out: access to local talent. Home to more than 200 colleges and universities, Massachusetts provides diverse human capital at scale, and as a result continues to be a breeding ground for some of the largest and most successful technology companies in the world”.
 - Partners
 - “Massachusetts offers the most highly educated and talented workforce that any organization could hope to draw upon. Our proximity to a world-class education system – from kindergarten through higher education – ensures that students enter the workforce ready to embrace new challenges and be a meaningful contributor to a company’s success”
 - Reinier Moquete (already included)

Innovation:

- Testimonials (already sent over):
 - GE
 - Keep quote from Jeff Immelt
 - Add a call out on their joint venture with Union Point
 - GE and LStar Ventures, the developers of Union Point, are partnering to establish the 1,500-acre development outside of Boston as a living laboratory for Smart City technologies and sustainability solutions. Through the partnership, GE's innovative technology and digital solutions will be leveraged to make Union Point a paradigm of environmental stewardship, while enabling significant economic growth and improving the lives of the people who will live, work and visit the area. Through the partnership, GE will act as the preferred technology partner of Union Point. The company will implement existing technologies and test concepts that enhance resource productivity and reduce environmental impact across the entire city's operations.
 - Catalant
 - iBoss
 - Chiderah Okoye Nordee (ASG)
- Asset map needs to be more specific

Environment:

- Testimonial:
 - National grid
 - "Serving more than 2.2 million customers in Massachusetts provides us a close connection to the state's policies and priorities. Those initiatives include a genuine interest in making the world a better place as both government and business set the pace on such issues as climate change, energy efficiency, and sustainability."
- Photo of Deer Island - Devon

Transportation:

- Photo of Springfield union station
- Photo of Conley

Livability:

- Testimonials: From Archipelago Strategies Group
 - Jennifer Pinck
 - New England Blacks in Philanthropy
 - El Mundo

NEW PHOTOS:

Appalachian Trail - <https://www.flickr.com/photos/masstravel/21877760263/>

Boston Common

- <https://www.flickr.com/photos/masstravel/8531575194/>; <https://www.flickr.com/photos/masstravel/15063611085/>; <https://www.flickr.com/photos/masstravel/12435130705/>;

Cranberries - <https://www.flickr.com/photos/masstravel/6963629608/>

Provincetown

- <https://www.flickr.com/photos/masstravel/9238796999/>; <https://www.flickr.com/photos/masstravel/11339709814/>; <https://www.flickr.com/photos/masstravel/9239487515/>; <https://www.flickr.com/photos/masstravel/7115842355/>;

Cape Cod National Seashore

- <https://www.flickr.com/photos/masstravel/7109520109/>; <https://www.flickr.com/photos/masstravel/7109520109/>;

Mt. Greylock - <https://www.flickr.com/photos/masstravel/7656971864/>

Revere Beach (Communitied Compact Signing)

- <https://www.flickr.com/photos/massgovernor/20284503802/>

Walden Pond - <https://www.flickr.com/photos/masstravel/15471828752/>

Red Sox/ Fenway

- <https://www.flickr.com/photos/masstravel/9068339276/>; <https://www.flickr.com/photos/massgovernor/30584140615/>;

Tanglewood/ Boston Symphony Orchestra - <https://www.flickr.com/photos/masstravel/6966710878/>

Dr. Seuss Museum - <https://www.flickr.com/photos/masstravel/8139383576/in/photolist-dpfti1-dpfiZM-cvQ58m-cvQ6cL-dpftaA-fCfuvz-bBmLqb-fCfus4-fCx5NE>

JFK Library - <https://www.flickr.com/photos/masstravel/7107214159/>

Ice Bucket Action Shot – <https://www.flickr.com/photos/massgovernor/20277338488/>

Worcester Union Station - <https://www.flickr.com/photos/masstravel/21899718373/>

Conley Terminal – <https://www.flickr.com/photos/cheezepix/4445018584/> (IF WE USE THIS WE LEGALLY HAVE TO ATTRIBUTE IT); <https://www.flickr.com/photos/formulanone/31957349885/> (IF WE USE THIS WE LEGALLY HAVE TO ATTRIBUTE IT AND LINK BACK TO IT)

From: [Servetnick, Adrian \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: FW: Photos - Fall River Amazon Ribbon Cutting
Date: Friday, October 13, 2017 11:18:49 AM

From: Boehm, Ryan (GOV)
Sent: Friday, October 13, 2017 11:18 AM
To: Servetnick, Adrian (EOHED)
Subject: Re: Photos - Fall River Amazon Ribbon Cutting

Ryan Boehm
Deputy Communications Director / Digital Strategist
Office of Governor Charlie Baker
o: 617.725.4025 ext. 35327
c: 617.483.0833
ryan.boehm@state.ma.us

From: "Servetnick, Adrian (EOHED)" <Adrian.Servetnick@MassMail.State.MA.US>
Date: Friday, October 13, 2017 at 11:15 AM
To: "Boehm, Ryan (GOV)" <ryan.boehm@MassMail.State.MA.US>
Subject: Photos - Fall River Amazon Ribbon Cutting

Ryan-

Do you guys have any pictures from the ribbon cutting at the fall river distribution site? Need them ASAP if you do

Best,

Adrian Servetnick

Policy and Research Associate
Executive Office of Housing and Economic Development
e: adrian.servetnick@state.ma.us
p: 617-788-3615
t: @MassEOHED

From: [Lee, Daniel \(GOV\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: Updated Storyboard
Date: Friday, October 13, 2017 11:23:14 AM
Attachments: [Project RUFUS storyboard v10.pdf](#)

Attached! If something is wrong, let me know! Uploaded to Sharefile and Dropbox.

From: Goodall, Devon L. (MOBD)
Sent: Friday, October 13, 2017 10:54 AM
To: Lee, Daniel (GOV)
Subject: Updated Storyboard

Hi Dan,

Would it be possible to get an updated version of the storyboard, moving Energy to be after Incentives but before Quality of Life? This is per the Secretary's comments.

Thanks!

Devon

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

E-mail: Devon.L.Goodall@state.ma.us

Storyboard for Project RUFUS

10/13/17 v.10



DRAFT FOR POLICY DISCUSSION

From: [Servetnick, Adrian \(EOHED\)](#)
To: [Frazier, Ricks \(EOHED\)](#)
Subject: RE: Talent Fact Check
Date: Friday, October 13, 2017 11:46:56 AM
Attachments: [Talent Re-Write RPF Annotations 10-13.docx](#)

Filled in a couple

From: Frazier, Ricks (EOHED)
Sent: Friday, October 13, 2017 10:56 AM
To: Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>
Subject: Talent Fact Check

Adrian

I'm still working on some of this, but could you take a quick look and see if you have any backup for any of the blank endnotes or bolded comments?

Many thanks.

<< File: Talent Re-Write RPF Annotations 10-13.docx >>

Ricks Frazier

General Counsel

Executive Office of Housing and Economic Development

1 Ashburton Place, Room 2101

Boston, MA 02108

(617) 788-3659

TALENT

Massachusetts's ability to grow and attract talent makes it the ideal location for Amazon's HQ2. With a high performing elementary and secondary school system, a greater density of colleges and universities than any other place else in the world, and a full range of educational offerings and research programs, Massachusetts is committed to educating the technicians, inventors, scientists, researchers, managers, and high skill workers who will lead the growth of science and technology companies in the 21st century.

In Massachusetts, the talent pipeline begins with world-class public and private elementary and secondary schools. According to the U.S. Department of Education, Massachusetts fourth graders rank first in the country for math scores.¹ Massachusetts eighth graders rank first again for math and in fact outperform their peers in other states by an even wider margin². Our students score well in global rankings of proficiency in science as well: Massachusetts fifteen year-olds ranked second in science in a 122 country survey conducted by the Organization for Economic Cooperation and Development in 2015.³ Our high school students lead the nation in Advanced Placement participation rate⁴ and performance and our CVTE program students are national recognized awardees in SkillsUSA.⁵

With this kind of foundation, it should not be surprising that overall, the Massachusetts workforce is the best educated in the country. Forty-six percent of adults in Massachusetts have a bachelor's degree or higher—the largest percentage in the U.S.⁶ And our number of college graduates keeps growing. In 2015, Massachusetts ranked first among all states in new college degrees per capita with over 130,000 certificates, associates, bachelors, and advanced degrees awarded.⁷

Just as important, our colleges and universities are strong in the areas that matter most for Amazon. According to *U.S. News & World Report*, Massachusetts is home to the number one school for engineering (MIT), the number one and number two schools for undergraduate entrepreneurship programs (Babson and MIT, respectively), the number one business school (Harvard), and the number one school for internship and career services (Northeastern).⁸

Leading in Math and Computer Science Professionals

The immediate benefit this educational pipeline creates for Amazon is a Massachusetts workforce that, as it currently exists, already provides the specially trained workforce Amazon needs as a rapidly growing technology company. According to the most current figures, approximately 143,000 Massachusetts workers are now employed in math and computer science related occupations, a concentration that is 40 percent higher than the national average on a per capita basis⁹. Within the sub-category of software development—an employment group that Amazon has identified as a particularly important to its HQ2 plans—the percentage of systems software developers currently working in Massachusetts is nearly double that of the U.S workforce as a whole.¹⁰

Massachusetts's advantage in these fields is growing. U.S. Department of Labor projections indicate that over the next eight years Massachusetts will continue to outpace the rest of the nation in attracting and developing math and computer science professionals.¹¹

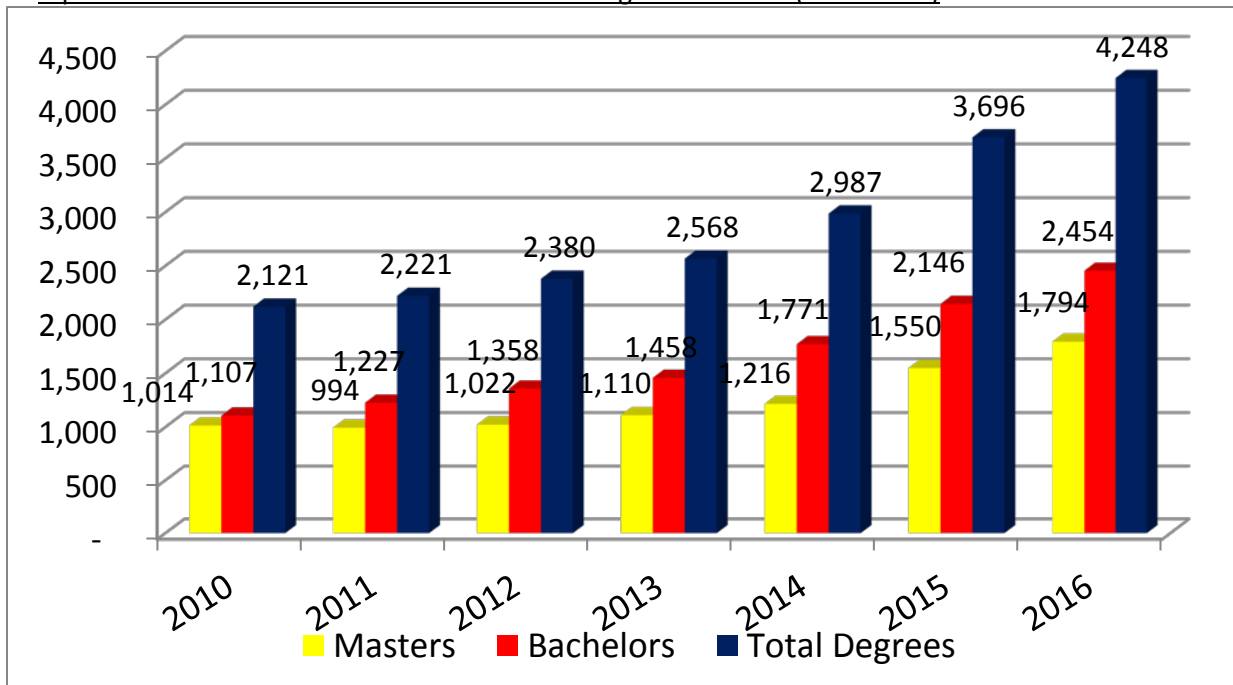
Occupational Group	Total MA Workers 2016	% of Total MA Employment All Occupations	% of Total US Employment All Occupations
Math and Computer Occupations	142,740	4%	3%
Sub-Occupational Groups	Total MA Workers 2016	% of Total MA Employment In Math and Computer Occupations	% of Total US Employment in Math and Computer Occupations
Software Developers/Systems Software	27,630	19%	10%
Software Developers/Applications	31,150	22%	20%
Sub-Total Software Developers	58,780	41%	30%

Data Source: Occupational Employment and Wage Statistics, May 2016

[Note to VHB: Please improve presentation of chart]

We see the same growing advantage that DOL sees when we look at growth in these fields in the Massachusetts educational pipeline. Since 2010, Massachusetts colleges and universities have doubled the number of degrees they award each year in computer science and information science, the programs most closely aligned with employment in the software development job category.¹² This is a long-term trend that will continue to support the growth of technology companies based in Massachusetts.

Computer Science & Information Science TOTAL Degrees Granted (2010-2016)



[Note to VHB: Please improve presentation of chart]

With our strong existing base of professionals now working in math and computer science related occupations and accelerating growth in the development of new credentialed workers, Massachusetts is perfectly positioned to meet Amazon's need for specialized talent now and in the future.

Leading in STEM Education

Beyond the specialized fields of computer and information science, Massachusetts is also outpacing the rest of the U.S. in the broader category of STEM graduates. With 37,000 STEM degrees granted in 2015, Massachusetts institutions award more science, technology, engineering, and math graduate and professional degrees per capita than any other state.¹³ We're also top-ranked among the states in many other measures of STEM success.

- MIT (1), Harvard (18), and University of Massachusetts Amherst (25) rank in the top 25 schools for computer science in the nation.¹⁴
- MIT (1), Harvard (20), Boston University (37), and Northeastern (43) rank in the top 50 engineering schools in the nation.¹⁵
- MIT (1) and Harvard (3) rank in the top five graduate schools for math in the nation.¹⁶
- Massachusetts is number 1 among states per capita for both PhDs and Master's degrees recently awarded in Science and Engineering.¹⁷

Our community colleges have a big role to play here as well. The 15 community colleges across Massachusetts now educate over 130,000¹⁸ students a year in programs focused on specific career paths.

One helpful support for their STEM efforts is a \$20 million, multi-year federal grant the community colleges received in 2014 to expand credentialing programs focused on careers in engineering, advanced manufacturing, biotechnology and life sciences, computer information sciences, and information technology.¹⁹ We expect that 13,000 students will have enrolled in high-demand STEM programs funded by the grant by the end of 2018.²⁰

Our broad mix of public and private institutions allows Massachusetts to pursue partnerships that create new educational opportunities to benefit both STEM learners and the innovative companies who depend on their skills to grow. One example of this sort of collaboration is a partnership between Northeastern University and General Electric that was recently named one of eight sites for the U.S. Department's Educational Quality through Innovative Partnerships (EQUIP) experiment, an initiative that aims to increase student access to innovative, high-quality, postsecondary education.²¹ With the support of the EQUIP grant Northeastern and General Electric will be launching an accelerated Bachelor of Science in Advanced Manufacturing program that will operate in collaboration with additional partner institutions in the Massachusetts community college system.

We're also proud that our STEM programs outperform most others in the country in attracting women. In the most recent measure, 37% of all STEM degrees granted in Massachusetts went to women graduates.²² We'll keep pushing until this reaches 50% or better.

CALL-OUT: UMass Lowell

A five-year, \$3.5 million ADVANCE Institutional Transformation grant from the National Science Foundation is supporting UMass Lowell's Making WAVES initiative (Women Academics Valued and Engaged in STEM). The WAVES program aims to promote equity and alternative paths to mentoring, reform institutional practices, and make departments and colleges accountable for becoming more inclusive issues of gender equity and bias in STEM.

The net result of all of this effort is that, while our research-based employers continue to grow, so does the number of new scientists, engineers, and other highly skilled graduates who enter the Massachusetts workforce each year. In fact, Massachusetts educational institutions produce many more STEM graduates than those companies hire in any given year.²³ This makes the Massachusetts STEM talent pool a continuing, available resource that leaves ample room for Amazon's hiring needs and for continuing growth in the STEM sector overall.

Statewide Higher Education Network

Amazon's growth at HQ2 will require ready access to professionals with expertise in fields beyond math, science, and engineering. Massachusetts's 125 colleges and universities are a huge pipeline for professional talent in the management, legal, accounting, and other administrative categories that Amazon has highlighted as important components of its HQ2 workforce.

Massachusetts is home to some of the best liberal arts colleges in the country – including Williams, Amherst, and Wellesley Colleges, ranked first, second, and third in the category by *U.S. News & World Report*. Bentley University, MIT, Boston College, Babson College, and Northeastern University all offer undergraduate accounting programs that rank in the top 50 in national surveys. Graduate programs in accounting at Harvard and MIT rank in the top 20. In 2017, Business School Graduate programs at Harvard, MIT, Boston College, and Boston University were ranked in the top 50 in the U.S.A. by *U.S. News & World Report*. In 2017, Graduate School Law programs at Harvard, and Boston College were ranked in the top 50.²⁴

The state of Massachusetts plays a major role in here as well. In 2015, Massachusetts's public higher education system as a whole served approximately 290,000 students at 29 institutions operating 62 sites across the Commonwealth. Around 87,000 of these students (30%) were enrolled in the University of Massachusetts system, 72,000 (25%) were enrolled in our nine other state colleges and universities, and the remaining 133,000 (45%) were enrolled one of our 15 community colleges.²⁵ An additional 90,000 students were served by non-degree community college workforce development and community learning programs.²⁶

This rich collection of public and private institutions has created higher education clusters in every region of the state: Greater Boston is home to 50 colleges and universities serving 250,000 students; the Pioneer Valley's Knowledge Corridor stretches from Springfield, Massachusetts, to Hartford, Connecticut and covers some 30 institutions, including a five-college consortium that includes UMass's flagship Amherst campus; and Worcester, New England's second-largest city, is home to 12 colleges and universities, including Clark University, Worcester Polytechnic Institute, and the College of the Holy Cross.²⁷

The Appendix highlights relevant labor and wage rate information for the job categories referenced in the RFP and also includes a schedule of the number of degrees granted by Massachusetts colleges and universities in 2015 in associated fields.

REINIER MOQUETE WITH STEM YOUTH - HOLD FOR MORE HQ IMAGE

“Massachusetts provides a unique combination of economic strength, culture of entrepreneurship, and innovation. We have a millennial population that is extremely diverse and entering the workforce with a hunger for having a national impact and solving big problems. Because of our strong eco-system of schools and community colleges, we have been creating a diverse STEM pipeline. Initiatives such as Latino STEM Alliance and Resilient Coders are focused on expanding access for disenfranchised youth even further.”

-- Reinier Moquete, CEO of Advoqt Technology Group, MA-certified MBE cloud and data security firm. Founder of Diversity IT Network and co-founder of Latino STEM Alliance.

Sidebar story: UMass Boston: Located on a peninsula at the edge of Boston Harbor, just minutes from downtown Boston, **UMass Boston** is a nationally recognized public research university that provides a low-cost, high-quality education to students from over 140 countries. Many UMB students are the first in their family to attend college. Ranked in the first tier of national universities in the *U.S. News & World Report* rankings in both 2017 and 2018, **UMass Boston** embodies the state’s commitment to high-quality public education for all.



[DIVERSITY AWARD IS PROBABLY WRONG GRAPHIC FOR THIS CALL OUT]

Connecting Workers with In-Demand Skills

Building a workforce for the future requires forward thinking and identifying career pathways that don’t necessarily flow through four year degree programs. Massachusetts is working to give many more students the opportunity to explore career options, experience internships, and develop marketable skills – especially in growing STEM fields. Part of that focus represents execution on Massachusetts’s STEM plan 2.0, adopted in 2013, which lays out a strategy to develop educational models that will continue to build the STEM talent pipeline in order to meet the innovation sector’s growing workforce needs.²⁸

Our Workforce Skills Capital Grant program invests in instructional equipment and technology to provide high school and community college students and adults looking for work opportunities to learn on industry standard equipment and develop skills needed for jobs in the innovation economy. Participating institutions collaborate with local employers to identify future workforce demands and skill gaps and then match students and adult learners with programming that will prepare them for in-demand jobs.

Since the program began in 2016, over \$34 million in grant awards have benefitted over ten thousand Massachusetts students and career learners.²⁹ We are actively seeking private sector partners to connect students and other learners with equipment and training that will teach them the skills most in demand from growing employers.

Massachusetts also helps companies to improve the performance of their existing workforce. The Massachusetts Workforce Training Fund awards \$20 million annually to companies in all industries to support training for newly hired and existing workers.³⁰ The fund provides substantial assistance to companies shifting workers to new and developing technologies.

Amazon Robotics in North Reading received a \$182,000 training grant in 2016 to add new jobs and train 190 employees.³¹ The grant will support training through a portfolio of advanced software programming and project management courses as well as a process improvement certificate program. As of July 2017, the company had added 45 of 50 planned new jobs and 80% of the overall training had been completed.

Connecting Employers with Skilled Workers

Massachusetts operates more than 30 Career Centers across the state dedicated to connecting employers looking for talent with a client base of 140,000 job seekers.³² Our Career Centers work with employers to understand their hiring needs and then connect them with job seeker candidates who offer the skills and experience to fill those needs. Career centers also assist employers to access state funding to train and new and existing employees.

[More overview/strategy to follow from EOLWD]

Partnership with Amazon in Southeastern Massachusetts

Before Amazon even broke ground on its new Fall River fulfillment center, Amazon executives and human resource managers were already working together with community partners and local officials to develop a workforce plan. When the 1-million-square foot fulfillment center opened in September 2016, it was fully staffed with more than 700 new hires recruited through local Fall River and Brockton Career Centers.

Amazon executives attribute the successful recruitment in Fall River to coordinated efforts undertaken jointly with the local Career Center, Fall River Mayor Jasiel Correia's office, Bristol Community College, and local legislators to get the word out and generate excitement about the facility's opening. "In all my experience, I have never seen this level of community engagement and support," said Amazon's general manager for the new Fall River fulfillment center.

One year after the Amazon Fall River Fulfillment Center shipped its first package to Raynham—a galvanized anchor—the partnership continues to grow, and Amazon has hired more than 1,500 additional Massachusetts residents from local Career Centers. Career Center staff and Amazon executives have developed an efficient hiring process that can be scaled to accommodate a range of future hiring needs.

More Side-Bars:

Infographic Over 150 years ago, the Massachusetts State Legislature created the Massachusetts Institute of Technology. Since its founding, MIT has produced 85 Nobel laureates, 52 National Medal of Science recipients, 65 Marshall Scholars, 45 Rhodes Scholars, 38 MacArthur Fellows, and 34 NASA astronauts.³³

CallOut: 3 Nobel Prizes in 2 Days

On October 2, 2017, Professors Michael Rosbash and Jeffrey Hall of Brandeis were awarded the 2017 Nobel Prize in Physiology or Medicine for their discovery of the molecular mechanisms that control circadian rhythms. Their findings, which supported the development of the study of circadian biology, may one day lead to treatments for mental illness, Alzheimer's, heart disease and diabetes.

One day later, Professor Rainer Weiss of MIT was awarded the Nobel Prize in Physics (shared with 2 others) for the discovery of ripples in space-time known as gravitational waves. This was the first direct observation of a phenomenon Albert Einstein predicted a century ago and introduces a whole new method of astronomical observation and study.

(POTENTIAL SIDEBAR OR CALL OUT BOX) In 2017, the Council of Chief State School Officers and JPMorgan Chase & Co. awarded Massachusetts a \$2 million grant to strengthen career-focused education. The grant supports High Quality Career and College Pathway programs beginning as early as high school and running through post-secondary programs or other industry-recognized credential programs that align with high-skill jobs, including STEM-based professions.

3D Printing: The Future of Retail Advanced Manufacturing in Massachusetts is Gearing Up.

Massachusetts has awarded \$500,000 to the Greater Lowell Technical High School in order to create an Agile Digital Fabrication/Maker Space where high school, community college, and adult education students will engage in technological experimentation, hardware development, and idea prototyping. The space will provide high production, finish level, and product design 3D printing capability to build workforce skills in this rapidly-developing new area of manufacturing and inspire a new generation of makers.³⁴

¹ U.S. Dept. of Education, National Center for Education Statistics 2015 report:

https://www.nationsreportcard.gov/reading_math_2015/#mathematics/state/acl?grade=4

² Id., at https://www.nationsreportcard.gov/reading_math_2015/#mathematics/state/acl?grade=8

³ <http://www.doe.mass.edu/news/news.aspx?id=24050>

⁴ College Board Advanced Placement Report – Class of 2016 Data; <https://reports.collegeboard.org/ap-program-results/class-2016-data>

⁵ ???

⁶ MassTech Collaborative 2016 Index of Massachusetts Innovation Economy

⁷ StateMaster.com cited the National Center for Education Statistics as ranking MA 4th overall.

http://www.statemaster.com/graph/edu_pos_deg_awa_tot_percap-degrees-awarded-total-per-capita

⁸ <https://www.usnews.com/best-colleges/rankings/business-entrepreneurship>

Cannot find the internship and career services ranking - <https://www.usnews.com/best->

[colleges/rankings/internship-programs](#) has Northeastern listed but not ranked

⁹ Data @ http://lmi2.detma.org/lmi/lmi_oes_a.asp (UNCONFIRMED)

¹⁰ Data @ http://lmi2.detma.org/lmi/lmi_oes_a.asp (UNCONFIRMED)

¹¹ Data @ <http://lmi2.detma.org/Lmi/LTOccprojections.asp> (UNCONFIRMED)

¹² Data directly from EOE (in dropbox – Computer Science Degree Data4)

¹³ MassTech Collaborative 2016 Index of Massachusetts Innovation Economy, p. 57.

¹⁴ U.S. News & World Report 2018 Survey of Colleges & Universities

¹⁵ *Id.*

¹⁶ *Id.*

¹⁷ MassTech Collaborative 2016 Index of Massachusetts Innovation Economy, p. 57.

¹⁸ Dep. Of Higher Education Datasheet shows 87,000;

<http://www.mass.edu/datacenter/2016enrollmentestimates.asp>

¹⁹ US DOL News Release; <https://www.dol.gov/newsroom/releases/eta/eta20141865>

²⁰

²¹ U.S. Dep. Of Education, Office of Education Technology website; <https://tech.ed.gov/EQUIP/>

²² **A 2009 Report from EOE indicates higher numbers, but may include more majors in the STEM categories. “In 2008, female students earned 52.2% of the Bachelor’s degrees in all STEM majors granted in Massachusetts. In 2008, female students earned 64.8% of the Certificates above Bachelor’s Degrees and Master’s Degrees in all STEM majors granted in Massachusetts. In 2008, female students earned 50.4% of the Doctor’s and First Professional Degrees in all STEM majors granted in Massachusetts.” Mass Statewide Stem Indicators Project at 633-5, <http://www.mass.edu/stem/documents/MASSIP%202009%20Full%20Report.pdf>**

²³ **CAN’T FIND SUPPORT FOR THIS STATEMENT.**

²⁴ U.S. News & World Report 2017 Survey

²⁵ **Dep. Of Higher Education shows the numbers to be: UMass – 56,931, State U – 41,461, CC – 87,711;**

<https://www.slideshare.net/massdhe/highlights-2016-enrollment-estimates>

²⁶

²⁷

²⁸

²⁹ 2016 Acts, c. 219 appropriated 45.9 million for this program. EOE details:

<http://www.mass.gov/edu/government/executive-office-of-education/grant-information/massachusetts-skills-capital-grant-program-.html>

³⁰ Available through Commonwealth Corporation. **CommCorp website says \$14M available annually.**

<http://workforcetrainingfund.org/programs/general-program/guidelines/>

³¹ **Commonwealth Corp. lists this award as \$243,400. <http://workforcetrainingfund.org/resources/recent-grant-awards/>**

³² EOLWD Final PY15 Workforce Investment Act Annual Report

³³ Straight from Wikipedia: https://en.wikipedia.org/wiki/Massachusetts_Institute_of_Technology

³⁴ Lowell Sun, Mar. 26, 2017: http://www.lowellsun.com/news/ci_30881377/greater-lowell-tech-grant-will-boost-technology

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Thomas, Steve](#); [Ng, Albert](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#); [Vladeck, Abigail \(GOV\)](#)
Subject: RE: Secretary Ash Feedback
Date: Friday, October 13, 2017 12:11:39 PM

Here are the photos that Adrian pulled together for Secretary Ash's requests:

1. STEM photo - https://www.wpi.edu/sites/default/files/2017/04/19/Natalie_digital.jpg (from WPI - need permission)
 1. Other options (also WPI – also need permission:
<https://www.wpi.edu/sites/default/files/2016/06/22/data-science-students-computers-ms-1400x650.JPG>; <https://www.solidworks.com/sw/successes/customer-story.htm?record=Worcester-Polytechnic-Institute&id=6466> (SOLIDWORKS looks pretty cool)) – **reaching out to WPI**
 2. Allston Harvard photo - https://upload.wikimedia.org/wikipedia/commons/0/02/Aerial_of_the_Harvard_Business_School_campus.jpeg (CHECK LICENSE REQUIREMENTS)
 3. Innovation section photo - <https://cic.us/about-us> - **confirmed permission from CIC**
 4. Orange line new rail cars - <https://www.flickr.com/photos/massgovernor/32762131753/in/album-72157678257442054/>
 5. Fall River Amazon groundbreaking or ribbon cutting with Governor Baker – **on sharefile**
 6. Quality of Life - https://commons.wikimedia.org/wiki/File:Institute_of_Contemporary_Art_Boston.jpg (CHECK LICENSE REQUIREMENTS)
-

From: Goodall, Devon L. (MOBD)
Sent: Thursday, October 12, 2017 9:20 PM
To: Thomas, Steve; Ng, Albert
Cc: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)
Subject: Secretary Ash Feedback

Hi Steve and Albert,

Attached is Secretary Ash's comments on the document from today's meeting. Adrian is going to work on tracking down some of the specific photo requests. Let us know if you have any questions.

Thanks!

Devon

From: [Servetnick, Adrian \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Photo Requests
Date: Friday, October 13, 2017 12:14:12 PM

Possible replacements from TLC photos:

- 1: <http://photos.prettyinstant.com/gallery/2214285/album/all/photo/267518057> (Somerville Schools Hour of Code)
 - 3: <http://photos.prettyinstant.com/gallery/2084823/album/1417171/photo/254418052> (also maybe for talent use- CS Ed Week Kickoff w/ Tech Hub Caucus)
-

From: Goodall, Devon L. (MOBD)
Sent: Friday, October 13, 2017 11:42 AM
To: Servetnick, Adrian (EOHED) ; Ward Weeden, Aimee (EOHED)
Cc: Rosenberg, Shelby (GOV)
Subject: RE: Photo Requests

Shelby – can you ask WPI for permission on the first ones? We might not use them but it will be good to have the option. Thank you!

From: Servetnick, Adrian (EOHED)
Sent: Friday, October 13, 2017 11:15 AM
To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)
Subject: RE: Photo Requests

1. **STEM photo - https://www.wpi.edu/sites/default/files/2017/04/19/Natalie_digital.jpg (from WPI - need permission)**
 1. **Other options (also WPI – also need permission:**
<https://www.wpi.edu/sites/default/files/2016/06/22/data-science-students-computers-ms-1400x650.JPG>; <https://www.solidworks.com/sw/successes/customer-story.htm?record=Worcester-Polytechnic-Institute&id=6466> (SOLIDWORKS looks pretty cool))
2. Allston Harvard photo - https://upload.wikimedia.org/wikipedia/commons/0/02/Aerial_of_the_Harvard_Business_School_campus.jpeg (CHECK LICENSE REQUIREMENTS)
3. Innovation section photo - <https://cic.us/about-us> - I think we should try to get a high-res version of the drone photo from Cambridge Innovation Center
4. Orange line new rail cars - <https://www.flickr.com/photos/massgovernor/32762131753/in/album-72157678257442054/>
5. Fall River Amazon groundbreaking or ribbon cutting with Governor Baker – emailed Ryan Boehm about this
6. Quality of Life - https://commons.wikimedia.org/wiki/File:Institute_of_Contemporary_Art_Boston.jpg (CHECK LICENSE REQUIREMENTS)
7. Lincoln Labs - <https://ll.mit.edu/about/about.html> (Should see if we can get the UAV photo from MIT in a higher resolution version)
8. MassRobotics - <https://www.flickr.com/photos/bosmayorsoffice/32113327074/> (We have to get permission from the Mayor's office – but it's a pretty great photo of a ribbon-cutting robot)

From: Carolyn Jones
To: [Vallarelli, Michael \(GOV\)](#); [Doug Banks](#)
Cc: [Rosenberg, Shelby \(GOV\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: Re: Amazon HQ2
Date: Friday, October 13, 2017 12:31:40 PM

Thanks Mike-- look forward to hearing from Aimee -- I am sure we can provide some unlocked content digitally and other things yoay need.

Best,
Carolyn

Carolyn M. Jones
Market President & Publisher
70 Franklin St. 8th floor
Boston, MA 02110
617-316-3220
C- 518-207-7719

From: Vallarelli, Michael (GOV)
Sent: Thursday, October 12, 2017 9:12:02 AM
To: Doug Banks
Cc: Rosenberg, Shelby (GOV); Carolyn Jones; Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)
Subject: Re: Amazon HQ2
Hi Carolyn and Doug,

I would like to connect you with Aimee Ward who serves as Jay Ash's COS and Policy advisor. She is leading our response effort for HED. Also copied is Devon Goodall, who is coordinating our business community letters of support and testimonials.

After our meeting yesterday, we agreed that it would be very helpful to have your assistance. One thought was to be able to include up to date, relevant lists through a link that we would add to our private website that we are creating for Amazon only to view. I know Aimee will have other possible thoughts on how we can best work together. It is a short time line, so we do really appreciate your quick reply yesterday.

Best, Mike

Michael Vallarelli
Deputy Chief of Staff

michael.vallarelli@state.ma.us
617-483-3425 Mobile

On Oct 11, 2017, at 11:56 AM, Doug Banks <dbanks@bizjournals.com> wrote:

Hi Mike,
Good to chat just now. I'm copying Carolyn Jones here. She's our market president and

publisher and is the best person for you to work with here.
Thanks for thinking of us.
Doug

—

Doug Banks

Executive Editor

Boston Business Journal

70 Franklin St., 8th Floor | Boston, MA 02110

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<http://www.bizjournals.com/boston/promo/bbj-ampm>

From: Mike Morris
To: [Kennealy, Michael \(EOHED\)](#)
Cc: [Vallarelli, Michael \(GOV\)](#)
Subject: Amazon HQ2 Submission - Additional Information
Date: Friday, October 13, 2017 12:56:47 PM
Attachments: [Amazon HQ2_2017-10-13_FINAL.PDF](#)
[Amazon HQ2_2017-10-04_FINAL.PDF](#)
[Pappas_BHID Amazon.pdf](#)

Mr. Kennealy,

On behalf of our colleagues from Boston Harbor Industrial Development, LLC please find an updated suite of submission documents related to the HQ2 RFP. I have attached previously submitted information, as well as an additional document ("Amazon HQ2 2017-10-13-17 FINAL.PDF") which includes more detailed site development information.

If you have any questions or need additional information please do not hesitate to contact me at any time.

Thank you for your consideration,

Michael Morris

Michael G. Morris, Esq.

O: 617-391-9647

M: 617-721-8865

Rasky Partners, Inc.

Rasky.com

CITY OF BOSTON



Amazon HQ2
(70 Acres)

1. LOGAN INTERNATIONAL AIRPORT
2. EAST BOSTON
3. FINANCIAL DISTRICT
4. BEACON HILL
5. BOSTON COMMON

6. BOSTON CONVENTION & EXHIBITION CENTER
7. SOUTH BOSTON
8. RAY FLYNN CRUISEPORT
9. FORT POINT
10. MASSACHUSETTS INSTITUTE OF TECHNOLOGY

11. SOUTH STATION
12. SEAPORT DISTRICT
13. NORTH END
14. PAUL J. CONLEY CONTAINER TERMINAL
15. CHARLESTOWN

- Largest continuous land assemblage in the **Seaport Innovation District**
- FAR of 3 yields approximately **9 million square feet** of low-rise to medium-rise **mixed-use development**
- **Potential** for large scale **urban campus** with ample opportunities for:
 - Offices
 - Lab/ R+D
 - Retail
 - Residential
 - Manufacturing
 - Industrial
 - Education
- 1700 +/- feet of **water frontage** along Harborwalk and 10 minute walk to seaport **waterfront restaurants**
- Easily accessible by **mass transportation** via road, bus, bike, water taxi, sky, and commuter rail/subway, and within 2 miles to Logan International Airport
- Existing **renewable energy** initiatives on site
- **Locally-based development team** with generational ties to Boston and proven LEED certified projects

CITY LANDMARKS & LAND OWNERSHIP



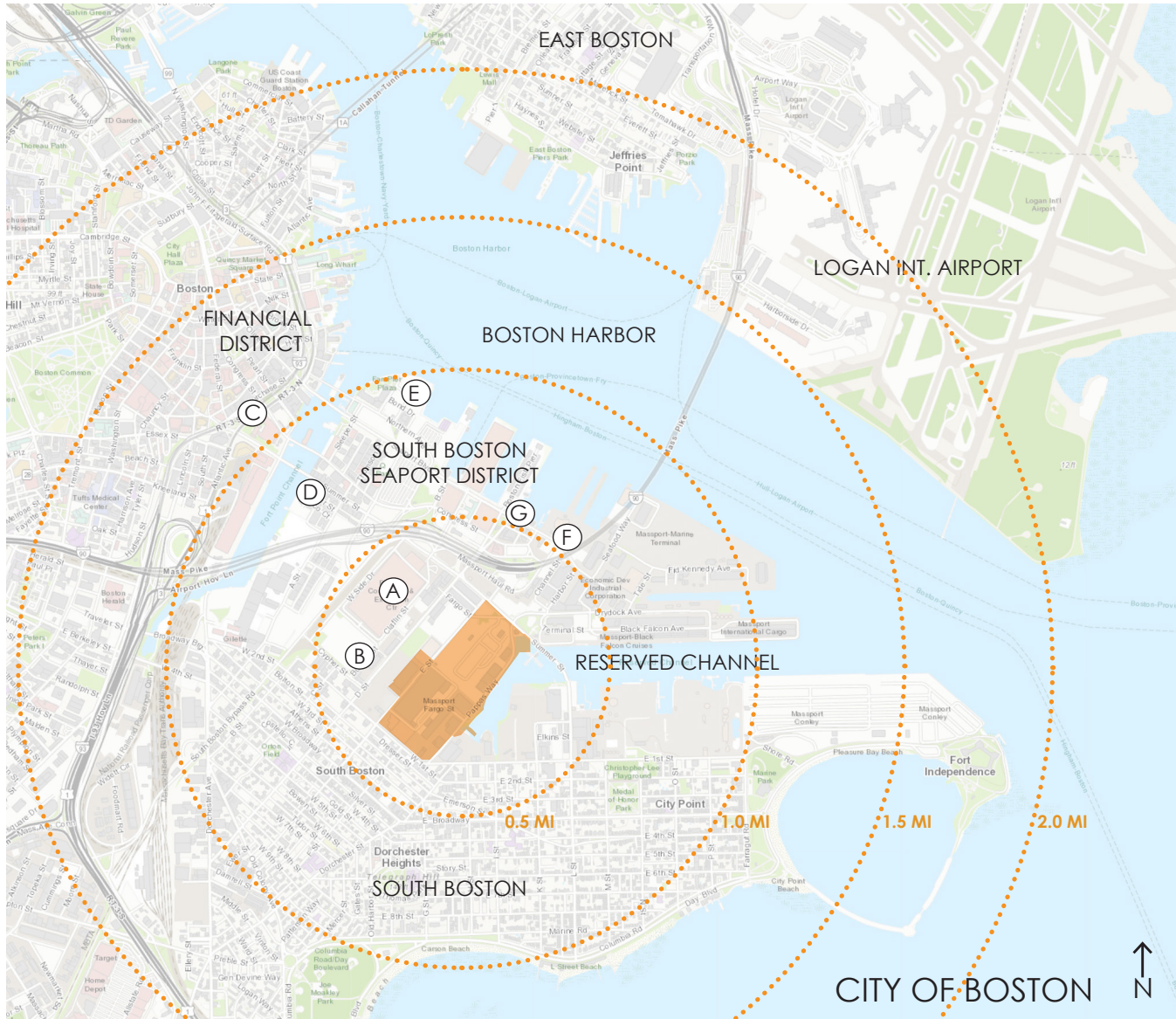
SEAPORT DISTRICT



BOSTON HARBOR



BOSTON CONVENTION & EXHIBITION CENTER



NEIGHBORHOOD ACTIVITIES



LAWN ON D AT BOSTON CONVENTION CENTER



ROSE KENNEDY GREENWAY



SUMMER ST. AT FORT POINT CHANNEL



BOSTON HARBORWALK

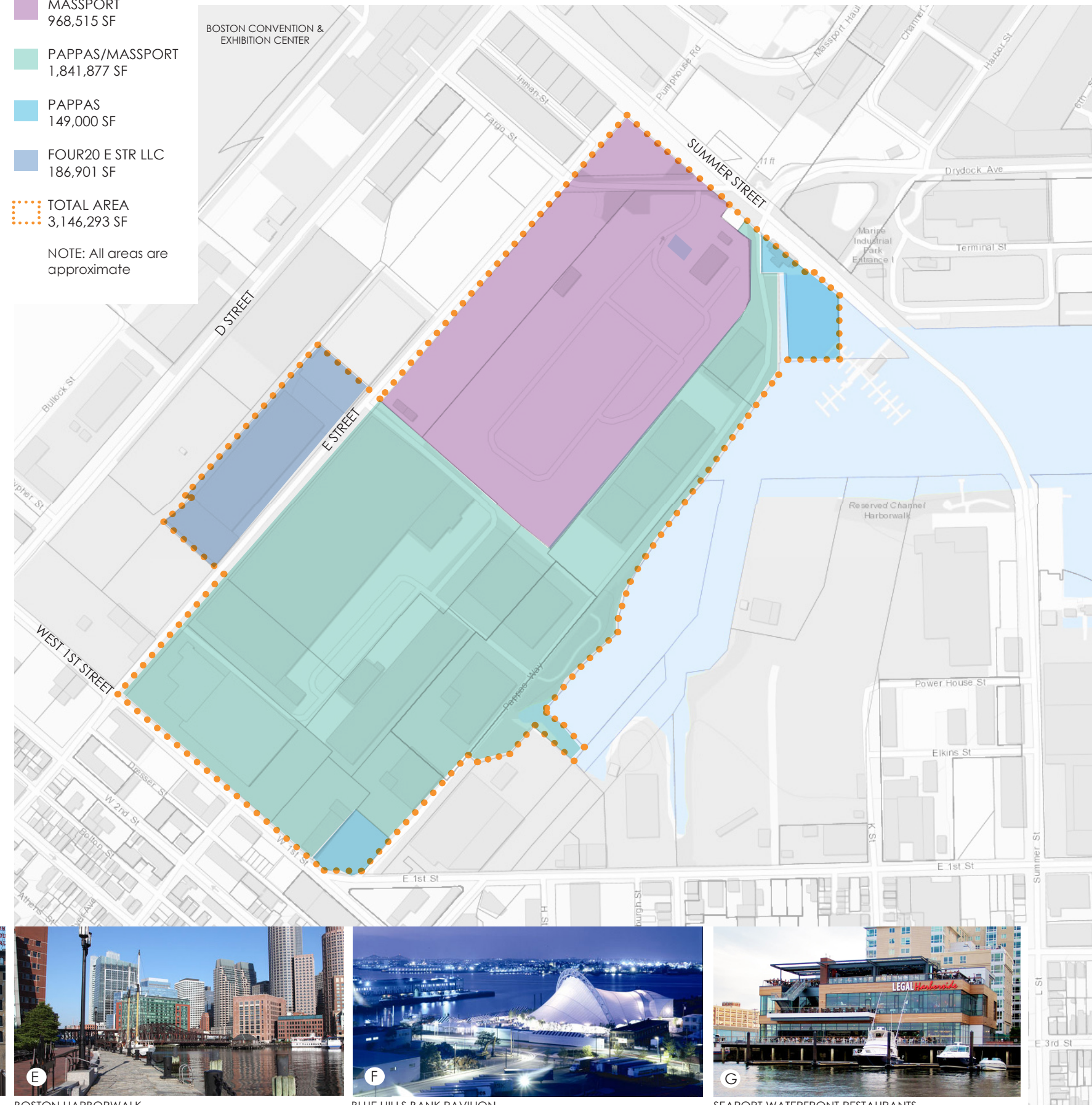


BLUE HILLS BANK PAVILION



SEAPORT WATERFRONT RESTAURANTS

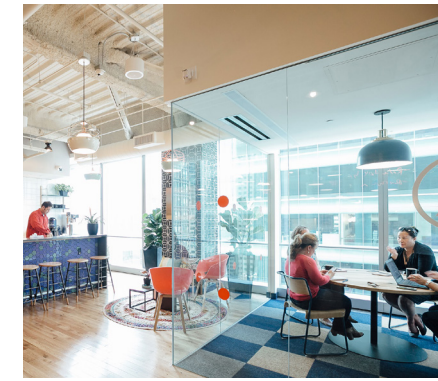
- MASSPORT
968,515 SF
 - PAPPAS/MASSPORT
1,841,877 SF
 - PAPPAS
149,000 SF
 - FOUR20 E STR LLC
186,901 SF
 - TOTAL AREA
3,146,293 SF
- NOTE: All areas are approximate



MIXED-USE URBAN CAMPUS EXPERIENCE



- COMMERCIAL
 - RESIDENTIAL
 - RETAIL (STREET LEVEL)
 - INDUSTRIAL
- ↑ N



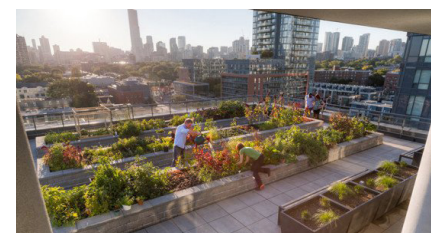
- Offices
- Lab/ R+D



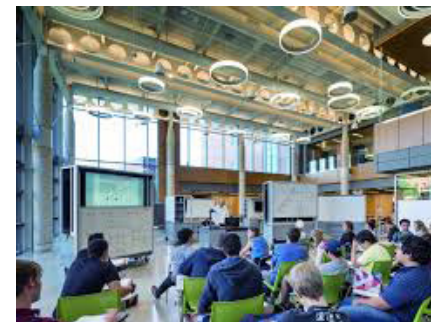
- Residential
- Retail



- Community
- Education



- Manufacturing
- Industrial



9 MILLION SF PHASED DEVELOPMENT



PHASE I - URBAN GATEWAY & PLAZA

(1,664,100 SF)	
Residential	174,800 SF
Commercial	970,300 SF
Retail	240,000 SF
Parking (Below)	279,000 SF

PHASE II - CAMPUS CONNECTOR

(2,452,700 SF)	
Residential	662,400 SF
Commercial	1,271,500 SF
Retail	218,600 SF
Parking (Below)	300,200 SF

PHASE III - SOUTH BOSTON GATEWAY

(3,201,500 SF)	
Residential	629,700 SF
Commercial	1,923,300 SF
Retail	137,100 SF
Parking (Below)	511,400 SF

PHASE IV - WATERFRONT PARK

(2,214,300 SF)	
Residential	217,600 SF
Commercial	899,500 SF
Retail	221,800 SF
High-Tech Manufacturing	526,900 SF
Parking (Below)	348,500 SF

TOTAL

Residential	1,684,500 SF
Commercial	5,064,600 SF
Retail	817,500 SF
High-Tech Manufacturing	526,900 SF
Parking (Below)	1,439,100 SF
Green Space	+/- 18 Acres
Roof Area for Solar`	+/- 27 Acres

CITY OF BOSTON



Amazon HQ2
(70 Acres)

- 1. LOGAN INTERNATIONAL AIRPORT
- 2. EAST BOSTON
- 3. FINANCIAL DISTRICT
- 4. BEACON HILL
- 5. BOSTON COMMONS

- 6. BOSTON CONVENTION & EXHIBITION CENTER
- 7. SOUTH BOSTON
- 8. RAY FLYNN CRUISEPORT
- 9. FORT POINT
- 10. MASSACHUSETTS INSTITUTE OF TECHNOLOGY

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- 15. CHARLESTOWN

- **Largest continuous land assemblage** in the Seaport Innovation District
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 - Residential
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 - Industrial
 - Education
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- Existing **renewable energy** initiatives on site
- **Locally-based development team** with generational ties to Boston



SEAPORT DISTRICT



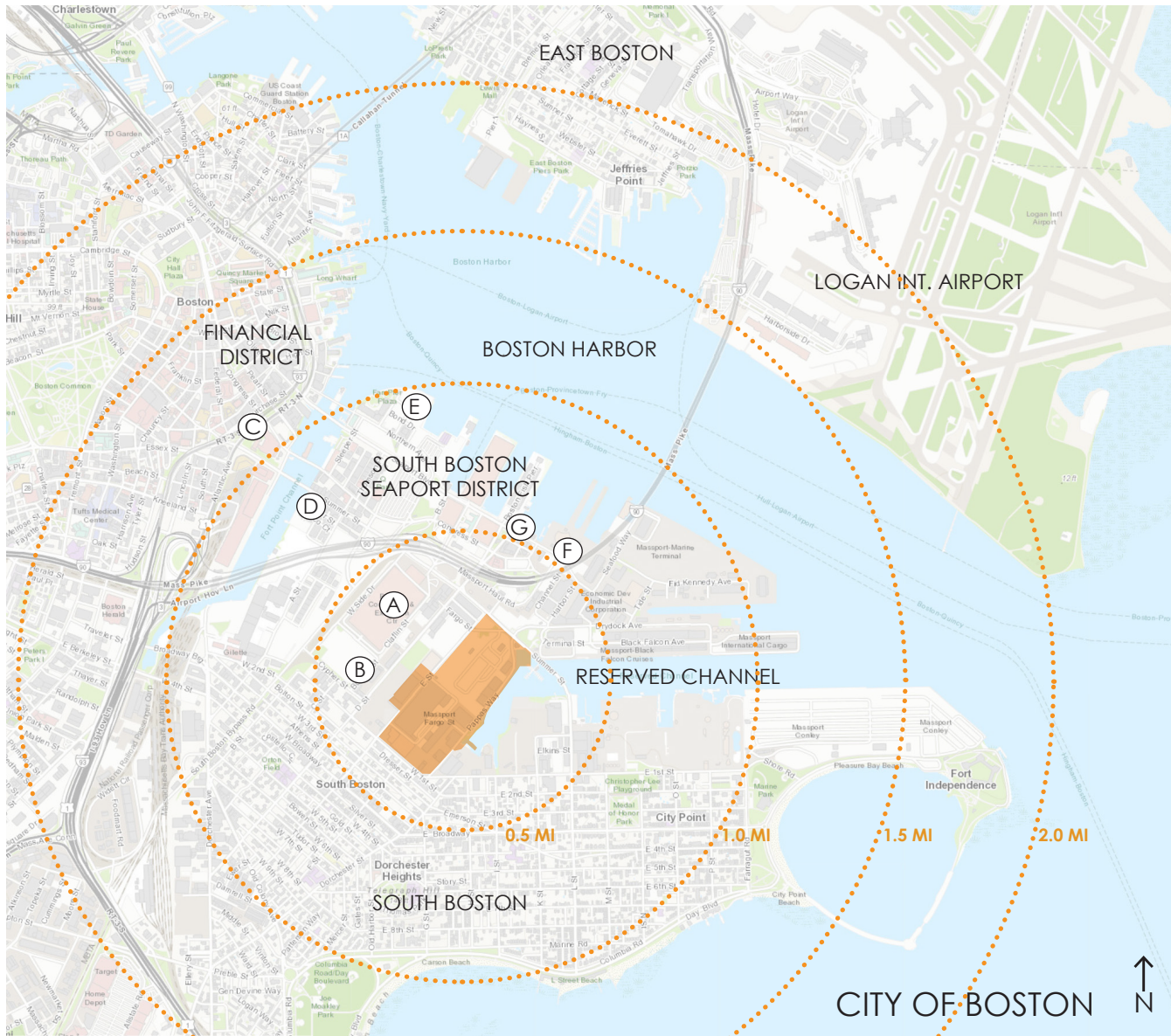
BOSTON HARBOR



BOSTON CONVENTION & EXHIBITION CENTER

- MASSPORT
968,515 SF
- PAPPAS/MASSPORT
1,841,877 SF
- PAPPAS
92,592 SF
- FOUR20 E STR LLC
186,901 SF
- TOTAL AREA
3,089,885 SF

NOTE: All areas are approximate



NEIGHBORHOOD ACTIVITIES



LAWN ON D AT BOSTON CONVENTION CENTER



ROSE KENNEDY GREENWAY



SUMMER ST. AT FORT POINT CHANNEL



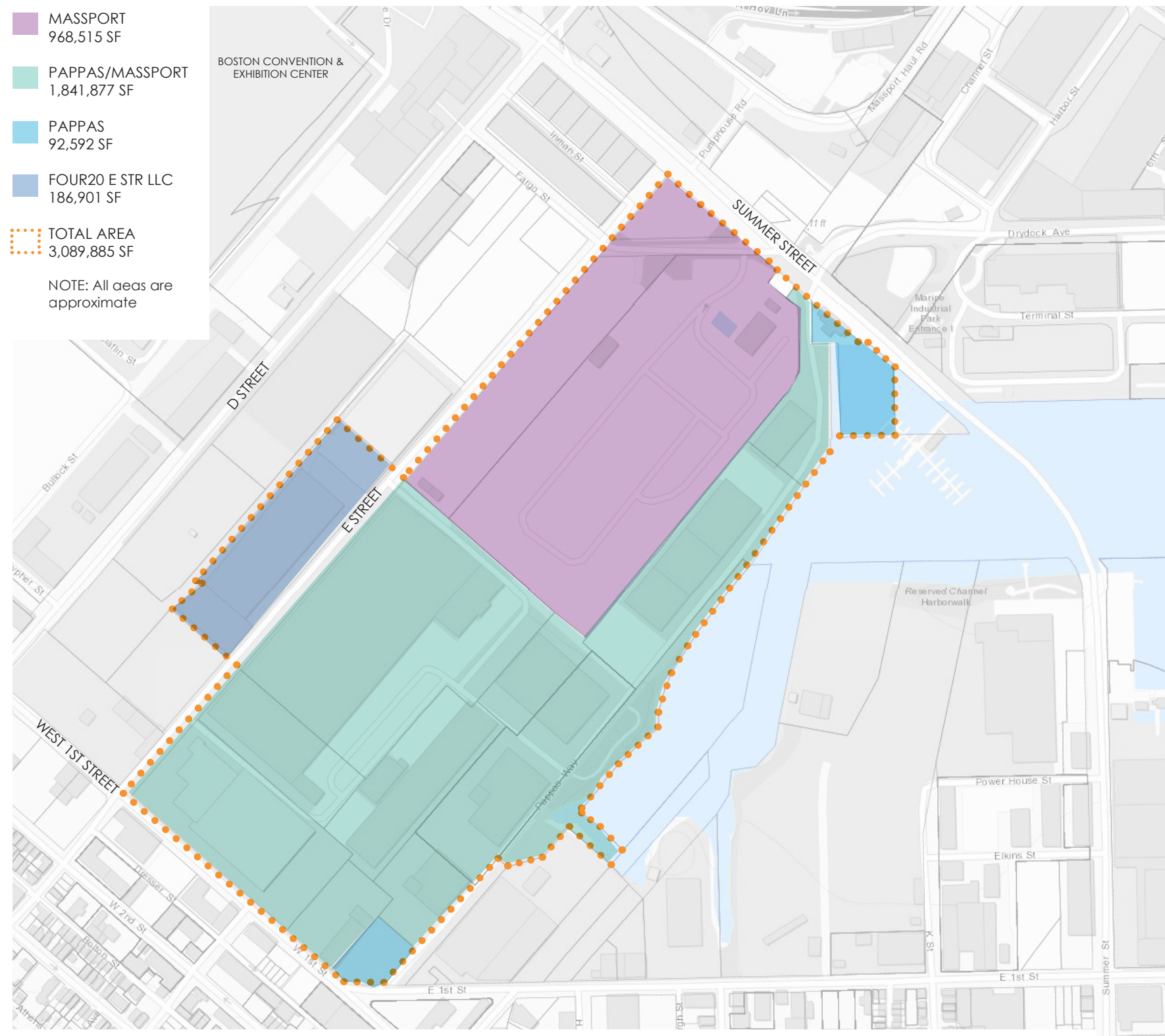
BOSTON HARBORWALK



BLUE HILLS BANK PAVILION



SEAPORT WATERFRONT RESTAURANTS





BOSTON HARBOR INDUSTRIAL DEVELOPMENT, LLC

Secretary Jay Ash
Housing and Economic Development
Commonwealth of Massachusetts
One Ashburton Place, Room 2101
Boston, MA 02108

Chief John Barros
Economic Development
City of Boston
1 City Hall Square, Room 717
Boston, MA 02201

October 3, 2017

Dear Secretary Ash and Chief Barros:

In response to Amazon's HQ2 Request for Proposal (RFP), Boston Harbor Industrial Development, LLC ("BHID") is pleased to submit the attached information. Though I am sure Massachusetts has a number of attractive sites that can physically accommodate Amazon's substantial space needs, no other can offer as many features as ours, in a truly dynamic, urban setting. The BHID proposed site is highly responsive to ALL the requirements outlined in the Amazon RFP, and it's located in an area of Boston that has a proven track record for attracting world-class corporations.

The BHID site is located in a part of the Seaport District that acts as the connection point between the traditional South Boston residential community to the working waterfront. This particular area has become a major draw for the young, tech savvy workforce that firms like Amazon attract. Amazon has demonstrated a preference for sites that are woven into the fabric of the city over campus-style settings and sites that encompass large square blocks contiguous to the central business district. A development on our site would instantly create the now lacking connection between the latest developments near the Fort Point Channel with historic Broadway in South Boston proper.

Further, many sites being offered in Massachusetts and elsewhere focus on being able to accommodate the potential full build out of up to eight million square feet. However, Amazon's previous pattern in Seattle shows that they began with one building in an attractive downtown location and gradually expanded. We believe it is imperative to showcase a downtown location that is immediately attractive to both Amazon leadership and its workforce.

In partnership with our abutter, Matteson Properties, the City of Boston, Commonwealth of Massachusetts and Massport, we have the unique opportunity not only to address the requirements set forth in the RFP, but to also address some of the less tangible elements of Amazon's wish list. Through that process, we can deliver a project that is truly transformative to the area, weaving together Boston's downtown, its neighborhoods and serving as a catalyst to solve evolving transportation challenges and enlivening innovation around one of the world's most innovative companies.



Through our family's long-term leasehold with Massport, combined with privately owned assets, we control a contiguous parcel totaling approximately 42 acres. This land serves as the nucleus for our proposal and we can immediately service the Phase I and II requirements on our land alone. In order to satisfy the full expansion requirement, while staying at a pedestrian friendly scale of building heights, we can work with Massport's excess land and our friends at Matteson Properties, who can collectively add 28 acres of additional contiguous land to the mix.

As it relates to the Massport excess land, we are referring to the roughly 24 acre site previously proposed for the United States Post Office Sorting Facility, which is adjacent to our land, presently used as a chassis yard for Conley Terminal. For three decades, this parcel has been identified as the next home of the USPS, if and when that facility is moved from South Station - a move that may or may not occur. While we support the proposition that a South Station expansion is necessary, we feel that moving a postal sorting facility into the heart of the innovation district was anything but an innovative idea. There are plenty of alternative sites that can work for the Post Office, but the same cannot be said of Amazon's requirement if you respect their history in Seattle and the rare opportunity that exists on this 70-acre site.

The combined site has the potential to unlock incredible value for both the city and state; I not only mean financial benefit and tax basis, but also the enormous impact its redevelopment could have on the entire area. A thoughtful development plan can tie South Boston to the Seaport waterfront, the Convention Center to the Reserved Channel, and provide ample opportunity for public assess, green space and commercial services. Further, we can work collectively to master plan transportation solutions and investment to transform traffic management and deliver public transportation that is so desperately needed within South Boston.

The Baker and Walsh administrations have repeatedly demonstrated leadership and the ability to work together to court opportunity for the benefit of all of us. We are excited about the opportunity to participate as a partner in bringing Amazon to Massachusetts and when the site candidates are reviewed, it will be obvious that this proposal is clearly the most responsive.

Sincerely,

Timothy A. Pappas, President
Boston Harbor Industrial Development, LLC

CC: Hon. Charles Baker, Governor
Hon. Martin J. Walsh, Mayor

ENC.

From: [Cosco, Jonathan \(EOHED\)](#)
To: [Frazier, Ricks \(EOHED\)](#)
Cc: [Cosco, Jonathan \(EOHED\)](#)
Subject: RE: Incentives 10-12.v.br jfs
Date: Friday, October 13, 2017 1:41:55 PM
Attachments: [Amazon - Incentives 10-12 - JMC Comments 10-12.docx](#)

My comments on the same section, some of which are duplicative. Still needs confirmation (from ANF) on some numbers pertaining to CitySquare and NorthPoint. Otherwise this one appears to be in good shape.

Jonathan M. Cosco
Senior Deputy General Counsel
Executive Office of Housing and Economic Development
Commonwealth of Massachusetts
One Ashburton Place, 21st Floor
Boston, MA 02114
617-788-3628
jonathan.cosco@state.ma.us

From: Frazier, Ricks (EOHED)
Sent: Friday, October 13, 2017 1:20 PM
To: Cosco, Jonathan (EOHED)
Subject: FW: Incentives 10-12.v.br jfs
This just in.
Ricks

From: Sullivan, Jennifer F. (ANF)
Sent: Friday, October 13, 2017 1:19 PM
To: Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>
Cc: Ross, Robert (ANF) <robert.ross2@MassMail.State.MA.US>; Stone, Benjamin (ANF) <Benjamin.Stone@MassMail.State.MA.US>; Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>
Subject: Incentives 10-12.v.br jfs

I added in the numbers. They had been in a prior version, so I'm not sure where they went. These also include Ben Stone's fact checked numbers from capital plan. Thanks.

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[7.1] INCENTIVES

Massachusetts provides a broad array of financial programs to attract private investment and to promote innovation and job creation. These programs are designed to be customized to the specific needs of individual companies and project sites. This permits the development of flexible and competitive incentives packages. Where feasible and appropriate, the Commonwealth focuses its investment on publicly-owned infrastructure that will support individual economic development projects while also benefitting a wide assortment of users. Massachusetts also embraces opportunities to work with transformational companies to build leadership for the state economy in key competitive areas.

Tax Credits

The Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster job creation and stimulate business growth. The Commonwealth issues EDIP tax credits to eligible companies ~~that need a public incentive to create new jobs in the Commonwealth in exchange for job creation and private investments.~~ The credits are awarded quarterly on a rolling basis and ~~awards are are calculated~~ based on job creation, ~~and~~ investment levels ~~and~~ other relevant considerations. Each award is memorialized in an agreement between the state and the company, containing the terms and conditions of the credits. Credits are generally issued as the company reaches milestones established in the award agreement. ~~Some EDIP awards are refundable and transferable in accordance with their terms.~~ The available capacity of the EDIP tax credit program under current law is \$30 million annually.¹

Commented [CJ(1)]: The words "in exchange for" might imply all companies are paid in tax credits for creating jobs.

Commented [CJ(2)]: NEED TO DISCUSS. "Calculated" implies a level of mathematical precision that does not accurately describe how awards are made. And awards are based on factors other than job creation and investment.

Formatted: Strikethrough

Commented [CJ(3)]: Credits are not generally transferable without additional approval. Suggest removing reference to "refundable" credits as that is a term of art that would require some explanation.

EXAMPLES:

Kronos, Inc., an industry disruptor in the workforce management and human capital management technology space, relocated its global headquarters to Lowell, Massachusetts in summer of 2017. ~~[DATE]. This move ensured that Kronos kept more than 1,300 existing jobs in Massachusetts, and will bring more than 200 jobs enables the company to add 400 new jobs. to the Commonwealth.~~ Massachusetts supported Kronos's move and expansion with EDIP investment tax credits totaling \$8 million.² Education First, an international leader in cultural exchange, language learning, and educational programming, will invest \$133 million to develop a third building for educational and business uses on its North Point campus in Cambridge.

Commented [CJ(4)]: Suggest "summer of 2017." (per MOBD regional director, the company moved employees between July and September).

Commented [CJ(5)]: Kronos retained about 1,300 jobs already existing at the prior HQ in Chelmsford and promised to add 200 new jobs. Suggest: "The move permitted Kronos to relocate 1,300 existing jobs and to add another 200 new jobs."

Commented [CJ(6)]: We don't call them investment tax credits anymore, because the credit amount is no longer tied to the amount of the investment. Suggest "EDIP tax credits".

¹ Review of statute.

² Kronos numbers confirmed in EDIP contracts; move dates provided by MOBD regional director Peter Milano.

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Massachusetts approved \$6 million in EDIP investment tax credits in 2017 to support the expansion, which will allow EF to create 300 new jobs.³

Commented [CJ(7)]: We don't call them investment tax credits anymore, because the credit amount is no longer tied to the amount of the investment. Suggest "EDIP tax credits".

Infrastructure Investment Programs

The Commonwealth's financial partnerships with employers focus on improving the performance or capacity of public infrastructure in order to create an environment where innovation backed by private investment will flourish over the long-term. The state capital plan is a flexible and forward looking program that allocates capital to projects that address the greatest needs, that support local communities, that unlock economic opportunities, and that best position Massachusetts and its partners for the future.

MassWorks

The MassWorks Program is a flexible grant program that leverages state funding to support economic development projects statewide. Typical MassWorks projects include utilities, water treatment systems and sewage infrastructure, transportation and housing related infrastructure, site remediation, and demolition and other improvements that will create pad-ready development sites with priority given to projects that will spur private investment and economic development.

Commented [CJ(8)]: Lnuage change suggested because site remediation and creation of pad ready development sites is not the focus of this program.

Sidebar: Examples of MassWorks Projects

MBTA Assembly Square T station: 2008 and 2011 MassWorks awards totaling \$27.5 million

Development of 56 acres of underutilized land in the City of Somerville was made possible by improving transit access. The MBTA's Orange Line passed through the site, but the site didn't have an easily walkable transit station. The private developer partnered with the state to create a new station, with the help of a \$27.5M MassWorks award⁴ and additional I-Cubed investment nearby (see below). At full build-out, Assembly Row will accommodate 3,500 residents, 12,000 office workers, and 2,500 retail employees in a mixed-use, modern district that is a short ride to downtown and a desirable destination for visitors, shoppers, and commuters.⁵

Commented [CJ(9)]: Assembly Square site didn't have any transit station.

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City Square: 2009, 2013, and 2015 MassWorks awards totaling \$28 million

The City Square Project in Worcester is a multi-year, multi-phase development that will replace a blighted urban renewal-era mall on 21 acres in downtown Worcester with over 2.2 million square feet of mixed-used space. The new City Square will have 350 housing units, 214,000 sq. ft. of office space, and

³ EF project numbers confirmed in EDIP contract

⁴ Confirmed by Erica Kreuter, Massworks program director.

⁵ <https://boston.curbed.com/2017/1/12/14255580/assembly-row-somerville-guide>

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pedestrian-friendly streetscapes and open space. The development is within walking distance of Worcester's Union Station, which serves as a regional transit hub and terminus of an MBTA commuter rail line. To date, MassWorks has invested ~~more than \$28-25~~ million for demolition, site preparation, and infrastructure improvements at City Square.⁶ The Commonwealth has invested \$25 million in other capital funds into the project,⁷ and the City has committed \$15 million to-date.⁸

The Commonwealth has approximately ~~\$125~~ \$130 million in existing MassWorks grant capacity under current law⁹ to invest in infrastructure improvements sponsored by host municipalities or other eligible development agencies. The MassWorks program is regularly renewed with additional capacity. Grants are awarded annually by the Secretary of Housing and Economic Development, and funds are disbursed ~~as project costs are incurred during the life of the project~~. The awards are not formula-driven. Massachusetts awarded grants totaling ~~approximately \$85~~ \$84.8 million in fiscal 2017, and the state expects to award approximately ~~\$80 million~~ the same amount in MassWorks grants again in fiscal 2018.¹⁰

Commented [CJ(10)]: EOHEd thinks the number is \$130M. Not a material difference in my view.

Infrastructure Investment Incentive (I-Cubed) Program

The I-Cubed program is used to finance significant public infrastructure improvements that support major new private development. I-Cubed awards are made by the Commonwealth to eligible economic development projects that have been approved by the host municipality and generate substantial new tax revenue for the state. The level of benefit available through I-Cubed is based on the amount of new state tax revenues to be created by the project.

Call-Out: NorthPoint

MassDevelopment has approved financing of up to \$25 million for infrastructure improvements at the NorthPoint development, a 34.5 acre development located in Cambridge, Massachusetts, located near Interstate 93, Bunker Hill Community College, and the Museum of Science. The project is adjacent to the Lechmere MBTA transit station, just over a mile from the Kendall Square innovation hub, and approximately 2-3 miles from MIT and Harvard.

The development will transform a largely underutilized industrial site into a transit-oriented mixed-use development that is expected to include 2,300 residences and approximately 2.7

⁶ Project and Massworks investment numbers confirmed by Erica Kreuter, Massworks program director.

⁷ NEED ANF TO CONFIRM other state investment in CitySquare project.

⁸ Confirmed by Erica Kreuter, Massworks program director.

⁹ Number confirmed by Katev Patel, EOHEd CFO to be \$130M.

¹⁰ From Ketav Patel.

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million sq. ft. of commercial space that will accommodate office, lab, educational, and retail uses.¹¹

[insert graphic on NP]

The Commonwealth has approximately \$380 million in existing capacity, without further legislation, to invest in infrastructure improvements that lead to major employment or other revenue drivers in Massachusetts.¹² An I-Cubed solicitation may be initiated at any time. Timing of the financing depends on the particulars of each individual project.

Other Infrastructure Enhancements

The major economic development investments listed above are part of a larger state capital investment program that invests over [\$54 billion per year]

[coordinate with MassDOT to include MBTA capital plan] from various sources, including state, MBTA, Mass School Building Authority, federal, and other funds.¹³ In fiscal 2018, the Commonwealth expects to invest approximately \$ [redacted] \$3 billion in transportation infrastructure; \$500-570 million on state facilities, including public higher education; \$200-225 million for affordable housing; \$200-325 million for environmental initiatives including climate change preparedness; and \$20 million to extend broadband access to underserved communities in western Massachusetts.¹⁴

EXAMPLE INSERT:

Massachusetts is investing in a new program to create workforce housing (both affordable and mixed income) and to provide rental and homeownership opportunities focused on gateway cities and under-utilized local housing authority lands to address the supply of housing opportunities for working families and individuals in the state. Another program provides payments to municipalities that create dense residential or mixed-use smart growth districts, including housing units, located near transit stations in areas of concentrated development such as existing city and town centers, to encourage smart growth and transit-oriented development at the municipal level.

¹¹ ANF CONFIRMATION PENDING ON ALL NEW NORTH POINT INFORMATION.

¹² ANF TO CONFIRM I-CUBED CAPACITY.

¹³ Confirmed by ANF Email from Ben Stone 10/13.

¹⁴ Email from Ben Stone 10/13

[get graphic from DHCD?]

The state capital plan also provides reliable and substantial support for Massachusetts's 351 cities and towns by funding local initiatives including programs supporting for affordable housing options, municipal transportation networks, cultural institutions, and downtown revitalization. Massachusetts provides additional capital resources to public schools and the state transit system through special dedicated sales tax funding that supports the Massachusetts School Building Authority (MSBA) and the MBTA, respectively. Unlike many other states, in which capital investment is concentrated at the local and county level, Massachusetts has abolished and absorbed the functions of most county governments, and coordinates many key infrastructure investments in partnership with cities and towns, including for school, water-sewer, and road projects. This state-level coordination allows Massachusetts to leverage the expertise of quasi-governmental agencies like the MSBA, the Massachusetts Clean Water Trust, and MassDOT. ¹⁵

Massachusetts is committed to optimizing the value of our capital program by forging effective partnerships and investing strategically. The current capital investment plan leverages substantial federal funding for projects in the areas of transit, highway, clean water, and emergency preparedness. We also cultivate partnerships with municipal, quasi-public, private, and nonprofit entities to support key initiatives that will serve common goals.

Utility Incentives

Massachusetts offers robust financial incentives for new commercial construction that meets advanced energy efficiency standards. The integrated design path program for large buildings (100,000 sq. ft. or more) provides financial incentives throughout the design and construction phases of a new construction project, including support for design teams for charrettes and energy modeling, and incentives for the building owner/occupant for energy-efficient construction. Incentives are performance-based and are provided for both thermal and electric savings. ¹⁶

Massachusetts has finalized regulations for predictable compensation for up to 5 megawatt capacity of solar photovoltaic as well as electric storage, and provides incentives for renewable

¹⁵ Assuming this is general narrative and does not require fact checking.

¹⁶ <https://www.masssave.com/en/saving/business-rebates/large-buildings-over-100000/>

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Confidential

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thermal technology.¹⁷ Major users may also eligible be for discounts on energy distribution rates, through direct arrangements with distribution companies.¹⁸

¹⁷ <https://www.mass.gov/service-details/development-of-the-solar-massachusetts-renewable-target-smart-program>

¹⁸ **NEED TO CONFIRM. CALL INTO EEA TO INQUIRE ON SOURCE AND EXAMPLES.**

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From: [Cosco, Jonathan \(EOHED\)](#)
To: [Fichter, Katherine \(DOT\)](#); [Stone, Benjamin \(ANF\)](#)
Cc: [Frazier, Ricks \(EOHED\)](#); [Cosco, Jonathan \(EOHED\)](#)
Subject: FW: transportation capital expenditures
Date: Friday, October 13, 2017 2:09:35 PM
Attachments: [Amazon Transportation -JMC Comments 10-12.docx](#)
Importance: High

Kate and Ben,

Could use your help tying down a few loose ends on the transportation fact-checking. Can you please help me track down sources that support the following statements? The first group are transportation-related statistics, and the second group is transportation-related capital expenditures (where I figure Ben and his team at ANF can help).

Transportation

Current draft says “Nearly 1,000 flights daily in and out of Logan International Airport.” Later it says “Logan International Airport ... offers nearly 1,200 flights daily to 75 domestic and 54 international destinations.” Which is correct?

Need source for the following: “Massport has recently embarked on a \$750 million expansion of Logan’s international terminal that will open up 7 new gates and over 700,000 square feet of new terminal space.”

Same for this: Massport is also investing \$250 million to add up to 5,000 new commercial parking spaces to serve Logan travelers.

Current draft says “Worcester Regional Airport ... supplements Logan’s service with 21 weekly non-stop flights to three domestic destinations. This conflicts with Massport website, which says 2 daily flights to 2 locations. Which is correct? See http://www.massport.com/media/2395/worcester_regional_fact_sheet.pdf

- The current draft has an entirely new section on the Springfield rail station: “Following a \$95 million restoration, Springfield Union Station is poised to host greatly enhanced regional, intercity, and interstate travel options in the western part of the state. In addition to 8 daily Amtrak trains (6 North-South and 2 East-West), Connecticut has committed to adding 8 to 12 trains to and from Hartford and New Haven with connections to MetroNorth and Amtrak services to New York City. Regional and intercity bus operators have also committed to adding service.” What are sources to confirm the dollars invested, the existing Amtrak runs, and the proposed new service?

Capital Planning and Expenditures

- Massport has recently embarked on a \$750 million expansion of Logan’s international terminal.
- Massport is also investing \$250 million to add up to 5,000 new commercial parking spaces.
- \$95 million was spent on restoration of Springfield Union Station.
- The T plans to spend \$1 billion per year on major capital improvements and upgrades. This capital program includes the purchase of two entirely new fleets of subway cars; upgrades to

existing signals, power sources, and other core systems; and improving passenger stations to enhance customer experience.^[1]

- Our current five-year capital plan for transportation investments is structured around three key priorities: reliability, modernization, and expansion. Nearly 80 percent of the spending in the \$14.4 billion five-year plan is dedicated to reliability and modernization projects, reflecting the “fix it first” approach we’re taking to transportation investments.
- [W]e will invest nearly \$160 million over the next five years to expand our network of off-road bicycle and walking trails.
- The T is investing close to half a billion dollars to purchase hundreds of new subway cars, which will begin rolling into service in 2021. (Note, MBTA documents on internet put the cost north of \$800M).
- We recently partnered with CSX to improve freight and passenger rail capacity in Massachusetts, resulting in ... a new, \$150 million intermodal operations center in Worcester.

Thank you for your help here!

Jonathan M. Cosco
Senior Deputy General Counsel
Executive Office of Housing and Economic Development
Commonwealth of Massachusetts
One Ashburton Place, 21st Floor
Boston, MA 02114
617-788-3628
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^[1] NEEDS CONFIRMATION?

TRANSPORTATION NARRATIVE

JMC COMMENTS 10-12-2017

- Past: We build the first subway tunnel in North America.¹
- Present: Nearly 1,000 flights daily in and out of Logan International Airport.²
- Future: Automated Fare Collection project will allow riders to utilize smart phones and bank cards to access all MBTA services.³

A robust and high-functioning transportation system is more than just roads and bridges, bikes and transit, and other physical infrastructure; it is the foundation of a strong and sustaining economy, a clean environment, and high-quality communities.

Massachusetts offers comprehensive and robust transportation options, including a fully built-out highway network, the fourth-largest public transit system in the country,⁴ an international airport just minutes from downtown Boston, and a growing statewide commitment to bicycling and walking as components in a larger transportation strategy. And as we work to modernize our transportation assets we are adopting new technologies—such as all-electronic tolling on the Massachusetts Turnpike—to speed travel and reduce costly delays. We've also launched a pilot program to test automated vehicles on public roadways,⁵ and recently entered into cooperative agreements with transportation network companies like Uber and Lyft to improve public safety and support the growth of ride-sharing services in Massachusetts.⁶

While our first priority is to provide a range of mobility choices for our residents—regardless of where they live, where they want to go—we also know the critical part that a reliable, well-planned transportation network plays in supporting economic growth. Our transportation agencies work hand-in-hand with local officials, businesses, and sister agencies in state and federal government to support economic development in Massachusetts.

Interstate and International Travel

Logan International Airport, operated by the Massachusetts Port Authority (Massport), offers nearly 1,200 flights daily to 75 domestic and 54 international destinations.⁷ In 2016, over 36 million people traveled through Logan.⁸ Hourly flights depart Logan every weekday for New York, Philadelphia, and Washington. State economic development officials regularly work with Massport to ensure that the routes offered by air carriers flying out of Logan meet the needs of the region's business community and residents. Logan airport is accessible from downtown Boston, the rest of Massachusetts, and all of New England both by car and by multiple public transit connections.

¹ https://en.wikipedia.org/wiki/Tremont_Street_Subway

² NOTE NOT CONSISTENT WITH NOTE 4 BELOW.

³ Correct per Ben Stone.

⁴ https://en.wikipedia.org/wiki/List_of_United_States_rapid_transit_systems_by_ridership (referencing <http://www.apta.com/resources/statistics/Pages/ridershipreport.aspx>)

⁵ Confirmed via review of MOUs. See also:

<http://www.massdot.state.ma.us/AboutUs/Committees/AutomatedVehiclesWorkingGroup/AutomatedVehicles/TestingHighlyAutomatedVehicles.aspx>

⁶ <https://apnews.com/2a70c0f272ce471ea012c64327c9bbaa>

⁷ October 8 email from Catherine McDonald, MassPort. Note MassPort website says approximately 50 international destinations and does not provide the number of daily flights or domestic destinations.

⁸ <http://www.massport.com/media/1737/dec-16-avstats-airport-traffic-summary.pdf>

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TRANSPORTATION NARRATIVE

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Logan's travel volume has been growing at a steady clip, driven in part by new non-stop flights to international destinations.⁹ To support continuing growth, Massport has recently embarked on a \$750 million expansion of Logan's international terminal that will open up 7 new gates and over 700,000 square feet of new terminal space.¹⁰ Massport is also investing \$250 million to add up to 5,000 new commercial parking spaces to serve Logan travelers.¹¹

[INSERT—GRAPHIC/TABLE with LOGAN FLIGHTS TO DESTINATIONS IMPORTANT TO AMAZON]

Worcester Regional Airport, approximately 50 miles west of Boston,¹² supplements Logan's service with 21 weekly non-stop flights to three domestic destinations.¹³ T. F. Green Airport in Warwick, Rhode Island and Manchester Regional Airport in New Hampshire, each approximately 60 miles from downtown Boston,¹⁴ offer additional options for air travel with numerous flights to major cities on national carriers.

Commented [CJ(1)]: Inconsistent with Massport website.

Commented [CJ(2)]: Straight line distances are shorter, see note.

Amtrak runs 21 trains per day between Boston's South Station and New York City¹⁵ and other destinations to the south, providing a convenient alternative to air travel. Amtrak's Acela service—which runs 9 trains per day¹⁶—transports passengers between downtown Boston and mid-town Manhattan in well under four hours.¹⁷ Amtrak is currently preparing a long-range master plan to significantly increase the frequency of trains all along the Northeast Corridor.¹⁸

[Call-Out: Chart/Graphic Amtrak service or schedule]

Following a \$95 million restoration,¹⁹ Springfield Union Station is poised to host greatly enhanced regional, intercity, and interstate travel options in the western part of the state. In addition to 8 daily Amtrak trains (6 North-South and 2 East-West),²⁰ Connecticut has committed to adding 8 to 12 trains to and from Hartford and New Haven with connections to MetroNorth and Amtrak services to New York City.²¹ Regional and intercity bus operators have also committed to adding service.²²

Transit

⁹ <http://www.massport.com/logan-airport/about-logan/airport-statistics/>

¹⁰ NEW NEEDS CONFIRMATION

¹¹ NEW NEEDS CONFIRMATION

¹² Driving distance confirmed by google maps at 52.2 miles. Straight line distance about 43.2 miles.

¹³ INCONSISTENT -- MASSPORT WEBSITE refers to 2 daily flights to 2 locations. See:

http://www.massport.com/media/2395/worcester_regional_fact_sheet.pdf

¹⁴ Straight line distances per google earth: 48 miles to TF Green 44 miles to Manchester.

¹⁵ BOS-NY schedule at <https://www.amtrak.com/northeast-regional-train>

¹⁶ Acela schedule at <https://www.amtrak.com/northeast-regional-train>

¹⁷ Acela schedule at <https://www.amtrak.com/northeast-regional-train>

¹⁸ <https://nec.amtrak.com/high-speed-rail>

¹⁹ NEW NEEDS CONFIRMATION

²⁰ NEW NEEDS CONFIRMATION

²¹ NEW NEEDS CONFIRMATION

²² NEW NEEDS CONFIRMATION

TRANSPORTATION NARRATIVE

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Metropolitan Boston's public transit system, the Massachusetts Bay Transportation Authority, serves 1.3 million people every weekday²³ across 175 municipalities.²⁴ The "T" offers subway, bus, trolley car, ferry, and commuter rail services as well as door-to-door paratransit service for disabled customers. Since taking office, the Baker-Polito administration has committed to a dramatic increase in T infrastructure investment. The T plans to spend \$1 billion per year on major capital improvements and upgrades.²⁵ This capital program includes the purchase of two entirely new fleets of subway cars; upgrades to existing signals, power sources, and other core systems; and improving passenger stations to enhance customer experience.²⁶ It also includes transformational projects that will fundamentally change how people use the T. Here are a few of the changes ahead:

- Green Line Extension:
This \$2.3 billion project²⁷ will extend MBTA light rail service to a densely populated corridor that runs from East Cambridge to new stations in Somerville and Medford, greatly improving local and regional mobility. The project will fill in a long-standing gap in the design of Boston's rapid transit network and support municipal plans for sustainable growth and urban redevelopment.
- Silver Line Gateway:
This extension of the Silver Line "dedicated busway" will provide critical access for residents in Chelsea, East Boston, and other Blue Line communities to the rapidly-growing employment opportunities in the Seaport District. The city of Chelsea has the greatest proportion of transit-dependent residents in Greater Boston,²⁸ and extending Silver Line service there will bring a much-needed addition to the city's transit options.
- Automated Fare Collection (AFC) 2.0:
Far more than just an incremental change in how transit fares are collected, AFC 2.0 will enable riders to utilize smart phones, bank cards, or MBTA fare cards to access the full range of MBTA services. Automated fare collection will also reduce congestion and speed up trips by allowing customers to board buses and trains at more than one location. The result will be more efficient operations and more seamless travel for customers

In addition to the MBTA, Massachusetts's 15 Regional Transit Authorities (RTAs) fill a critical need for non-auto transportation by providing bus service in regions outside of Greater Boston. In 2016, the RTAs carried about 33.5 million passengers.²⁹

[POSSIBLE MAP OF RTAs ACROSS STATE]

²³ [https://en.wikipedia.org/wiki/Massachusetts_Bay_Transportation_Authority#Ridership_and_https://www.mbta.com/uploadedfiles/documents/2014%20BLUEBOOK%2014th%20Edition\(1\).pdf](https://en.wikipedia.org/wiki/Massachusetts_Bay_Transportation_Authority#Ridership_and_https://www.mbta.com/uploadedfiles/documents/2014%20BLUEBOOK%2014th%20Edition(1).pdf). NOTE source cites outdated data from FY2013.

²⁴ <http://www.mbtaadvisoryboard.org/about-us/>

²⁵ Page 23 of http://old.mbta.com/uploadedfiles/About_the_T/Board_Meetings/Final%20MBTA%20Strategic%20Plan.pdf.

²⁶ NEEDS CONFIRMATION?

²⁷ <https://www.bostonglobe.com/metro/2017/04/04/feds-green-line-extension-costs-securing-project-future/6Nsiskpk14qQO43vBI9H1/story.html>

²⁸ 2010 census, as stated by MassDOT (K. Fichter) in October 10 email.

²⁹ Internal spreadsheet provided by MassDOT (October 10 email from K. Fichter).

TRANSPORTATION NARRATIVE

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As Massachusetts invests in important transit projects to better connect its residents to social and economic opportunity, we are committed to making those investment decisions in smarter, more strategic ways. Our current five-year capital plan for transportation investments is structured around three key priorities: reliability, modernization, and expansion. Nearly 80 percent of the spending in the \$14.4 billion five-year plan is dedicated to reliability and modernization projects, reflecting the “fix it first” approach we’re taking to transportation investments.³⁰

Call-Out: The T is investing close to half a billion dollars³¹ to purchase hundreds of new subway cars, which will begin rolling into service in 2021. This enormous investment – which will be coupled with major infrastructure upgrades – will substantially improve the quality of transit service for T customers. The new fleet will create 50 percent more capacity and will reduce average wait times from five to three minutes.³² The program is also creating new economic activity in the western part of the state as the subway cars are being built there, creating good manufacturing jobs for local residents through at least 2023.

Transportation and Sustainability

Because parts of Massachusetts were settled long before the advent of the automobile, many of our communities offer dense, walkable settlement patterns that support vibrant municipal centers and make it possible to live, work, and play without owning a car. To build on this strength, we have committed to expanding and improving our bicycle and pedestrian networks to enable more residents to commute car-free and to ensure that families can enjoy recreational opportunities and green corridors across the state.

As part of this effort, Massachusetts offers grant funding to local communities to build “complete streets,” roadway designs that provide safer facilities for walkers and cyclists over a network of non-auto routes. In the last two years, the state has funded 48 complete streets projects with a total of almost \$18 million in grants.³³

Call-Out: Massachusetts believes in the recreation, transportation, and public health benefits of travel without a car. To further expand options for the large number of workers already commuting by bicycle, we will invest nearly \$160 million over the next five years to expand our network of off-road bicycle and walking trails.³⁴ The new trails will complement many existing shared-use corridors across the state and will make it even easier for residents and workers to travel by foot and by bicycle.

Supporting Growth

³⁰ Overview at

<http://massdot.maps.arcgis.com/apps/MapSeries/index.html?appid=dea0a851b5dd4285a3bf985c8d91e6e0>

³¹ CANNOT CONFIRM. Staff memo on procurement of new red and orange line cars, found via google search, puts project cost at \$801,293,065

³² <https://blog.mass.gov/transportation/mbta/mbta-red-line-orange-line-infrastructure-upgrade-contract/>.

³³ Data spreadsheet provided by MassDOT.

³⁴ NEEDS CONFIRMATION.

TRANSPORTATION NARRATIVE

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Expanding transportation systems and supporting new development go hand in hand. Transportation agencies in Massachusetts actively partner with developers to plan collaboratively to meet growth-related transportation challenges.

Call-Out: New Balance Athletics, a major Massachusetts employer, has been headquartered in the Brighton neighborhood of Boston for more than a century.³⁵ The T stood ready to partner with New Balance when the company decided to expand its Brighton facilities to build substantially more office and retail space and major training complexes for the Boston Bruins and Boston Celtics. Working in collaboration with New Balance leadership, the T built a new Commuter Rail station to serve the company's expanded headquarters and the rest of the rapidly growing residential neighborhood surrounding the project. Opened during the summer of 2017, the new station has already exceeded expectations for ridership.³⁶

Commented [CJ(3): Text needs to change; cannot confirm company has been HQed in Brighton continuously since founding.

Call-Out: When the Massachusetts Legislature legalized gaming in 2011, Wynn Resorts was one of the first gaming companies to express interest in locating here. Massachusetts and Wynn have collaborated on the siting and design of a five-star resort casino on the Mystic River, just north of downtown Boston. Initial concerns about transportation access to the resort spurred close collaboration on improvements to subway and road networks in the area, culminating in an agreement in which Wynn Resorts will fund a major T station upgrade, additional subway service, substantial roadway improvements, and new bicycle facilities.³⁷ This collection of improvements will enhance access to the resort when it opens while substantially improving travel for the tens of thousands of motorists and subway passengers who already travel that corridor every day.

Callout: Spotlight on Freight

Conley Shipping Terminal in the Port of Boston is New England's international gateway for containerized freight and is currently seeing record-breaking container volume. To prepare for more growth and the arrival of Post-Panamax ships, Massachusetts and the US Army Corps of Engineers are spending \$350 million to dredge a deeper shipping channel in the Boston Harbor.³⁸ Massport is planning related upgrades to the landside infrastructure at Conley Terminal including deeper berths, larger ship to shore cranes and modernization of the existing facility.³⁹

Massachusetts companies also rely on a strong network of freight railroads to move approximately 6 million tons of freight each year in Massachusetts.⁴⁰ We recently partnered with CSX to improve freight and passenger rail capacity in Massachusetts, resulting in reconfigured rail networks and bridges and a new, \$150 million intermodal operations center in Worcester.⁴¹

Commented [CJ(4): Suggest "we" change to MassDOT or other agency as applicable.

³⁵ Company founded in 1906 but CANNOT CONFIRM location of HQ since founding. See: https://en.wikipedia.org/wiki/New_Balance MassDOT recommends deleting.

³⁶ MassDOT says "data internal to the T."

³⁷ <http://massgaming.com/wp-content/uploads/Wynn-Boston-Harbor-Presentation-3-22-16.pdf>.

³⁸ October 8 email from Catherine McDonald, Massport. See also: <https://www.bostonglobe.com/metro/2017/09/15/boston-harbor-dredging-project-underway/SwqVFtjW8BRwQQCxd96aP/story.html>

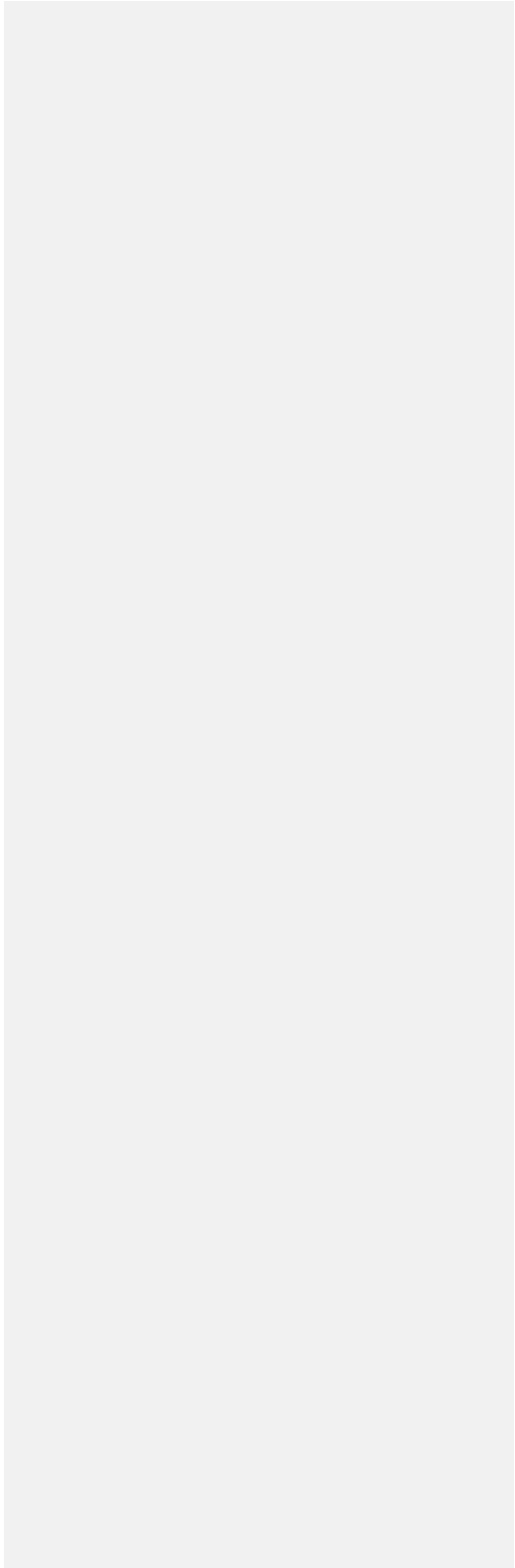
³⁹ October 8 email from Catherine McDonald, Massport.

⁴⁰ http://www.massdot.state.ma.us/Portals/17/docs/freightplan/TM2_17.pdf

⁴¹ CANNOT CONFIRM.

TRANSPORTATION NARRATIVE

JMC COMMENTS 10-12-2017



From: Susan Houston
To: [Kennealy, Michael \(EOHED\)](#); [Ash, Jay \(EOHED\)](#)
Cc: [Brian Cohen](#)
Subject: Amazon patent info - a small tweak - we look even stronger
Date: Friday, October 13, 2017 2:21:59 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[Amazon Patents Education Infographic 10.13.17.pdf](#)

Mike and Jay,

Just sending over a quick update that includes Hewlett-Packard (page 2 of attachment) as a company with a MA presence, also active in AI.

Enjoy the weekend!

Best,

Susan

Susan Houston

Executive Director | **MassEcon**



101 Walnut Street | Watertown, MA 02472

617-924-4600 x11 | shouston@massecon.com

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Leadership in STEM Education & Tech Innovation

In Massachusetts, our focus on STEM education, along with the research being conducted in educational institutions state wide, leads to dramatic outperformance in innovation when compared to other states (see sampling of states below).

EDUCATION

STEM & BUSINESS MANAGEMENT

TOTAL DEGREES CONFERRED
(2015-2016 ACADEMIC YEAR)

Per 1,000 employees in labor force

11 
METRO BOSTON

8 
METRO DC

8 
METRO AUSTIN

6 
METRO DENVER

5 
METRO NEW YORK



INNOVATION

PATENT CLASSES 700-726: DATA PROCESSING

TOTAL PATENTS
2011-2015

Per 1,000 employees in labor force

1.94 
MASSACHUSETTS

1.13 
COLORADO

0.92 
TEXAS

0.89 
NEW YORK

0.06 
DISTRICT OF COLUMBIA

MASSACHUSETTS IS A LEADER
IN PATENTS FOCUSED ON DATA
PROCESSING (I.E., SPEECH
RECOGNITION, ARTIFICIAL
INTELLIGENCE, ETC.)

State by State comparison of patents registered within Technology Classes 700-726.
Data is represented as # Patents/ 1,000 People in the Labor force.

SEE DETAILS NEXT PAGE

SOURCES:

National Center for Education Statistics (NCES), US Patent and Trademark Office (USPTO), Bureau of Labor Statistics (BLS)











Patents in Speech Recognition & Artificial Intelligence

Leading patent awardees in AI and speech recognition (both patent classes in which Amazon is active) are deeply rooted in Massachusetts. This data provides a glimpse into the breadth and depth of the technology ecosystem that Amazon could “plug into” if it locates in Massachusetts.











AMONG THE TOP 10 COMPANIES GRANTED PATENTS IN CLASS 704, COMPANIES WITH A MAJOR PRESENCE IN GREATER BOSTON ACCOUNT FOR 60% OF THE PATENTS GRANTED

AMONG THE TOP 10 COMPANIES GRANTED PATENTS IN CLASS 706, COMPANIES WITH A MAJOR PRESENCE IN GREATER BOSTON ACCOUNT FOR 79% OF THE PATENTS GRANTED

CLASS 704: SPEECH SIGNAL PROCESSING

COMPANY	PATENTS AWARDED 2011-2015
 NUANCE COMMUNICATIONS, INC.	447
 GOOGLE, INC.	384
 INTERNATIONAL BUSINESS MACHINES CORPORATION	343
 MICROSOFT CORPORATION	328
 AT&T INTELLECTUAL PROPERTY II, L.P.	226
 SAMSUNG ELECTRONICS CO., LTD.	213
 AT&T INTELLECTUAL PROPERTY I, L.P.	160
 PANASONIC CORPORATION	143
 TOSHIBA CORPORATION	133
 LG ELECTRONICS INC.	107
AMAZON TECHNOLOGIES, INC.	50

CLASS 706: ARTIFICIAL INTELLIGENCE

COMPANY	PATENTS AWARDED 2011-2015
 INTERNATIONAL BUSINESS MACHINES CORPORATION	492
 MICROSOFT CORPORATION	246
 GOOGLE, INC.	197
 YAHOO, INC.	78
 HEWLETT-PACKARD DEVELOPMENT COMPANY, L.P.	74
 SONY CORPORATION	64
 ORACLE INTERNATIONAL CORPORATION	56
 XEROX CORPORATION	52
 FUJITSU LIMITED	50
 SAP AKTIENGESELLSCHAFT	46
AMAZON TECHNOLOGIES, INC.	39

 Indicates major presence in Massachusetts

From: [Vladeck, Abigail \(GOV\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: rufus edits.docx
Date: Friday, October 13, 2017 2:58:31 PM
Attachments: [rufus edits.docx](#)

Only Fast Facts

Fast Facts

- Switch Innovation Ecosystem and Talent sections
- 33% more workers in math & computer science (not 40%)
- Under talent, under 125 colleges and universities:
 - Indented bullet should read: “400,000 students – 250,000 in the Boston area alone.”
 - Indent next bullet as well
- Eliminate “workers” after “40%” so it reads “40% of Massachusetts workers are in the innovation economy.”

From: [Cosco, Jonathan \(EOHED\)](#)
To: [Frazier, Ricks \(EOHED\)](#)
Subject: FW: fact checking i-cubed and general capital expenditures
Date: Friday, October 13, 2017 3:11:00 PM
Attachments: [Amazon - Incentives 10-12 - JMC Comments 10-12.docx](#)

This addresses one of the open issues in the incentives section. Reflected in attached.

From: Stone, Benjamin (ANF)
Sent: Friday, October 13, 2017 2:38 PM
To: Kreuter, Erica (EOHED)
Cc: Cosco, Jonathan (EOHED); Patel, Ketav (EOHED)
Subject: RE: fact checking i-cubed and general capital expenditures

I found an authorization from Ch.123 of Acts of 2006, and it was expended in FY07 out of the **operating budget**. So the \$25 M is correct (operating \$, but for capital improvements). Different times if we had \$25 M of operating funds to just hand out!

7004-2051

For a one time grant to the city of Worcester, on or before December 31, 2006, for use by the city in the financing of the public improvements associated with the CitySquare project; and provided further, that not less than \$1,000,000 shall be expended for repairs and improvements to the Stoughton train station and the surrounding central business district in the town of Stoughton, including but not limited to infrastructure and parking improvements, sidewalks, lighting, safety, and aesthetic improvements, and salaries and/or fees for professional municipal planning work related to said repairs and improvements..... \$26,000,000

From: Kreuter, Erica (EOHED)
Sent: Friday, October 13, 2017 12:35 PM
To: Stone, Benjamin (ANF)
Cc: Cosco, Jonathan (EOHED); Patel, Ketav (EOHED)
Subject: Re: fact checking i-cubed and general capital expenditures

Ben,

Our first award to city square was in 2009 under the growth district initiative program (later consolidated under MassWorks).

The only reference that I have to the \$25M is that it is capital funding from ANF. My assumption is that it was bond authorization around 2009.

Sent from my iPhone

On Oct 13, 2017, at 10:49 AM, Stone, Benjamin (ANF) <Benjamin.Stone@MassMail.State.MA.US> wrote:

Erica, do you know where that \$25 M figure came from? (press release, internal, etc?)

Only thing ive found so far is this from the developer website, suggests the \$25 M in other capital funds might be double-count: <https://www.mercantileworchester.com/>

- More than \$25 million in site infrastructure invested by the current developer, the City of Worcester and the Commonwealth of Massachusetts

From: Stone, Benjamin (ANF)
Sent: Friday, October 13, 2017 10:35 AM
To: Cosco, Jonathan (EOHED)
Cc: Kreuter, Erica (EOHED); Patel, Ketav (EOHED)

Subject: RE: fact checking i-cubed and general capital expenditures
Ya thatll take a little bit of work. Erica, can you send a description of the City Square MassWorks awards and what years so I know what timeframe to look at? Would MassDOT be the principal capital agency investing in the City Square project?

From: Cosco, Jonathan (EOHED)
Sent: Friday, October 13, 2017 10:34 AM
To: Stone, Benjamin (ANF)
Cc: Kreuter, Erica (EOHED); Patel, Ketav (EOHED)
Subject: RE: fact checking i-cubed and general capital expenditures
Sorry Ben, one more:

Erica was able to confirm the Massworks numbers for the City Square project in Worcester but says we ought to look to you guys to confirm that "[t]he Commonwealth has invested \$25 million in other capital funds into the project."

Jonathan M. Cosco
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Executive Office of Housing and Economic Development
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617-788-3628
jonathan.cosco@state.ma.us

From: Cosco, Jonathan (EOHED)
Sent: Friday, October 13, 2017 10:24 AM
To: Stone, Benjamin (ANF)
Cc: Kreuter, Erica (EOHED); Patel, Ketav (EOHED); Cosco, Jonathan (EOHED)
Subject: fact checking i-cubed and general capital expenditures

Ben,
Could use your help confirming the following in the incentive section:

I-CUBED:

- MassDevelopment has approved financing of up to \$25 million for infrastructure improvements at the NorthPoint development, a 34.5 acre development located in Cambridge, Massachusetts, located near Interstate 93, Bunker Hill Community College, and the Museum of Science.
- The [North Point] development will transform a largely underutilized industrial site into a transit-oriented mixed-use development that is expected to include 2,300 residences and approximately 2.7 million sq. ft. of commercial space that will accommodate office, lab, educational, and retail uses.
- The Commonwealth has approximately \$380 million in existing capacity, without further legislation, to invest in [I-cubed] infrastructure improvements

GENERAL CAPITAL PLANNING AND EXPENDITURES:

- The major economic development investments listed above are part of a larger state capital investment program that invests over [\$4 billion per year] [coordinate with MassDOT to include MBTA capital plan] from various sources, including state, federal, and other funds.

- In fiscal 2018, the Commonwealth expects to invest approximately \$ [redacted] in transportation infrastructure; \$500 million on state facilities, including public higher education; \$200 million for affordable housing; \$200 million for environmental initiatives including climate change preparedness; and \$20 million to extend broadband access to underserved communities in western Massachusetts.

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From: Cosco, Jonathan (EOHED)
Sent: Friday, October 13, 2017 9:49 AM
To: Patel, Ketav (EOHED); Stone, Benjamin (ANF)
Cc: Kreuter, Erica (EOHED)
Subject: massworks expenditures

Katev, Ben,

The updated draft of the incentives section says “Massachusetts awarded grants totaling \$84.8 million in fiscal 2017, and the state expects to award approximately \$80 million in MassWorks grants again in fiscal 2018.”

Can one of you confirm that?

Jon

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[7.1] INCENTIVES

Massachusetts provides a broad array of financial programs to attract private investment and to promote innovation and job creation. These programs are designed to be customized to the specific needs of individual companies and project sites. This permits the development of flexible and competitive incentives packages. Where feasible and appropriate, the Commonwealth focuses its investment on publicly-owned infrastructure that will support individual economic development projects while also benefitting a wide assortment of users. Massachusetts also embraces opportunities to work with transformational companies to build leadership for the state economy in key competitive areas.

Tax Credits

The Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster job creation and stimulate business growth. The Commonwealth issues EDIP tax credits to eligible ~~companies that need a public incentive to create new jobs in the Commonwealth in exchange for job creation and private investments.~~ The credits are awarded quarterly on a rolling basis and ~~awards are are calculated~~ based on job creation, ~~and~~ investment levels ~~and~~ other relevant considerations. Each award is memorialized in an agreement between the state and the company, containing the terms and conditions of the credits. Credits are generally issued as the company reaches milestones established in the award agreement. ~~Some EDIP awards are refundable and transferable in accordance with their terms.~~ The available capacity of the EDIP tax credit program under current law is \$30 million annually.¹

Commented [CJ(1): The words "in exchange for" might imply all companies are paid in tax credits for creating jobs.

Commented [CJ(2): NEED TO DISCUSS. "Calculated" implies a level of mathematical precision that does not accurately describe how awards are made. And awards are based on factors other than job creation and investment.

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Commented [CJ(3): Credits are not generally transferable without additional approval. Suggest removing reference to "refundable" credits as that is a term of art that would require some explanation.

[EXAMPLES:

Kronos, Inc., an industry disruptor in the workforce management and human capital management technology space, relocated its global headquarters to Lowell, Massachusetts in ~~summer of 2017. [DATE].~~ This move ~~ensured that Kronos kept more than 1,300 existing jobs in Massachusetts, and will bring more than 200 jobs~~ enables the company to add 400 new jobs ~~to the Commonwealth.~~ Massachusetts supported Kronos's move ~~and expansion with EDIP investment~~ tax credits totaling \$8 million.² Education First, an international leader in cultural exchange, language learning, and educational programming, will invest \$133 million to develop a third building for educational and business uses on its North Point campus in Cambridge.

Commented [CJ(4): Suggest "summer of 2017." (per MOBD regional director, the company moved employees between July and September).

Commented [CJ(5): Kronos retained about 1,300 jobs already existing at the prior HQ in Chelmsford and promised to add 200 new jobs. Suggest: "The move permitted Kronos to relocate 1,300 existing jobs and to add another 200 new jobs."

Commented [CJ(6): We don't call them investment tax credits anymore, because the credit amount is no longer tied to the amount of the investment. Suggest "EDIP tax credits".

¹ Review of statute.

² Kronos numbers confirmed in EDIP contracts; move dates provided by MOBD regional director Peter Milano.

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JMC COMMENTS 10-12-2017

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Massachusetts approved \$6 million in EDIP investment tax credits in 2017 to support the expansion, which will allow EF to create 300 new jobs.³

Commented [CJ(7)]: We don't call them investment tax credits anymore, because the credit amount is no longer tied to the amount of the investment. Suggest "EDIP tax credits".

Infrastructure Investment Programs

The Commonwealth's financial partnerships with employers focus on improving the performance or capacity of public infrastructure in order to create an environment where innovation backed by private investment will flourish over the long-term. The state capital plan is a flexible and forward looking program that allocates capital to projects that address the greatest needs, that support local communities, that unlock economic opportunities, and that best position Massachusetts and its partners for the future.

MassWorks

The MassWorks Program is a flexible grant program that leverages state funding to support economic development projects statewide. Typical MassWorks projects include utilities, water treatment systems and sewage infrastructure, transportation and housing related infrastructure, ~~site remediation, and demolition and other improvements that will create pad-ready development sites with priority given to projects that will spur private investment and economic development.~~

Commented [CJ(8)]: Lnguage change suggested because site remediation and creation of pad ready development sites is not the focus of this program.

Sidebar: Examples of MassWorks Projects

MBTA Assembly Square T station: 2008 and 2011 MassWorks awards totaling \$27.5 million

Development of 56 acres of underutilized land in the City of Somerville was made possible by improving transit access. The MBTA's Orange Line passed through the site, but the site didn't have an easily walkable transit station. The private developer partnered with the state to create a new station, with the help of a \$27.5M MassWorks award⁴ and additional I-Cubed investment nearby (see below). At full build-out, Assembly Row will accommodate 3,500 residents, 12,000 office workers, and 2,500 retail employees in a mixed-use, modern district that is a short ride to downtown and a desirable destination for visitors, shoppers, and commuters.⁵

Commented [CJ(9)]: Assembly Square site didn't have any transit station.

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City Square: 2009, 2013, and 2015 MassWorks awards totaling \$28 million

The City Square Project in Worcester is a multi-year, multi-phase development that will replace a blighted urban renewal-era mall on 21 acres in downtown Worcester with over 2.2 million square feet of mixed-used space. The new City Square will have 350 housing units, 214,000 sq. ft. of office space, and

³ EF project numbers confirmed in EDIP contract

⁴ Confirmed by Erica Kreuter, Massworks program director.

⁵ <https://boston.curbed.com/2017/1/12/14255580/assembly-row-somerville-guide>

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pedestrian-friendly streetscapes and open space. The development is within walking distance of Worcester's Union Station, which serves as a regional transit hub and terminus of an MBTA commuter rail line. To date, MassWorks has invested ~~more than \$28-25-million~~ for demolition, site preparation, and infrastructure improvements at City Square.⁶ The Commonwealth has invested \$25 million in other capital funds into the project,⁷ and the City has committed \$15 million to-date.⁸

The Commonwealth has approximately ~~\$125~~ \$130 million in existing MassWorks grant capacity under current law⁹ to invest in infrastructure improvements sponsored by host municipalities or other eligible development agencies. The MassWorks program is regularly renewed with additional capacity. Grants are awarded annually by the Secretary of Housing and Economic Development, and funds are disbursed ~~as project costs are incurred during the life of the project.~~ The awards are not formula-driven. Massachusetts awarded grants totaling ~~approximately \$85~~ \$84.8 million in fiscal 2017, and the state expects to award approximately ~~\$80 million~~ the same amount in MassWorks grants again in fiscal 2018.¹⁰

Commented [CJ(10)]: EOHEd thinks the number is \$130M. Not a material difference in my view.

Infrastructure Investment Incentive (I-Cubed) Program

The I-Cubed program is used to finance significant public infrastructure improvements that support major new private development. I-Cubed awards are made by the Commonwealth to eligible economic development projects that have been approved by the host municipality and generate substantial new tax revenue for the state. The level of benefit available through I-Cubed is based on the amount of new state tax revenues to be created by the project.

Call-Out: NorthPoint

MassDevelopment has approved financing of up to \$25 million for infrastructure improvements at the NorthPoint development, a 34.5 acre development located in Cambridge, Massachusetts, located near Interstate 93, Bunker Hill Community College, and the Museum of Science. The project is adjacent to the Lechmere MBTA transit station, just over a mile from the Kendall Square innovation hub, and approximately 2-3 miles from MIT and Harvard.

The development will transform a largely underutilized industrial site into a transit-oriented mixed-use development that is expected to include 2,300 residences and approximately 2.7

⁶ Project and Massworks investment numbers confirmed by Erica Kreuter, Massworks program director.

⁷ Ch.123 of Acts of 2006, line item 7004-2051.

⁸ Confirmed by Erica Kreuter, Massworks program director.

⁹ Number confirmed by Katev Patel, EOHEd CFO to be \$130M.

¹⁰ From Ketav Patel.

million sq. ft. of commercial space that will accommodate office, lab, educational, and retail uses.¹¹

[insert graphic on NP]

The Commonwealth has approximately \$380 million in existing capacity, without further legislation, to invest in infrastructure improvements that lead to major employment or other revenue drivers in Massachusetts.¹² An I-Cubed solicitation may be initiated at any time. Timing of the financing depends on the particulars of each individual project.

Other Infrastructure Enhancements

The major economic development investments listed above are part of a larger state capital investment program that invests over [\$54 billion per year]

[coordinate with MassDOT to include MBTA capital plan] from various sources, including state, MBTA, Mass School Building Authority, federal, and other funds.¹³ In fiscal 2018, the Commonwealth expects to invest approximately \$ [redacted] \$3 billion in transportation infrastructure; \$500-570 million on state facilities, including public higher education; \$200-225 million for affordable housing; \$200-325 million for environmental initiatives including climate change preparedness; and \$20 million to extend broadband access to underserved communities in western Massachusetts.¹⁴

EXAMPLE INSERT:

Massachusetts is investing in a new program to create workforce housing (both affordable and mixed income) and to provide rental and homeownership opportunities focused on gateway cities and under-utilized local housing authority lands to address the supply of housing opportunities for working families and individuals in the state. Another program provides payments to municipalities that create dense residential or mixed-use smart growth districts, including housing units, located near transit stations in areas of concentrated development such as existing city and town centers, to encourage smart growth and transit-oriented development at the municipal level.

¹¹ ANF CONFIRMATION PENDING ON ALL NEW NORTH POINT INFORMATION.

¹² ANF TO CONFIRM I-CUBED CAPACITY.

¹³ Confirmed by ANF Email from Ben Stone 10/13.

¹⁴ Email from Ben Stone 10/13

[get graphic from DHCD?]

The state capital plan also provides reliable and substantial support for Massachusetts's 351 cities and towns by funding local initiatives including programs supporting for affordable housing options, municipal transportation networks, cultural institutions, and downtown revitalization. Massachusetts provides additional capital resources to public schools and the state transit system through special dedicated sales tax funding that supports the Massachusetts School Building Authority (MSBA) and the MBTA, respectively. Unlike many other states, in which capital investment is concentrated at the local and county level, Massachusetts has abolished and absorbed the functions of most county governments, and coordinates many key infrastructure investments in partnership with cities and towns, including for school, water-sewer, and road projects. This state-level coordination allows Massachusetts to leverage the expertise of quasi-governmental agencies like the MSBA, the Massachusetts Clean Water Trust, and MassDOT. ¹⁵

Massachusetts is committed to optimizing the value of our capital program by forging effective partnerships and investing strategically. The current capital investment plan leverages substantial federal funding for projects in the areas of transit, highway, clean water, and emergency preparedness. We also cultivate partnerships with municipal, quasi-public, private, and nonprofit entities to support key initiatives that will serve common goals.

Utility Incentives

Massachusetts offers robust financial incentives for new commercial construction that meets advanced energy efficiency standards. The integrated design path program for large buildings (100,000 sq. ft. or more) provides financial incentives throughout the design and construction phases of a new construction project, including support for design teams for charrettes and energy modeling, and incentives for the building owner/occupant for energy-efficient construction. Incentives are performance-based and are provided for both thermal and electric savings. ¹⁶

Massachusetts has finalized regulations for predictable compensation for up to 5 megawatt capacity of solar photovoltaic as well as electric storage, and provides incentives for renewable

¹⁵ Assuming this is general narrative and does not require fact checking.

¹⁶ <https://www.masssave.com/en/saving/business-rebates/large-buildings-over-100000/>

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Confidential

10/11/2017 11:34:26 AM
JMC COMMENTS 10-12-2017

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thermal technology.¹⁷ Major users may also eligible be for discounts on energy distribution rates, through direct arrangements with distribution companies.¹⁸

¹⁷ <https://www.mass.gov/service-details/development-of-the-solar-massachusetts-renewable-target-smart-program>

¹⁸ **NEED TO CONFIRM. CALL INTO EEA TO INQUIRE ON SOURCE AND EXAMPLES.**

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From: [Fichter, Katherine \(DOT\)](#)
To: [Ng, Albert](#); [Bosworth, Scott \(DOT\)](#); [Stone, Benjamin \(ANF\)](#); [Mohler, David \(DOT\)](#); [Sullivan, Jennifer F. \(ANF\)](#); [Tesler, Jamey \(DOT\)](#)
Cc: [Vladeck, Abigail \(GOV\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Thomas, Steve](#); [Mcardle, Michael](#)
Subject: RE: List of Transportation Projects - Project Rufus
Date: Friday, October 13, 2017 3:37:32 PM

Albert –

I thought that these projects had already been included in the transportation section, no? I'm comfortable with using them, although they don't all necessarily fit the 'revolution/evolution' theme. But they are certainly fine examples to use. Do you need us to review the write-ups again?

Thank you,

Kate

Kate Fichter
Assistant Secretary for Policy Coordination
Massachusetts Department of Transportation
10 Park Plaza, Room 4160
Boston, MA 02116
857-368-8981
katherine.fichter@state.ma.us

From: Ng, Albert [<mailto:ANG@VHB.com>]

Sent: Friday, October 13, 2017 3:35 PM

To: Bosworth, Scott (DOT); Stone, Benjamin (ANF); Mohler, David (DOT); Sullivan, Jennifer F (ANF); Fichter, Katherine (DOT)

Cc: Vladeck, Abigail (GOV); Ward Weeden, Aimee (EOHED); Thomas, Steve; Mcardle, Michael

Subject: List of Transportation Projects - Project Rufus

Team,

Secretary Ash wanted to include a list of transportation projects as a call out in the transportation section.

The theme of the document is revolution/evolution.

Are you comfortable if we add a list of the following transportation projects to the margin of the transportation section? Wordsmithing is welcome.

*New and upcoming additions our evolving transportation system
to increase capacity and reliability*

Green Line Extension

[Silver Line Gateway](#)

Track, Signal and Power Upgrades

[All Electronic Tolling](#)

Orange and Red Line Rolling Stock Procurement

[Complete Streets Program](#)

[Automated Fare Collection 2.0](#)

Albert Ng

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From: [Cosco, Jonathan \(EOHED\)](#)
To: [Frazier, Ricks \(EOHED\)](#)
Cc: "jonathan.cosco@state.ma.us"
Subject: RE: transportation
Date: Friday, October 13, 2017 4:14:51 PM
Attachments: [Amazon Transportation -JMC Comments 10-12.docx](#)

Same as I sent you earlier, except with a change to the last sentence and a cite for footnote 41.

From: Cosco, Jonathan (EOHED)
Sent: Friday, October 13, 2017 3:30 PM
To: Frazier, Ricks (EOHED)
Cc: jonathan.cosco@state.ma.us
Subject: transportation

Reflecting all input as of 3:15 today; still some holes trying to fill with help from DOT.

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TRANSPORTATION NARRATIVE

JMC COMMENTS 10-12-2017

- Past: We build the first subway tunnel in North America.¹
- Present: Nearly 1,000 flights daily in and out of Logan International Airport.²
- Future: Automated Fare Collection project will allow riders to utilize smart phones and bank cards to access all MBTA services.³

A robust and high-functioning transportation system is more than just roads and bridges, bikes and transit, and other physical infrastructure; it is the foundation of a strong and sustaining economy, a clean environment, and high-quality communities.

Massachusetts offers comprehensive and robust transportation options, including a fully built-out highway network, the fourth-largest public transit system in the country,⁴ an international airport just minutes from downtown Boston, and a growing statewide commitment to bicycling and walking as components in a larger transportation strategy. And as we work to modernize our transportation assets we are adopting new technologies—such as all-electronic tolling on the Massachusetts Turnpike—to speed travel and reduce costly delays. We've also launched a pilot program to test automated vehicles on public roadways,⁵ and recently entered into cooperative agreements with transportation network companies like Uber and Lyft to improve public safety and support the growth of ride-sharing services in Massachusetts.⁶

While our first priority is to provide a range of mobility choices for our residents—regardless of where they live, where they want to go—we also know the critical part that a reliable, well-planned transportation network plays in supporting economic growth. Our transportation agencies work hand-in-hand with local officials, businesses, and sister agencies in state and federal government to support economic development in Massachusetts.

Interstate and International Travel

Logan International Airport, operated by the Massachusetts Port Authority (Massport), offers nearly 1,200 flights daily to 75 domestic and 54 international destinations.⁷ In 2016, over 36 million people traveled through Logan.⁸ Hourly flights depart Logan every weekday for New York, Philadelphia, and Washington. State economic development officials regularly work with Massport to ensure that the routes offered by air carriers flying out of Logan meet the needs of the region's business community and residents. Logan airport is accessible from downtown Boston, the rest of Massachusetts, and all of New England both by car and by multiple public transit connections.

¹ https://en.wikipedia.org/wiki/Tremont_Street_Subway

² NOTE NOT CONSISTENT WITH NOTE 4 BELOW.

³ Correct per Ben Stone.

⁴ https://en.wikipedia.org/wiki/List_of_United_States_rapid_transit_systems_by_ridership (referencing <http://www.apta.com/resources/statistics/Pages/ridershipreport.aspx>)

⁵ Confirmed via review of MOUs. See also:

<http://www.massdot.state.ma.us/AboutUs/Committees/AutomatedVehiclesWorkingGroup/AutomatedVehicles/TestingHighlyAutomatedVehicles.aspx>

⁶ <https://apnews.com/2a70c0f272ce471ea012c64327c9bbaa>

⁷ October 8 email from Catherine McDonald, MassPort. Note MassPort website says approximately 50 international destinations and does not provide the number of daily flights or domestic destinations.

⁸ <http://www.massport.com/media/1737/dec-16-avstats-airport-traffic-summary.pdf>

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TRANSPORTATION NARRATIVE

JMC COMMENTS 10-12-2017

Logan's travel volume has been growing at a steady clip, driven in part by new non-stop flights to international destinations.⁹ To support continuing growth, Massport has recently embarked on a \$750 million expansion of Logan's international terminal that will open up 7 new gates and over 700,000 square feet of new terminal space.¹⁰ Massport is also investing \$250 million to add up to 5,000 new commercial parking spaces to serve Logan travelers.¹¹

[INSERT—GRAPHIC/TABLE with LOGAN FLIGHTS TO DESTINATIONS IMPORTANT TO AMAZON]

Worcester Regional Airport, approximately 50 miles west of Boston,¹² supplements Logan's service with 21 weekly non-stop flights to three domestic destinations.¹³ T. F. Green Airport in Warwick, Rhode Island and Manchester Regional Airport in New Hampshire, each approximately 60 miles from downtown Boston,¹⁴ offer additional options for air travel with numerous flights to major cities on national carriers.

Commented [CJ(1)]: Inconsistent with Massport website.

Commented [CJ(2)]: Straight line distances are shorter, see note.

Amtrak runs 21 trains per day between Boston's South Station and New York City¹⁵ and other destinations to the south, providing a convenient alternative to air travel. Amtrak's Acela service—which runs 9 trains per day¹⁶—transports passengers between downtown Boston and mid-town Manhattan in well under four hours.¹⁷ Amtrak is currently preparing a long-range master plan to significantly increase the frequency of trains all along the Northeast Corridor.¹⁸

[Call-Out: Chart/Graphic Amtrak service or schedule]

Following a \$95-94 million restoration,¹⁹ Springfield Union Station is poised to host greatly enhanced regional, intercity, and interstate travel options in the western part of the state. In addition to 8 daily Amtrak trains (6 North-South and 2 East-West),²⁰ Connecticut has committed to adding 8 to 12 trains to and from Hartford and New Haven with connections to MetroNorth and Amtrak services to New York City.²¹ Regional and intercity bus operators have also committed to adding service.²²

Transit

⁹ <http://www.massport.com/logan-airport/about-logan/airport-statistics/>

¹⁰ NEW NEEDS CONFIRMATION

¹¹ NEW NEEDS CONFIRMATION

¹² Driving distance confirmed by google maps at 52.2 miles. Straight line distance about 43.2 miles.

¹³ INCONSISTENT -- MASSPORT WEBSITE refers to 2 daily flights to 2 locations. See:

http://www.massport.com/media/2395/worcester_regional_fact_sheet.pdf

¹⁴ Straight line distances per google earth: 48 miles to TF Green 44 miles to Manchester.

¹⁵ BOS-NY schedule at <https://www.amtrak.com/northeast-regional-train>

¹⁶ Acela schedule at <https://www.amtrak.com/northeast-regional-train>

¹⁷ Acela schedule at <https://www.amtrak.com/northeast-regional-train>

¹⁸ <https://nec.amtrak.com/high-speed-rail>

¹⁹ Spreadsheet provided by MassDOT/ANF October 13.

²⁰ NEW NEEDS CONFIRMATION

²¹ NEW NEEDS CONFIRMATION

²² NEW NEEDS CONFIRMATION

TRANSPORTATION NARRATIVE

JMC COMMENTS 10-12-2017

Metropolitan Boston's public transit system, the Massachusetts Bay Transportation Authority, serves 1.3 million people every weekday²³ across 175 municipalities.²⁴ The "T" offers subway, bus, trolley car, ferry, and commuter rail services as well as door-to-door paratransit service for disabled customers. Since taking office, the Baker-Polito administration has committed to a dramatic increase in T infrastructure investment. The T plans to spend more than \$1 billion per year on major capital improvements and upgrades.²⁵ This capital program includes the purchase of two entirely new fleets of subway cars; upgrades to existing signals, power sources, and other core systems; and improving passenger stations to enhance customer experience.²⁶ It also includes transformational projects that will fundamentally change how people use the T. Here are a few of the changes ahead:

- Green Line Extension:
This \$2.3 billion project²⁷ will extend MBTA light rail service to a densely populated corridor that runs from East Cambridge to new stations in Somerville and Medford, greatly improving local and regional mobility. The project will fill in a long-standing gap in the design of Boston's rapid transit network and support municipal plans for sustainable growth and urban redevelopment.
- Silver Line Gateway:
This extension of the Silver Line "dedicated busway" will provide critical access for residents in Chelsea, East Boston, and other Blue Line communities to the rapidly-growing employment opportunities in the Seaport District. The city of Chelsea has the greatest proportion of transit-dependent residents in Greater Boston,²⁸ and extending Silver Line service there will bring a much-needed addition to the city's transit options.
- Automated Fare Collection (AFC) 2.0:
Far more than just an incremental change in how transit fares are collected, AFC 2.0 will enable riders to utilize smart phones, bank cards, or MBTA fare cards to access the full range of MBTA services. Automated fare collection will also reduce congestion and speed up trips by allowing customers to board buses and trains at more than one location. The result will be more efficient operations and more seamless travel for customers

In addition to the MBTA, Massachusetts's 15 Regional Transit Authorities (RTAs) fill a critical need for non-auto transportation by providing bus service in regions outside of Greater Boston. In 2016, the RTAs carried about 33.5 million passengers.²⁹

[POSSIBLE MAP OF RTAs ACROSS STATE]

²³ [https://en.wikipedia.org/wiki/Massachusetts_Bay_Transportation_Authority#Ridership_and_https://www.mbta.com/uploadedfiles/documents/2014%20BLUEBOOK%2014th%20Edition\(1\).pdf](https://en.wikipedia.org/wiki/Massachusetts_Bay_Transportation_Authority#Ridership_and_https://www.mbta.com/uploadedfiles/documents/2014%20BLUEBOOK%2014th%20Edition(1).pdf). NOTE source cites outdated data from FY2013.

²⁴ <http://www.mbtaadvisoryboard.org/about-us/>

²⁵ Page 23 of

http://old.mbta.com/uploadedfiles/About_the_T/Board_Meetings/Final%20MBTA%20Strategic%20Plan.pdf.

²⁶ NEEDS CONFIRMATION?

²⁷ <https://www.bostonglobe.com/metro/2017/04/04/feds-green-line-extension-costs-securing-project-future/6Nsiskpk14qQO43vBI9H1/story.html>

²⁸ 2010 census, as stated by MassDOT (K. Fichter) in October 10 email.

²⁹ Internal spreadsheet provided by MassDOT (October 10 email from K. Fichter).

TRANSPORTATION NARRATIVE

JMC COMMENTS 10-12-2017

As Massachusetts invests in important transit projects to better connect its residents to social and economic opportunity, we are committed to making those investment decisions in smarter, more strategic ways. Our current five-year capital plan for transportation investments is structured around three key priorities: reliability, modernization, and expansion. Nearly 80 percent of the spending in the \$14.4 billion five-year plan is dedicated to reliability and modernization projects, reflecting the “fix it first” approach we’re taking to transportation investments.³⁰

Call-Out: The T is investing ~~close to half~~approximately one a-billion dollars³¹ to purchase hundreds of new subway cars, which will begin rolling into service in 2021. This enormous investment – which will be coupled with major infrastructure upgrades – will substantially improve the quality of transit service for T customers. The new fleet will create 50 percent more capacity and will reduce average wait times from five to three minutes.³² The program is also creating new economic activity in the western part of the state as the subway cars are being built there, creating good manufacturing jobs for local residents through at least 2023.

Transportation and Sustainability

Because parts of Massachusetts were settled long before the advent of the automobile, many of our communities offer dense, walkable settlement patterns that support vibrant municipal centers and make it possible to live, work, and play without owning a car. To build on this strength, we have committed to expanding and improving our bicycle and pedestrian networks to enable more residents to commute car-free and to ensure that families can enjoy recreational opportunities and green corridors across the state.

As part of this effort, Massachusetts offers grant funding to local communities to build “complete streets,” roadway designs that provide safer facilities for walkers and cyclists over a network of non-auto routes. In the last two years, the state has funded 48 complete streets projects with a total of almost \$18 million in grants.³³

Call-Out: Massachusetts believes in the recreation, transportation, and public health benefits of travel without a car. To further expand options for the large number of workers already commuting by bicycle, we will invest ~~nearly more than \$160-240~~ million over the next five years to expand our network of off-road bicycle and walking trails.³⁴ The new trails will complement many existing shared-use corridors across the state and will make it even easier for residents and workers to travel by foot and by bicycle.

³⁰ Overview at

<http://massdot.maps.arcgis.com/apps/MapSeries/index.html?appid=dea0a851b5dd4285a3bf985c8d91e6e0> and Slide 2 of FY18-22

Clip <http://massdot.maps.arcgis.com/apps/MapSeries/index.html?appid=dea0a851b5dd4285a3bf985c8d91e6e0> says \$17.3 B over 5 years, of which 76% is reliability and modernization.

³¹ Email Ben Stone October 13 citing MassDOT/MBTA CIP.

³² <https://blog.mass.gov/transportation/mbta/mbta-red-line-orange-line-infrastructure-upgrade-contract/>.

³³ Data spreadsheet provided by MassDOT.

³⁴ Slide from a deck on Trails (vetted by MassDOT’s Kate Fichter) has \$242 M from FY18 on Federally funded identified projects as well as projects set aside for the “Bike and Ped Plan”.

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TRANSPORTATION NARRATIVE

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Supporting Growth

Expanding transportation systems and supporting new development go hand in hand. Transportation agencies in Massachusetts actively partner with developers to plan collaboratively to meet growth-related transportation challenges.

Call-Out: New Balance Athletics, a major Massachusetts employer, has been headquartered in the Brighton neighborhood of Boston for more than a century.³⁵ The T stood ready to partner with New Balance when the company decided to expand its Brighton facilities to build substantially more office and retail space and major training complexes for the Boston Bruins and Boston Celtics. Working in collaboration with New Balance leadership, the T built a new Commuter Rail station to serve the company's expanded headquarters and the rest of the rapidly growing residential neighborhood surrounding the project. Opened during the summer of 2017, the new station has already exceeded expectations for ridership.³⁶

Commented [CJ(3)]: Text needs to change; cannot confirm company has been HQed in Brighton continuously since founding. Maybe: "

Call-Out: When the Massachusetts Legislature legalized gaming in 2011, Wynn Resorts was one of the first gaming companies to express interest in locating here. Massachusetts and Wynn have collaborated on the siting and design of a five-star resort casino on the Mystic River, just north of downtown Boston. Initial concerns about transportation access to the resort spurred close collaboration on improvements to subway and road networks in the area, culminating in an agreement in which Wynn Resorts will fund a major T station upgrade, additional subway service, substantial roadway improvements, and new bicycle facilities.³⁷ This collection of improvements will enhance access to the resort when it opens while substantially improving travel for the tens of thousands of motorists and subway passengers who already travel that corridor every day.

Callout: Spotlight on Freight

Conley Shipping Terminal in the Port of Boston is New England's international gateway for containerized freight and is currently seeing record-breaking container volume. To prepare for more growth and the arrival of Post-Panamax ships, Massachusetts and the US Army Corps of Engineers are spending \$350 million to dredge a deeper shipping channel in the Boston Harbor.³⁸ Massport is planning related upgrades to the landside infrastructure at Conley Terminal including deeper berths, larger ship to shore cranes and modernization of the existing facility.³⁹

Massachusetts companies also rely on a strong network of freight railroads to move approximately 6 million tons of freight each year in Massachusetts.⁴⁰ We recently partnered with CSX to

Commented [CJ(4)]: Suggest "we" change to MassDOT or other agency as applicable.

³⁵ Company founded in 1906 but CANNOT CONFIRM location of HQ since founding. See: https://en.wikipedia.org/wiki/New_Balance MassDOT recommends deleting.

³⁶ MassDOT says "data internal to the T."

³⁷ <http://massgaming.com/wp-content/uploads/Wynn-Boston-Harbor-Presentation-3-22-16.pdf>.

³⁸ October 8 email from Catherine McDonald, Massport. See also: <https://www.bostonglobe.com/metro/2017/09/15/boston-harbor-dredging-project-underway/SwqVFtjW8BRwQQcXrd96aP/story.html>

³⁹ October 8 email from Catherine McDonald, Massport.

⁴⁰ http://www.massdot.state.ma.us/Portals/17/docs/freightplan/TM2_17.pdf

TRANSPORTATION NARRATIVE

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improve freight and passenger rail capacity in Massachusetts, resulting in reconfigured rail networks and bridges and a new, ~~\$450~~100 million intermodal operations center in Worcester.⁴¹

⁴¹ <http://www.wbjournal.com/article/20170301/NEWS01/170309996/worcester-seeks-to-limit-traffic-around-csx-rail-yard>

From: [Frazier, Ricks \(EOHED\)](#)
To: [Sang, Rachel \(GOV\)](#); [Stone, Benjamin \(ANF\)](#)
Subject: Revised Drafts
Date: Friday, October 13, 2017 4:35:30 PM
Attachments: [Energy and Environment MK-RPF edits 10-13.docx](#)
[Incentives ANF-JC edits 10-13.docx](#)
[Innovation Ecosystem RS-RPF edits 10-13.docx](#)
[Our Story 8.1 RS-RPF edits.docx](#)
[Quality of Life in Massachusetts RS-RPF edits 10 13.docx](#)
[Stable Business Environment ANF-RPF edits 10-13.docx](#)
[Talent Re-Write RPF edits 10-13.docx](#)
[Transportation ANF-DOT-JS edits 10-13.docx](#)

Here are the attachments.

Ricks Frazier

General Counsel

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ENERGY AND ENVIRONMENT

- Past: 1.3 million acres have been permanently conserved.
- Present: ~~38~~ 105,000 people are employed in the Clean Tech industry.
- Future: Doing our part to slow climate change by aggressively reducing GHG emissions.

Massachusetts's commitment to sustaining its vibrant natural environment is unparalleled among the states. From nation-leading climate policies to clean energy generation, from the completion of a forty-year effort to clean up the Boston Harbor to land conservation and protection, nowhere is the Massachusetts spirit of progressive thinking and effective civic collaboration more apparent than in our commitment to our shared environment.

Environmental Stewardship

Massachusetts has a storied history of environmental protection and stewardship. From the Berkshires, to the Boston Harbor Islands, to the Cape Cod National Seashore, Massachusetts policy makers have ensured that our wealth of environmental assets and resources will be protected in perpetuity.

These efforts, combined with a strong focus on protecting open space, provide a tangible benefit to our quality of life in Massachusetts. Public and private actors, working together, have permanently protected more than 1.3 million acres—over 25% of the geographic area of the state—to secure clean drinking water, support our vibrant agricultural industry, protect natural habitats, and provide an impressive diversity of recreational opportunities.

Massachusetts is both the third most densely populated state and one of the most forested. More land in our state is protected than developed, and we continue to work to encourage sustainable development and investment in land conservation in order to ensure the high quality of life that comes with access to clean air, clean water, and recreational opportunities.

Over the last 20 years, state government has invested an average of \$40 million annually in land conservation and parks creation, protecting about 16,000 acres per year. Locally, much more has been done. The Community Preservation Act—a tool that communities can adopt for the acquisition, creation, preservation, rehabilitation, and restoration of open space, historic resources, and affordable housing—has resulted in the conservation of over 28,000 acres and the creation of more than 1,700 outdoor recreation projects.

Water and Sewer Infrastructure

Eighty years ago, Massachusetts policy makers had the foresight to develop the Quabbin reservoir, the Wachusett Reservoir, and the aqueduct system that carries over 300 million gallons of safe, clean drinking water from central Massachusetts to the homes and businesses of more than 50 communities in eastern Massachusetts every day. Today, that infrastructure and its continuing excess capacity support the continued growth of our state economy while many other states struggle with inadequate water resources.

While Massachusetts has taken steps to plan for resource needs in the future, we have also responded aggressively to tackle environmental challenges that threaten our economy and our quality of life. Decades ago, Boston Harbor was notorious for its poor water quality. Untreated or inadequately treated wastewater was causing beach closures and other serious environmental, public health, and aesthetic harms. The state responded by creating the Massachusetts Water Resources Authority (MWRA), an independent agency that generates revenue by assessing water and sewer fees. MWRA created a \$3.7 billion, state-of-the-art sewage treatment plant at Deer Island and invested \$850 million in comprehensive sewer system upgrades. As a result of this sweeping effort, pollution-related bacteria counts have been slashed ~~dramatically by more than 75%~~, and Boston Harbor is now recognized as one of the country's cleanest. The ~~dramatic~~ improvement of water quality in the harbor has led to an increase in recreational use in the harbor and along its shores and has opened up ~~dramatic~~ development opportunities on the waterfront that would have been unthinkable a generation ago.

[Nice place for a Harbor photo—OR Egg Digesters, which are cool]

Addressing Climate Change and Reducing Greenhouse Gas Emissions

Massachusetts leads the nation in efforts to reduce greenhouse gas emissions and build a clean energy economy. For the seventh year in a row, the Commonwealth has been named the most energy efficient state in the nation by the American Council for an Energy-Efficient Economy (ACEEE). Massachusetts also ranked as one of the top overall states leading the national clean-energy economy by the U.S. Clean Tech Leadership Index in its 2017 survey.

The foundations of Massachusetts's efforts to build a clean energy future were laid two decades ago in the Massachusetts Electricity Restructuring Act of 1997, which required electric distribution companies to sell their generating assets to create an open market for energy production and mandated that an increasing share of the state's energy come from renewable sources. A decade later, the Global Warming Solutions Act accelerated the development of clean energy solutions by mandating statewide reductions in greenhouse gas (GHG) emissions from each sector of the economy to levels 25% or more below the 1990 baseline by 2020, and 80% or more below the 1990 baseline by 2050.

[Convert to graphic from EEA: We are well on our way to meeting the GHG reduction requirements: According to the most recent available measure, Massachusetts has already reduced emissions 21% below the 1990 baseline.]

Massachusetts is also a founding member of the eight-state Regional Greenhouse Gas Initiative (RGGI)—the nation's first regional cap-and-trade program aimed at reducing GHG emissions from the power sector. RGGI members recently finalized a plan that will accelerate state and regional efforts to combat climate change by adopting more aggressive GHG reduction targets.

In addition to its membership in RGGI, Massachusetts has also joined the recently formed U.S. Climate Alliance, which seeks to meet the goals of the International Paris Climate Agreement as well as the New England Governors and Eastern Canadian Premiers Climate Change Resolution, which calls for regionally targeted joint actions to reduce carbon emissions substantially by 2030.

Last year, Governor Baker signed comprehensive bipartisan energy diversity legislation that reinforces the state's commitment to a clean energy economy and puts the state on a long-term path to lower energy costs. The new law requires that Massachusetts utilities competitively solicit and contract for approximately 1,200 megawatts (MW) of clean energy generation from hydropower, solar, and onshore wind, and it marks the largest commitment to offshore wind energy by any state.

Call-out: MassDOT solar farms & MBTA parking lot canopies (insert graphic)

MassDOT and MBTA have been leaders within state government in using solar installations to offset energy usage and generate revenue to state agencies.

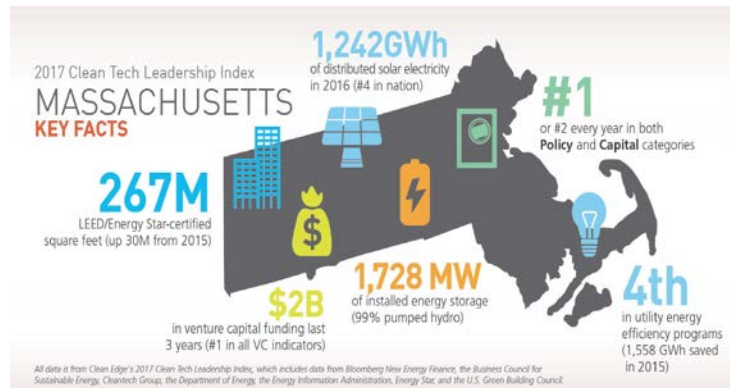
Two years ago, Ameresco began operating 5 solar installations on unused land along MassDOT highway rights-of-ways through a power-purchase agreement with MassDOT. To date, these five installations have produced 6.5m kWh of energy, resulting in over \$1m in combined energy savings and rental payments to the agency. Three additional sites are now in development.

This fall, Omni-Navitas will begin installing solar canopies on 37 MBTA parking facilities under a 20-year lease with the T. In addition to its financial and environmental benefits, these installations will improve customer experience by providing lighting and sheltering parked cars from snowfall.

Alternative Energy and Clean Tech

While Massachusetts pursues statewide policies that create demand for clean energy alternatives, Massachusetts universities, laboratories, and start-ups are developing innovative technologies to meet that demand. Clean tech is a pillar of the Massachusetts innovation economy, and Massachusetts already ranks as one of the top 10 states in clean-energy jobs as a percent of total employment, one sign that our climate and energy policy has spurred continued job growth and economic development. Surveys by the Massachusetts Clean Energy Center confirm that the clean energy industry grew by nearly 12% in 2015 and that since 2010, energy employment has grown by 6475% or 3845,000 new jobs, with most paying over \$50,000 per year.

Massachusetts was ranked as one of the top states leading the clean-energy economy by the U.S. Clean Tech Leadership Index, trailing only California. Massachusetts maintained its second place ranking for the fifth year in a row in the most recent rankings, a testament to our sustained efforts.



Call-Out: Mass Clean Energy Center

The Massachusetts Clean Energy Center (MassCEC) is a ~~ratepayer~~ publicly-funded agency dedicated to accelerating the success of clean energy technologies. Since its launch in 2009, MassCEC has helped clean energy companies grow, supported municipal clean energy projects, and invested in residential and commercial renewable energy installations. MassCEC also provides workforce training programs tailored to meet the needs of clean energy employers across Massachusetts.

Call-Out: Efficiency Programs

Massachusetts has recently launched a Rapid LED Streetlight Conversion Program and Green Communities Grant Program to provide municipalities with funding to convert traditional streetlight technologies to LEDs. By the fall of 2018, approximately 70% of all streetlights in Massachusetts will have been converted to LEDs, including 96% of municipally-owned fixtures.

Permitting and Environmental Reviews

New construction in Massachusetts is reviewed under the Massachusetts Environmental Policy Act (MEPA) and may require various environmental permits.

Like the National Environmental Protection Act, which applies to projects that involve federal agency actions, MEPA requires that state agencies study the environmental consequences of their actions before issuing permits or granting financial assistance. MEPA review occurs before permitting agencies act, to ensure that they are fully cognizant of the environmental consequences of their actions and that they work together to achieve shared goals. The state Executive Office of Energy and Environmental Affairs (EOEEA) administers the MEPA program.

The Commonwealth issues various environmental permits depending upon the size, scope and location of a project. EOEEA and its four environmental agencies issue site specific permits to address public access, endangered species, air quality and other water related and environmental protection needs. Project proponents regularly meet with EEA agencies for pre-permitting consultation in order to ensure a complete and expeditious permitting process.

[7.1] INCENTIVES

Massachusetts provides a broad array of financial programs to attract private investment and to promote innovation and job creation. These programs are designed to be customized to the specific needs of individual companies and project sites. This permits the development of flexible and competitive incentives packages. Where feasible and appropriate, the Commonwealth focuses its investment on publicly-owned infrastructure that will support individual economic development projects while also benefitting a wide assortment of users. Massachusetts also embraces opportunities to work with transformational companies to build leadership for the state economy in key competitive areas.

Tax Credits

The Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster job creation and stimulate business growth. The Commonwealth issues EDIP tax credits to eligible companies for whom a public incentive will enable them to create new employment in exchange for job creation in the Commonwealth and private investments. The credits are awarded quarterly on a rolling basis and awards are calculated based on job creation, ~~and~~ investment levels and other relevant considerations. Each award is memorialized in an agreement between the state and the company, containing the terms and conditions of the credits. Credits are generally issued as the company reaches milestones established in the award agreement. Some EDIP awards may be ~~are~~ refundable and transferable in accordance with their terms. The available capacity of the EDIP tax credit program under current law is \$30 million annually.

[EXAMPLES:

Kronos, Inc., an industry disruptor in the workforce management and human capital management technology space, relocated its global headquarters to Lowell, Massachusetts in mid-2017 ~~[DATE]~~. This move will ensured that Kronos kept more than 1,300 existing positions in Massachusetts, and bring more than 200- enables the company to create 400 additional jobs to the Commonwealth. Massachusetts supported Kronos's move and expansion with EDIP investment tax credits totaling \$ 8 million. Education First, an international leader in cultural exchange, language learning, and educational programming, will invest \$133 million to develop a third building for educational and business uses on its North Point campus in Cambridge. Massachusetts approved \$6 million in EDIP investment tax credits in 2017 to support the expansion, which will allow EF to create 300 new jobs.

Infrastructure Investment Programs

The Commonwealth's financial partnerships with employers focus on improving the performance or capacity of public infrastructure in order to create an environment where innovation backed by private investment will flourish over the long-term. The state capital plan is a flexible and forward looking program that allocates capital to projects that address the greatest needs, that support local communities, that unlock economic opportunities, and that best position Massachusetts and its partners for the future.

MassWorks

The MassWorks Program is a flexible grant program that leverages state funding to support economic development projects statewide. Typical MassWorks projects include utilities, water treatment systems and sewage infrastructure, transportation and housing related infrastructure, ~~site remediation, and demolition and other improvements that will create pad-ready development sites~~ with priority given to projects that will spur private investment and economic development.

Sidebar: Examples of MassWorks Projects

~~MBTA Assembly Square T station: 2008 and 2011 MassWorks awards totaling \$27.5 million~~

~~Development of 56 acres of underutilized land in the City of Somerville was made possible by improving transit access. The MBTA's Orange Line passed through the site, but the site didn't have an easily walkable transit station. The private developer partnered with the state to create a new station, with the help of a \$27.5M MassWorks award and additional I-Cubed investment nearby (see below). At full build-out, Assembly Row will accommodate 3,500 residents, 12,000 office workers, and 2,500 retail employees in a mixed-use, modern district that is a short ride to downtown and a desirable destination for visitors, shoppers, and commuters.~~

City Square: 2009, 2013, and 2015 MassWorks awards totaling \$28 million

The City Square Project in Worcester is a multi-year, multi-phase development that will replace a blighted urban renewal-era mall on 21 acres in downtown Worcester with over 2.2 million square feet of mixed-used space. The new City Square will have 350 housing units, 214,000 sq. ft. of office space, and pedestrian-friendly streetscapes and open space. The development is within walking distance of Worcester's Union Station, which serves as a regional transit hub and terminus of an MBTA commuter rail line. To date, MassWorks has invested more than \$28.25 million for demolition, site preparation, and infrastructure improvements at City Square. The Commonwealth has invested \$25 million in other capital funds into the project, and the City has committed \$15 million to-date.

The Commonwealth has approximately \$~~130~~125 million in existing MassWorks grant capacity under current law to invest in infrastructure improvements sponsored by host municipalities or other eligible development agencies. The MassWorks program is regularly renewed with additional capacity. Grants are awarded annually by the Secretary of Housing and Economic

Development, and funds are disbursed ~~as costs are incurred during the life of the project~~. The awards are not formula-driven. Massachusetts awarded grants totaling \$~~854.8~~ million in fiscal 2017, and the state expects to award ~~a similar amount approximately \$80 million~~ in MassWorks ~~funds grants~~ again in fiscal 2018.

Infrastructure Investment Incentive (I-Cubed) Program

The I-Cubed program is used to finance significant public infrastructure improvements that support major new private development. I-Cubed awards are made by the Commonwealth to eligible economic development projects that have been approved by the host municipality and generate substantial new tax revenue for the state. The level of benefit available through I-Cubed is based on the amount of new state tax revenues to be created by the project.

Call-Out: NorthPoint

MassDevelopment has approved financing of up to \$25 million for infrastructure improvements at the NorthPoint development, a 34.5 acre development located in Cambridge, Massachusetts, located near Interstate 93, Bunker Hill Community College, and the Museum of Science. The project is adjacent to the Lechmere MBTA transit station, just over a mile from the Kendall Square innovation hub, and approximately 2-3 miles from MIT and Harvard.

The development will transform a largely underutilized industrial site into a transit-oriented mixed-use development that is expected to include 2,300 residences and approximately 2.7 million sq. ft. of commercial space that will accommodate office, lab, educational, and retail uses.

[insert graphic on NP]

The Commonwealth has approximately \$380 million in existing capacity, without further legislation, to invest in infrastructure improvements that lead to major employment or other revenue drivers in Massachusetts. An I-Cubed solicitation may be initiated at any time. Timing of the financing depends on the particulars of each individual project.

Other Infrastructure Enhancements

The major economic development investments listed above are part of a larger state capital investment program that invests over ~~[\$54 billion per year]~~

[coordinate with MassDOT to include MBTA capital plan] from various sources, including state, federal, and other funds. In fiscal 2018, the Commonwealth expects to invest approximately \$3_____ in transportation infrastructure; \$57000 million on state facilities, including public higher education; \$225200 million for affordable housing; \$325200 million for environmental initiatives including climate change preparedness; and \$20 million to extend broadband access to underserved communities in western Massachusetts.

EXAMPLE INSERT:

Massachusetts is investing in a new program to create workforce housing (both affordable and mixed income) and to provide rental and homeownership opportunities focused on gateway cities and under-utilized local housing authority lands to address the supply of housing opportunities for working families and individuals in the state. Another program provides payments to municipalities that create dense residential or mixed-use smart growth districts, including housing units, located near transit stations in areas of concentrated development such as existing city and town centers, to encourage smart growth and transit-oriented development at the municipal level.

[get graphic from DHCD?]

The state capital plan also provides reliable and substantial support for Massachusetts's 351 cities and towns by funding local initiatives including programs supporting for affordable housing options, municipal transportation networks, cultural institutions, and downtown revitalization. Massachusetts provides additional capital resources to public schools and the state transit system through special dedicated sales tax funding that supports the Massachusetts School Building Authority (MSBA) and the MBTA, respectively. Unlike many other states, in which capital investment is concentrated at the local and county level, Massachusetts has abolished and absorbed the functions of most county governments, and coordinates many key infrastructure investments in partnership with cities and towns, including for school, water-sewer, and road projects. This state-level coordination allows Massachusetts to leverage the expertise of quasi-governmental agencies like the MSBA, the Massachusetts Clean Water Trust, and MassDOT.

Massachusetts is committed to optimizing the value of our capital program by forging effective partnerships and investing strategically. The current capital investment plan leverages substantial federal funding for projects in the areas of transit, highway, clean water, and emergency preparedness. We also cultivate partnerships with municipal, quasi-public, private, and nonprofit entities to support key initiatives that will serve common goals.

Utility Incentives

Massachusetts offers robust financial incentives for new commercial construction that meets advanced energy efficiency standards. The integrated design path program for large buildings (100,000 sq. ft. or more) provides financial incentives throughout the design and construction phases of a new construction project, including support for design teams for charrettes and energy modeling, and incentives for the building owner/occupant for energy-efficient construction. Incentives are performance-based and are provided for both thermal and electric savings.

Massachusetts has finalized regulations for predictable compensation for up to 5 megawatt capacity of solar photovoltaic as well as electric storage, and provides incentives for renewable thermal technology. Major users may also eligible be for discounts on energy distribution rates, through direct arrangements with distribution companies.

OUR INNOVATION ECOSYSTEM

- Past: MIT has produced 895 Nobel laureates, 582 National Medal of Science recipients, 675 Marshall Scholars, 450 Rhodes Scholars, 3847 MacArthur Fellows, and 341 NASA astronauts.
- Present: Thirty-eightForty percent of the Massachusetts workforce is employed in the innovation economy.
- Future: . . . will be written by the Massachusetts firms that received \$6.2 billion in venture capital in 2016 alone.

Massachusetts is the nation's start-up laboratory for innovative research and development. Decades of investment and coordination among Massachusetts researchers, technology talent, and private industry support an R&D ecosystem that is continuously generating and advancing ideas that launch new companies and improve world.

CALL OUT:

"We want to be at the center of an ecosystem that shares our aspirations. Greater Boston is home to 55 colleges and universities. **Massachusetts spends more on research & development** than any other region in the world, and **Boston attracts a diverse, technologically-fluent workforce** focused on solving challenges for the world. We are excited to bring our headquarters to this **dynamic and creative city.**" - Former GE Chairman and CEO **Jeff Immelt**

The innovation ecosystem in Massachusetts is made up of over 125 ~~state~~ universities and colleges, a diverse group of research centers from the Broad Institute to Northeastern University's Electronic Materials Institute, five of the six NIH top-funded independent NIH hospitals in the country {Insert graphic of NIH funded Hospitals}, and an ever-growing collection of groundbreaking Fortune 500 companies like Biogen, Analog Devices and Akamai. Massachusetts's commitment to collaboration and coordination across and among industries, academia, and state and local government, has made Massachusetts the nation's hub for technology- and science-based firms of all sizes.

{Call out Over 4038% of the Massachusetts workforce is employed in the innovation economy.}

INSERT TABLE OR GRAPHIC OF TOP NIH-FUNDED RESEARCH INSTITUTIONS:¹

Massachusetts General Hospital, Brigham and Women's Hospital, Harvard University Medical School, University of Massachusetts Medical School-Worcester, Children's Hospital Corporation

SOURCES:

National Institutes of Health, NIH Awards by Location & Organization - U.S. FY2016

Established companies like Raytheon, Boston Scientific, and ThermoFisher Scientific contribute as much to this ecosystem as newly launched companies, and their businesses are bolstered by opportunities discovered by researchers and start-up firms in emerging and high growth sectors. The continuing growth of all these companies from the laboratory or research desk to market is supported by professional and financial networks that make Massachusetts first in technology licenses and optionstransfers, second in technology patents, and third in venture capital investment among all states nationwide. Across the board, Massachusetts research-based companies are powered by a talented workforce trained by the world's best colleges and universities.

Researchers, students, and executives are choosing Massachusetts because our ecosystem gives them the opportunity to build the future: to create the next generation of global technology convergence in

an environment that stands at the intersection of software development, healthcare, financial services, life sciences, e-commerce, renewable energy, advanced manufacturing, data analytics, robotics, artificial intelligence, and the Internet of Things.

CALL OUT The Engine

Built by MIT — but not just for MIT — The Engine seeks to bridge the gap between discovery and commercialization by empowering disruptive technology start-ups with the long-term capital, knowledge, and specialized equipment and labs they need to succeed. The Engine is focused on building the next generation of tough tech companies—innovators advancing improvements to physical hardware—a sector that historically been underserved and underfunded. A first-of-its-kind organization, The Engine has attracted \$200 million in investment capital and has recently announced investments in its first group of startups.

Nation-leading State Investment in Innovation

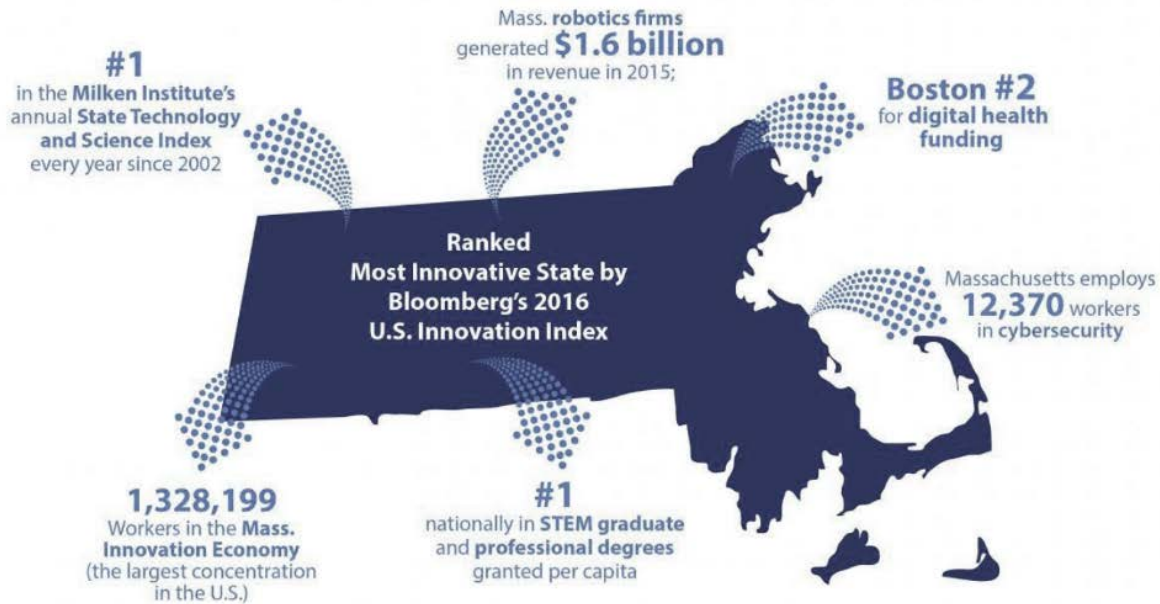
Massachusetts is home to a large number of industry-leading innovation clusters that have been built on the strength of the state’s long-standing investment in education and the knowledge-based economy. We are constantly looking for ways to support emerging sectors through a nimble and responsive economic development strategy that keeps Massachusetts on the forefront of technology and innovation.

[call out Bloomberg’s 2015 & 2016 U.S. Innovation Index ranks Massachusetts as the “Most Innovative State”]

Call-Out: VHB Icons to Call out Major Clusters

When it comes to providing direct state support for research and development companies, Massachusetts follows a two-pronged approach. Our Research and Development Tax Credit is designed to incentivize R&D investment that will spur growth and innovation throughout the Commonwealth. The credit resembles the federal tax credit program and offers qualifying companies special benefits for investing in innovation in Massachusetts. Our [Scientific and Technology Research and Development Matching Grant](#) ~~Capital~~-Fund provides direct funding to research entities to support the discovery and commercialization of new ideas in emerging technology sectors with a heavy focus in computer and data science, advanced materials, and smart devices.

{Call out #1 in R&D spending as a % of GDP and per capita}.



No other state has embraced public-private partnerships to build a research and development infrastructure like Massachusetts has. This successful operation of that infrastructure plays out with extra force in the relatively concentrated geography of Massachusetts and offers unmatched support for innovators bringing new ideas to market.

The Massachusetts Green High Performance Computing Center in Holyoke, jointly operated by Boston University, Harvard, MIT, Northeastern, and UMass, provides a perfect example of how Massachusetts coordinates its efforts across government, higher education, and industry to maximize the impact of good ideas. The Center provides a shared resource for high performance computing and hosts millions of virtual scientific experiments each month that allow researchers to analyze complex data that runs the gamut from theoretical physics to analysis of Massachusetts transit system performance metrics. The center also partners with K-12 school systems to support new education and workforce development opportunities. As its name suggests, it's also really green: running on energy from a nearby hydroelectric plant, the Center has a 90 percent carbon-free energy supply and has a Leadership in Energy and Environmental Design (LEED) Platinum certification.

[Photo of Center or Hydro plant] Understanding the importance of continuing a state-wide transition into advanced manufacturing, Massachusetts ~~has invested~~ is committing over \$100 million in the Massachusetts Manufacturing Innovation Initiative (M2I2) to help manufacturers adopt innovative new technologies and to invest in the federal Manufacturing USA program. M2I2 advances innovation and job growth through collaboration among companies, universities, national labs, government, incubators, accelerators, and other academic and training institutions in four key sectors: AFFOA (advanced functional fabrics), AIM Photonics (integrated photonics), ARM (robotics), and NextFlex (flexible-hybrid electronics). Recently funded projects include an innovative robotics demonstration machine that re-trains manufacturing workers in new robotics skills, development of an optical fabric that can provide a groundbreaking civil infrastructure monitoring system, and production of a tool that can place lasers into photonic systems with market-leading precision.

Examples of Awards to call out – can include images and descriptions.

Project	Funding	Description	Institute Partners
<p>MIT/Northeast Regional Robotics Innovation Collaborative (RRIC) in Boston at MassRobotics</p> <p><i>(Years 1 & 2: Cambridge and Boston, Mass.; Year 3: Boston and Worcester, Mass.)</i></p>	<p>\$500,000 in year 1; total of \$1,980,000 over 3 years</p>	<p>The award support the development of a robot that acts as instructor and a demonstrator to assist in training workers who will work alongside, program, and maintain robots in the workplace. This “Teach-bot” will be able to deliver verbal instructions about robots and by demonstration guide “students” how to operate and repair its various parts.</p>	<p>ARM</p> <p>(Advanced Robotics Manufacturing)</p> <p>The Advanced Robotics for Manufacturing (ARM) Institute is a Pittsburgh-based, nationally-known, public-private partnership founded by Carnegie Mellon University. ARM develops, demonstrates, and facilitates early adoption of robotic solutions in an effort to grow the national manufacturing ecosystem. ARM focuses on critical growth sectors that are ripe for rapid adoption of robotics in manufacturing, including:</p> <ul style="list-style-type: none"> • AEROSPACE • AUTOMOTIVE • ELECTRONICS <ul style="list-style-type: none"> • TEXTILES • LOGISTICS • COMPOSITES
<p>MIT Lincoln Labs</p> <p>(Lexington, Mass.)</p>	<p>\$1,900,000</p>	<p>Integrated photonics allow manufacturers to fabricate thousands of photonic components together on a single silicon microchip creating new capabilities for the technology.</p> <p>By acquiring this one tool, Lincoln Labs created a complete</p>	

		<p>integrated photonics flow and established itself as the first facility in the country certified by the Department of Defense to develop defense-related integrated photonics.</p>	<p>AIM Photonics (American Institute for Manufacturing Integrated Photonics)</p> <p>AIM is an industry driven public-private partnership that focuses the nation's top technology expertise to capture critical global manufacturing leadership in fields that are important to National security and likely to provide a compelling return-on-investment to the U.S. economy.</p>
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CALLOUT: Focus on Robotics

According to a 2016 report by the Massachusetts Technology Collaborative, the robotics sector in Massachusetts had the following attributes in 2015:

- **122 commercial companies** in the sector.
- **Generated \$1.6 billion in revenue.**
- 33 new robotics businesses were created in the prior five years, for an increase of **57%**.
- **4,716** Massachusetts workers employed by robotics companies.
- Received over \$190 million in private investments, or **23% of total U.S. funding** for the sector.
- Massachusetts continues to support the robotics sector through investments in MassRobotics, an independent, non-profit organization that brings together innovative startups and existing technology organizations to nurture the next generation robotics.
-

State support - Joint base Cape Cod, Westover, Devens – created test sites for drones and autonomous vehicles.

- **CALLOUT: Drone Innovation—Waiting for Insert**

CALLOUT: Focus on Life Sciences

- Massachusetts won more than \$761 million or a third of all U.S. seed stage funding for biotech, from 2009 to 2013.
- As of 2016, 17 of the top 20 life sciences companies in the world had offices or R&D facilities in Massachusetts.
- Total seed stage funding of Massachusetts life sciences companies was \$1.9 billion from 2007-2016.
- The sector ~~has~~ experienced impressive growth in Massachusetts ~~between from 2007 and to~~ 2015~~6~~:
 - Total employment increased 30%, with a 28% increase in R&D employment and a 34% increase in manufacturing jobs.

- Venture capital funding increased 75% to \$2.1 billion; in 2015, Massachusetts received 28% of all venture capital dollars in biotech in the U.S.
- Square feet of lab inventory increased 56%
- Patents granted to Massachusetts companies ~~increased 93%, nearly doubled.~~
- In June of 2017, Governor Baker proposed up to \$500M in new state investment in life sciences.

Massachusetts also invests in programs that connect our innovation economy to the best and brightest from across the globe. The Global Entrepreneur in Residence Program, operated in partnership with the University of Massachusetts, provides valuable part-time work opportunities that qualify immigrant entrepreneurs to apply for cap-exempt H-1B visas. The program is designed to build on Massachusetts's international appeal as a place to launch new research-driven businesses. The long-term benefits of this approach are huge, especially in the biotech sector: one quarter of Massachusetts biotech firms alone were founded by foreign born innovators.

Access to Funding

Boston is a major financial center with particularly strong representation in the venture capital and private equity sectors. The availability of early-stage funding and the long history of successful relationships between Boston-area financial firms and Massachusetts-based start-ups ensure that companies that launch in Massachusetts have ready access to the investment capital needed to take great ideas from conception to commercial implementation.

Boston is the birthplace of venture capital, a financing tool introduced in 1946 with the founding of American Research and Development by Harvard Business School Dean Georges Doriot. There are now approximately 100 active venture capital firms in Massachusetts employing more than 700 professionals, with major clusters in Boston, Waltham, and Cambridge. Massachusetts VC firms currently have more than \$50 billion in venture capital funds under management, and these firms invest heavily in-state, ~~with 63% of Massachusetts deals featuring investors from Massachusetts.~~ In 2016, Massachusetts start-ups received a total of \$6.2 billion in venture capital investment from all sources, a figure that ranks third overall among the states and second as a percentage of state GDP.

Massachusetts's innovation economy leads in attracting funding for growth from other sources as well. Taken all together, Massachusetts receives more R&D funding per capita and more National Institutes of Health funding as a percentage of GDP than any other state (and the second highest total overall), with the result that Massachusetts invests more in R&D as a percentage of GDP than any other state. In total R&D expenditure, we're second only to California.

Innovation Assets

Entrepreneurs and start-up companies are the backbone of the innovation economy in Massachusetts. Massachusetts provides a well-developed and growing support structure for early-stage companies with over 700 innovation sites, including roughly 120 co-working spaces, incubators, accelerators, and maker-spaces. Examples of leading innovation sites in Massachusetts include:

- **Cambridge Innovation Center:** CIC manages more than 350,000 square feet of innovation space in Boston and Cambridge and provides more than 1,400 start-up companies and organizations with shared office space, event space, and special purpose entrepreneur communities. Companies originally headquartered at CIC have created more than \$4 billion in publicly disclosed exit value since 2001 and have generated over 40,000 innovation economy jobs.

Although CIC has expanded operations nationally and internationally, Boston's Financial District location remains its fastest growing location.

- **MassChallenge:** MassChallenge is a non-profit, no-equity-taken startup accelerator that awards over \$2 million in equity-free cash prizes every year. Since its creation in 2010, MassChallenge has accelerated over 1,200 startups that have collectively raised \$1.8 billion in funding, generated \$700 million in revenue, and created 60,000 jobs. MassChallenge operations have expanded internationally and now include MADE@MassChallenge, a manufacturing accelerator, and PULSE@MassChallenge, a digital health accelerator.
- **Greentown Labs:** Greentown is the largest clean tech startup incubator in the United States. Supported by the state of Massachusetts and the City of Somerville, Greentown offers clean tech entrepreneurs office space, wet lab space, and event space. Greentown has incubated over 120 companies since 2010, and today over 50 companies providing approximately 450 jobs are in residence.
- **Entrepreneurship for All:** "E for All" is an accelerator that helps early-stage entrepreneurs by providing mentors, workshops, and cash prizes for both non-profit and for-profit start-ups. E for All fosters entrepreneurial growth in mid-sized cities including Lowell, Lawrence, Lynn, New Bedford, and Fall River. Since 2010, the organization has launched over 250 startups that have generated nearly \$10 million in revenue and has worked with over 1,000 student and adult entrepreneurs and built a mentor community of 120+ successful entrepreneurs and professionals. Seventy-three percent of E for All's startups are headed by women, 57% by minorities, and 52% by immigrants.
- **LabCentral:** LabCentral provides shared laboratory space for life sciences start-up companies in Kendall Square. LabCentral's mission is to help create the next generation of powerhouse biotech companies by providing entrepreneurs and innovative life-sciences startups with the space and resources they need to test out, challenge, and nurture early ideas. LabCentral was started with an initial \$5 million grant from the Massachusetts Life Sciences Center in 2013 and recently received another \$5 million from MLSC to open new space and serve more companies. To date LabCentral has served 51 companies that have raised over \$1.1 billion in venture capital.
- **MGH Healthcare Transformation Lab (HTL):** The Healthcare Transformation Lab at Massachusetts General Hospital (MGH) serves as an integrator of clinical, academic, and industry efforts to address major unmet needs in medicine, with a particular focus on patient and provider experience, healthcare delivery, and value. HTL supports the development of innovative digital health solutions by leveraging the expertise and infrastructure of a globally-leading academic medical center and neighboring universities including MIT and Harvard. The HTL team has direct clinician engagement and coordinates across a network of innovation assets affiliated with MGH, including a medical device interoperability and cyber-security lab (MD Plug N Play), a co-development program to incubate early-stage academic ideas (Co.Create), a mobile health application development lab (MGH Lab of Computer Science), and an internationally focused medical device innovation program (Consortium for Affordable Medical Technologies - CAMTeCH).
- **Valley Venture Mentors** is building, supporting, and maintaining an entrepreneurial community in the greater Springfield region of Western Massachusetts. Located in downtown Springfield, Valley Venture Mentors offers startup competitions, co-working spaces, events, a collegiate accelerator, and access to a community of approximately 1,000 expert mentors. To date, Valley Venture Mentors' startups have generated over \$19 million in revenue and investments and hired 840 employees.

Revolutionary Ideas Begin in Massachusetts

Since before the firing of the first musket at Lexington in 1775, Massachusetts has been generating revolutionary ideas that transform the world. From public transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has long been a trailblazer in the things that matter most.

Today, revolutionary ideas are driving Massachusetts's innovation economy. Because the home of the country's first marathon never settles for good enough, Massachusetts scientists, researchers, and cutting edge companies keep pushing forward in healthcare delivery, technological innovation, and education. As worldwide leaders in digital health, cyber security, and robotics, we're aiming to launch tomorrow's revolutions. And our geographic location and transportation networks make Massachusetts a particularly good launching point: our interstate highway system, our rail service, and our shipping piers give immediate access to the whole eastern seaboard while Logan airport, immediately adjacent to downtown Boston, provides a direct connection to the rest of the world.

Innovation Ecosystem and Talent

Our economy is thriving because of the innovation ecosystem we've worked hard to foster in Massachusetts. Home to MIT, Harvard, the University of Massachusetts, and 122 more colleges and universities, Massachusetts has more post-secondary degrees per capita than any other state. This kind of intellectual capital drives invention. One sign: Massachusetts leads the country in technology transfers for commercial development and ranks number two in technology patents granted.

Innovation companies that choose to grow in Massachusetts are lucky because our educational institutions produce more than just great ideas. Every year they also produce tens of thousands of smart and highly trained engineers, programmers, mathematicians, doctors, researchers, and technicians. This gives innovation companies based in Massachusetts direct access to a critical resource they often find it hardest to produce on their own—high skilled employees who can immediately contribute to growth.

Collaboration and Problem-Solving

Massachusetts is successful because of collaboration among public and private institutions, state and local governments, business leaders, research universities, and industry. Working together, we have tackled difficult challenges—like improving access to health care and good schools—and we have seized on big new opportunities—like the creation of our world-leading cluster of biotech companies. The work to achieve these accomplishments played out over decades, but the rewards are huge: a quality of life for our residents that is among the highest in the nation and a bright economic future that capitalizes on our biggest strengths.

Our political system benefits from this same commitment to collaboration. Long-term benefits of this approach include an energy policy that has stabilized electric rates, diversified our energy portfolio, and made Massachusetts a national leader in reducing carbon emissions and developing clean energy solutions and transportation and environmental policies that have preserved the natural resources our economy needs to support continued economic growth along with the open spaces our Massachusetts residents need to maintain their high quality of life. In recent years, this spirit of political collaboration has also produced trailblazing legislation guaranteeing pay equity between men and

women; an economic development bill that invests in economic opportunity statewide; and housing initiatives to prevent homelessness and grow Massachusetts's transit-adjacent, workforce-oriented communities.

Sites

We're not a large state, but in between the Atlantic Ocean and the Berkshire Mountains, Massachusetts offers a broad variety of attractive sites for Amazon's HQ2. We have infill opportunities in the dense urban core, where public transit is a way of life and a young and highly educated workforce can live, work and play in vibrant, walkable neighborhoods. We have attractive redevelopment opportunities on the edge of the urban ring, along multi-modal transportation corridors that move hundreds of thousands of people each day by train, bus, bike, car, and ferry. We have historic mill sites ready to be converted into chic, industrial campuses. We have greenfields and move-in ready campuses in sought-after suburban communities with transportation options and communications connectivity to bring the world to you. And all over the state, we have opportunities for Amazon to co-locate with colleges and universities that are re-inventing higher education and developing the talent pool that will drive innovation in the 21st century.

Quality of Life

Talent comes to Massachusetts for our world-class educational facilities but stays to take advantage of our quality of life. This includes a variety of housing options for people in all stages of life, great K-12 schools, ample opportunities for civic engagement, extensive cultural and recreational amenities, **low-crime-rates**, and a progressive, open-minded spirit that embraces new things.

This year, U.S. News & World Report took in the whole picture and named Massachusetts the Best State in America. We agree with their judgment.

Join Us

Massachusetts is made up of 351 cities and towns that together have a global reach. We have some of the finest educational institutions in the U.S., from pre-kindergarten through post-graduate study, and we have the best educated workforce in the country. We are home to multi-cultural cities, close-knit towns, vibrant neighborhoods, and leafy college campuses. By making investments in our workforce and partnering with some of the most creative companies in the world, we foster an innovation ecosystem where invention can thrive. We take the long view, and we push forward to create an exciting future. We hope Amazon decides to come along with us.

Quality of Life in Massachusetts

We are practical progressives with a strong state economy, some of the best education and healthcare in the world, a diverse population, the capacity to add housing to accommodate growth, and recreational and cultural opportunities to suit any interest. People come to Massachusetts from all over the world to learn, and they stay because—like *U.S. News & World Report*—they decide it's a great place to live.

[Call Out US News if we are not using elsewhere]

Ethos

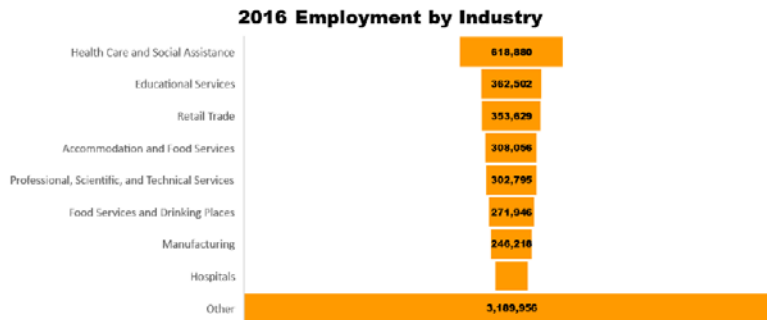
Since its founding, Massachusetts has been guided by a handful of enduring values: self-determination, opportunity, and a commitment to progress. As a result, for over 400 years, Massachusetts has been a place where people work together to build a better future.

Our early start and our commitment to the future have resulted in a lot of firsts. We built America's first public park (Boston Common), first public secondary school (Boston Latin Grammar School) first university (Harvard), first post office, and first subway system. Our state constitution is the oldest written constitution in continuous effect in the world, and it provides greater protections for a number of individual liberties than its federal counterpart. Massachusetts launched the abolition and women's rights movements, and it is the only state in the nation where a family's right to shelter is enshrined in statute.

Today, we follow a practical progressivism that is grounded in common sense and tempered by fiscal discipline. We led the nation in enacting universal health care so that we could provide health care to our most vulnerable citizens, but also because it was a responsible and efficient way to reduce the financial strains that an uninsured population puts on a state's economy. In the last 15 years, we have been in the lead on other critical public policy matters, including marriage equality, pay equity, and safeguarding the rights of transgender people. Massachusetts is committed to a continued pursuit of opportunity and progress for all.

Economy

The diversity of the Massachusetts economy is evident in the strength of several well-established and fast-growing industry sectors: healthcare and social assistance, educational services, information technology, financial services, manufacturing, retail, defense, renewable energy, creative, and maritime. This diversity ensures that Massachusetts is poised for consistent growth over time.



Source: Massachusetts Office of Labor and Workforce Development, 2016

A 50-state study by *Governing* magazine recently ranked the Massachusetts economy the best in the nation over the past five years based on a range of metrics such as unemployment rates, personal income per capita, job growth, and per capita state GDP.

[Call Out: Fitch Ratings Agency Comment

Fitch:

“[Massachusetts] has a broad and diverse economy. Employment growth is solid, education levels are high, and population growth has approximated that of the U.S. this decade. Economic fundamentals include significant strength in the health care, technology and education sectors, leaving it well positioned for solid gains going forward. Measured by per capita personal income, Massachusetts is the second wealthiest state in the nation.”

Education

Our focus on education starts early in Massachusetts, and the result is that Massachusetts boasts the best-educated population in the country. From K-12 to post-secondary degrees, Massachusetts’s commitment to education is paramount. For the third year in a row, *Education Week Research Center* ranked Massachusetts first in the nation in providing a quality education for public school students.

Massachusetts also has the highest rate of post-secondary achievement of any state—46.43% of residents hold a bachelor’s degree or higher. This high rate of educational attainment directly influences the strength of our economy, the state’s attractiveness to employers, and the quality of life experienced by our citizens.

Health

People from around the world come to Massachusetts to receive medical care at renowned hospitals like Mass General, Mass Eye and Ear, and Boston Children's. Our wealth of higher education institutions means we have an abundance of teaching hospitals working on the cutting edge of health research and patient care. Our primary care delivery system is excellent and leads the nation in terms of access. And as the state that gave the rest of the country a model for achieving universal health coverage by building on our existing system of private and public insurers, it should come as no surprise that, with 98% of our population covered, we have the highest coverage rate in the country. This all adds up to a healthy population that has one of the highest life expectancies from birth of any state.

People

Massachusetts welcomes new people and new ideas. With more than one million foreign-born residents, the Massachusetts economy depends on a diverse workforce to be competitive domestically and internationally. In 2015, twenty percent of our labor force was made up of immigrant workers. Approximately 30 percent of our STEM workers and Master's and PhD candidates are foreign nationals. One quarter of our biotech firms are founded by immigrants, and 59 percent of our medical scientists and 35 percent of our software developers are foreign born.

This diversity is also reflected in the racial composition of our population. According to the 2016 American Community Survey, 9% of Massachusetts residents are black or African American, 7% are Asian or Asian-American, and 11% are Hispanic or Latino. Seventy-two three percent of Massachusetts residents are non-Hispanic white, which is about the median for states nationwide. Our cities are especially diverse: Boston – which in 1950 was 95% white – is now majority non-white, with large African-American, Asian-American, and Hispanic populations; Springfield, with a population of 154,000 is 45% Hispanic/Latino and 18% African-American; and Lawrence, with a population of 80,000, is 74% Hispanic/Latino, with large Dominican and Puerto Rican populations.

We are committed to including our disabled population in Massachusetts's success. Organizations like Work Inc. connect our citizens thousands of people with intellectual and developmental disabilities to employment opportunities. The Perkins School for the Blind, which opened in 1832, provides educational resources, adaptive technology, and more to help blind people realize their full potential – including a 200-student school in Watertown. Massachusetts persons with a disability who are building new businesses are thriving at InventiveLabs in Amesbury, which provides an ecosystem of support and a working communal space where entrepreneurs with a disability can find resources and a community of entrepreneurs to help launch their new ventures.

Massachusetts has one of the largest LGBTQ populations per-capita of any state in the country, and is home to its tourism meccas, Provincetown and Northampton. In 2015, Massachusetts proudly became the first state to include LGBTQ-owned businesses in supplier diversity requirements.

Commented [WWA(1)]: Source Analysis of the U.S. Census Bureau's 2015 American Community Survey 1-year PUMS data by the American Immigration Council.

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Massachusetts is also home to more than 355,000 veterans. We encourage employers to support our veterans by providing a \$4,000 tax credit for businesses that hire and retaining unemployed veterans. We've also streamlined the process for certifying Veteran-owned businesses as a way to encourage the growth of those businesses.

Housing and Development

Massachusetts is growing its housing stock at a rate that will meet new growth demands and continue to give Massachusetts workers access to vibrant and safe communities to live and play. We are confident that Massachusetts can accommodate the long-term needs of Amazon's planned HQ2 workforce.

Over the past three years, Massachusetts cities and town have permitted over 48,000 new housing units, including over 40,000 in eastern Massachusetts. Statewide, we are on track to add 224,000 new housing units by 2030, with 129,000 of those units in metropolitan Boston. The City of Boston itself has set a target of adding 53,000 new housing units by 2030 and is currently ahead of the pace needed to meet that goal. Neighboring Somerville is committed to building 6,000 new housing units by 2030. And we continue to support new ways to add to Massachusetts's inventory of affordable, accessible, and remarkable housing options.

Massachusetts supports housing production through the use of regulatory tools that ensure that each community provides a fair share of affordable housing and that incentivize smart growth in downtown, transit-oriented locations and other places already well-served by infrastructure. In addition, Massachusetts offers direct support for housing production through state-administered funding and financing programs.

The Massachusetts Housing Development Incentive Program promotes housing growth in Gateway Cities—mid-sized cities that anchor regional economies around the state. The Massachusetts Workforce Housing Initiative is the nation's largest and most ambitious state-level initiative for middle-income housing affordability. Our Brownfields Redevelopment Fund and Brownfields Tax Credit provide support to speed the cleanup of formerly contaminated sites so they can be re-used to accommodate new development. MassWorks provides grants for public infrastructure investments that promote transit-oriented development and unlock development opportunities.

CALLOUTS (photos / renderings available from Chrystal's slides in dropbox):

- Malden is leveraging transit access to remake its downtown, adding 900 new transit-adjacent apartments that are spurring further investment in retail and commercial space.
- Plymouth is combining state economic development funds and smart growth zoning, to transform an abandoned former Walmart into a new waterfront neighborhood that will include commercial space and 675 new homes.

- Lynn is reclaiming its waterfront, cleaning formerly contaminated parcels, and leveraging a unique state-local-federal working group to remove permitting hurdles and advance significant new housing opportunities. The city now has 1,900 new market-rate units in its immediate development pipeline.

Recreation

Massachusetts is brimming with recreational and cultural activities. The Massachusetts state parks system alone comprises more than 450,000 acres, making it the 9th largest state park system in the 6th-smallest state. From Cape Cod National Seashore to Mount Greylock State Reservation in the Berkshires, the state's diverse landscapes provide the perfect playground for four-season recreational activities.

Our parks system includes historic sites such as Walden Pond and Plymouth Rock; a ~~90~~1-mile segment of the 14-state Appalachian Trail; and inland and coastal beaches, including the first public beach in the country, Revere Beach Reservation. Massachusetts skiers and boarders head to Wachusett Mountain in central Massachusetts, or Jiminy Peak and Berkshire East in the western part of the state.

Massachusetts is also home to great sports teams, like the New England Patriots, the Boston Red Sox, the Boston Bruins, and the Boston Celtics. About 27,000 athletes—amateur and international elite alike—compete each year in the annual Boston Marathon, the oldest in the country. The Pan Mass Challenge is the country's largest athletic fundraising event with ~~6,200~~ cyclists from 41 states and eight countries riding 192 miles from Sturbridge to Provincetown each summer to raise money for the Dana-Farber Cancer Institute (\$547 million raised since 1980).

Massachusetts has a rich maritime and sailing tradition that draws tourists and enthusiasts from all over the nation and all over the world.

[Photo of Charles River Learn to Sail or FIGAWI or North Shore Harbor]

We have a great food scene fed by talented chefs and strong partnerships with local farms growing produce, shellfish, finfish, meat, dairy, and more. [Photo of Duxbury or Cape oyster farmers?] There are over 100 breweries to be found in all corners of the state and a growing collection of local wineries.

Arts and Culture

Massachusetts is home to the Boston Symphony Orchestra (including its summer residence at Tanglewood in the Berkshire Mountains) and the Boston Pops – and also to Honk!, an annual festival of “activist street bands” that take over the streets of Somerville and Cambridge for one weekend every fall; and to a constantly evolving collection of “porchfests”

that celebrate music-making on the porches, stoops, sidewalks, front lawns, and garages of accommodating neighborhoods.

The Museum of Fine Arts in Boston is known for its vast and varied collection, including Egyptian artifacts, Impressionist paintings, and early American art, while the City of Lynn recently hosted the Beyond Walls festival, which presented large murals by well-known street artists on the sides of downtown buildings. Over 200,000 people a year visit the Institute of Contemporary Art, which is housed in a dramatic structure overlooking Boston Harbor. The Massachusetts Museum of Contemporary Art, in the Berkshires, is a former industrial site that now hosts one of the largest centers for contemporary visual art and performing arts in the country.

[Insert photos of Beyond Walls]

Niche museums cover everything from local authors (Dickinson in Amherst, Emerson in Concord, Dr. Seuss in Springfield) to presidential archives (John F. Kennedy Presidential Library and Museum in Boston), to our unique maritime history (whaling in New Bedford, shipbuilding in Essex, general history and fishing in Gloucester), to Russian icons (Museum of Russian Icons, Clinton) to American crafts (Fuller Craft Museum, Brockton), to the Salem Witch Trials (Salem Witch Museum) to some of the oldest existing spaces in the country created by and for African-Americans (Museum of African-American History, Boston).

CALLOUT BOX/graphic: Ranked by *National Geographic Magazine* as one of ten best destinations on Earth, the Berkshires is an expanse of rural towns and hillsides that showcases how Massachusetts protects its vast green space. The region includes the renowned Tanglewood music venue, the Norman Rockwell Museum, and restaurants featuring farm-to-table offerings from across New England.

There's something for everyone to love in Massachusetts.

- Past: We built the civic infrastructure required to transform education, healthcare, energy, and transportation.
- Present: Bipartisan cooperation and strong fiscal management.
- Future: Predictable taxation makes it easy for business to plan for the future.

[2.X.X] STABLE & BUSINESS FRIENDLY ENVIRONMENT

Massachusetts creates a favorable business environment for companies to launch, grow, and thrive by keeping our tax structure fair and predictable, managing our state budget wisely, and making targeted investments for the future. We use data-driven decision-making and a rational approach to regulation to avoid placing unnecessary burdens on business, while continuing to protect the well-being of our residents and maintain the high quality of life they expect and deserve. State and local governments work together—across party and geographic lines—to make Massachusetts a place where everyone can flourish.

A stable government is not the same thing as a static one. In fact, the business and regulatory environment in Massachusetts is constantly evolving. This constant evolution results from sustained, multi-year attention to important competitive issues that public and private stakeholders jointly identify and then act collaboratively to address. Legislation often plays a key role in these developments, but implementation plays an equally important role.

For example:

- **Education** In the early 1990s, Massachusetts’s system of public education was under-funded and troubled by substantial disparities among school districts. Twenty-five years later, Massachusetts’s system of K-12 education ~~has been rated is by all measures~~ the best in the country. *Key actions: adoption of Massachusetts Education Reform Act of 1993, successful implementation of MA Comprehensive Standards Assessment, commitment to data systems and outcome based evaluation.*
- **Health Care** – In the late 1990s, both health care providers and payors were facing severe financial pressures and other dislocations, including the threatened loss of federal support for providers serving a disproportionate share of low-income populations. Health outcomes varied widely according to race and economic status. Twenty years later, Massachusetts has the lowest rate of uninsured residents and some of the highest quality of care measures in the country, has significantly reduced disparities in coverage, and is leading the nation in adopting accountable care models. *Key actions: enactment of 2006 health care reform legislation and 2012 payment reform legislation, creative and successful Medicaid waiver negotiations with the federal government.*

- **Energy** – In the mid-1990s, Massachusetts depended on a system of vertical monopolies for electric power and most of these utilities operated high-polluting, fossil fuel-fired power plants at high ratepayer cost. Twenty years later, Massachusetts has re-structured the ownership of its electric power system, dramatically reduced carbon emissions resulting from power generation, and contained increases in ratepayer bills through a continued commitment to energy efficiency. *Key actions: adoption of 1997 Electricity Restructuring Act, 2008 Green Communities and Global Warnings Solutions Act, and 2016 Energy Diversity Act.*
- **Transportation** – In the late 1990s, Massachusetts operated two separate highway systems and funded its MBTA transit system annually in arrears to cover the system’s regular operating deficiencies. Twenty years later, Massachusetts has consolidated the management of all state-owned roads and bridges and now forward-funds both the MBTA and the state’s regional transit authorities, all while simultaneously expanding the services provided by public transit and—as of the end of 2007—completing the largest construction project ever undertaken on an American highway. *Key actions: 2000 Central Artery financing and MBTA forward-funding legislation, 2009 Transportation Reform Act.*

All states face challenges in managing issues of this sort. What sets Massachusetts apart is the willingness of government and private stakeholders to find common ground on solutions and then, over decades, to maintain the sustained effort required to implement those solutions. Our history of collaborative problem solving in Massachusetts gives us a playbook to address any challenges that we face in the future.

Tax Fairness and Predictability

State Taxes. The primary source of tax revenue in Massachusetts is personal income tax, followed by sales, corporate and other taxes.

[Source: [revised preliminary Fiscal 2017 projections; see A-30 of most recent information statement](http://www.mass.gov/dor/docs/dor/news/pressreleases/2017/june-2017-tax-summary.pdf) <http://www.mass.gov/dor/docs/dor/news/pressreleases/2017/june-2017-tax-summary.pdf> note: this is still unaudited at this point in the year, so these should be considered preliminary results]

<u>Tax Type</u>	<u>Preliminary Fiscal 2017 Tax Collections (unaudited; in mbillions)</u>
Income	\$14,7696
Sales & Use	6,2209

Business & Corporate	2. 6,495
Other	<u>2.2,224</u>
Total	\$25. <u>7,625</u>

[pretty pie chart showing percentages]

The Massachusetts system of taxation is characterized by stability, relative simplicity, and long-term planning. Rates are generally flat. When changes are made, they typically phase in over multiple years beginning in a future tax year, to allow for taxpayers to plan appropriately. For example, changes to the income tax in 2002, adopted in the depths of a brief but intense recession, were legislated to occur over 10 years. Reductions to the corporate excise tax, made as part of a suite of changes recommended by a legislative commission at the end of 2007, occurred over a three-year period.

Massachusetts assesses personal income taxes at a flat rate after deductions and exemptions. The state personal income tax rate is 5.1% on both earned and unearned income. The tax rate has been gradually reduced from 5.3% in tax year 2011 to its current rate, and reductions will continue as certain tax revenue growth triggers are met to lower the rate to a flat 5.0%. The tax rate on gains from the sale of capital assets owned for more than one year is equal to the personal income tax rate (currently 5.1%), and the tax rate on short-term capital gains is 12%.

Corporations doing business in Massachusetts are subject to a state excise tax. Corporate net income apportioned to Massachusetts, which is based on net income for federal taxes, is taxed at 8.0%.

Massachusetts law provides for a variety of tax credits to encourage business and advance policy objectives that may be applied against corporate excise or personal income taxes. Certain credits, when not used to reduce a current tax liability, may be carried forward, transferred, or refunded. Some other state tax credit programs include credits for hiring veterans, investment, research and development, and brownfields redevelopment tax credits. Massachusetts corporate tax provisions also contain certain exclusions, deductions, and deferrals from gross income, and certain accelerated deductions from gross income, intended to incentivize investment and spur economic growth. Many, but not all, of Massachusetts personal income and corporate tax incentives are based on federal counterparts.

The sales tax rate imposed on retail sales of certain tangible property (including meals) is 6.25% statewide. With the exception of local option meals taxes, cities and towns in Massachusetts cannot impose their own sales tax.

Massachusetts’s tax environment compares favorably to other states when compared across all categories. We view the relative cost and ease of doing business in the Commonwealth as a key aspect of our competitiveness, and we aim to strike a fair balance between shared benefits from state-driven investment and shared contributions to support government services and infrastructure.

	Massachusetts	Connecticut	New York	New Jersey
Business Tax Climate Index Ranking	27	43	49	50
State-Local Tax Burden as Share of State Income	10.30%	12.60%	13.70%	12.20%
Personal Income Tax Rate*	5.10%	6.99%	8.82%	8.97%
Business Income Tax Rate	8.0%	9.0%	6.5%	9.0%
Long-term Capital Gains Tax Rate	5.10%*	6.70%	8.80%	9.0%
Average Combined State/Local Sales Tax Rate	6.25%**	6.35	8.49%	6.85%

* Massachusetts’ personal income tax rate will decline to 5.0% if revenue growth triggers are met. Connecticut, New York, and New Jersey have graduated income tax brackets; certain New York and New Jersey municipalities impose additional income taxes; personal income tax rates shown are the highest marginal tax rates in each state.

** Reflects Commonwealth of Massachusetts sales and use tax rate of 6.25% only; Massachusetts municipalities cannot impose general sales tax.

Local Taxes. Municipal governments in Massachusetts are primarily supported by revenues from property taxation and direct aid from the Commonwealth. Massachusetts cities and towns do not have authority to impose personal income taxes under state law. Massachusetts cities and towns likewise do not have the authority to assess sales taxes; however, cities and towns may adopt optional hotel room occupancy taxes and sale of meals excise taxes, up to a statutory limit, by local vote.

In 1980, Massachusetts instituted Proposition 2½, a law that limits increases in local **property** taxes on existing properties to not more than 2.5% annually, and that also limits total annual revenue from property taxes to 2.5% of the assessed value of all property in the municipality. Property tax stability allows local officials and property owners to plan for the future knowing that property taxation will be steady and manageable.

The state makes substantial payments to cities, towns, and regional school districts to establish a stable, fair, and predictable fiscal environment statewide. A large portion of state revenue sharing is targeted for public education. This support is allocated through a fixed formula to ensure that each district reaches a minimum level of spending per pupil. The state also distributes significant unrestricted funds for municipal use, including net revenues from the state lottery program, which cities and towns combine with municipal revenues to fund vital local services such as police and fire protection, parks, and public works.

The Massachusetts Community Preservation Act permits cities and towns that adopt its provisions to levy a surcharge of up to 3% on their real property tax levy, for the acquisition, creation, preservation, rehabilitation and restoration of open space, historic resources and affordable housing. A state match is available for these funds.

Strong Fiscal Management

Massachusetts state and local governments maintain a stable and business friendly environment by working together and with businesses effectively, planning for the future, and managing our resources wisely. Governor Baker is committed to bipartisanship, political cooperation, and practical problem-solving, and his cabinet is composed of political leaders and policy experts from across the political spectrum. The Baker-Polito administration also engages in regular, open dialogue with legislative leadership. Massachusetts's results-oriented, collaborative style of government has produced a stable political climate that facilitates long-term policy-making.

Prudent stewardship of the state's finances allows Massachusetts to invest in our infrastructure, offer services to benefit the health and well-being of our residents, and pursue a long-term economic growth strategy. The Massachusetts Legislature routinely delivers timely annual state budgets. A statutory balanced budget requirement and the Governor's authority to make line-item vetoes keep spending in check. The Governor also has authority to reduce spending if revenue deficiencies emerge during a fiscal year. Conservative revenue forecasting and active management of the state budget in recent years have ensured that budgetary spending grows more slowly than tax collections, reducing our exposure to financial risks.

Our sustained attention to competitive issues is only possible because of this spirit of cooperation and stewardship. The last quarter of a century has witnessed Administrations from

both parties, all of whom have worked productively with the Massachusetts Legislature and with businesses to improve Massachusetts, regardless of their party or role in government.

[Call-out Box] After taking office in 2015, the Baker-Polito administration closed a \$768 million budget gap it inherited in the middle of that fiscal year and closed a projected budget gap of \$1.8 billion for the upcoming fiscal year – all without raising taxes or fees, without reducing local aid, and without drawing upon the state’s rainy day fund. The Massachusetts Legislature played a key part by promptly enacted key authorizing measures that made these corrections possible.

As a result, Massachusetts taxpayers get the best bargain in the country. For a relatively modest, middle-of-the-road tax burden, the state offers the best public K-12 education in the country, efficiently consolidates and pays for infrastructure investment at the state level, and covers health insurance costs for a greater percentage of its residents than any other state. In this stable and business-friendly environment, companies can develop, grow, innovate, hire, scale, and flourish.

Regulatory Reform

Massachusetts recognizes that we can promote economic expansion and development by committing to an efficient, coherent, and consistent state regulatory framework. New regulations in Massachusetts are carefully reviewed to ensure that they do not unduly and adversely affect the competitive environment in Massachusetts, that the costs they impose do not exceed the benefits they produce, and that less restrictive and intrusive alternatives have been considered. Public engagement throughout the regulatory process ensures that the interests of all stakeholders inform agency decision-making.

As one of his first actions in office, Governor Baker ordered a review of all executive branch regulations—over 50 state agencies—to simplify and consolidate the regulatory code; rescind obsolete, outdated, and unnecessary regulations; and align state and federal standards where appropriate. More than 1,700 regulations were reviewed, and two-thirds were either amended or rescinded. Going forward, agencies must make regular, periodic reviews of all regulations to ensure they remain up to date and meet state requirements for efficiency and consistency.

Fulfilling Long-Term Obligations

Massachusetts engages in long-term planning and data driven analysis to inform its policy decisions. The Administration conducts regular caseload and revenue forecasting to effectively predict service demands and revenues available for budgeting. A joint revenue forecasting system allows the Governor and Legislative leadership to reach a consensus estimate of

revenues available for budgeting for planning. Long-term obligations, including long-term debt and pension liabilities, are accounted for in the process.

Massachusetts state government is responsible for the payment of pension benefits for retired state employees and certain other public employees. State and local government pension liabilities are actuarially evaluated on a regular basis, and any unfunded pension liability must be fully amortized under state law by fiscal 2040. Massachusetts's current pension funding schedule projects full amortization of the unfunded liability by fiscal 2036.

The state maintains a rolling five-year capital plan to plan for regular maintenance and renewal of capital assets and to prioritize infrastructure investments for future growth. Infrastructure investment is generally consolidated at the state level—in seven of the fourteen Massachusetts counties, including the four largest by population, county government has been abolished. We rely on the guidance of a Debt Affordability Commission to recommend the appropriate level of general obligation debt to incur each fiscal year.

In recognition of the Massachusetts's strong fiscal management, our long-term debt is rated AA+ (stable outlook), Aa1 (stable outlook), and AA (stable outlook) by Fitch Ratings, Moody's Investors Service, and Standard & Poor's Global Ratings, respectively.

[callout of *Fitch*: ratings report]

"The [C]ommonwealth has a broad and diverse economy. Employment growth is solid, education levels are high, and population growth has approximated that of the U.S. this decade. Economic fundamentals include significant strength in the health care, technology and education sectors, leaving it well positioned for solid gains going forward. Measured by per capita personal income, Massachusetts is the second wealthiest state in the nation."

Stability and Responsibility

Businesses in Massachusetts routinely partner with state government to identify issues that affect business competitiveness and to help government decide how to address those issues. Massachusetts businesses also work to help government maintain the multi-year commitment required to address these issues. Locating a business in Massachusetts comes with this opportunity and responsibility. Come help us continue to make Massachusetts a better place.

TALENT

Massachusetts's ability to grow and attract talent makes it the ideal location for Amazon's HQ2. With a high performing elementary and secondary school system, a greater density of colleges and universities than any other place else in the world, and a full range of educational offerings and research programs, Massachusetts is committed to educating the technicians, inventors, scientists, researchers, managers, and high skill workers who will lead the growth of science and technology companies in the 21st century.

In Massachusetts, the talent pipeline begins with world-class public and private elementary and secondary schools. According to the U.S. Department of Education, Massachusetts fourth graders rank first in the country for math scores. Massachusetts eighth graders rank first again for math and in fact outperform their peers in other states by an even wider margin. Our students score well in global rankings of proficiency in science as well: Massachusetts fifteen year-olds ranked ~~fifth second~~ in science in a 122 country survey conducted by the Organization for Economic Cooperation and Development in 2015. Our high school students lead the nation in Advanced Placement participation rate and performance ~~and our CVTE program students are national recognized awardees in SkillsUSA.~~

With this kind of foundation, it should not be surprising that overall, the Massachusetts workforce is the best educated in the country. Forty ~~threesix~~ percent of adults in Massachusetts have a bachelor's degree or higher—the largest percentage in the U.S. And our number of college graduates keeps growing. In 2015, Massachusetts ranked ~~fourthfirst~~ among all states in new college degrees per capita with over 130,000 certificates, associates, bachelors, and advanced degrees awarded.

Just as important, our colleges and universities are strong in the areas that matter most for Amazon. According to *U.S. News & World Report*, Massachusetts is home to the number one school for engineering (MIT), the number one and number two schools for undergraduate entrepreneurship programs (Babson and MIT, respectively), the number one business school (Harvard), and the number one school for internship and career services (Northeastern).

Leading in Math and Computer Science Professionals

The immediate benefit this educational pipeline creates for Amazon is a Massachusetts workforce that, as it currently exists, already provides the specially trained workforce Amazon needs as a rapidly growing technology company. According to the most current figures, approximately 143,000 Massachusetts workers are now employed in math and computer science related occupations, a concentration that is 40 percent higher than the national average on a per capita basis. Within the sub-category of software development—an employment group that Amazon has identified as a particularly important to its HQ2 plans—the percentage of systems software developers currently working in Massachusetts is nearly double that of the U.S workforce as a whole.

Massachusetts's advantage in these fields is growing. U.S. Department of Labor projections indicate that over the next eight years Massachusetts will continue to outpace the rest of the nation in attracting and developing math and computer science professionals.

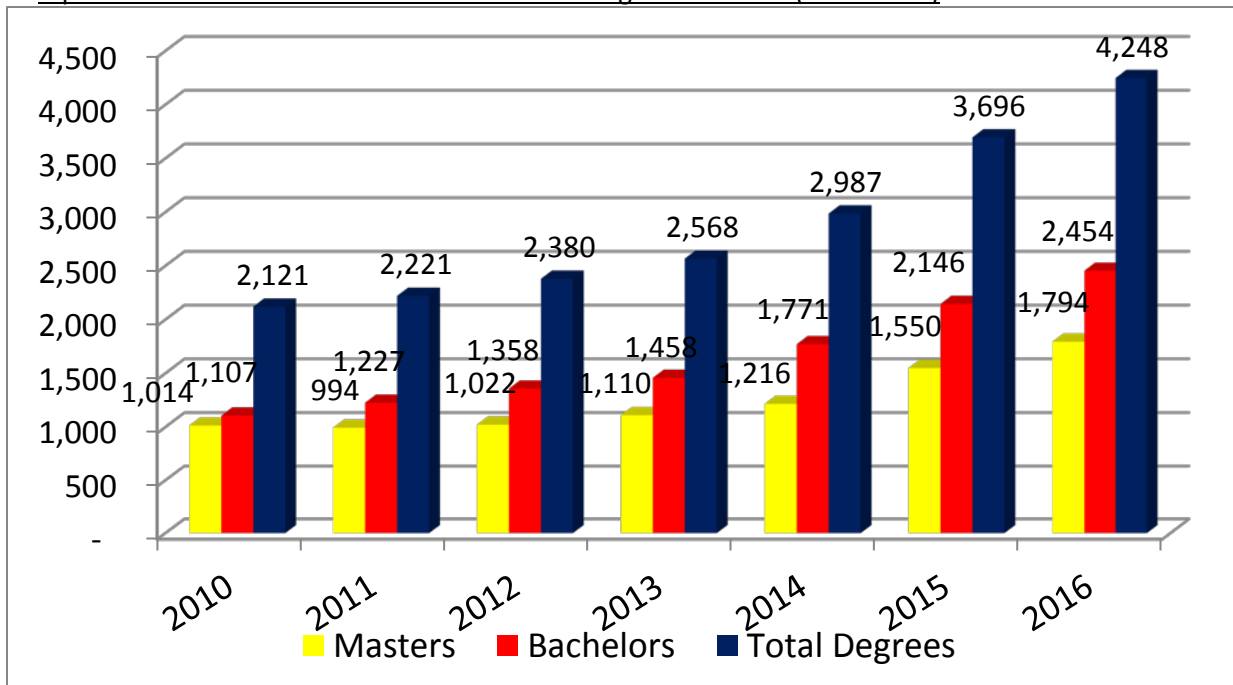
Occupational Group	Total MA Workers 2016	% of Total MA Employment All Occupations	% of Total US Employment All Occupations
Math and Computer Occupations	142,740	4%	3%
Sub-Occupational Groups	Total MA Workers 2016	% of Total MA Employment In Math and Computer Occupations	% of Total US Employment in Math and Computer Occupations
Software Developers/Systems Software	27,630	19%	10%
Software Developers/Applications	31,150	22%	20%
Sub-Total Software Developers	58,780	41%	30%

Data Source: Occupational Employment and Wage Statistics, May 2016

[Note to VHB: Please improve presentation of chart]

We see the same growing advantage that DOL sees when we look at growth in these fields in the Massachusetts educational pipeline. Since 2010, Massachusetts colleges and universities have doubled the number of degrees they award each year in computer science and information science, the programs most closely aligned with employment in the software development job category. This is a long-term trend that will continue to support the growth of technology companies based in Massachusetts.

Computer Science & Information Science TOTAL Degrees Granted (2010-2016)



[Note to VHB: Please improve presentation of chart]

With our strong existing base of professionals now working in math and computer science related occupations and accelerating growth in the development of new credentialed workers, Massachusetts is perfectly positioned to meet Amazon's need for specialized talent now and in the future.

Leading in STEM Education

Beyond the specialized fields of computer and information science, Massachusetts is also outpacing the rest of the U.S. in the broader category of STEM graduates. With 37,000 STEM degrees granted in 2015, Massachusetts institutions award more science, technology, engineering, and math graduate and professional degrees per capita than any other state. We're also top-ranked among the states in many other measures of STEM success.

- MIT (1), Harvard (18), and University of Massachusetts Amherst (25) rank in the top 25 schools for computer science in the nation.
- MIT (1), Harvard (20), Boston University (37), and Northeastern (43) rank in the top 50 engineering schools in the nation.
- MIT (1) and Harvard (3) rank in the top five graduate schools for math in the nation.
- Massachusetts is number 1 among states per capita for both PhDs and Master's degrees recently awarded in Science and Engineering.

Our community colleges have a big role to play here as well. The 15 community colleges across Massachusetts now educate over 130,000 students a year in programs focused on specific career paths. One helpful support for their STEM efforts is a \$20 million, multi-year federal grant the community colleges received in 2014 to expand credentialing programs focused on careers in engineering, advanced manufacturing, biotechnology and life sciences, computer information sciences, and information technology. We expect that 13,000 students will have enrolled in high-demand STEM programs funded by the grant by the end of 2018.

Our broad mix of public and private institutions allows Massachusetts to pursue partnerships that create new educational opportunities to benefit both STEM learners and the innovative companies who depend on their skills to grow. One example of this sort of collaboration is a partnership between Northeastern University and General Electric that was recently named one of eight sites for the U.S. Department's Educational Quality through Innovative Partnerships (EQUIP) experiment, an initiative that aims to increase student access to innovative, high-quality, postsecondary education. With the support of the EQUIP grant Northeastern and General Electric will be launching an accelerated Bachelor of Science in Advanced Manufacturing program that will operate in collaboration with additional partner institutions in the Massachusetts community college system.

We're also proud that our STEM programs outperform most others in the country in attracting women. In the most recent measure, 37% of all STEM degrees granted in Massachusetts went to women graduates. We'll keep pushing until this reaches 50% or better.

CALL-OUT: UMass Lowell

A five-year, \$3.5 million ADVANCE Institutional Transformation grant from the National Science Foundation is supporting UMass Lowell's Making WAVES initiative (Women Academics Valued and Engaged in STEM). The WAVES program aims to promote equity and alternative paths to mentoring, reform institutional practices, and make departments and colleges accountable for becoming more inclusive issues of gender equity and bias in STEM.

The net result of all of this effort is that, while our research-based employers continue to grow, so does the number of new scientists, engineers, and other highly skilled graduates who enter the Massachusetts workforce each year. In fact, Massachusetts educational institutions produce many more STEM graduates than those companies hire in any given year. This makes the Massachusetts STEM talent pool a continuing, available resource that leaves ample room for Amazon's hiring needs and for continuing growth in the STEM sector overall.

Statewide Higher Education Network

Amazon's growth at HQ2 will require ready access to professionals with expertise in fields beyond math, science, and engineering. Massachusetts's 125 colleges and universities are a huge pipeline for professional talent in the management, legal, accounting, and other administrative categories that Amazon has highlighted as important components of its HQ2 workforce.

Massachusetts is home to some of the best liberal arts colleges in the country – including Williams, Amherst, and Wellesley Colleges, ranked first, second, and third in the category by *U.S. News & World Report*. Bentley University, MIT, Boston College, Babson College, and Northeastern University all offer undergraduate accounting programs that rank in the top 50 in national surveys. Graduate programs in accounting at Harvard and MIT rank in the top 20. In 2017, Business School Graduate programs at Harvard, MIT, Boston College, and Boston University were ranked in the top 50 in the U.S.A. by *U.S. News & World Report*. In 2017, Graduate School Law programs at Harvard, and Boston College were ranked in the top 50.

The state of Massachusetts plays a major role in here as well. In 2015, Massachusetts's public higher education system as a whole served approximately **290186,000** students at 29 institutions operating 62 sites across the Commonwealth. Around **857,000** of these students (30%) were enrolled in the University of Massachusetts system, **7241,000** (**225%**) were enrolled in our nine other state colleges and universities, and the remaining **13388,000** (**475%**) were enrolled one of our 15 community colleges. An additional 90,000 students were served by non-degree community college workforce development and community learning programs.

This rich collection of public and private institutions has created higher education clusters in every region of the state: Greater Boston is home to 50 colleges and universities serving 250,000 students; the Pioneer Valley's Knowledge Corridor stretches from Springfield, Massachusetts, to Hartford, Connecticut and covers some 30 institutions, including a five-college consortium that includes UMass's flagship Amherst campus; and Worcester, New England's second-largest city, is home to 12 colleges and universities, including Clark University, Worcester Polytechnic Institute, and the College of the Holy Cross.

The Appendix highlights relevant labor and wage rate information for the job categories

referenced in the RFP and also includes a schedule of the number of degrees granted by Massachusetts colleges and universities in 2015 in associated fields.

REINIER MOQUETE WITH STEM YOUTH - HOLD FOR MORE HQ IMAGE

“Massachusetts provides a unique combination of economic strength, culture of entrepreneurship, and innovation. We have a millennial population that is extremely diverse and entering the workforce with a hunger for having a national impact and solving big problems. Because of our strong eco-system of schools and community colleges, we have been creating a diverse STEM pipeline. Initiatives such as Latino STEM Alliance and Resilient Coders are focused on expanding access for disenfranchised youth even further.”

-- Reinier Moquete, CEO of Advot Technology Group, MA-certified MBE cloud and data security firm. Founder of Diversity IT Network and co-founder of Latino STEM Alliance.

Sidebar story: UMass Boston: Located on a peninsula at the edge of Boston Harbor, just minutes from downtown Boston, **UMass Boston** is a nationally recognized public research university that provides a low-cost, high-quality education to students from over 140 countries. Many UMB students are the first in their family to attend college. Ranked in the first tier of national universities in the *U.S. News & World Report* rankings in both 2017 and 2018, **UMass Boston** embodies the state’s commitment to high-quality public education for all.



[DIVERSITY AWARD IS PROBABLY WRONG GRAPHIC FOR THIS CALL OUT]

Connecting Workers with In-Demand Skills

Building a workforce for the future requires forward thinking and identifying career pathways that don’t necessarily flow through four year degree programs. Massachusetts is working to give many more students the opportunity to explore career options, experience internships, and develop marketable skills – especially in growing STEM fields. Part of that focus represents execution on Massachusetts’s STEM plan 2.0, adopted in 2013, which lays out a strategy to develop educational models that will continue to build the STEM talent pipeline in order to meet the innovation sector’s growing workforce needs.

Our Workforce Skills Capital Grant program invests in instructional equipment and technology to provide high school and community college students and adults looking for work opportunities to learn on industry standard equipment and develop skills needed for jobs in the innovation economy. Participating institutions collaborate with local employers to identify future workforce demands and skill gaps and then match students and adult learners with programming that will prepare them for in-demand jobs.

Since the program began in 2016, over \$34 million in grant awards have benefitted over ten thousand Massachusetts students and career learners. We are actively seeking private sector partners to connect students and other learners with equipment and training that will teach them the skills most in demand from growing employers.

Massachusetts also helps companies to improve the performance of their existing workforce. The Massachusetts Workforce Training Fund awards \$~~1420~~ million annually to companies in all industries to support training for newly hired and existing workers. The fund provides substantial assistance to companies shifting workers to new and developing technologies.

Amazon Robotics in North Reading received a \$~~182243~~,000 training grant in 2016 to add new jobs and train 190 employees. The grant will support training through a portfolio of advanced software programming and project management courses as well as a process improvement certificate program. As of July 2017, the company had added 45 of 50 planned new jobs and 80% of the overall training had been completed.

Connecting Employers with Skilled Workers

Massachusetts operates more than 30 Career Centers across the state dedicated to connecting employers looking for talent with a client base of 140,000 job seekers. Our Career Centers work with employers to understand their hiring needs and then connect them with job seeker candidates who offer the skills and experience to fill those needs. Career centers also assist employers to access state funding to train and new and existing employees.

[More overview/strategy to follow from EOLWD]

Partnership with Amazon in Southeastern Massachusetts

Before Amazon even broke ground on its new Fall River fulfillment center, Amazon executives and human resource managers were already working together with community partners and local officials to develop a workforce plan. When the 1-million-square foot fulfillment center opened in September 2016, it was fully staffed with more than 700 new hires recruited through local Fall River and Brockton Career Centers.

Amazon executives attribute the successful recruitment in Fall River to coordinated efforts undertaken jointly with the local Career Center, Fall River Mayor Jasiel Correia's office, Bristol Community College, and local legislators to get the word out and generate excitement about the facility's opening. "In all my experience, I have never seen this level of community engagement and support," said Amazon's general manager for the new Fall River fulfillment center.

One year after the Amazon Fall River Fulfillment Center shipped its first package to Raynham—a galvanized anchor—the partnership continues to grow, and Amazon has hired more than 1,500 additional Massachusetts residents from local Career Centers. Career Center staff and Amazon executives have developed an efficient hiring process that can be scaled to accommodate a range of future hiring needs.

More Side-Bars:

Infographic Over 150 years ago, the Massachusetts State Legislature created the Massachusetts Institute of Technology. Since its founding, MIT has produced 85 Nobel laureates, 52 National Medal of Science recipients, 65 Marshall Scholars, 45 Rhodes Scholars, 38 MacArthur Fellows, and 34 NASA astronauts.

CallOut: 3 Nobel Prizes in 2 Days

On October 2, 2017, Professors Michael Rosbash and Jeffrey Hall of Brandeis were awarded the 2017 Nobel Prize in Physiology or Medicine for their discovery of the molecular mechanisms that control circadian rhythms. Their findings, which supported the development of the study of circadian biology, may one day lead to treatments for mental illness, Alzheimer's, heart disease and diabetes.

One day later, Professor Rainer Weiss of MIT was awarded the Nobel Prize in Physics (shared with 2 others) for the discovery of ripples in space-time known as gravitational waves. This was the first direct observation of a phenomenon Albert Einstein predicted a century ago and introduces a whole new method of astronomical observation and study.

(POTENTIAL SIDEBAR OR CALL OUT BOX) In 2017, the Council of Chief State School Officers and JPMorgan Chase & Co. awarded Massachusetts a \$2 million grant to strengthen career-focused education. The grant supports High Quality Career and College Pathway programs beginning as early as high school and running through post-secondary programs or other industry-recognized credential programs that align with high-skill jobs, including STEM-based professions.

3D Printing: The Future of Retail Advanced Manufacturing in Massachusetts is Gearing Up.

Massachusetts has awarded \$500,000 to the Greater Lowell Technical High School in order to create an Agile Digital Fabrication/Maker Space where high school, community college, and adult education students will engage in technological experimentation, hardware development, and idea prototyping. The space will provide high production, finish level, and product design 3D printing capability to build workforce skills in this rapidly-developing new area of manufacturing and inspire a new generation of makers.

TRANSPORTATION NARRATIVE

- Past: We build the first subway tunnel in North America.
- Present: Nearly 1,000 flights daily in and out of Logan International Airport.
- Future: Automated Fare Collection project will allow riders to utilize smart phones and bank cards to access all MBTA services.

A robust and high-functioning transportation system is more than just roads and bridges, bikes and transit, and other physical infrastructure; it is the foundation of a strong and sustaining economy, a clean environment, and high-quality communities.

Massachusetts offers comprehensive and robust transportation options, including a fully built-out highway network, the fourth-largest public transit system in the country, an international airport just minutes from downtown Boston, and a growing statewide commitment to bicycling and walking as components in a larger transportation strategy. And as we work to modernize our transportation assets we are adopting new technologies—such as all-electronic tolling on the Massachusetts Turnpike—to speed travel and reduce costly delays. We’ve also launched a pilot program to test automated vehicles on public roadways, and recently entered into cooperative agreements with transportation network companies like Uber and Lyft to improve public safety and support the growth of ride-sharing services in Massachusetts.

While our first priority is to provide a range of mobility choices for our residents—regardless of where they live, where they want to go—we also know the critical part that a reliable, well-planned transportation network plays in supporting economic growth. Our transportation agencies work hand-in-hand with local officials, businesses, and sister agencies in state and federal government to support economic development in Massachusetts.

Interstate and International Travel

Logan International Airport, operated by the Massachusetts Port Authority (Massport), offers nearly 1,200 flights daily to 75 domestic and 54 international destinations. In 2016, over 36 million people traveled through Logan. Hourly flights depart Logan every weekday for New York, Philadelphia, and Washington. State economic development officials regularly work with Massport to ensure that the routes offered by air carriers flying out of Logan meet the needs of the region's business community and residents. Logan airport is accessible from downtown Boston, the rest of Massachusetts, and all of New England both by car and by multiple public transit connections.

Logan's travel volume has been growing at a steady clip, driven in part by new non-stop flights to international destinations. To support continuing growth, Massport has recently embarked on a \$750 million expansion of Logan's international terminal that will open up 7 new gates and over 700,000 square feet of new terminal space. Massport is also investing \$250 million to add up to 5,000 new commercial parking spaces to serve Logan travelers.

[INSERT—GRAPHIC/TABLE with LOGAN FLIGHTS TO DESTINATIONS IMPORTANT TO AMAZON]

Worcester Regional Airport, approximately 50 miles west of Boston, supplements Logan's service with 1421 weekly non-stop flights to two three domestic destinations. T. F. Green Airport in Warwick, Rhode Island and Manchester Regional Airport in New Hampshire, each under 50 approximately 60 miles from downtown Boston, offer additional options for air travel with numerous flights to major cities on national carriers.

TRANSPORTATION NARRATIVE

Amtrak runs 21 trains per day between Boston’s South Station and New York City and other destinations to the south, providing a convenient alternative to air travel. Amtrak’s Acela service—which runs 9 trains per day—transports passengers between downtown Boston and mid-town Manhattan in well under four hours. Amtrak is currently preparing a long-range master plan to significantly increase the frequency of trains all along the Northeast Corridor.

[Call-Out: Chart/Graphic Amtrak service or schedule]

Following a \$95 million restoration, Springfield Union Station is poised to host greatly enhanced regional, intercity, and interstate travel options in the western part of the state. In addition to 8 daily Amtrak trains (6 North-South and 2 East-West), Connecticut has committed to adding 8 to 12 trains to and from Hartford and New Haven with connections to MetroNorth and Amtrak services to New York City. Regional and intercity bus operators have also committed to adding service.

Transit

Metropolitan Boston’s public transit system, the Massachusetts Bay Transportation Authority, serves 1.3 million people every weekday across 175 municipalities. The “T” offers subway, bus, trolley car, ferry, and commuter rail services as well as door-to-door paratransit service for disabled customers. Since taking office, the Baker-Polito administration has committed to a dramatic increase in T infrastructure investment. The T plans to spend more than \$1 billion per year on major capital improvements and upgrades. This capital program includes the purchase of two entirely new fleets of subway cars; upgrades to existing signals, power sources, and other core systems; and improving passenger stations to enhance customer experience. It also includes transformational projects that will fundamentally change how people use the T. Here are a few of the changes ahead:

- Green Line Extension:
This \$2.3 billion project will extend MBTA light rail service to a densely populated corridor that runs from East Cambridge to new stations in Somerville and Medford, greatly improving local and regional mobility. The project will fill in a long-standing gap in the design of Boston’s rapid transit network and support municipal plans for sustainable growth and urban redevelopment.
- Silver Line Gateway:
This extension of the Silver Line “dedicated busway” will provide critical access for residents in Chelsea, East Boston, and other Blue Line communities to the rapidly-growing employment opportunities in the Seaport District. The city of Chelsea has the greatest proportion of transit-dependent residents in Greater Boston, and extending Silver Line service there will bring a much-needed addition to the city’s transit options.
- Automated Fare Collection (AFC) 2.0:
Far more than just an incremental change in how transit fares are collected, AFC 2.0 will enable riders to utilize smart phones, bank cards, or MBTA fare cards to access the full range of MBTA services. Automated fare collection will also reduce congestion and speed up trips by allowing customers to board buses and trains at more than one location. The result will be more efficient operations and more seamless travel for customers

TRANSPORTATION NARRATIVE

In addition to the MBTA, Massachusetts's 15 Regional Transit Authorities (RTAs) fill a critical need for non-auto transportation by providing bus service in regions outside of Greater Boston. In 2016, the RTAs carried about 33.5 million passengers.

[POSSIBLE MAP OF RTAs ACROSS STATE]

As Massachusetts invests in important transit projects to better connect its residents to social and economic opportunity, we are committed to making those investment decisions in smarter, more strategic ways. Our current five-year capital plan for transportation investments is structured around three key priorities: reliability, modernization, and expansion. Nearly 80 percent of the spending in the \$14.4 billion five-year plan is dedicated to reliability and modernization projects, reflecting the "fix it first" approach we're taking to transportation investments.

Call-Out: The T is investing approximately \$1 close to half a billion dollars to purchase hundreds of new subway cars, which will begin rolling into service in 2021. This enormous investment – which will be coupled with major infrastructure upgrades – will substantially improve the quality of transit service for T customers. The new fleet will create 50 percent more capacity and will reduce average wait times from five to three minutes. The program is also creating new economic activity in the western part of the state as the subway cars are being built there, creating good manufacturing jobs for local residents through at least 2023.

Transportation and Sustainability

Because parts of Massachusetts were settled long before the advent of the automobile, many of our communities offer dense, walkable settlement patterns that support vibrant municipal centers and make it possible to live, work, and play without owning a car. To build on this strength, we have committed to expanding and improving our bicycle and pedestrian networks to enable more residents to commute car-free and to ensure that families can enjoy recreational opportunities and green corridors across the state.

As part of this effort, Massachusetts offers grant funding to local communities to build "complete streets," roadway designs that provide safer facilities for walkers and cyclists over a network of non-auto routes. In the last two years, the state has funded 48 complete streets projects with a total of almost \$18 million in grants.

Call-Out: Massachusetts believes in the recreation, transportation, and public health benefits of travel without a car. To further expand options for the large number of workers already commuting by bicycle, we will invest more than nearly \$240160 million over the next five years to expand our network of off-road bicycle and walking trails. The new trails will complement many existing shared-use corridors across the state and will make it even easier for residents and workers to travel by foot and by bicycle.

Supporting Growth

Expanding transportation systems and supporting new development go hand in hand. Transportation agencies in Massachusetts actively partner with developers to plan collaboratively to meet growth-related transportation challenges.

TRANSPORTATION NARRATIVE

Call-Out: New Balance Athletics, a major Massachusetts employer, ~~started has been headquartered~~ in the Brighton neighborhood of Boston ~~over for more than~~ a century ago. The T stood ready to partner with New Balance when the company decided to expand its Brighton facilities to build substantially more office and retail space and major training complexes for the Boston Bruins and Boston Celtics. Working in collaboration with New Balance leadership, the T built a new Commuter Rail station to serve the company's expanded headquarters and the rest of the rapidly growing residential neighborhood surrounding the project. Opened during the summer of 2017, the new station has already exceeded expectations for ridership.

Call-Out: When the Massachusetts Legislature legalized gaming in 2011, Wynn Resorts was one of the first gaming companies to express interest in locating here. Massachusetts and Wynn have collaborated on the siting and design of a five-star resort casino on the Mystic River, just north of downtown Boston. Initial concerns about transportation access to the resort spurred close collaboration on improvements to subway and road networks in the area, culminating in an agreement in which Wynn Resorts will fund a major T station upgrade, additional subway service, substantial roadway improvements, and new bicycle facilities. This collection of improvements will enhance access to the resort when it opens while substantially improving travel for the tens of thousands of motorists and subway passengers who already travel that corridor every day.

Callout: Spotlight on Freight

Conley Shipping Terminal in the Port of Boston is New England's international gateway for containerized freight and is currently seeing record-breaking container volume. To prepare for more growth and the arrival of Post-Panamax ships, Massachusetts and the US Army Corps of Engineers are spending \$350 million to dredge a deeper shipping channel in the Boston Harbor. Massport is planning related upgrades to the landside infrastructure at Conley Terminal including deeper berths, larger ship to shore cranes and modernization of the existing facility.

Massachusetts companies also rely on a strong network of freight railroads to move approximately 6 million tons of freight each year in Massachusetts. ~~MassDOT~~We recently partnered with CSX to improve freight and passenger rail capacity in Massachusetts, resulting in reconfigured rail networks and bridges and a new, \$~~100~~150 million intermodal operations center in Worcester.

From: [Cosco, Jonathan \(EOHED\)](#)
To: [Frazier, Ricks \(EOHED\)](#)
Cc: [Cosco, Jonathan \(EOHED\)](#)
Subject: FW: "Utility Incentives"
Date: Friday, October 13, 2017 4:55:10 PM
Attachments: [Amazon - Incentives 10-12 - JMC Comments 10-12.docx](#)

With utility section deleted per Mike's suggestion and Aimee's concurrence.

From: Ward Weeden, Aimee (EOHED)
Sent: Friday, October 13, 2017 4:53 PM
To: Frazier, Ricks (EOHED)
Cc: Ullman, Rebecca (EEA); Kaneb, Michael (GOV); Ross, Robert (ANF); Cosco, Jonathan (EOHED); Sullivan, Jennifer F. (ANF); Vladeck, Abigail (GOV); Woodcock, Patrick (EEA)
Subject: Re: "Utility Incentives"
Sorry for any confusion! Don't recall the request - we are with dropping too.

Aimee
617-356-3037
Sent from my iPhone

On Oct 13, 2017, at 4:43 PM, Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US> wrote:

Looping in Aimee.

Ricks

From: Ullman, Rebecca (EEA)
Sent: Friday, October 13, 2017 4:40 PM
To: Kaneb, Michael (GOV) <michael.kaneb@MassMail.State.MA.US>; Ross, Robert (ANF) <robert.ross2@MassMail.State.MA.US>; Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>; Cosco, Jonathan (EOHED) <Jonathan.Cosco@MassMail.State.MA.US>
Cc: Sullivan, Jennifer F. (ANF) <Jennifer.F.Sullivan@MassMail.State.MA.US>; Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>; Woodcock, Patrick (EEA) <Patrick.Woodcock@MassMail.State.MA.US>
Subject: RE: "Utility Incentives"

This section was included at the request of HED. EEA would be fine to drop it.

From: Kaneb, Michael (GOV)
Sent: Friday, October 13, 2017 4:37 PM
To: Ross, Robert (ANF); Ullman, Rebecca (EEA); Frazier, Ricks (EOHED); Cosco, Jonathan (EOHED)
Cc: Sullivan, Jennifer F. (ANF); Vladeck, Abigail (GOV); Woodcock, Patrick (EEA)
Subject: Re: "Utility Incentives"

This is a pretty complicated set of parameters for a section that is not critical to anything in the presentation. I am not going to get involved in re-drafting from this distance, but my advice would be (1) simplify if it can be lawyered into an accurate, simple statement; or (2) consider dropping.

From: Ross, Robert (ANF)

Sent: Friday, October 13, 2017 4:30 PM

To: Ullman, Rebecca (EEA); Frazier, Ricks (EOHED); Cosco, Jonathan (EOHED)

Cc: Sullivan, Jennifer F. (ANF); Vladeck, Abigail (GOV); Kaneb, Michael (GOV); Woodcock, Patrick (EEA)

Subject: RE: "Utility Incentives"

Good, thank you!

From: Ullman, Rebecca (EEA)

Sent: Friday, October 13, 2017 4:27 PM

To: Ross, Robert (ANF); Frazier, Ricks (EOHED); Cosco, Jonathan (EOHED)

Cc: Sullivan, Jennifer F. (ANF); Vladeck, Abigail (GOV); Kaneb, Michael (GOV); Woodcock, Patrick (EEA)

Subject: RE: "Utility Incentives"

Hi all,

Please find attached edits from EEA. We could refer to this section as "Investor-owned Utility Incentives" or add an asterisk indicating that if located in an MLP, there are different programs.

Massachusetts should take credit for these programs and not describe them as simply utility programs. That is how [ACEEE describes it](#). DOER and DPU both reviewed this.

Thanks,

Becky

From: Ullman, Rebecca (EEA)

Sent: Friday, October 13, 2017 12:15 PM

To: Ross, Robert (ANF); Frazier, Ricks (EOHED); Cosco, Jonathan (EOHED)

Cc: Sullivan, Jennifer F. (ANF); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)

Subject: RE: "Utility Incentives"

Hi all,

Copying Jonathan Cosco who also reached out about this section. We will review Bob's comments and provide a response.

Thanks,

Becky

From: Ross, Robert (ANF)

Sent: Friday, October 13, 2017 10:44 AM

To: Frazier, Ricks (EOHED)

Cc: Sullivan, Jennifer F. (ANF); Vladeck, Abigail (GOV); Ullman, Rebecca (EEA); Kaneb, Michael (GOV)

Subject: "Utility Incentives"

Ricks, the following is the section of "Incentives" that we discussed, with my comments. You will see that I think this section needs some further review by EEA. I am copying Becky Ullman on this email so that she is aware of this feedback and can ensure that these paragraphs are reviewed. Thanks.

Utility Incentives

Massachusetts [\[MA1\]](#) offers robust financial incentives for new commercial construction that meets advanced energy efficiency standards. The integrated design path program for large buildings (100,000 sq. ft. or more) provides financial incentives throughout the design and construction phases of a new construction project, including support for design teams for charrettes and energy modeling, and incentives for the building owner/occupant for energy-efficient construction. Incentives are performance-based and are provided for

both thermal and electric savings. [\[MA2\]](#)
Massachusetts [\[MA3\]](#) has finalized regulations for predictable compensation for up to 5 megawatt capacity of solar photovoltaic as well as electric storage, and provides incentives for renewable thermal technology. Major users may also be eligible for discounts on energy distribution rates, through direct arrangements with distribution companies. [\[MA4\]](#)

Robert C. Ross

General Counsel

Executive Office for Administration and Finance

State House, Room 373

Boston, MA 02133

617-727-2040

I really don't know anything about this. Is it MA offering the incentives? Or our electric and gas distribution companies (which are not the same thing as "Massachusetts")? Are these energy efficiency incentives, offered by the companies through their three-year energy efficiency plans?

This makes it sound like the incentives come from the electric and gas distribution companies. If that's right, they would only be available "as of right" in distribution company service territories – likely NOT, for instance, in Holyoke, which has a municipal light plant for electricity. It also means that these "incentives" are paid for by ratepayers (not taxpayers), likely including the recipient of the incentive.

Same comment as above. Is it "Massachusetts," or our gas and electric distribution companies?

Has EEA reviewed and approved this whole section? Especially, has EEA reviewed and approved this sentence?

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[7.1] INCENTIVES

Massachusetts provides a broad array of financial programs to attract private investment and to promote innovation and job creation. These programs are designed to be customized to the specific needs of individual companies and project sites. This permits the development of flexible and competitive incentives packages. Where feasible and appropriate, the Commonwealth focuses its investment on publicly-owned infrastructure that will support individual economic development projects while also benefitting a wide assortment of users. Massachusetts also embraces opportunities to work with transformational companies to build leadership for the state economy in key competitive areas.

Tax Credits

The Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster job creation and stimulate business growth. The Commonwealth issues EDIP tax credits to eligible companies ~~that need a public incentive to create new jobs in the Commonwealth in exchange for job creation and private investments.~~ The credits are awarded quarterly on a rolling basis and ~~awards are are calculated~~ based on job creation, ~~and~~ investment levels ~~and other relevant considerations~~. Each award is memorialized in an agreement between the state and the company, containing the terms and conditions of the credits. Credits are generally issued as the company reaches milestones established in the award agreement. ~~Some EDIP awards are refundable and transferable in accordance with their terms.~~ The available capacity of the EDIP tax credit program under current law is \$30 million annually.¹

Commented [CJ(1): The words "in exchange for" might imply all companies are paid in tax credits for creating jobs.

Commented [CJ(2): NEED TO DISCUSS. "Calculated" implies a level of mathematical precision that does not accurately describe how awards are made. And awards are based on factors other than job creation and investment.

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Commented [CJ(3): Credits are not generally transferable without additional approval. Suggest removing reference to "refundable" credits as that is a term of art that would require some explanation.

[EXAMPLES:

Kronos, Inc., an industry disruptor in the workforce management and human capital management technology space, relocated its global headquarters to Lowell, Massachusetts in ~~summer of 2017. [DATE].~~ This move ~~ensured that Kronos kept more than 1,300 existing jobs in Massachusetts, and will bring more than 200 jobs~~ enables the company to add 400 new jobs ~~to the Commonwealth.~~ Massachusetts supported Kronos's move ~~and expansion with EDIP investment~~ tax credits totaling \$8 million.² Education First, an international leader in cultural exchange, language learning, and educational programming, will invest \$133 million to develop a third building for educational and business uses on its North Point campus in Cambridge.

Commented [CJ(4): Suggest "summer of 2017." (per MOBD regional director, the company moved employees between July and September).

Commented [CJ(5): Kronos retained about 1,300 jobs already existing at the prior HQ in Chelmsford and promised to add 200 new jobs. Suggest: "The move permitted Kronos to relocate 1,300 existing jobs and to add another 200 new jobs."

Commented [CJ(6): We don't call them investment tax credits anymore, because the credit amount is no longer tied to the amount of the investment. Suggest "EDIP tax credits".

¹ Review of statute.

² Kronos numbers confirmed in EDIP contracts; move dates provided by MOBD regional director Peter Milano.

10/11/2017 11:34:26 AM
JMC COMMENTS 10-12-2017

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Massachusetts approved \$6 million in EDIP investment tax credits in 2017 to support the expansion, which will allow EF to create 300 new jobs.³

Commented [CJ(7)]: We don't call them investment tax credits anymore, because the credit amount is no longer tied to the amount of the investment. Suggest "EDIP tax credits".

Infrastructure Investment Programs

The Commonwealth's financial partnerships with employers focus on improving the performance or capacity of public infrastructure in order to create an environment where innovation backed by private investment will flourish over the long-term. The state capital plan is a flexible and forward looking program that allocates capital to projects that address the greatest needs, that support local communities, that unlock economic opportunities, and that best position Massachusetts and its partners for the future.

MassWorks

The MassWorks Program is a flexible grant program that leverages state funding to support economic development projects statewide. Typical MassWorks projects include utilities, water treatment systems and sewage infrastructure, transportation and housing related infrastructure, ~~site remediation, and demolition and other improvements that will create pad-ready development sites with priority given to projects that will spur private investment and economic development.~~

Commented [CJ(8)]: Lnguage change suggested because site remediation and creation of pad ready development sites is not the focus of this program.

Sidebar: Examples of MassWorks Projects

MBTA Assembly Square T station: 2008 and 2011 MassWorks awards totaling \$27.5 million

Development of 56 acres of underutilized land in the City of Somerville was made possible by improving transit access. The MBTA's Orange Line passed through the site, but the site didn't have an easily walkable transit station. The private developer partnered with the state to create a new station, with the help of a \$27.5M MassWorks award⁴ and additional I-Cubed investment nearby (see below). At full build-out, Assembly Row will accommodate 3,500 residents, 12,000 office workers, and 2,500 retail employees in a mixed-use, modern district that is a short ride to downtown and a desirable destination for visitors, shoppers, and commuters.⁵

Commented [CJ(9)]: Assembly Square site didn't have any transit station.

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City Square: 2009, 2013, and 2015 MassWorks awards totaling \$28 million

The City Square Project in Worcester is a multi-year, multi-phase development that will replace a blighted urban renewal-era mall on 21 acres in downtown Worcester with over 2.2 million square feet of mixed-used space. The new City Square will have 350 housing units, 214,000 sq. ft. of office space, and

³ EF project numbers confirmed in EDIP contract

⁴ Confirmed by Erica Kreuter, Massworks program director.

⁵ <https://boston.curbed.com/2017/1/12/14255580/assembly-row-somerville-guide>

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pedestrian-friendly streetscapes and open space. The development is within walking distance of Worcester's Union Station, which serves as a regional transit hub and terminus of an MBTA commuter rail line. To date, MassWorks has invested ~~more than \$28-25~~ million for demolition, site preparation, and infrastructure improvements at City Square.⁶ The Commonwealth has invested \$25 million in other capital funds into the project,⁷ and the City has committed \$15 million to-date.⁸

The Commonwealth has approximately ~~\$125~~ \$130 million in existing MassWorks grant capacity under current law⁹ to invest in infrastructure improvements sponsored by host municipalities or other eligible development agencies. The MassWorks program is regularly renewed with additional capacity. Grants are awarded annually by the Secretary of Housing and Economic Development, and funds are disbursed ~~as project costs are incurred during the life of the project~~. The awards are not formula-driven. Massachusetts awarded grants totaling ~~approximately \$85~~ \$84.8 million in fiscal 2017, and the state expects to award approximately ~~\$80 million~~ the same amount in MassWorks grants again in fiscal 2018.¹⁰

Commented [CJ(10)]: EOHEd thinks the number is \$130M. Not a material difference in my view.

Infrastructure Investment Incentive (I-Cubed) Program

The I-Cubed program is used to finance significant public infrastructure improvements that support major new private development. I-Cubed awards are made by the Commonwealth to eligible economic development projects that have been approved by the host municipality and generate substantial new tax revenue for the state. The level of benefit available through I-Cubed is based on the amount of new state tax revenues to be created by the project.

Call-Out: NorthPoint

MassDevelopment has approved financing of up to \$25 million for infrastructure improvements at the NorthPoint development, a 34.5 acre development located in Cambridge, Massachusetts, located near Interstate 93, Bunker Hill Community College, and the Museum of Science. The project is adjacent to the Lechmere MBTA transit station, just over a mile from the Kendall Square innovation hub, and approximately 2-3 miles from MIT and Harvard.

The development will transform a largely underutilized industrial site into a transit-oriented mixed-use development that is expected to include 2,300 residences and approximately 2.7

⁶ Project and Massworks investment numbers confirmed by Erica Kreuter, Massworks program director.

⁷ Ch.123 of Acts of 2006, line item 7004-2051.

⁸ Confirmed by Erica Kreuter, Massworks program director.

⁹ Number confirmed by Katev Patel, EOHEd CFO to be \$130M.

¹⁰ From Ketav Patel.

million sq. ft. of commercial space that will accommodate office, lab, educational, and retail uses.¹¹

[insert graphic on NP]

The Commonwealth has approximately \$380 million in existing capacity, without further legislation, to invest in infrastructure improvements that lead to major employment or other revenue drivers in Massachusetts.¹² An I-Cubed solicitation may be initiated at any time. Timing of the financing depends on the particulars of each individual project.

Other Infrastructure Enhancements

The major economic development investments listed above are part of a larger state capital investment program that invests over [\$54 billion per year]

[coordinate with MassDOT to include MBTA capital plan] from various sources, including state, MBTA, Mass School Building Authority, federal, and other funds.¹³ In fiscal 2018, the Commonwealth expects to invest approximately \$ [redacted] \$3 billion in transportation infrastructure; \$500-570 million on state facilities, including public higher education; \$200-225 million for affordable housing; \$200-325 million for environmental initiatives including climate change preparedness; and \$20 million to extend broadband access to underserved communities in western Massachusetts.¹⁴

EXAMPLE INSERT:

Massachusetts is investing in a new program to create workforce housing (both affordable and mixed income) and to provide rental and homeownership opportunities focused on gateway cities and under-utilized local housing authority lands to address the supply of housing opportunities for working families and individuals in the state. Another program provides payments to municipalities that create dense residential or mixed-use smart growth districts, including housing units, located near transit stations in areas of concentrated development such as existing city and town centers, to encourage smart growth and transit-oriented development at the municipal level.

¹¹ ANF CONFIRMATION PENDING ON ALL NEW NORTH POINT INFORMATION.

¹² ANF TO CONFIRM I-CUBED CAPACITY.

¹³ Confirmed by ANF Email from Ben Stone 10/13.

¹⁴ Email from Ben Stone 10/13

[get graphic from DHCD?]

The state capital plan also provides reliable and substantial support for Massachusetts's 351 cities and towns by funding local initiatives including programs supporting for affordable housing options, municipal transportation networks, cultural institutions, and downtown revitalization. Massachusetts provides additional capital resources to public schools and the state transit system through special dedicated sales tax funding that supports the Massachusetts School Building Authority (MSBA) and the MBTA, respectively. Unlike many other states, in which capital investment is concentrated at the local and county level, Massachusetts has abolished and absorbed the functions of most county governments, and coordinates many key infrastructure investments in partnership with cities and towns, including for school, water-sewer, and road projects. This state-level coordination allows Massachusetts to leverage the expertise of quasi-governmental agencies like the MSBA, the Massachusetts Clean Water Trust, and MassDOT. ¹⁵

Massachusetts is committed to optimizing the value of our capital program by forging effective partnerships and investing strategically. The current capital investment plan leverages substantial federal funding for projects in the areas of transit, highway, clean water, and emergency preparedness. We also cultivate partnerships with municipal, quasi-public, private, and nonprofit entities to support key initiatives that will serve common goals.

Utility Incentives

~~Massachusetts offers robust financial incentives for new commercial construction that meets advanced energy efficiency standards. The integrated design path program for large buildings (100,000 sq. ft. or more) provides financial incentives throughout the design and construction phases of a new construction project, including support for design teams for charrettes and energy modeling, and incentives for the building owner/occupant for energy efficient construction. Incentives are performance based and are provided for both thermal and electric savings.~~

~~Massachusetts has finalized regulations for predictable compensation for up to 5 megawatt capacity of solar photovoltaic as well as electric storage, and provides incentives for renewable thermal technology. Major users may also eligible be for discounts on energy distribution rates, through direct arrangements with distribution companies.~~

¹⁵ Assuming this is general narrative and does not require fact checking.

Draft; Discussion Purposes Only
Confidential

10/11/2017 11:34:26 AM
JMC COMMENTS 10-12-2017

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From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: My Edits to Current Draft
Date: Friday, October 13, 2017 5:51:04 PM
Attachments: [MAK Edits to Rufus Book 10.12.17.docx](#)

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Kaneb, Michael (GOV)
Sent: Thursday, October 12, 2017 9:41 PM
To: Vladeck, Abigail (GOV)
Cc: Ward Weeden, Aimee (EOHED)
Subject: My Edits to Current Draft
Abi:

Attached are my page by page edits and insertions to the current draft plus a few observations on photos and layout (not really my thing).

I will have my laptop on the trip, and I should be reachable by cell most of the time. Certainly tomorrow until noon, I will be driving.

Elizabeth will be reading tomorrow and will give you her hand-marked pages.

There is some work for ANF to do on Incentives.

Good luck with those very accommodating people at VHB.

Mike

Cover: Why is Amazon the smallest word on the page?

Letter: I vote strongly for the earlier, clean letter (10/11) because the letter serves a limited, formal purpose and because the importing of “shot heard ‘round the world” from “Our Story” then requires rewriting parts of that piece, and it’s late in the game for that.

As a general matter, I also vote to replace “shot heard ‘round the world” with the language below (wherever it may appear):

Since before the firing of the first musket at Lexington in 1775

Here’s the thing: these are very sophisticated business people, and even the musket reference is a bit cute and hokey. “Shot heard ‘round the world” pushes it even a bit further, and so does overplaying the revolutionary theme with other references and photos. I know that Elizabeth agrees with this assessment—it probably works as a limited gesture, but a little bit goes a very long way.

The photo of the old guys on the bridge is deadly.

Massachusetts Fast Facts—who is fact-checking this? I suggest Ricks because he can work with each of the individual chapter fact-checkers to run these down.

10 Repetition of the “revolutionary” lines imported into the letter. If I lose the battle over returning to the earlier, clean version of the letter, these lines have to come out here. [Incidentally, I am also posting a new version of Our Story that adds in some elements that HED had asked for earlier in the week. It’s marked Our Story 8.1 in Dropbox—needs a little work toward the end.]

13 Replace “Conclusion” heading with “Join Us.” This is what I did in the latest version (8.1).

Make this cut “. . . we foster an ecosystem where ~~innovation and~~ invention can thrive ~~and grow.~~”

Cut the line “We cherish our history, and we learn from it.”

Why is the big quotation attributed to “University of Massachusetts?”

18 Why is the big quotation attributed to “Dana Farber?” Makes it seem like a person.

20 Note that in Chamber quote, possessive is shown as Massachusetts’. Our style is actually Massachusetts’s throughout. They need to hunt these down.

- 21 Suggest we cut the two sentences beginning with “Governor Baker” and ending with “legislative leadership.”
- 22 Fitch ratings report—that quote needs better attribution. It comes from the 2016 report—Jen or Bob can provide a full citation.
- 23 WPI quotation—Does this person have a title? Very odd to see just a name.
- Talent photo—These folks are not set in a STEM-like environment. Choose a different picture
- 26 The numbers at the bottom should perhaps say No. 1. Otherwise, it looks like we have only 1 school for engineering rather than the top-ranked school for engineering (plus a lot more).
- 28 Quote attribution—“Partners” is not enough.
- 29 MIT chart—HED considered replacing with a chart showing Nobel Laureates “associated with Massachusetts universities.” I prefer the MIT chart. Also, the HED calculation seems to leave off the 2 professors who just won at Brandeis. I worry there are other gaps.
- 30 Words missing in the Callout on UMass Lowell. Should end as “becoming more proactive in addressing issues of gender equity and bias in STEM.” Also, heading should be WAVES Initiative or something like that—not UMass Lowell.
- 31 Strike two sentences beginning with “Bentley University. . . .” and ending with “rank in the top 20.” (These facts are inaccurate.)
- Replace with
- Last year, Bloomberg Businessweek ranked Boston College’s Carroll School of Management the third-best undergraduate business program in the country, and undergraduate programs at Bentley University (10), Northeastern University (22), Boston University (29), and UMass Amherst (33) also scored high in the review.
- 32 Note reference to Appendix—have we produced this for VHB? Michael Kelleher has the charts referenced here. There may be other add-ins from other sections.
- 33 Missing Oxford comma before “diabetes” in Nobel write-up.
- 34 Connecting Employers with Skilled Workers—Insert the lines below before the sentence that begins “Career Centers also assist employers”

Unlike the traditional approach followed in most states, which direct their attention primarily to job seekers, the primary focus of Massachusetts Career Centers is meeting employer demand for talent. The Massachusetts strategy is successful for employers and prospective employees: over 80% of adults working with Career Centers are hired by employers, and over 90% retain employment over six months according to recent measures. Major national corporations such as National Grid, Century Bank, Stop & Shop, and Titleist, regularly depend on Massachusetts Career Centers to meet their hiring needs.

Higher Ed Profiles—I will read these in the car on Friday and send along any thoughts.

- 54 Strike the sentence that begins “The credit resembles the federal . . .” and ends “in Massachusetts.” I believe Jen or Ben asked me to take this one out. (Or maybe Aimee.)
- 55 Second sentence should read “The successful operation” (Not “This.”)
- 57 Focus on Robotics—cut last two bullets
- 58 Paragraph about Entrepreneur in Residence is weirdly floating out there all by itself.
- 59 Innovation Assets is a header that is just floating out there. I think it should match “Access to Funding.”
- 60 Each incubator/site should be listed in bold—same on 61.
- 66 GHG reduction graphic is awful. EEA has a fantastic graphic on its website and Dan Lee saved it in one of the Dropbox folders.
- 67 Missing photos of MassDOT canopies. I have seen these in morning meeting presentations. Why can’t we get them here? Scott Bosworth should be able to deliver.

Transportation—Deadly looking photo of old Redline Train. This must go. Commuter rail photo on 72—not much better.

- 72 Missing word “or” needs to be inserted in “regardless of where they live or where they want to go. . . .”
- 76 Great shot of new Redline train—but why are we saying it “could” work? Caption should be “will increase line carrying capacity. . . .”

Sites—I have not reviewed any of these, but I will take a look in the car.

- 106 Note missing numbers—for ANF to provide.
- 107 Assembly Square—change \$27.5M to “\$27.5 million
- 108 More missing ANF numbers.
Delete “Example” and everything in the paragraph that follows unless Jen can provide re-writes. This is just not developed enough (showed up on my desk at 10:00 today).
- 109 Long paragraph starting with state capital plan should be broken up.

Quality of Life photo—too predictable.

- 112 Fix title. What is this “Massachusetts it’s a great place to live.” Lame and not properly punctuated.

Strike “and it is the only state in the nation where a family’s right to shelter is enshrined in statute.” This is a directive from Elizabeth.

- 113 Bar graph looks ridiculous. We cannot have “Other” taking up the whole graph. What if you just showed “Top Employment Categories,” presumably just the top of the chart?

- 118 Duxbury and Cape are not the same place. Fix photo ID.

- 119 These sailors do not look like they are having a good time. What about a shot of the boat house at Community Sailing (or whatever it is called)?

- 120 Arts and culture—need photos.

Conclusion—This can only be a placeholder. I reviewed with Elizabeth and she did not approve the revolutionists/evolutionists line. I also am not a fan and do not think it will play well with our target audience.

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Servetnick, Adrian \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Photo Requests
Date: Friday, October 13, 2017 6:24:38 PM

The Lincoln labs picture is bad

From: Servetnick, Adrian (EOHED)
Sent: Friday, October 13, 2017 11:15 AM
To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)
Subject: RE: Photo Requests

1. STEM photo - https://www.wpi.edu/sites/default/files/2017/04/19/Natalie_digital.jpg (from WPI - need permission)
 1. Other options (also WPI – also need permission:
<https://www.wpi.edu/sites/default/files/2016/06/22/data-science-students-computers-ms-1400x650.JPG>; <https://www.solidworks.com/sw/successes/customer-story.htm?record=Worcester-Polytechnic-Institute&id=6466> (SOLIDWORKS looks pretty cool))
2. Allston Harvard photo - https://upload.wikimedia.org/wikipedia/commons/0/02/Aerial_of_the_Harvard_Business_School_campus.jpeg (CHECK LICENSE REQUIREMENTS)
3. Innovation section photo - <https://cic.us/about-us> - I think we should try to get a high-res version of the drone photo from Cambridge Innovation Center
4. Orange line new rail cars - <https://www.flickr.com/photos/massgovernor/32762131753/in/album-72157678257442054/>
5. Fall River Amazon groundbreaking or ribbon cutting with Governor Baker – emailed Ryan Boehm about this
6. Quality of Life - https://commons.wikimedia.org/wiki/File:Institute_of_Contemporary_Art_Boston.jpg (CHECK LICENSE REQUIREMENTS)
7. Lincoln Labs - <https://ll.mit.edu/about/about.html> (Should see if we can get the UAV photo from MIT in a higher resolution version)
8. MassRobotics - <https://www.flickr.com/photos/bosmayoroffice/32113327074/> (We have to get permission from the Mayor's office – but it's a pretty great photo of a ribbon-cutting robot)

From: [Frazier, Ricks \(EOHED\)](#)
To: [Hillman, Michelle M. \(EOHED\)](#)
Subject: Re: Amazon question
Date: Friday, October 13, 2017 6:34:10 PM

Happy to.

Sent from my iPhone

On Oct 13, 2017, at 6:16 PM, Hillman, Michelle M. (EOHED)
<michelle.m.hillman@MassMail.State.MA.US> wrote:

Hi Ricks
FYI – let's discuss Monday.
Thanks,
Michelle
Michelle Hillman
Director of Communications and Media Relations
Executive Office of Housing and Economic Development
One Ashburton Place
Boston, MA 02108
617-788-3652 (office)
857-895-1162 (cell)

From: Logan, Timothy [<mailto:timothy.logan@globe.com>]
Sent: Friday, October 13, 2017 6:14 PM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Cc: Jon Chesto <jon.chesto@globe.com>
Subject: Amazon question

Michelle,
Hey. Was planning our coverage of the Amazon bid next week. Curious if and when you guys will be releasing whatever the state is submitting. Also wondering if any response to the public records request I filed the other day re: info you've received from municipalities.
Can we touch base Monday?

Thanks,
Tim

--

Tim Logan
Business Reporter
Boston Globe
617-929-2869
314-681-1818 (cell)
Twitter: @bytimlogan

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: FW: my email is down.
Date: Friday, October 13, 2017 6:49:54 PM
Attachments: [labor and wage info for appendix.docx](#)

From: Michael Kelleher [mailto:kelleher94@gmail.com]

Sent: Friday, October 13, 2017 4:42 PM

To: Goodall, Devon L. (MOBD)

Subject: my email is down.

per Abi's email, please see some tables for the appendix, based on your and Amiee's review.
i am at 617-483-3390 if you need to chat.

Michael

RFR Information Requested (for possible inclusion in the Appendix)

#5. Please provide labor and wage information in the general job categories described. Please provide relevant labor pool information.

Labor Pool Information in the Job Categories Relevant to Amazon

2016 Labor Information	2016
Selection of Occupational Projections in the General Categories for Massachusetts	Employment
General and Operations Managers	71,880
Administrative Assistants	43,310
Accountants and Auditors	35,730
Software Developers, Applications	31,150
Software Developers, Systems Software	27,630
Computer User Support Specialists	19,220
Lawyers	17,440
Computer and Information Systems Managers	15,540
Computer Systems Analysts	14,130
Network and Computer Systems Administrators	10,260
Paralegals and Legal Assistants	7,880
Computer Occupations, All Other	6,610
Operations Research Analysts	4,590
Computer Network Architects	4,350
Web Developers	4,030
Database Administrators	2,940
Statisticians	2,640

Data Source: Occupational Employment and Wage Statistics; May 2016

Wage Rate Information in the Job Categories Relevant to Amazon

Occupation Title	Mean Annual Wage	Entry Level Annual Wage	Senior Level Annual Wage
Management Occupations	\$128,750	\$63,730	\$161,260
Accountants	\$82,420	\$52,550	\$97,360
Computer and Mathematical Occupations	\$96,860	\$57,600	\$116,490
Computer Systems Analysts	\$93,990	\$64,090	\$108,950
Software Developers, Applications	\$110,410	\$69,850	\$130,690
Software Developers, Systems Software	\$114,330	\$78,310	\$132,340
Legal Occupations	\$122,330	\$49,690	\$158,650
Office and Administrative Support Occupations	\$42,970	\$26,930	\$51,000

Data Source: Occupational Employment and Wage Statistics; May 2016

2014-2024 Projected Growth Selection of Occupational Projections in the General Categories for Massachusetts	Projected 2024 Employment	Expected % Growth
Statisticians	3,249	35%
Operations Research Analysts	4,162	29%
Web Developers	5,675	22%
Computer Systems Analysts	19,428	18%
Software Developers, Applications	31,626	15%
Computer and Information Systems Managers	17,284	12%
Database Administrators	4,180	10%
Software Developers, Systems Software	30,452	10%
Computer User Support Specialists	18,285	10%
Computer Network Architects	4,902	9%
Accountants and Auditors	42,100	8%
Computer Occupations, All Other	5,238	7%
Network and Computer Systems Administrators	10,511	7%
General and Operations Managers	65,298	5%
Paralegals and Legal Assistants	7,162	4%
Lawyers	22,498	2%
Administrative Assistants	46,436	1%

Source: Job growth projections are derived from U.S. Bureau of Labor Statistics, National Employment Matrix database methodology incorporating labor force, aggregate economy, final demand (GDP) by consuming sector and product, industry output, employment by industry, and employment by occupation.

#6: Please also include a list of universities and community colleges with relevant degrees and the numbers of students graduating with those degrees over the last three years.

Relevant Degrees Granted Over Three Year Period

3 Year Total Degrees Granted (including Bachelors, Masters and Doctorate for the selected areas of study)	Engineering	Business, Accounting or Finance	Legal	Computer Science
American International College	0	243	0	0
Amherst College	0	0	58	69
Anna Maria College	0	137	13	0
Assumption College	0	604	0	25
Babson College	0	3,287	0	0
Bard College at Simon's Rock	11	0	0	7
Bay Path University	0	713	67	0
Becker College	0	184	8	0
Bentley University	0	4,747	1	303
Boston College	0	3,389	794	347
Boston University	1,960	4,974	1,375	1,286
Brandeis University	0	921	0	401
Bridgewater State University	0	1,084	0	82
Cambridge College	0	575	0	0
Clark University	0	716	0	115

College of Our Lady of the Elms	0	226	14	21
Curry College	0	366	0	29
Dean College	0	97	0	0
Eastern Nazarene College	16	274	0	1
Emerson College	0	790	0	0
Emmanuel College	0	436	0	0
Endicott College	2	870	0	52
Fisher College	0	279	0	19
Fitchburg State University	0	438	0	119
Framingham State University	0	509	0	75
Franklin W Olin College of Engineering	243	0	0	0
Gordon College	0	179	0	17
Hampshire College	0	6	8	35
Harvard University	612	3,545	2344	530
Hult International Business School	0	1,955	0	0
Lasell College	0	540	22	0
Lesley University	0	101	0	0
Massachusetts College of Liberal Arts	0	219	0	39
Massachusetts Institute of Technology	4,165	2,435	0	1,432
Massachusetts Maritime Academy	433	115	0	0
Massachusetts School of Law	0	0	352	0
Merrimack College	114	615	0	39
MGH Institute of Health Professions	0	0	0	0
Mount Holyoke College	0	0	0	50
Mount Ida College	0	190	0	0
National Graduate School of Quality Management	0	389	0	0
New England Law-Boston	0	0	844	0
Newbury College	0	146	12	13
Nichols College	0	919	1	0
Northeastern University	3,771	4,306	661	1,205
Northeastern University Professional Advancement	10	3,184	42	416
Pine Manor College	0	22	0	0
Regis College	0	72	0	1
Salem State University	0	1,104	0	53
Simmons College	0	278	0	33
Smith College	90	0	0	41
Springfield College	0	157	0	8
Stonehill College	0	378	0	25
Suffolk University	40	2,739	1,538	101
Tufts University	816	94	34	349
University of Massachusetts-Amherst	1,852	4,094	326	626
University of Massachusetts-Boston	9	1,867	10	514
University of Massachusetts-Dartmouth	580	1,615	196	191
University of Massachusetts-Lowell	1,892	1,926	0	979
Wellesley College	0	0	0	131
Wentworth Institute of Technology	363	563	0	264

Western New England University	367	707	373	73
Westfield State University	0	628	0	90
Wheaton College	0	38	0	31
Wheelock College	0	35	0	0
Williams College	0	0	0	86
Worcester Polytechnic Institute	3,230	551	0	548
Worcester State University	0	610	0	60

Source: Association of Independent Colleges and Universities in Massachusetts, Degree Granted Data 2014-2016

FYI: RFR also requires – “Please include all levels of talent available in the MSA, including executive talent and the ability to recruit talent to the area” – I think this is addressed in other parts of the proposal and does not need anything more specific in the Appendix or other places.

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: General Comments
Date: Friday, October 13, 2017 7:10:22 PM
Attachments: [General Comments Project Rufus.docx](#)

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

E-mail: Devon.L.Goodall@state.ma.us

General

- Final photos
 - Good mix of geography (not too Boston focused) and people (men and women)
- Move sources to appendix
- All quotes should have the same format (follow page 31 quote syntax)
- Subheadings – bolded with navy?
- Confirm footers match chapter
- Past-Present-Future color is difficult to read
- Words are cut off on chapter pages

Consistency

- Business-friendly
- Nation or country – not U.S.A.
- Million spelled out, billion spelled out
- Percentage as a symbol vs. spelled out
- Number as a symbol vs. spelled out
- Dollars as a symbol vs. spelled out
- Subheadings
- MBTA – not “The T”

Welcome Letter

- Quote on left side
 - J.D. Chesloff – MA Business Roundtable
 - Move from conclusion to replace current quote

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New order

- Massachusetts Fast Facts
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- Talent
- Higher Education profiles
- Innovation Ecosystem
- Transportation
- Sites
- Incentives
- Energy
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- Testimonials

- Appendix

Revolutionary Ideas

- Chapter page
 - Bring text to front of graphic
- Page 11 callout:
 - Remove “Massachusetts #1 in research and development funding per capita...” call out
 - Replace with “More post-secondary degrees per capita than any other state”
- Page 13 quote:
 - Add “Martin T. Meehan, President, University of Massachusetts” – in same style as Reinier T. Moquette (bold first name, italicized title on page 31)

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- Page 16
 - Key actions = call outs
 - Please pull away from text, remove “Key Actions” and emphasize
 - Present: should say “Our long-term debt is rated AA+, Aa1 and AA by Fitch Ratings, Moody’s Investors Service and Standard & Poor’s Global Ratings, respectively”
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 - Add photo of bill signing - **ADRIAN**
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 - On Fitch-Moody’s quote, remove brackets around C and just use Commonwealth
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- Page 23
 - Remove Laurie Leshin quote and move to talent section
 - Quote should read “At Worcester Polytechnic Institute we are committed to educating the next generation of STEM leaders through a hands-on, project-based approach. This strong connection to real-world problems enables our students and faculty to develop new solutions and rapidly deploy them across the world to solve the toughest challenges people face.”

Talent

- Page 26
 - Graphic
 - On ribbons, add # to #1
 - Remove intro text “Just as important...”
 - Past
 - Replace text to say “Dorchester’s Mather School was founded in 1639 and is the first public school in the country”
- Page 27
 - Table:
 - Change “Sub-Occupational Groups” to “Software Developers”
 - Indent Systems Software
 - Indent Applications
 - Last paragraph
 - Bold entire paragraph “Massachusetts’s advantage in these fields is growing”
- Page 28
 - Quote should be “David F. Torchiana, M.D., President & CEO, Partners Health Care”
- Page 29
 - Missing a space between two paragraphs on the bottom right column
- Page 30
 - Change UMass Lowell title to “Making Waves to Address Gender Gaps”
 - New photo - **ADRIAN**
- Page 32
 - Carbonite
 - Remove 200 and change to 125 to be consistent with our number
 - Add Mohamad Ali, President & CEO, Carbonite
 - Add a photo of UMass Boston - **ADRIAN**
- Page 33
 - Under Connecting Workers with In-Demand skills
 - Bold “Since the program began in 2016, over \$34 million in grant awards have benefitted over ten thousand Massachusetts students and career learners”
 - Remove Nobel Prize call out
 - Add photo from UTech with Governor and Workforce Skills Cabinet - **ADRIAN**
- Page 35
 - Add title: “Schools ranked in the top 100 U.S. News and World Report”
 - Sync table and map with higher ed profiles so that all colleges and universities included in the higher ed site profiles are on the chart

Higher Ed Profiles

- Chapter page
 - Photo of UMass Dartmouth
- Clarity of symbols

- New Harvard
photo: https://upload.wikimedia.org/wikipedia/commons/0/02/Aerial_of_the_Harvard_Business_School_campus.jpeg
- Add Enterprise Sites available for Harvard and MIT
- Header for pages to clarify rankings – Universities should say “Top Universities” and colleges “Top Liberal Arts Colleges”
- Add bullet for 5 colleges or 7 sisters – note what consortium they are in
- Wellesley should be #3 and not #2
- Colleges can be 4 per page
- Babson, Bentley and Olin should be on one page with the title “Other notable colleges”

Innovation

- Chapter page – new photo – saved in sharefile as “drones”
- Missing Catalant quote:
 - “Our city boasts trail-blazing startups such as HubSpot, TripAdvisor, Actifico, athenahealth and Wayfair. Such Boston-based startups are setting the new standards of work, growth and innovation. Boston has an exceptionally supportive and inclusive community; members take pride in seeing their peers and colleague’s success.” – Catalant
 - Only necessary if it works somewhere
- Page 52
 - Don’t breakup Massachusetts in first line of the first paragraph
 - Replace Biogen with iRobot
- Page 53
 - Remove Immelt quote
 - Replace with iBoss quote
 - “When iboss was looking to expand, we evaluated many different locations for our new headquarters, as there is no shortage of technology hotbeds across the country. But Massachusetts offered something nobody else could: A state government that understands the risks and provides private industry with the tools, people, and support needed to meet the security challenges of today and tomorrow.” – Paul Martini, President & CEO, iBoss
 - Last sentence bold of last paragraph: software development, e-commerce, robotics, artificial intelligence and IoT
 - Add photo of MIT Engine – sharefile “The Engine”
- Page 54
 - Clearer photo
 - Sub header to span both columns
 - “Nation-Leading”
- Page 55
 - Bold: AFFOA, AIM Photonics, ARM and NextFlex

- Photo: <https://www.flickr.com/photos/mghpcc/14739965167/in/album-72157636439468936/>
- Page 56
 - Examples of awards to call out – these are in the text for innovation
 - Photo of M212 – Adrian
 - Photo of Lincoln Labs -
- Page 57
 - Make focus on robotics & focus on Life Sciences bigger
 - Under focus on robotics, add “\$2.5 million was released in October 2017 for the next Mass Robotics expansion” as a bullet point
- Page 58
 - Remove photo
 - Replace with new photo
- <http://photos.prettyinstant.com/gallery/2084823/album/1417171/photo/254418052>
- Page 59
 - Innovation Assets is a heading (orange)
 - GE call out edits:
 - “The developers of Union Point, a 1,500 acre development outside of Boston, are partnering with GE to establish...”
 - Subheadings need to be consistent
- Page 60
 - Subheadings consistent
 - Where is the asset map?

Energy

- Page 66
 - National Grid quote needs to be attributed to “Dean L. Sears, Executive Director and President, US, National Grid”
- Page 67
 - MassDot Graphic saved on sharefile as “MBTA solar”

Transportation

- Chapter page: new photo that is up to date
- <https://www.flickr.com/photos/masstravel/21899718373/>
- Page 72: new photo - <https://www.flickr.com/photos/massgovernor/32762131753/in/album-72157678257442054/>
- Page 73-74:
 - Arch on graph – can this be added back in?
- Page 74:
 - Remove the list of international flights
 - Note that the map is all international non-stop flight information map

- Add table sent over with list of Amazon international locations and non-stop flight time to each
- Page 75:
 - Capitalization is off
 - Newer photo - **ADRIAN**
 - Move Amtrak caption to be directly above statistics
 - Amtrak graph – needs water?
- Page 76:
 - move “Subway investment” call out to page 77
 - Add silver line gateway text to this page
- Page 77:
 - Add descriptors for expansion, reliability and modernization (MassDOT Capital Plan
 - Reliability investments include: Necessary routine and capital maintenance, state of Good Repair projects designed primarily to bring asset conditions up to an acceptable level, asset management and system preservation projects
 - Modernization investments include: Compliance with federal mandates or other statutory requirements for safety and/or accessibility improvements, projects that go beyond routine maintenance and substantially modernize existing assets, projects that provide expanded capacity to accommodate current or anticipated demand on existing transportation systems
 - Expansion investments include: projects that expand highway, transit and rail networks and/or services, and projects that expand bicycle and pedestrian networks to provide more transportation options and address health and sustainability objectives
 - Title: “5 year Planned Transportation Improvements”
- Page 79:
 - Photo of hubway instead of generic bike - **ADRIAN**

Sites

- Chapter page: change colors to take emphasis off Worcester
- Title for maps
- Page numbers
- Site map #2
 - Make town names clearer to be seen over RTA maps
 - Caption larger and more spread out
 - Edit caption to say “Across the state, cities and towns have been identifying sites for Amazon’s HQ2. The following pages represent submissions directly from each municipality, showcasing their best assets. We are committed to supporting Amazon in finding the sites that works best.”
 - Starker variations of color on routes
 - Add: Holyoke, Amherst, Gardiner (no Fitchburg)
 - Move New Bedford to be separated from the state routes a little bit

- Add: gold start with current Amazon facilities (Boston, Cambridge, Stoughton & Fall River)
- Difficult to see Pittsfield and Springfield titles
- State transit map
 - Need a key for MBTA line colors
 - Add silver line
 - Boston order of sites
 - 1. Suffolk Downs
 - 2. South Boston/Waterfront/Downtown
 - 3. Harrison Albany Corridor/Back Bay/Dudley Square/Widett Circle
 - 4. Allston/Brighton/Back Bay/Fenway/Downtown
- State inset maps
 - Larger titles for each region
- Metro/West Boston Map
 - Add silver line to the key
- All site submission pages add footnote: “All site descriptions and site specifications provided by municipality”
- Population area is small to read – can it be enlarged?
- Boston – new descriptions and names
- Foxborough – site photo is in sharefile
- Lowell – Billerica – Tewksbury (NEW ORDER)
- Lawrence – Haverhill – Andover – Methuen – North Andover
 - Listed twice
- Holyoke – 25 miles to Bradley, not Logan
- Somerville – remove MBTA/Charlestown Bus Yards from map
- Remove Randolph
- Add Quincy
- Northborough – photo in template is better and shows full site
- Westborough – photo in template is better and shows full site loop

Incentives

- New cover photo – Fall River facility – saved in sharefile as “fall river ribbon cutting”
- Page 107
 - Photo of city square - **ADRIAN**
- Page 108
 - Photo of North Point - **ADRIAN**

Quality of Life

- New photo – **ADRIAN**
- Page 113
 - Remove employment by industry

- Add photo - **ADRIAN**
- New quote
- Page 114
 - Graph: add “3 of the top 10 feeders to Ivy League Schools”
 - 2nd paragraph 1st sentence: “The Museum of Fine Arts in Boston is an internationally renowned museum known for its vast and varied collection....”
- Page 118
 - Remove Cape – Duxbury is South Shore
- Page 119
 - New photo - <https://www.flickr.com/photos/masstravel/29675158203/in/photolist-MdhWEF-Nb2mA4-Nb2mCP-MZKrXA-Mdf3rg-MZKrNN-MZKrYN-N7SQtA-Mdf3wg-Mdf3ya-N3o1Yk-Mdf3Lp-Mdf3PF-N3o288-Mdf3Sr-N3o2fn-N7SQyA-MZKsgm-MZKsku-Mp4nXy-Mp4nEu-LTBYzj-LTDz6k-LTDy38-LTDxHR-MN4JRL-LTBXe3-MF1zF5-LTBWfj-MF1zvA-MR7gYx-MN4GGL-MN4GjG-Mp4gtG-MN4FXE-MF1w7b-Mp3hnh-MR6aRp-MHHgxg-MR6adk-MHHfri-MR69wF-MR694B-MHHcFP-MR68k2-MHHbr4-Mp3i73-MGfQ5f-LMU9q4-MGfNnC>

Conclusion:

- Move J.D.’s quote to be across from Welcome Letter

Testimonial:

- Photo is a city/corporate shot - **ADRIAN**

From: [Goodall, Devon L. \(MOBD\)](#)
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Executive Office of Housing & Economic Development
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E-mail: Devon.L.Goodall@state.ma.us

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 - Indent Applications
 - Last paragraph
 - Bold entire paragraph “Massachusetts’s advantage in these fields is growing”
- Page 28
 - Quote should be “David F. Torchiana, M.D., President & CEO, Partners Health Care”
- Page 29
 - Missing a space between two paragraphs on the bottom right column
- Page 30
 - Change UMass Lowell title to “Making Waves to Address Gender Gaps”
 - New photo - **ADRIAN**
- Page 32
 - Carbonite
 - Remove 200 and change to 125 to be consistent with our number
 - Add Mohamad Ali, President & CEO, Carbonite
 - Add a photo of UMass Boston - **ADRIAN**
- Page 33
 - Under Connecting Workers with In-Demand skills
 - Bold “Since the program began in 2016, over \$34 million in grant awards have benefitted over ten thousand Massachusetts students and career learners”
 - Remove Nobel Prize call out
 - Add photo from UTech with Governor and Workforce Skills Cabinet - **ADRIAN**
- Page 35
 - Add title: “Schools ranked in the top 100 U.S. News and World Report”
 - Sync table and map with higher ed profiles so that all colleges and universities included in the higher ed site profiles are on the chart

Higher Ed Profiles

- Chapter page
 - Photo of UMass Dartmouth
- Clarity of symbols

- New Harvard
photo: https://upload.wikimedia.org/wikipedia/commons/0/02/Aerial_of_the_Harvard_Business_School_campus.jpeg
- Add Enterprise Sites available for Harvard and MIT
- Header for pages to clarify rankings – Universities should say “Top Universities” and colleges “Top Liberal Arts Colleges”
- Add bullet for 5 colleges or 7 sisters – note what consortium they are in
- Wellesley should be #3 and not #2
- Colleges can be 4 per page
- Babson, Bentley and Olin should be on one page with the title “Other notable colleges”

Innovation

- Chapter page – new photo – saved in sharefile as “drones”
- Missing Catalant quote:
 - “Our city boasts trail-blazing startups such as HubSpot, TripAdvisor, Actifico, athenahealth and Wayfair. Such Boston-based startups are setting the new standards of work, growth and innovation. Boston has an exceptionally supportive and inclusive community; members take pride in seeing their peers and colleague’s success.” – Catalant
 - Only necessary if it works somewhere
- Page 52
 - Don’t breakup Massachusetts in first line of the first paragraph
 - Replace Biogen with iRobot
- Page 53
 - Remove Immelt quote
 - Replace with iBoss quote
 - “When iboss was looking to expand, we evaluated many different locations for our new headquarters, as there is no shortage of technology hotbeds across the country. But Massachusetts offered something nobody else could: A state government that understands the risks and provides private industry with the tools, people, and support needed to meet the security challenges of today and tomorrow.” – Paul Martini, President & CEO, iBoss
 - Last sentence bold of last paragraph: software development, e-commerce, robotics, artificial intelligence and IoT
 - Add photo of MIT Engine – sharefile “The Engine”
- Page 54
 - Clearer photo
 - Sub header to span both columns
 - “Nation-Leading”
- Page 55
 - Bold: AFFOA, AIM Photonics, ARM and NextFlex

- Photo: <https://www.flickr.com/photos/mghpcc/14739965167/in/album-72157636439468936/>
- Page 56
 - Examples of awards to call out – these are in the text for innovation
 - Photo of M212 – Adrian
 - Photo of Lincoln Labs -
- Page 57
 - Make focus on robotics & focus on Life Sciences bigger
 - Under focus on robotics, add “\$2.5 million was released in October 2017 for the next Mass Robotics expansion” as a bullet point
- Page 58
 - Remove photo
 - Replace with new photo
- <http://photos.prettyinstant.com/gallery/2084823/album/1417171/photo/254418052>
- Page 59
 - Innovation Assets is a heading (orange)
 - GE call out edits:
 - “The developers of Union Point, a 1,500 acre development outside of Boston, are partnering with GE to establish...”
 - Subheadings need to be consistent
- Page 60
 - Subheadings consistent
 - Where is the asset map?

Energy

- Page 66
 - National Grid quote needs to be attributed to “Dean L. Sears, Executive Director and President, US, National Grid”
- Page 67
 - MassDot Graphic saved on sharefile as “MBTA solar”

Transportation

- Chapter page: new photo that is up to date
- <https://www.flickr.com/photos/masstravel/21899718373/>
- Page 72: new photo - <https://www.flickr.com/photos/massgovernor/32762131753/in/album-72157678257442054/>
- Page 73-74:
 - Arch on graph – can this be added back in?
- Page 74:
 - Remove the list of international flights
 - Note that the map is all international non-stop flight information map

- Add table sent over with list of Amazon international locations and non-stop flight time to each
- Page 75:
 - Capitalization is off
 - Newer photo - **ADRIAN**
 - Move Amtrak caption to be directly above statistics
 - Amtrak graph – needs water?
- Page 76:
 - move “Subway investment” call out to page 77
 - Add silver line gateway text to this page
- Page 77:
 - Add descriptors for expansion, reliability and modernization (MassDOT Capital Plan
 - Reliability investments include: Necessary routine and capital maintenance, state of Good Repair projects designed primarily to bring asset conditions up to an acceptable level, asset management and system preservation projects
 - Modernization investments include: Compliance with federal mandates or other statutory requirements for safety and/or accessibility improvements, projects that go beyond routine maintenance and substantially modernize existing assets, projects that provide expanded capacity to accommodate current or anticipated demand on existing transportation systems
 - Expansion investments include: projects that expand highway, transit and rail networks and/or services, and projects that expand bicycle and pedestrian networks to provide more transportation options and address health and sustainability objectives
 - Title: “5 year Planned Transportation Improvements”
- Page 79:
 - Photo of hubway instead of generic bike - **ADRIAN**

Sites

- Chapter page: change colors to take emphasis off Worcester
- Title for maps
- Page numbers
- Site map #2
 - Make town names clearer to be seen over RTA maps
 - Caption larger and more spread out
 - Edit caption to say “Across the state, cities and towns have been identifying sites for Amazon’s HQ2. The following pages represent submissions directly from each municipality, showcasing their best assets. We are committed to supporting Amazon in finding the sites that works best.”
 - Starker variations of color on routes
 - Add: Holyoke, Amherst, Gardiner (no Fitchburg)
 - Move New Bedford to be separated from the state routes a little bit

- Add: gold start with current Amazon facilities (Boston, Cambridge, Stoughton & Fall River)
- Difficult to see Pittsfield and Springfield titles
- State transit map
 - Need a key for MBTA line colors
 - Add silver line
 - Boston order of sites
 - 1. Suffolk Downs
 - 2. South Boston/Waterfront/Downtown
 - 3. Harrison Albany Corridor/Back Bay/Dudley Square/Widett Circle
 - 4. Allston/Brighton/Back Bay/Fenway/Downtown
- State inset maps
 - Larger titles for each region
- Metro/West Boston Map
 - Add silver line to the key
- All site submission pages add footnote: “All site descriptions and site specifications provided by municipality”
- Population area is small to read – can it be enlarged?
- Boston – new descriptions and names
- Foxborough – site photo is in sharefile
- Lowell – Billerica – Tewksbury (NEW ORDER)
- Lawrence – Haverhill – Andover – Methuen – North Andover
 - Listed twice
- Holyoke – 25 miles to Bradley, not Logan
- Somerville – remove MBTA/Charlestown Bus Yards from map
- Remove Randolph
- Add Quincy
- Northborough – photo in template is better and shows full site
- Westborough – photo in template is better and shows full site loop

Incentives

- New cover photo – Fall River facility – saved in sharefile as “fall river ribbon cutting”
- Page 107
 - Photo of city square - **ADRIAN**
- Page 108
 - Photo of North Point - **ADRIAN**

Quality of Life

- New photo – **ADRIAN**
- Page 113
 - Remove employment by industry

- Add photo - **ADRIAN**
- New quote
- Page 114
 - Graph: add “3 of the top 10 feeders to Ivy League Schools”
 - 2nd paragraph 1st sentence: “The Museum of Fine Arts in Boston is an internationally renowned museum known for its vast and varied collection....”
- Page 118
 - Remove Cape – Duxbury is South Shore
- Page 119
 - New photo - <https://www.flickr.com/photos/masstravel/29675158203/in/photolist-MdhWEF-Nb2mA4-Nb2mCP-MZKrXA-Mdf3rg-MZKrNN-MZKrYN-N7SQtA-Mdf3wg-Mdf3ya-N3o1Yk-Mdf3Lp-Mdf3PF-N3o288-Mdf3Sr-N3o2fn-N7SQyA-MZKsgm-MZKsku-Mp4nXy-Mp4nEu-LTBYzj-LTDz6k-LTDy38-LTDxHR-MN4JRL-LTBXe3-MF1zF5-LTBWfj-MF1zvA-MR7gYx-MN4GGL-MN4GjG-Mp4gtG-MN4FXE-MF1w7b-Mp3hnh-MR6aRp-MHHgXg-MR6adk-MHHfri-MR69wF-MR694B-MHHcFP-MR68k2-MHHbr4-Mp3i73-MGfQ5f-LMU9q4-MGfNnC>

Conclusion:

- Move J.D.’s quote to be across from Welcome Letter

Testimonial:

- Photo is a city/corporate shot - **ADRIAN**

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#)
Cc: [Thomas, Steve](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Somerville
Date: Friday, October 13, 2017 8:17:56 PM
Attachments: [Amazon on the Orange Line - Electronic.pdf](#)

For their site photo, could we use "Block 5B" from the attached document? It's one of the last photos.

Thanks!

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

E-mail: Devon.L.Goodall@state.ma.us

Amazon on the Orange Line

The Boston MSA and Commonwealth of Massachusetts will be very competitive in the race to capture Amazon's HQ2. Its strengths are many including a highly educated workforce, diversity of universities and research institutions, transit system, rich urban neighborhoods, waterfront, and overall quality of life. The economic impacts of bringing Amazon to Boston could create 50,000 jobs, equal \$5 billion in capital investment, and generate significant tax growth for the municipalities surrounding Boston and the Commonwealth.

An investment by both the Commonwealth, local municipalities, and possibly the Federal government will be necessary to win the competition for Amazon. In order to justify this investment the economic benefits created by a new Amazon HQ must be shared amongst many parties and create access for all segments of Boston's existing population to the new jobs and economic opportunity that will be created.

For this reason Amazon on the Orange Line is a compelling strategy.

The Campus(es)

In Seattle Amazon has two primary campuses located roughly .6 miles apart in the South Lake Union neighborhood. The requirement for HQ2 expected to be developed over 15-17 years consists of the following:

Phase 1:	500K – 1M SF
Phase 2:	1M – 2M SF
Phase 3:	2M – 3M SF
Total:	up to 8M SF

Site selection must consider the immediate requirement for the initial development of up to 1M square feet while ensuring the long term availability of future development that will be staged over the course of the following decade.

A collection of sites located on the Orange Line can satisfy both the immediate need and the prospect of expansion over time by Amazon, as well as, growth and expansion for the numerous partners and affiliates that will desire to be located near and adjacent to Amazon's HQ2.

A collection of interconnected and proximate sites located on the Orange line include Assembly Square, Sullivan Square, Northpoint, and North Station. Refer to Exhibit A – Boston / Somerville Campus Map and Exhibit B – Boston / Somerville Campus Close Up.

- Assembly Square has 1.5M square feet of commercial office space fully entitled and ready for construction with the ability to expand by an additional 1.5 – 2.5 M square feet.
- Sullivan Square is ripe for major infrastructure improvements. When combined with land controlled by the MBTA, an opportunity for up to 4.0 – 5.0 M square feet of commercial office could be accommodated.
- Northpoint has entitlements for up to 2.0 M square feet of commercial development.
- North Station has entitlements for a 520K square foot tower.

Key Site Selection Factors:

Multi-Jurisdictional Site(s). A site or collection of sites that span multiple municipalities will share the economic benefits, as well as, help shoulder the economic burdens.

The proposed sites are located in the City of Boston, Somerville, and Cambridge. A regional solution as contemplated by Amazon on the Orange Line warrants the support and participation of the Commonwealth.

Orange Line is the Workforce Line. Bringing Amazon to Boston will create a tremendous number of jobs both directly and indirectly. Access and connectivity to those jobs and the economic opportunities that they create needs to benefit many of the diverse communities in and around the region.

The Orange Line creates a strong link north and south to many communities that need access to greater economic opportunity. To the south Roxbury, Jamaica Plain, and Forest Hills and to the north Medford and Malden all have direct connection to Assembly and Sullivan Square via the Orange Line. Immediately proximate to both of these sites are Chelsea, Everett, and East Boston.

In addition, the many of the most sought after neighborhoods by the knowledge workforce including Somerville, Charlestown, East Cambridge, North Boston, and the South End are all proximate or immediately accessible via the Orange Line.

Refer to Exhibit C – Regional Map

Land Control. The full Amazon campus is expected to require as much as 15-17 years to reach full build out with an immediate need for growth today. As such the selected site(s) must have significant entitlements in place and be able to deliver 1M square feet immediately. In addition, the land available for future development must be held in a structure that can allow for the staged delivery of future development over a much longer time period. Finally, there needs to be sufficient excess opportunity for development connected and adjacent to the proposed campus locations to allow for flexibility in growth and for the co-location of strategic affiliates and partners who desire to be near Amazon's HQ2.

Assembly Square has 1.5M square feet entitled and immediately ready for development, controlled by Federal Realty with the financial capacity to execute a development of this scale. An additional 1–1.5 M square feet is in the entitlement process and anticipated to be ready for development in 12-18 months on an adjacent parcel controlled by a partnership of Novaya, Cresset and Eastern.

Sullivan Square is planned for significant infrastructure improvements. Once completed a number of development parcels will be created within the rights of way controlled by the City of Boston. Combined with land currently controlled by the MBTA, a significant opportunity to develop an additional 4-5 M square feet exists. The City of Boston and the Commonwealth have the ability to preserve the opportunity and time the delivery to Amazon as a next stage without being subjected to the same market forces faced by a private owner. In addition, as the owners of the real estate, the City of Boston and the Commonwealth can explore a favorable land transfer value as a potential incentive for Amazon. Finally Focusing on Sullivan Square as a key component to expand economic opportunity within the Commonwealth fits perfectly with the Baker Administration's Real Estate Asset Levering (REAL) Strategy/ Open for Business.

Refer to Exhibit D – Land Control

Capitalize on Significant Infrastructure Investment. Accommodating a campus of the size of Amazon HQ2 requires significant transportation and utility infrastructure.

The Orange Line has been the recipient of significant investment including a new station at Assembly, a new fleet of cars, and improvements to signalization. In addition significant utility infrastructure has been completed to and through Assembly Square.

Sullivan Square is slated for significant transportation improvements which will be partially funded by contributions made by the casino. Additional funding could be sought from the Federal government. Both sites are located in Congressman Capuano's district who has been a strong advocate for Federal investment in the Commonwealth.

Extension of the Silver Line from North Boston thru Chelsea is already underway. The new Amazon HQ2 will be a big incentive to continue the Silver line to intersect and connect with the Orange Line enhancing the metro areas transit connectivity and furthering the connection of economic opportunity to affordable workforce housing.

Super Regional Connectivity. The number of employees generated both directly and indirectly by Amazon requires a robust multi-modal transportation network.

The sites are located at the nexus of I-93, the Fellsway, Route 1, the Orange Line, and the Mystic River. Multiple campus nodes provide for multiple access points via the road and T networks.

Plans for the expansion of water taxi and ferry service up the Mystic River can be expanded to include landings at Sullivan Square further enhancing connectivity to the greater Boston region.

In addition the sites are located close to Boston's Logan Airport. Connection is provided via road with two paths of travel of 3.6 and 4.5 miles, via T with a connection from the Orange Line to the Blue line or via water taxi.

Sustainability. Sustainability is a core value of Amazon. Access to unique sustainability solutions will be a key selling point.

The sites are located across the Mystic River from the Mystic Generating Station a massive producer of waste heat. Taking advantage of the waste heat produced by the power plant to deliver district wide heating to both campuses is a unique sustainability opportunity. In addition proximity to the Mystic River provides for possibilities for geothermal power generation and/or heating and cooling.

Green Space. Provision of Green Space is a stated goal of Amazon's.

The sites are flanked and bordered by a number of existing parks and open spaces including Baxter Park, Draw 7 Park, and Ryan Playground. With the improvement of Draw 7 Park and the Mystic waterfront adjacent to Sullivan Square a continuous path from the Minuteman Bikeway, thru the Alewife Brook Parkway, along the Mystic River, and out to the Boston Harbor will be completed.

Within Assembly Square a number of pocket parks are planned and have already been created. The opportunity exists to create a number of connected open spaces within the Sullivan Square Campus as well.



**Campus 1:
Assembly**

Assembly Square

**Campus 2:
Sullivan Square**

KENDALL SQUARE

**Campus Expansion:
Northpoint**

**Trophy Tower:
North Station**

**EXHIBIT A
BOSTON / SOMERVILLE
CAMPUS MAP**

3000 ft

Google Earth

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**Campus 1:
Assembly**
3 to 4 M SF
1.5 M SF Fully Entitled

Sullivan Sq T-Stop

Assembly T-Stop

**Campus 2:
Sullivan Square**
4-5 M SF

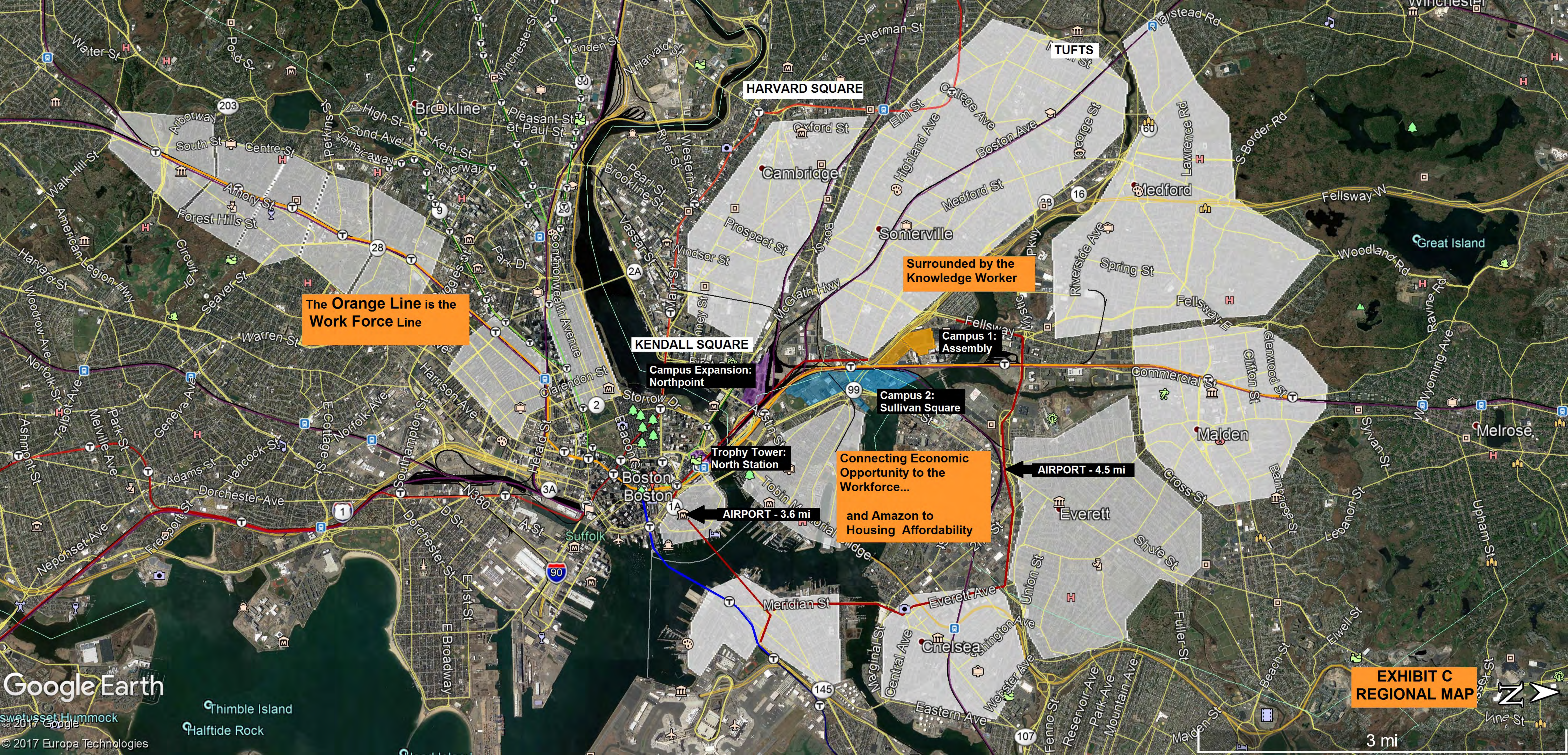
**EXHIBIT B
BOSTON / SOMERVILLE
CAMPUS MAP DETAIL**

2000 ft

Google Earth

© 2017 Google
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The Orange Line is the Work Force Line

Surrounded by the Knowledge Worker

KENDALL SQUARE

Campus Expansion: Northpoint

Campus 1: Assembly

Campus 2: Sullivan Square

Trophy Tower: North Station

Connecting Economic Opportunity to the Workforce... and Amazon to Housing Affordability

AIRPORT - 4.5 mi

AIRPORT - 3.6 mi

EXHIBIT C
REGIONAL MAP

3 mi



Controlled by:
Cresset / Novaya / Eastern

Controlled by:
Federal Realty

Controlled by:
City of Boston & MBTA

SOMERVILLE

BOSTON

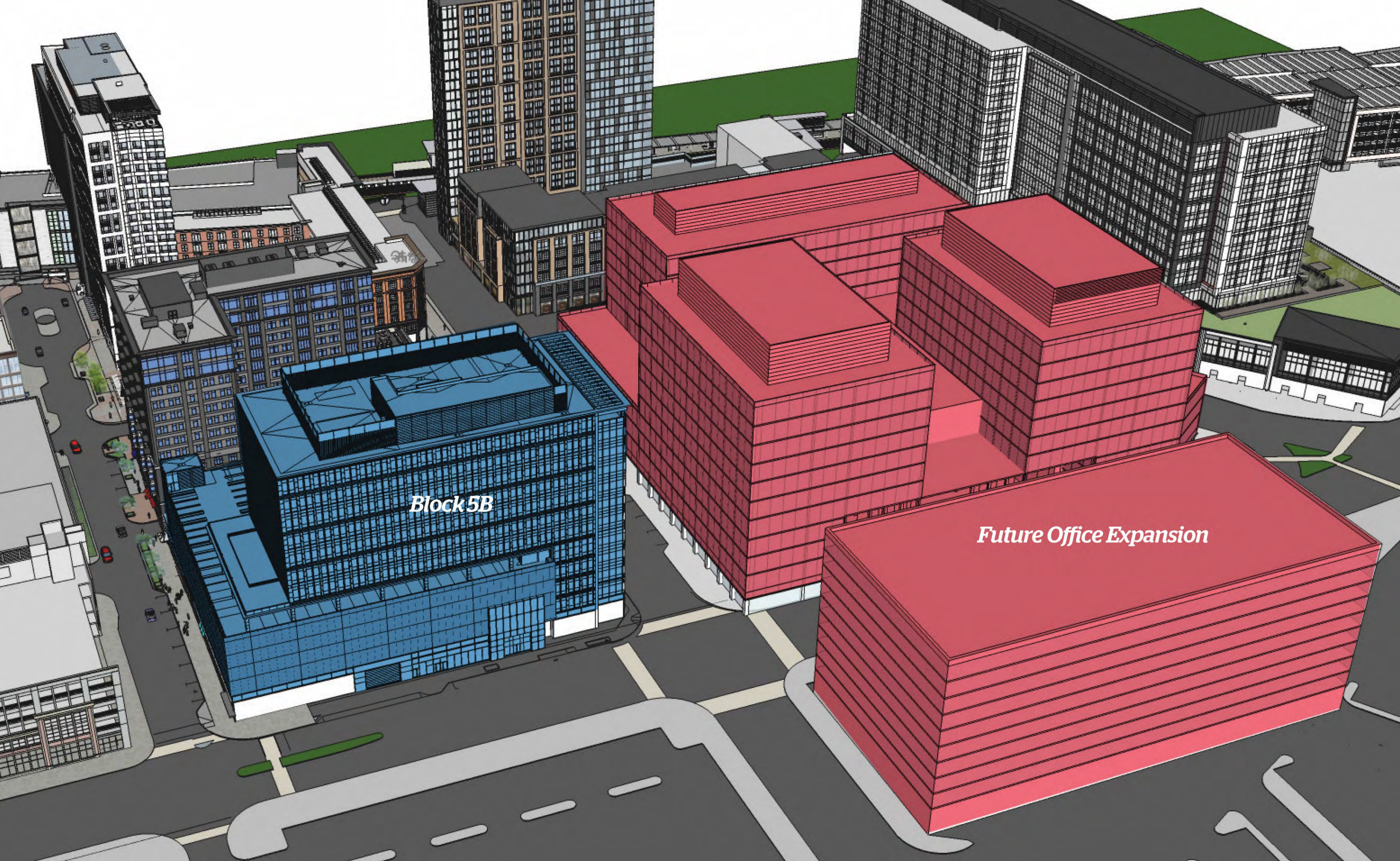
EXHIBIT D
LAND CONTROL

2000 ft

Google Earth

© 2017 Google
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Block 5B

Future Office Expansion



From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Ng, Albert](#); [Goodall, Devon L. \(MOBD\)](#); [Thomas, Steve](#)
Cc: [Henderson, Richard](#); [Liss, Lauren](#); [Saia, Susan \(EOHED\)](#)
Subject: RE: Secretary Ash Feedback
Date: Friday, October 13, 2017 8:27:25 PM

Hi Team VHB,

We are actively uploading our summary of changes and redlined versions of our content sections to Share File. Please be in touch should you need any clarification. Tuesday morning would be great to do a flip-through. Should we schedule for 8AM at MassDevelopment? Jay may even be able to attend – copying his assistant here to help coordinate.

Lastly, we will need an updated proposal for our review, with the revision sent today, by Sunday night. While we understand your concerns, we need to be sure we are also meeting the expectations of the Secretary, Chief of Staff and Governor. It is critical to us doing our jobs to have these changes updated and in final format so that we can appropriately respond to their feedback and questions as they arise Sunday and into Monday. Let's discuss if there is significant concern about this, but I did discuss with the Secretary before I pushed back and he agreed this step is necessary.

We truly appreciate the work you are doing and understand this aggressive timeline is putting significant personal and professional strain on everyone.

Look forward to working through this together!

Talk soon.

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ng, Albert [<mailto:ANG@VHB.com>]
Sent: Friday, October 13, 2017 11:58 AM
To: Goodall, Devon L. (MOBD); Thomas, Steve
Cc: Ward Weeden, Aimee (EOHED)
Subject: RE: Secretary Ash Feedback
Devon,

Thank you for the information below. While we appreciate the desire to see an interim draft with the full graphics and photos included. As we discussed yesterday, we think that it would be counterproductive to generate interim drafts at this point.

We do want to set up a time and date with you for a final flip through before printing. Given that final content is due at 3 PM Monday, would you be available first thing Tuesday morning? We need to release the files to the printer Tuesday by 9AM to finish the run by 5pm.

Thanks.

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

From: Goodall, Devon L. (MOBD) [<mailto:Devon.L.Goodall@MassMail.State.MA.US>]
Sent: Friday, October 13, 2017 11:04 AM
To: Ng, Albert <ANG@VHB.com>; Thomas, Steve <STHOMAS@VHB.com>
Cc: Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>
Subject: RE: Secretary Ash Feedback

Hi Albert and Steve,

Circling back on the feedback that we've been sending over and a quick update on sites.

Sites:

- Adding Quincy
- Removing Randolph – I think this works out as an even trade for the same graphic placement
- Expecting Boston descriptions to come in shortly and will forward ASAP

For the photos, testimonial call outs and graphics, I know they were on the back burner because content was a priority for yesterday. I'm sure that you are working on updating the graphics, photos etc. with everything we have sent over in the past few days today. Is it possible to see an interim draft over the weekend with an update on the photos, graphics etc.?

We will also be moving the energy section to behind incentives but before quality of life per Secretary Ash's comments. I'll send around an updated storyboard as soon as I receive it.

Thanks!

Devon

From: Goodall, Devon L. (MOBD)

Sent: Thursday, October 12, 2017 9:31 PM

To: Ng, Albert; Thomas, Steve

Cc: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)

Subject: Re: Secretary Ash Feedback

The Amazon distribution centers with non stop flights is attached - Massport had the request yesterday and pulled it together. We only need to do this for foreign nonstop flights.

MA Locations:

Cambridge

Boston

North Reading

Stoughton

Fall River

From: Ng, Albert <ANG@VHB.com>

Sent: Thursday, October 12, 2017 9:26 PM

To: Goodall, Devon L. (MOBD); Thomas, Steve

Cc: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)

Subject: Re: Secretary Ash Feedback

Thanks Devon.

Can you find out the location of all existing amazon facilities in the commonwealth? Cities of amazon Distribution centers (foreign and domestic) with non stop flights to Boston?

Get [Outlook for iOS](#)

From: Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>

Sent: Thursday, October 12, 2017 9:19:52 PM

To: Thomas, Steve; Ng, Albert

Cc: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)

Subject: Secretary Ash Feedback

Hi Steve and Albert,

Attached is Secretary Ash's comments on the document from today's meeting. Adrian is going to work on tracking down some of the specific photo requests. Let us know if you have any questions.

Thanks!

Devon

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From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Ng, Albert](#); [Bosworth, Scott \(DOT\)](#); [Stone, Benjamin \(ANF\)](#); [Mohler, David \(DOT\)](#); [Sullivan, Jennifer F. \(ANF\)](#); [Fichter, Katherine \(DOT\)](#)
Cc: [Vladeck, Abigail \(GOV\)](#); [Thomas, Steve](#); [Mcardle, Michael](#)
Subject: RE: List of Transportation Projects - Project Rufus
Date: Friday, October 13, 2017 8:28:06 PM

This is addressed in our redline version of transportation.

Thanks

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ng, Albert [mailto:ANG@VHB.com]
Sent: Friday, October 13, 2017 3:35 PM
To: Bosworth, Scott (DOT); Stone, Benjamin (ANF); Mohler, David (DOT); Sullivan, Jennifer F. (ANF); Fichter, Katherine (DOT)
Cc: Vladeck, Abigail (GOV); Ward Weeden, Aimee (EOHED); Thomas, Steve; Mcardle, Michael
Subject: List of Transportation Projects - Project Rufus

Team,

Secretary Ash wanted to include a list of transportation projects as a call out in the transportation section.

The theme of the document is revolution/evolution.

Are you comfortable if we add a list of the following transportation projects to the margin of the transportation section? Wordsmithing is welcome.

New and upcoming additions our evolving transportation system to increase capacity and reliability

Green Line Extension

Silver Line Gateway

Track, Signal and Power Upgrades

All Electronic Tolling

Orange and Red Line Rolling Stock Procurement

Complete Streets Program

Automated Fare Collection 2.0

Albert Ng

Senior Transportation Planner/Transportation Technology Leader



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Vanasse Hangen Brustlin, Inc. | info@vhb.com

From: [Kaneb, Michael \(GOV\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Vladeck, Abigail \(GOV\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: Re: Redlines
Date: Friday, October 13, 2017 8:44:24 PM

Sounds like movement. I will be available pretty much all day tomorrow by cell. I will leave NJ around 8 or so and be ready for any work that needs to be picked up Sunday all day.
Thanks

On Oct 13, 2017, at 7:19 PM, Ward Weeden, Aimee (EOHED)
<aimee.ward@MassMail.State.MA.US> wrote:

Hey there, Abi! (Copying Mike so he knows what we have been up to)
We have made good progress, but wanted to get you reoriented to the dropbox.
Good news! In the Dropbox you will find your folder ☺ Dropbox\Project Rufus\Content\REDLINES 10-13-17
Within that folder you will find your saved redline word documents **AND new** redlined word documents from our quality checkers. It is up to you, but for my sections I used the quality checked versions and made further edits. Once I completed my edits, I saved as “Final for VHB” and moved to that folder. These documents should be used going forward as our latest versions.
Devon and I will be sending (loading to share file) the following to VHB by the time we leave:

- <!--[if !supportLists]-->1.) <!--[endif]-->Redlines of Mass Fast Facts, Energy, Transpo, Incentives, Quality of life, Conclusion (sorry Mike it is still in for now).
- <!--[if !supportLists]-->2.) <!--[endif]-->A summary of all Jay, Mike and “smaller” edits throughout the documents with references to page numbers.
- <!--[if !supportLists]-->3.) <!--[endif]-->A summary of graphic, photo, table changes that we would like to see.

I will be available all night and then until about 10 tomorrow morning. Back online Sunday a.m. – but always available for emergencies!

Hope you get to enjoy your parents visit ☺

Talk soon,

Aimee

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

[Tel: 617-788-3658](tel:617-788-3658)

[Cell: 617-356-3037](tel:617-356-3037)

From: Ng, Albert
To: [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Goodall, Devon L. \(MOBD\)](#)
Subject: Re: List of Transportation Projects - Project Rufus
Date: Friday, October 13, 2017 9:06:04 PM

Got it. Thank you

Get [Outlook for iOS](#)

From: Ward Weeden, Aimee (EOHED)
Sent: Friday, October 13, 2017 9:05:25 PM
To: Ng, Albert
Cc: Goodall, Devon L. (MOBD)
Subject: Re: List of Transportation Projects - Project Rufus

Albert for additional inquiries please direct them to me and Devon and we will get you answers.

Making inquiries to all those people causes mass confusion!

Our edits are included in the red line to version that is what should be included in the document.

Thanks!

Aimee
617-356-3037

Sent from my iPhone

On Oct 13, 2017, at 9:01 PM, Ng, Albert <ANG@VHB.com> wrote:

Thank you, Kate.

I appreciate the feedback.

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From: Fichter, Katherine (DOT) <Katherine.Fichter@dot.state.ma.us>
Sent: Friday, October 13, 2017 8:54:26 PM
To: Ng, Albert
Cc: Bosworth, Scott (DOT); Stone, Benjamin (ANF); Mohler, David (DOT); Sullivan, Jennifer F (ANF); Tesler, Jamey (DOT); Vladeck, Abigail (GOV); Ward Weeden, Aimee (EOHED); Thomas, Steve; Mcardle, Michael
Subject: Re: List of Transportation Projects - Project Rufus

Albert -

Apologies for my tardiness on this, but the language looks fine to me.

Thank you,
Kate

Sent from my iPhone

On Oct 13, 2017, at 4:10 PM, Ng, Albert <ANG@VHB.com> wrote:

Kate,

I believe that all of these programs are referenced in one form or another either within the transportation section or somewhere in the document. I think Secretary Ash just wanted a callout to highlight and list the project in one spot.

I did want your team to review the following: I've attached a infographic we produced based on David Mohler's CIP analysis. We need some lead in text and I wanted to share what we are thinking of including to provide context for the infographic. The paragraph is largely taken from Secretary Pollack's welcome letter to the CIP update and the definitions are from the CIP document update. Does this work for you?

The portfolio of strategic investments contained in Commonwealth's Capital Investment Plan (CIP) is organized into three important priority areas: system reliability, asset modernization, and capacity expansion.

These priorities form the foundation of not only this plan, but of a vision for MassDOT and the MBTA to provide all Massachusetts residents and businesses with access to safe and reliable transportation options.

Reliability - Maintain and improve the overall condition and reliability of the transportation system

Modernization - Modernize the transportation system to make it safer and more accessible and to accommodate growth

Expansion - Expand diverse transportation options for communities throughout the Commonwealth

Thank you.

Albert

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922

www.vhb.com

From: Fichter, Katherine (DOT)

[<mailto:Katherine.Fichter@dot.state.ma.us>]

Sent: Friday, October 13, 2017 3:37 PM

To: Ng, Albert <ANG@VHB.com>; Bosworth, Scott (DOT) <scott.bosworth@state.ma.us>; Stone, Benjamin (ANF) <benjamin.stone@state.ma.us>; Mohler, David (DOT)

<david.mohler@state.ma.us>; Sullivan, Jennifer F (ANF)
<jennifer.f.sullivan@state.ma.us>; Tesler, Jamey (DOT)
<jamey.tesler@state.ma.us>

Cc: Vladeck, Abigail (GOV) <abigail.vladeck@state.ma.us>; Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>; Thomas, Steve <STHOMAS@VHB.com>; Mcardle, Michael <MMcardle@VHB.com>

Subject: RE: List of Transportation Projects - Project Rufus
Albert –

I thought that these projects had already been included in the transportation section, no? I'm comfortable with using them, although they don't all necessarily fit the 'revolution/evolution' theme. But they are certainly fine examples to use. Do you need us to review the write-ups again?

Thank you,

Kate

Kate Fichter

Assistant Secretary for Policy Coordination
Massachusetts Department of Transportation
10 Park Plaza, Room 4160
Boston, MA 02116
857-368-8981
katherine.fichter@state.ma.us

From: Ng, Albert [<mailto:ANG@VHB.com>]

Sent: Friday, October 13, 2017 3:35 PM

To: Bosworth, Scott (DOT); Stone, Benjamin (ANF); Mohler, David (DOT); Sullivan, Jennifer F (ANF); Fichter, Katherine (DOT)

Cc: Vladeck, Abigail (GOV); Ward Weeden, Aimee (EOHED); Thomas, Steve; Mcardle, Michael

Subject: List of Transportation Projects - Project Rufus

Team,

Secretary Ash wanted to include a list of transportation projects as a call out in the transportation section.

The theme of the document is revolution/evolution.

Are you comfortable if we add a list of the following transportation projects to the margin of the transportation section? Wordsmithing is welcome.

New and upcoming additions our evolving transportation system to increase capacity and reliability

Green Line Extension

[Silver Line Gateway](#)

Track, Signal and Power Upgrades

[All Electronic Tolling](#)

Orange and Red Line Rolling Stock Procurement

[Complete Streets Program](#)

[Automated Fare Collection 2.0](#)

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

PO Box 9151
Watertown, MA 02472-4026
P 617.607.2922 | **M** 857.234.1306 | **F** 617.924.2286
ang@vhb.com

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From: [Bosworth, Scott \(DOT\)](#)
To: [Ng, Albert](#)
Cc: [Stone, Benjamin \(ANF\)](#); [Mohler, David \(DOT\)](#); [Sullivan, Jennifer F. \(ANF\)](#); [Fichter, Katherine \(DOT\)](#); [Vladeck, Abigail \(GOV\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Thomas, Steve](#); [Mcardle, Michael](#)
Subject: Re: List of Transportation Projects - Project Rufus
Date: Saturday, October 14, 2017 9:32:44 AM

Albert: In addition to the list below I included a list of our current vehicle procurements (rail car and busses). The total number of vehicles is quite impressive and, I believe should be included. The rest of the list looks good to me. Thanks! Scott

Sent from my iPad

On Oct 13, 2017, at 3:35 PM, Ng, Albert <ANG@VHB.com> wrote:

Team,
Secretary Ash wanted to include a list of transportation projects as a call out in the transportation section.

The theme of the document is revolution/evolution.

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[Automated Fare Collection 2.0](#)

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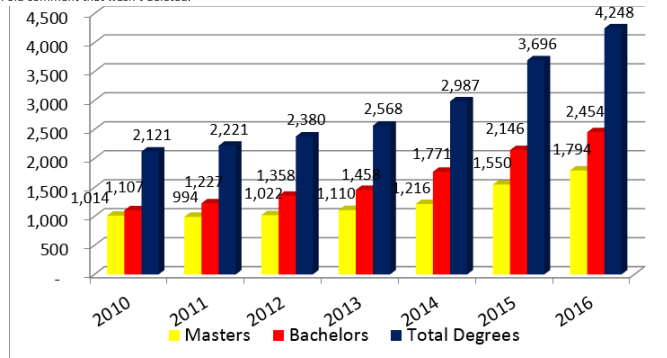
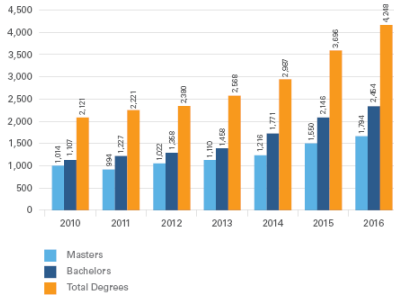
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From: Ng, Albert
 To: [Ward Wecken Almee \(FOHFD\)](#)
 Cc: [Goodall, Devon L. \(MOBD\)](#)
 Subject: FW: Amazon: Talent section: edit question
 Date: Saturday, October 14, 2017 10:39:17 AM
 Attachments: [image003.png](#)
[image004.png](#)

Hi. Just a clarification of your comments.
 You provided some charts on the talent section which we think we addressed already. It's around the presentation of charts. See below.
 You asked us to improve the presentation of the charts. We just want to make sure that this is an old comment that wasn't deleted.

Computer Science & Information Science

Total Degrees Granted (2010—2016)



[Note to VHB: Please improve presentation of chart]

Occupational Group	Total MA Workers 2016	% of Total MA Employment All Occupations	% of Total US Employment All Occupations
Math and Computer Occupations	142,740	4%	3%
Sub-Occupational Groups			
	Total MA Workers 2016	% of Total MA Employment in Math and Computer Occupations	% of Total US Employment in Math and Computer Occupations
Software Developers/Systems Software	27,630	19%	10%
Software Developers/Applications	31,150	22%	20%
Sub-Total Software Developers	58,780	41%	30%

Source: Occupational Employment and Wage Statistics, May 2016

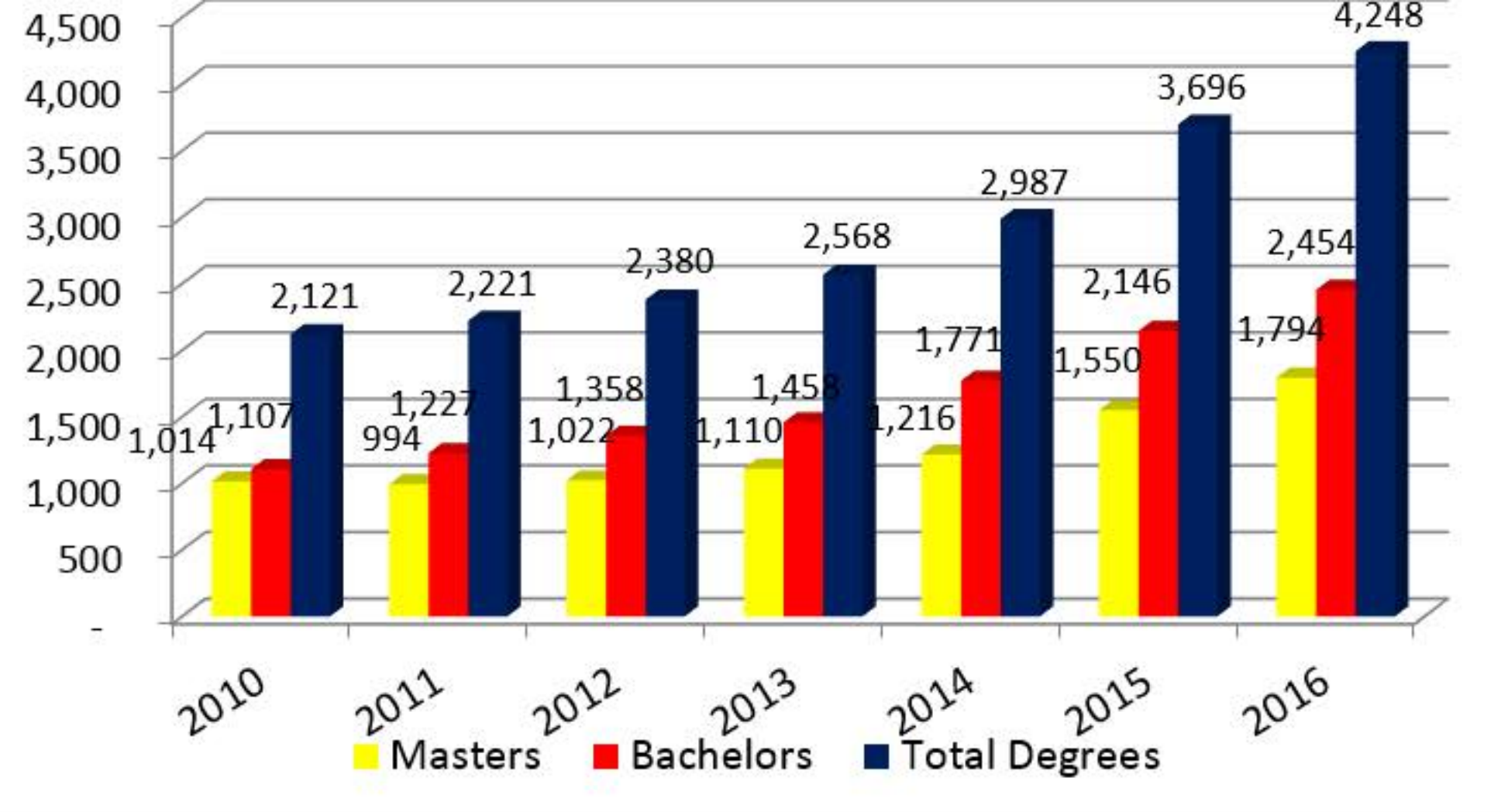
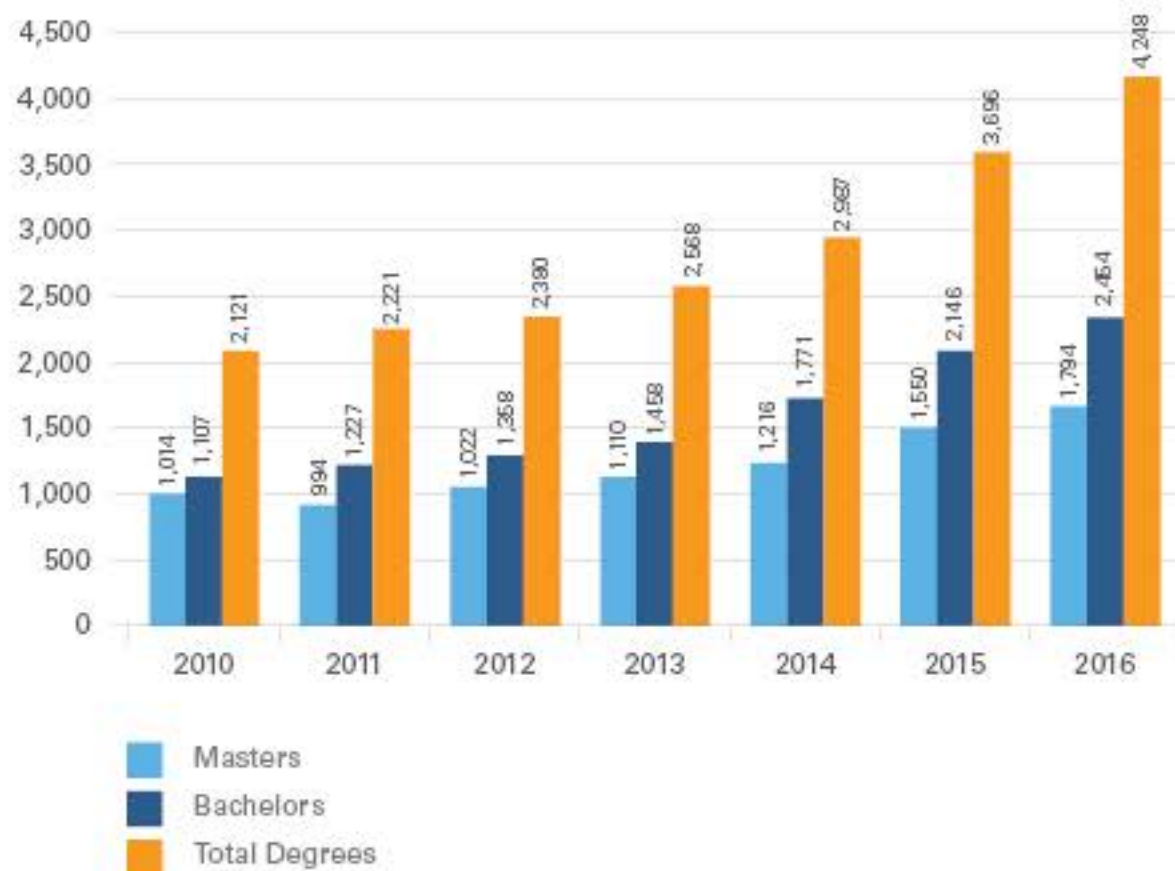
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[Note to VHB: Please improve presentation of chart]

Computer Science & Information Science

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Sub-Total Software Developers	58,780	41%	30%

Data Source: Occupational Employment and Wage Statistics, May 2016

[Note to VHB: Please improve presentation of chart]

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Cournoyer, Jeff](#)
Cc: [Conway, Scott](#); [Carter, Lauren](#); [Murphy, Colin](#); [Servetnick, Adrian \(EOHED\)](#)
Subject: Re: Amazon
Date: Saturday, October 14, 2017 9:49:00 PM

Yes, it qualifies. Thank you!!

Best,
Devon

Devon Goodall
617-413-6058

On Oct 14, 2017, at 9:35 PM, Cournoyer, Jeff <JCournoyer@umassp.edu> wrote:

Devin,

Does this e-mail qualify as written permission? If so, you have permission to use any photos on a UMass website, courtesy of UMass, for the purposes of promoting state economic development initiatives.

Best,

Jeff

Sent from my iPhone

On Oct 14, 2017, at 7:58 PM, Goodall, Devon L. (MOBD)
<Devon.L.Goodall@MassMail.State.MA.US> wrote:

Jeff - we really appreciate you help on this! Thank you.

The specific photos we are looking to use are from UMass Lowell and UMass Dartmouth's websites. Please let us know if you would like to see the images.

Devon

Devon Goodall
617-413-6058

On Oct 14, 2017, at 7:51 PM, Conway, Scott
<SConway@umassp.edu> wrote:

Hi Jeff,

I heard from Devon at HED tonight, they are sending out their final packeton Monday morning at 10:00am and would like to include photos from our campuses. Their consultant is requiring permission from us to use any photos. Would it be possible to get them written permission before Monday for use of the photos? I have CC'd Devon here.

Thanks for any help you can give!

Scott

Sent from my iPhone

From: [Vladeck, Abigail \(GOV\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Ng, Albert](#)
Cc: [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: Amazon: Talent section: edit question
Date: Saturday, October 14, 2017 10:05:35 PM

Sorry I'm just getting to this now. Yes, that was an old comment.

Abi

From: Ward Weeden, Aimee (EOHED)
Sent: Saturday, October 14, 2017 11:21 AM
To: Ng, Albert
Cc: Goodall, Devon L. (MOBD); Vladeck, Abigail (GOV)
Subject: Re: Amazon: Talent section: edit question
Yes - I believe it was an old comment but I'm looping in Abi to confirm that.
Thx

Aimee
617-356-3037
Sent from my iPhone

On Oct 14, 2017, at 10:39 AM, Ng, Albert <ANG@VHB.com> wrote:

Hi. Just a clarification of your comments.
You provided some charts on the talent section which we think we addressed already. It's around the presentation of charts. See below.
You asked us to improve the presentation of the charts. We just want to make sure that this is an old comment that wasn't deleted.

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From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Info for Supporting Information section
Date: Sunday, October 15, 2017 9:45:44 AM
Attachments: [labor and wage info for appendix.docx](#)

Hi Albert,

Uploaded in the dropbox and attached is the data for the supporting information section. I'm sorry for not getting this to you sooner!

Devon

RFR Information Requested (for possible inclusion in the Appendix)

#5. Please provide labor and wage information in the general job categories described. Please provide relevant labor pool information.

Labor Pool Information in the Job Categories Relevant to Amazon

2016 Labor Information Selection of Occupational Projections in the General Categories for Massachusetts	2016 Employment
General and Operations Managers	71,880
Administrative Assistants	43,310
Accountants and Auditors	35,730
Software Developers, Applications	31,150
Software Developers, Systems Software	27,630
Computer User Support Specialists	19,220
Lawyers	17,440
Computer and Information Systems Managers	15,540
Computer Systems Analysts	14,130
Network and Computer Systems Administrators	10,260
Paralegals and Legal Assistants	7,880
Computer Occupations, All Other	6,610
Operations Research Analysts	4,590
Computer Network Architects	4,350
Web Developers	4,030
Database Administrators	2,940
Statisticians	2,640

Data Source: Occupational Employment and Wage Statistics; May 2016

Wage Rate Information in the Job Categories Relevant to Amazon

Occupation Title	Mean Annual Wage	Entry Level Annual Wage	Senior Level Annual Wage
Management Occupations	\$128,750	\$63,730	\$161,260
Accountants	\$82,420	\$52,550	\$97,360
Computer and Mathematical Occupations	\$96,860	\$57,600	\$116,490
Computer Systems Analysts	\$93,990	\$64,090	\$108,950
Software Developers, Applications	\$110,410	\$69,850	\$130,690
Software Developers, Systems Software	\$114,330	\$78,310	\$132,340
Legal Occupations	\$122,330	\$49,690	\$158,650
Office and Administrative Support Occupations	\$42,970	\$26,930	\$51,000

Data Source: Occupational Employment and Wage Statistics; May 2016

2014-2024 Projected Growth Selection of Occupational Projections in the General Categories for Massachusetts	Projected 2024 Employment	Expected % Growth
Statisticians	3,249	35%
Operations Research Analysts	4,162	29%
Web Developers	5,675	22%
Computer Systems Analysts	19,428	18%
Software Developers, Applications	31,626	15%
Computer and Information Systems Managers	17,284	12%
Database Administrators	4,180	10%
Software Developers, Systems Software	30,452	10%
Computer User Support Specialists	18,285	10%
Computer Network Architects	4,902	9%
Accountants and Auditors	42,100	8%
Computer Occupations, All Other	5,238	7%
Network and Computer Systems Administrators	10,511	7%
General and Operations Managers	65,298	5%
Paralegals and Legal Assistants	7,162	4%
Lawyers	22,498	2%
Administrative Assistants	46,436	1%

Source: Job growth projections are derived from U.S. Bureau of Labor Statistics, National Employment Matrix database methodology incorporating labor force, aggregate economy, final demand (GDP) by consuming sector and product, industry output, employment by industry, and employment by occupation.

#6: Please also include a list of universities and community colleges with relevant degrees and the numbers of students graduating with those degrees over the last three years.

Relevant Degrees Granted Over Three Year Period

3 Year Total Degrees Granted (including Bachelors, Masters and Doctorate for the selected areas of study)	Engineering	Business, Accounting or Finance	Legal	Computer Science
American International College	0	243	0	0
Amherst College	0	0	58	69
Anna Maria College	0	137	13	0
Assumption College	0	604	0	25
Babson College	0	3,287	0	0
Bard College at Simon's Rock	11	0	0	7
Bay Path University	0	713	67	0
Becker College	0	184	8	0
Bentley University	0	4,747	1	303
Boston College	0	3,389	794	347
Boston University	1,960	4,974	1,375	1,286
Brandeis University	0	921	0	401
Bridgewater State University	0	1,084	0	82
Cambridge College	0	575	0	0
Clark University	0	716	0	115

College of Our Lady of the Elms	0	226	14	21
Curry College	0	366	0	29
Dean College	0	97	0	0
Eastern Nazarene College	16	274	0	1
Emerson College	0	790	0	0
Emmanuel College	0	436	0	0
Endicott College	2	870	0	52
Fisher College	0	279	0	19
Fitchburg State University	0	438	0	119
Framingham State University	0	509	0	75
Franklin W Olin College of Engineering	243	0	0	0
Gordon College	0	179	0	17
Hampshire College	0	6	8	35
Harvard University	612	3,545	2344	530
Hult International Business School	0	1,955	0	0
Lasell College	0	540	22	0
Lesley University	0	101	0	0
Massachusetts College of Liberal Arts	0	219	0	39
Massachusetts Institute of Technology	4,165	2,435	0	1,432
Massachusetts Maritime Academy	433	115	0	0
Massachusetts School of Law	0	0	352	0
Merrimack College	114	615	0	39
MGH Institute of Health Professions	0	0	0	0
Mount Holyoke College	0	0	0	50
Mount Ida College	0	190	0	0
National Graduate School of Quality Management	0	389	0	0
New England Law-Boston	0	0	844	0
Newbury College	0	146	12	13
Nichols College	0	919	1	0
Northeastern University	3,771	4,306	661	1,205
Northeastern University Professional Advancement	10	3,184	42	416
Pine Manor College	0	22	0	0
Regis College	0	72	0	1
Salem State University	0	1,104	0	53
Simmons College	0	278	0	33
Smith College	90	0	0	41
Springfield College	0	157	0	8
Stonehill College	0	378	0	25
Suffolk University	40	2,739	1,538	101
Tufts University	816	94	34	349
University of Massachusetts-Amherst	1,852	4,094	326	626
University of Massachusetts-Boston	9	1,867	10	514
University of Massachusetts-Dartmouth	580	1,615	196	191
University of Massachusetts-Lowell	1,892	1,926	0	979
Wellesley College	0	0	0	131
Wentworth Institute of Technology	363	563	0	264

Western New England University	367	707	373	73
Westfield State University	0	628	0	90
Wheaton College	0	38	0	31
Wheelock College	0	35	0	0
Williams College	0	0	0	86
Worcester Polytechnic Institute	3,230	551	0	548
Worcester State University	0	610	0	60

Source: Association of Independent Colleges and Universities in Massachusetts, Degree Granted Data 2014-2016

FYI: RFR also requires – “Please include all levels of talent available in the MSA, including executive talent and the ability to recruit talent to the area” – I think this is addressed in other parts of the proposal and does not need anything more specific in the Appendix or other places.

From: [Henderson, Richard](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Ng, Albert](#); [Goodall, Devon L. \(MOBD\)](#); [Thomas, Steve](#); [Liss, Lauren](#); [Saia, Susan \(EOHED\)](#)
Subject: Re: Secretary Ash Feedback
Date: Sunday, October 15, 2017 10:24:40 AM

If you haven't seen it already, heads up that the Globe this morning has done a four-page pullout on how we should relate to Amazon.

Sent from my iPad

> On Oct 13, 2017, at 9:08 PM, Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US> wrote:

>

> We will have all edits including the Principal edits by Monday hopefully by noon but 3 PM is our drop-dead.

>

> We have already gotten about 50% of the principal feedback so we anticipate this will be completed on the earlier side.

>

>

>

> Aimee

> 617-356-3037

>

> Sent from my iPhone

>

>

>> On Oct 13, 2017, at 9:01 PM, Henderson, Richard <Rhenderson@Massdevelopment.com> wrote:

>>

>> Hi Aimee,

>> We would be happy to host a final flip-through on Tuesday morning.

>> Regarding VHB's work this weekend, what are your expectations as to when they will receive the principals' comments on the current draft and how those are or are not to be incorporated into the interim draft you are requesting? Thanks for your efforts on keeping everything moving forward.

>> Richard

>>

>> Sent from my iPhone

>>

>> On Oct 13, 2017, at 8:27 PM, Ward Weeden, Aimee (EOHED)

<aimee.ward@MassMail.State.MA.US<<mailto:aimee.ward@MassMail.State.MA.US>>> wrote:

>>

>> Hi Team VHB,

>>

>> We are actively uploading our summary of changes and redlined versions of our content sections to Share File. Please be in touch should you need any clarification. Tuesday morning would be great to do a flip-through. Should we schedule for 8AM at MassDevelopment? Jay may even be able to attend – copying his assistant here to help coordinate.

>>

>> Lastly, we will need an updated proposal for our review, with the revision sent today, by Sunday night. While we understand your concerns, we need to be sure we are also meeting the expectations of the Secretary, Chief of Staff and Governor. It is critical to us doing our jobs to have these changes updated and in final format so that we can appropriately respond to their feedback and questions as they arise Sunday and into Monday. Let's discuss if there is significant concern about this, but I did discuss with the Secretary before I pushed back and he agreed this step is necessary.

>>

>> We truly appreciate the work you are doing and understand this aggressive timeline is putting significant personal and professional strain on everyone.

>>

>> Look forward to working through this together!

>>

>> Talk soon.

>>

>> Aimee Ward Weeden

>> Chief of Staff and Director of Policy

>> Executive Office of Housing and Economic Development

>> One Ashburton Place

>> Room 2101

>> Boston, MA 02108

>> Tel: 617-788-3658<Tel:617-788-3658>

>> Cell: 617-356-3037

>>

>>

>>

>>

>> From: Ng, Albert [<mailto:ANG@VHB.com>]

>> Sent: Friday, October 13, 2017 11:58 AM

>> To: Goodall, Devon L. (MOBD); Thomas, Steve

>> Cc: Ward Weeden, Aimee (EOHED)

>> Subject: RE: Secretary Ash Feedback

>>

>> Devon,

>>

>> Thank you for the information below. While we appreciate the desire to see an interim draft with the full graphics and photos included. As we discussed yesterday, we think that it would be counterproductive to generate interim drafts at this point.

>>

>> We do want to set up a time and date with you for a final flip through before printing. Given that final content is due at 3 PM Monday, would you be available first thing Tuesday morning? We need to release the files to the printer Tuesday by 9AM to finish the run by 5pm.

>>

>> Thanks.

>>

>> Albert Ng

>> Senior Transportation Planner/Transportation Technology Leader

>>

>> P 617.607.2922

>> www.vhb.com<https://urldefense.proofpoint.com/v2/url?u=http-3A__www.vhb.com_&d=DwMGaQ&c=IDF7oMaPKXpkYvev9V-fVahWL0QWnGCCAfCDz1Bns_w&r=rc5IWfASVsudZUj7NNTrSiMs8cUMNzsiUBfviP0OodI&m=d36IksIBi2z1_IL6Tx4FBvf4FpzIk1wtIZ-SNjmq6QM&s=adqDYoZ5FPDKB6kcArO5TAO2NMwX-4PC6NUYKikaV6k&e=>

>>

>> From: Goodall, Devon L. (MOBD) [<mailto:Devon.L.Goodall@MassMail.State.MA.US>]

>> Sent: Friday, October 13, 2017 11:04 AM

>> To: Ng, Albert <ANG@VHB.com<<mailto:ANG@VHB.com>>>; Thomas, Steve <STHOMAS@VHB.com<<mailto:STHOMAS@VHB.com>>>

>> Cc: Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us<<mailto:aimee.ward@state.ma.us>>>

>> Subject: RE: Secretary Ash Feedback

>>

>> Hi Albert and Steve,

>>

>> Circling back on the feedback that we've been sending over and a quick update on sites.

>>

>> Sites:

>>

>> * Adding Quincy

>> * Removing Randolph – I think this works out as an even trade for the same graphic placement

>> * Expecting Boston descriptions to come in shortly and will forward ASAP

>>

>> For the photos, testimonial call outs and graphics, I know they were on the back burner because content was a priority for yesterday. I'm sure that you are working on updating the graphics, photos etc. with everything we have sent over in the past few days today. Is it possible to see an interim draft over the weekend with an update on the photos, graphics etc.?

>>

>> We will also be moving the energy section to behind incentives but before quality of life per Secretary Ash's comments. I'll send around an updated storyboard as soon as I receive it.

>>

>> Thanks!

>> Devon

>>

>> From: Goodall, Devon L. (MOBD)

>> Sent: Thursday, October 12, 2017 9:31 PM

>> To: Ng, Albert; Thomas, Steve

>> Cc: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)

>> Subject: Re: Secretary Ash Feedback

>>

>>

>> ?The Amazon distribution centers with non stop flights is attached - Massport had the request yesterday and pulled it together. We only need to do this for foreign nonstop flights.

>>

>>

>>

>> MA Locations:

>>

>> Cambridge

>> Boston

>>

>> North Reading

>>

>> Stoughton

>>

>> Fall River

>>

>>

>>

>>

>>

>>

>> _____
>> From: Ng, Albert <ANG@VHB.com<<mailto:ANG@VHB.com>>>
>> Sent: Thursday, October 12, 2017 9:26 PM
>> To: Goodall, Devon L. (MOBD); Thomas, Steve
>> Cc: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)
>> Subject: Re: Secretary Ash Feedback

>>
>> Thanks Devon.

>>
>> Can you find out the location of all existing amazon facilities in the commonwealth? Cities of amazon Distribution centers (foreign and domestic) with non stop flights to Boston?

>>
>> Get Outlook for iOS<[>> _____
>> From: Goodall, Devon L. \(MOBD\) <Devon.L.Goodall@MassMail.State.MA.US<<mailto:Devon.L.Goodall@MassMail.State.MA.US>>>
>> Sent: Thursday, October 12, 2017 9:19:52 PM
>> To: Thomas, Steve; Ng, Albert
>> Cc: Ward Weeden, Aimee \(EOHED\); Vladeck, Abigail \(GOV\)
>> Subject: Secretary Ash Feedback](https://urldefense.proofpoint.com/v2/url?u=https-3A__aka.ms_o0ukef&d=DwMFAw&c=IDF7oMaPKXpkYvev9V-fVahWL0QWnGCCAfCDz1Bns_w&r=lny0lcxXFDdZAot-eg8N0Ue2s3CThcl-dlBPQOjl1IPCip005_ffzTyIRjMragDI&m=EuDTY_E2LsWFp4FHy6z6DFW4gEb1JBOHfG4ZKIN0AM&s=s5fiRwZf_JFBa8ZyEhTA1p9Nm_yYQ-dDXcrAJKYgwVs&e=>></p></div><div data-bbox=)

>>
>> Hi Steve and Albert,

>>
>>
>>
>> Attached is Secretary Ash's comments on the document from today's meeting. Adrian is going to work on tracking down some of the specific photo requests. Let us know if you have any questions.

>>
>>
>>
>> Thanks!
>>
>> Devon

>>
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>> Vanasse Hangen Brustlin, Inc. | info@vhb.com<<mailto:info@vhb.com>>

From: Ng, Albert
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: A-Z
Date: Sunday, October 15, 2017 10:49:43 AM

Hi.

Just thought I would help you smile today.

We're labelling each site on the map with a corresponding letter for easy reference, tied to the site profile. We just happen to have 26 sites.

We have all the sites Amazon needs, from A to Z.

Happy Sunday.

Albert Ng

Senior Transportation Planner/Transportation Technology Leader



101 Walnut Street
PO Box 9151
Watertown, MA 02472-4026
P 617.607.2922 | **M** 857.234.1306 | **F** 617.924.2286
ang@vhb.com

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From: [Ash, Jay \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Kennealy, Michael \(EOHED\)](#)
Subject: Re: A-Z
Date: Sunday, October 15, 2017 11:28:44 AM

That's awesome!

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Ward Weeden, Aimee (EOHED)"
Date: 10/15/17 11:23 AM (GMT-05:00)
To: "Ash, Jay (EOHED)" , "Kennealy, Michael (EOHED)"
Subject: FW: A-Z



Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ng, Albert [mailto:ANG@VHB.com]
Sent: Sunday, October 15, 2017 10:50 AM
To: Ward Weeden, Aimee (EOHED) ; Goodall, Devon L. (MOBD)
Subject: A-Z

Hi.

Just thought I would help you smile today.

We're labelling each site on the map with a corresponding letter for easy reference, tied to the site profile. We just happen to have 26 sites.

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From: Ng, Albert
To: [Servetnick, Adrian \(EOHED\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Re: Replacement Photos - Project Rufus
Date: Sunday, October 15, 2017 12:35:39 PM

Flickr links are best. Thanks!

Get [Outlook for iOS](#)

From: Servetnick, Adrian (EOHED)
Sent: Sunday, October 15, 2017 11:57:31 AM
To: Ng, Albert
Cc: Ward Weeden, Aimee (EOHED)
Subject: Replacement Photos - Project Rufus

Albert-

Would it be easier for your team if I upload photos to the sharefile and put a note with caption and attribution requirements, or if I link to the original flickr source in an email, and note in that what the attribution and caption need to be? We only have a couple actual photo files, the vast majority are from flickr, so it's pretty easy on my end either way.

Best,

Adrian Servetnick

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From: [Kennealy, Michael \(EOHED\)](#)
To: [Ash, Jay \(EOHED\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Re: A-Z
Date: Sunday, October 15, 2017 2:01:01 PM

Yeah!

Sent from my iPhone

On Oct 15, 2017, at 11:28 AM, Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US> wrote:

That's awesome!

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Ward Weeden, Aimee (EOHED)" <aimee.ward@MassMail.State.MA.US>
Date: 10/15/17 11:23 AM (GMT-05:00)
To: "Ash, Jay (EOHED)" <jay.ash@MassMail.State.MA.US>, "Kennealy, Michael (EOHED)" <Michael.kennealy@MassMail.State.MA.US>
Subject: FW: A-Z



Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ng, Albert [<mailto:ANG@VHB.com>]
Sent: Sunday, October 15, 2017 10:50 AM
To: Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>
Subject: A-Z

Hi.

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Happy Sunday.

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From: mail@sf-notifications.com
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Latest Rufus Draft
Date: Sunday, October 15, 2017 7:45:01 PM



Aimee,

Albert Ng has sent you files.

Expires 4/13/18

A note from Albert :

I've uploaded the latest Rufus draft up to Sharefile. Same password to access document.

[Download](#)

Trouble with the above link? You can copy and paste the following URL into your web browser:
<https://vhb.sharefile.com/d/52a6ad4add734098>

ShareFile is a tool for sending, receiving, and organizing your business files online. It can be used as a password-protected area for sharing information with clients and partners, and it's an easy way to send files that are too large to e-mail.

Powered By Citrix ShareFile 2017

From: [Kaneb, Michael \(GOV\)](#)
To: [Sang, Rachel \(GOV\)](#)
Cc: [Frazier, Ricks \(EOHED\)](#)
Subject: Our Story Latest Version
Date: Sunday, October 15, 2017 8:49:58 PM
Attachments: [Our Story 8.1 MK edits 10.15.17.docx](#)

Please take a look and let me know if you have concerns/gray areas.

From: Kaneb, Michael (GOV)
Sent: Sunday, October 15, 2017 8:48 PM
To: Maeghan Welford
Cc: Sang, Rachel (GOV)
Subject: Fact-Checkign Question
Maeghan:

Here's a line that appears in the Amazon pitch. It comes out of a ranking we got (I believe) from you guys. Can you tell me if the language is accurate? (Need an answer by 10:00 am Monday.) It doesn't seem like a stretch, but the question has been in the back of my mind for a day or so. Thanks.

Massachusetts leads the country in technology transfers for commercial development and ranks number two in technology patents granted.

I highlighted the slight change/clarification I made to the earlier language.

Michael Kaneb
Deputy Counsel
Office of the Governor
State House Room 271
Boston, MA 02133
(617) 725-4043

Revolutionary Ideas Begin in Massachusetts

Since before the firing of the first musket at Lexington in 1775, Massachusetts has been generating revolutionary ideas that transform the world. From public transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has long been a trailblazer in the things that matter most.

Today, revolutionary ideas are driving Massachusetts's innovation economy. Because the home of the country's first marathon never settles for good enough, Massachusetts scientists, researchers, and cutting edge companies keep pushing forward in healthcare delivery, technological innovation, and education. As worldwide leaders in robotics, cyber security, and digital health, we're aiming to launch tomorrow's revolutions. And our geographic location and transportation networks make Massachusetts a particularly good launching point: our interstate highway system, rail service, and ports give immediate access to the whole eastern seaboard while Logan airport, immediately adjacent to downtown Boston, provides a direct connection to the rest of the world.

Innovation Ecosystem and Talent

Our economy is thriving because of the innovation ecosystem we've worked hard to foster in Massachusetts. Home to MIT, Harvard, the University of Massachusetts, and 122 more colleges and universities, Massachusetts has more post-secondary degrees per capita than any other state. This kind of intellectual capital drives invention. One sign: Massachusetts leads the country in technology transfers for commercial development and ranks number two in technology patents granted.

Innovation companies that choose to grow in Massachusetts are lucky because our educational institutions produce more than just great ideas. Every year they also produce tens of thousands of smart and highly trained engineers, programmers, mathematicians, doctors, researchers, and technicians. This gives innovation companies based in Massachusetts direct access to a critical resource they often find it hardest to produce on their own—high skilled employees who can immediately contribute to growth.

Collaboration and Problem-Solving

Massachusetts is successful because of collaboration among public and private institutions, state and local governments, business leaders, research universities, and industry. Working together, we have tackled difficult challenges—like improving access to health care and good schools—and we have seized on big new opportunities—like the creation of our world-leading cluster of biotech companies. The work to achieve these accomplishments played out over decades, but the rewards are huge: a quality of life for our residents that is among the highest in the nation and a bright economic future that capitalizes on our biggest strengths.

~~Our political system benefits from this same commitment to collaboration. The Massachusetts Legislature shares the administration's commitment to moving our state forward.~~ In recent years, this spirit of ~~collaboration-cooperation between the executive branch and the Massachusetts Legislature~~ has ~~resulted-produced~~ in an energy policy that has stabilized electric rates, diversified our energy portfolio, and made Massachusetts a national leader in ~~reducing carbon emissions and developing~~ clean energy solutions; ~~trailblazing~~ legislation advancing pay equity between men and women; an economic

development bill that invests in economic opportunity statewide; and housing initiatives to prevent homelessness and grow Massachusetts's transit-adjacent, workforce-oriented communities.

Sites

We're not a large state, but in between the Atlantic Ocean and the Berkshire Mountains, Massachusetts offers a broad variety of attractive sites for Amazon's HQ2. We have infill opportunities in the dense urban core, where public transit is a way of life and a young and highly educated workforce can live, work and play in vibrant, walkable neighborhoods. We have attractive redevelopment opportunities on the edge of the urban ring, along multi-modal transportation corridors that move hundreds of thousands of people each day by train, bus, bike, car, and ferry. We have historic mill sites ready to be converted into chic, industrial campuses. We have greenfields and move-in ready campuses in sought-after suburban communities with transportation options and communications connectivity to bring the world to you. And all over the state, we have opportunities for Amazon to co-locate with colleges and universities that are re-reinventing higher education and developing the talent pool that will drive innovation in the 21st century.

Quality of Life

Talent comes to Massachusetts for our world-class educational facilities but stays to take advantage of our quality of life. This includes a variety of housing options, great K-12 schools, ample opportunities for civic engagement, extensive cultural and recreational amenities, and a progressive, open-minded spirit that embraces new things.

This year, U.S. News & World Report took in the whole picture and named Massachusetts the Best State in America. We agree with their judgment.

Join Us

Massachusetts is made up of 351 cities and towns that together have a global reach. We have some of the finest educational institutions in the U.S., from pre-kindergarten through post-graduate study, and we have the best educated workforce in the country. We are home to multi-cultural cities, close-knit towns, vibrant neighborhoods, and leafy college campuses. By making investments in our workforce and partnering with some of the most creative companies in the world, we foster an innovation ecosystem where invention can thrive. We take the long view, and we push forward to create an exciting future. We hope Amazon decides to come along with us.

From: [Lee, Daniel \(GOV\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Cc: [Vladeck, Abigail \(GOV\)](#); [Sullivan, Jennifer F. \(ANF\)](#); [Kaneb, Michael \(GOV\)](#)
Subject: RE: Latest Full Draft
Date: Sunday, October 15, 2017 9:48:57 PM
Attachments: [Checklist for RFP v8 101517.xlsx](#)

Just finished going through the 101517 7:43pm VHB version in Share File. I've marked all the missing items in red (there are 11) in the attached checklist (v8). A lot are judgement calls. Aimee, I assume you will work with the Secretary on Jen's point about deliberate exclusions?

Also, I noticed various nits (e.g., misplaced punctuation, inconsistent spacing, etc.) and outright typos (e.g., "Commonwealth expects to invest approximately \$3in transportation infrastructure"). At some point tomorrow morning, 1-2 people should sit around a table, split a single copy, and mark off every nit by hand.

Hope this is helpful!

Dan

From: Ward Weeden, Aimee (EOHED)
Sent: Sunday, October 15, 2017 8:22 PM
To: Goodall, Devon L. (MOBD)
Cc: Vladeck, Abigail (GOV) ; Lee, Daniel (GOV) ; Sullivan, Jennifer F. (ANF) ; Kaneb, Michael (GOV)
Subject: Re: Latest Full Draft

Yes there is!

They want us to send new revisions by tomorrow at 12 and as much at once as possible.

Sorry I wasn't clear!

Aimee
617-356-3037
Sent from my iPhone

On Oct 15, 2017, at 7:59 PM, Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US> wrote:

A draft was just uploaded to sharefile.

Devon Goodall
617-413-6058

On Oct 15, 2017, at 7:45 PM, Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US> wrote:

Based on a recent email from Aimee, I don't think there will be a new draft today, afterall. Aimee please confirm or correct.

From: Lee, Daniel (GOV)
Sent: Sunday, October 15, 2017 2:07 PM
To: Ward Weeden, Aimee (EOHED)
Cc: Sullivan, Jennifer F. (ANF); Kaneb, Michael (GOV); Goodall, Devon L. (MOBD); Vladeck, Abigail (GOV)

Subject: Re: Latest Full Draft

Got it. I'll go through the vhb today when it arrives.

On Oct 15, 2017, at 14:04, Ward Weeden, Aimee (EOHED)

<aimee.ward@MassMail.State.MA.US> wrote:

VHB will have a draft for us to review in the next few hours.

Up to you if you want to review redlines or wait for that document.

ALL CONTENT IS FINAL tomorrow at 12pm so need any edits/changes concerns by 10am.

Aimee

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

[Tel: 617-788-3658](tel:617-788-3658)

[Cell: 617-356-3037](tel:617-356-3037)

From: Lee, Daniel (GOV)

Sent: Sunday, October 15, 2017 1:57 PM

To: Ward Weeden, Aimee (EOHED)

<aimee.ward@MassMail.State.MA.US>

Cc: Sullivan, Jennifer F. (ANF)

<Jennifer.F.Sullivan@MassMail.State.MA.US>; Kaneb,

Michael (GOV) <michael.kaneb@MassMail.State.MA.US>;

Goodall, Devon L. (MOBD)

<Devon.L.Goodall@MassMail.State.MA.US>; Vladeck, Abigail

(GOV) <Abigail.Vladeck@MassMail.State.MA.US>

Subject: Re: Latest Full Draft

There was no feedback from the last version of the checklist run through I sent on 10/9 at 3:08pm (assuming that's out dated at this point). Ideally, the final run through should occur when sections have stopped moving.

Aimee-should I go through the version you suggested Jen review or hold off until we've reached relative equilibrium with the drafts?

Sorry I've been out of the loop this past week. Been in Shrewsbury with the RMV and their vendor providing disaster response. Same today...

On Oct 15, 2017, at 11:19, Ward Weeden, Aimee (EOHED)

<aimee.ward@MassMail.State.MA.US> wrote:

We will not have an updated proposal with

edits from all preferred readers and Friday's QC until later today/tonight from VHB.

I would recommend, Jen, that you read through the Final for VHB folder in dropbox from 10/13 for the latest versions – although we are actively making additional edits from the principals that we have received.

Copying Dan here – he has been checking all content against the RFP consistently and can provide you feedback on that.

Aimee

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

[Tel: 617-788-3658](tel:617-788-3658)

[Cell: 617-356-3037](tel:617-356-3037)

From: Sullivan, Jennifer F. (ANF)

Sent: Sunday, October 15, 2017 11:05 AM

To: Kaneb, Michael (GOV)

<michael.kaneb@MassMail.State.MA.US>;

Goodall, Devon L. (MOBD)

<Devon.L.Goodall@MassMail.State.MA.US>;

Ward Weeden, Aimee (EOHED)

<aimee.ward@MassMail.State.MA.US>;

Vladeck, Abigail (GOV)

<Abigail.Vladeck@MassMail.State.MA.US>

Subject: RE: Latest Full Draft

Also, do we have a recent check (of the now current draft) vs. RFP requirements? As sections move in and out, someone needs to keep track of whether critical RFP answers are being removed from the document. Somebody today should go over the list of “deliberate exclusions” with principals, so that they are aware of what is not being answered, and why. If their opinion differs, it may cause some editing. I would be happy to check that through ANF if I could get a copy of the list. Someone else will have cover HED & KL. I expect that tomorrow may be too late. Thanks.

Best,

Jen

From: Kaneb, Michael (GOV)
Sent: Sunday, October 15, 2017 10:48 AM
To: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)
Cc: Sullivan, Jennifer F. (ANF)
Subject: Latest Full Draft
Folks:

Jen Sullivan is headed into the office and would like to review the latest/current draft of the entire production.

Because I am just catching up again, I am going to let one of you send her a copy or direct her to a copy that she should review.

I am meanwhile making off-line edits to Stable Business Environment along the lines we discussed last night. Will send these to Abi (and copy Jen) in a short while.

Michael Kaneb
Deputy Counsel
Office of the Governor
State House Room 271
Boston, MA 02133
(617) 725-4043

Description	RFP Req. #	RFP Others (page)	Secretariat Owner	Content SME	Location in Bid	Writer	Reviewer	Due	Status (P/M/C)	Notes
Electronic Copy (Email, Password Protected URL or USB)		-					Kaneb	16-Oct	Pending	Progress to Complete
5 Hard Copies		-					Kaneb	16-Oct	Pending	67%
Preferences:										
Metro Area >1 million pop.		1			Sites	VHB	Kaneb		Complete	map
Stable, Business Friendly		1	ANF	Sullivan	Incentives	Sullivan	Kaneb		Complete	
Potential to Attract, Retain Strong Tech Talent (Urban or Suburban)		1	LWD	James	Talent	Kelleher	Kaneb		Complete	
Think Big, Creatively		1			Everywhere	Vladeck	Kaneb		Complete	Implied
Site & Building Requirements:										
w/in 30 mi of >1 million pop		2	HED	WW	Sites	VHB	Kaneb		Complete	
45 min to airport		2	HED	WW	Sites	VHB	Kaneb		Complete	
1-2 miles of major roads		2	HED	WW	Sites	VHB	Kaneb		Complete	Done by site
Transit access to site		2	HED	WW	Sites	VHB	Kaneb		Complete	Ibid
500k sq. ft. by 2019		8	HED	WW	Sites	VHB	Kaneb		Complete	At least a few sites meet this criteria
8m sq. ft. by 2027		2	HED	WW	Sites	VHB	Kaneb		Complete	Ibid
Priorities:										
Buildings w/in above with options for expansion		2	HED	WW	Sites	VHB	Kaneb		Complete	Implied
Greenfield 100 acres pad ready, utilities in place, ped friendly		2	HED	WW	Sites	VHB	Kaneb		Complete	At least a few sites meet this criteria
Infill meeting above		3	HED	WW	Sites	VHB	Kaneb		Complete	Implied
Overall proximity at full build		3	HED	WW	Sites	VHB	Kaneb		Complete	Ibid
Access, utility infrastructure, zoning by site		5	HED	WW	Sites	VHB	Kaneb		Missing!	Judgement call.
Outline permitting process		5	HED	WW	Sites	VHB	Kaneb		Missing!	Judgement call. Expedited and easy permitting implied throughout. Partly addressed with MEPA description.
Estimated timetable to Phase I re: permitting by site		5	HED	WW	Sites	VHB	Kaneb		Complete	Judgement call. Expedited permitting examples provided in Testimonials.
Sustainability (not specific, but address somehow)		4	EEA	Ullman	Energy/Environment	VHB	Kaneb		Complete	Addressed in Energy
Connectivity at each Site (fiber)		4	HED	WW	Sites	VHB	Kaneb		Missing!	Judgement call. Not specifically mentioned by site, but is it implied? If so, should there be an icon for at least the major sites?
Multiple cellular coverage maps		4	HED	WW	Appendix	VHB	Kaneb		Missing!	Which agency can provide?
RFP Requirements:										
Provide labor and wage rate information in the general job categories described	5	6	LWD	James	Talent	Kelleher	Kaneb	29-Sep	Complete	Outlined in a table in Talent.
Provide relevant labor pool information	5	6	LWD	James	Talent	Kelleher	Kaneb	29-Sep	Complete	Ibid
Our ability to attract talent regionally	5	6	LWD	James	Talent	Kelleher	Kaneb	29-Sep	Complete	Ibid
Include specific opportunities to hire software development engineers and recurring sourcing opportunities for this type of employment	5	6	LWD	James	Talent	Kelleher	Kaneb	29-Sep	Complete	Addressed in Talent
Include all levels of talent available in the MSA, including executive talent and the ability to recruit talent to the area	5	6	LWD	James	Talent	Kelleher	Kaneb	29-Sep	Complete	Ibid
Include programs/partnerships currently available and potential creative programs with higher education institutions in the region	6	6	EOE	LePage	Talent	Kelleher	Kaneb	29-Sep	Complete	Ibid
Include a list of universities and community colleges with relevant degrees and the number of students graduating with those degrees over the last three years	6	6	EOE	LePage	Appendix	Kelleher	Kaneb	29-Sep	Missing!	Thought I saw in an Appendix in earlier draft. But not here. Flagging just in case.
Include information on local/regional K-12 education programs related to computer science	6	6	EOE	LePage	Talent	Kelleher	Kaneb	29-Sep	Missing!	Judgement call? Addressed at university level, but not K12.
Provide highway, airport, and related travel and logistics information for all proposed sites	7	6	VHB	WW	Sites	VHB	Kaneb	29-Sep	Complete	Addressed throughout Transportation and Sites
Include transit and transportation options for commuting employees living in the region	7	6	VHB	WW	Sites	VHB	Kaneb	29-Sep	Complete	Addressed in Transportation
For each proposed site in your region, identify all transit options, including bike lanes and pedestrian access to the site(s)	7	6	VHB	WW	Sites	VHB	Kaneb	29-Sep	Missing!	Bike lanes and pedestrian access are broadly covered in Transportation but no specifics by sites (include icons?)
List the ranking of traffic congestion for your community and/or region during peak commuting times	7	6	VHB	WW	Sites	VHB	Kaneb	29-Sep	Missing!	Judgement call. Include ranking of traffic congestion?
Community re: daily living	8	7	HED	Lee	Livability	Lee	Kaneb	29-Sep	Complete	
Community re: recreational opportunities	8	7	HED	Lee	Livability	Lee	Kaneb	29-Sep	Complete	
Community re: diversity of housing options	8	7	HED	WW	Livability	WW	Kaneb	29-Sep	Complete	
Include relevant cost of living data	8	7	HED	WW	Livability	WW	Kaneb	29-Sep	Missing!	Judgement call. Closest is blurb on income taxes in Business section
Include relevant crime data	8	7	EOPS	Moran	Livability	Moran	Kaneb	29-Sep	Complete	One callout addresses reduction in crime rate
Summary of total incentives offered for the Project by the state/province and local community (in this summary, please provide a brief description of the incentive item, the timing of incentive payment/realization, and a calculation of the incentive amount)	2	6	ANF	Sullivan	Incentives	Sullivan	Kaneb	29-Sep	Not to be included	
Describe any specific or unique eligibility requirements mandated by each incentive item	2	6	ANF	Sullivan	Incentives	Sullivan	Kaneb	29-Sep		
With respect to tax credits, please indicate whether credits are refundable, transferable, or may be carried forward for a specific period of time	2	6	ANF	Sullivan	Incentives	Sullivan	Kaneb	29-Sep		
If the incentive includes free or reduced land costs, include the mechanism and approvals that will be required	2	6	ANF	Sullivan	Incentives	Sullivan	Kaneb	29-Sep		
Include all timelines associated with the approvals of each incentive	2	6	ANF	Sullivan	Incentives	Sullivan	Kaneb	29-Sep		
We acknowledge a Project of this magnitude may require special incentive legislation in order for the state/province to achieve a competitive incentive proposal. As such, please indicate if any incentives or programs will require legislation or other approval methods. Ideally, your submittal includes a total value of incentives, including the specified benefit time period.	2	6	ANF	Sullivan	Incentives	Sullivan	Kaneb	29-Sep		
If any of the programs or incentives described in the summary of total incentives are uncertain or not guaranteed, please explain the factors that contribute to such uncertainty and estimate the approximate level of certainty.	2	6	ANF	Sullivan	Incentives	Sullivan	Kaneb	29-Sep		
Describe any applicable claw backs or recapture provisions required for each incentive item	3	6	ANF	Sullivan	Incentives	Sullivan	Kaneb	29-Sep		
Timetable for incentive approvals at the state/province and local levels, including any legislative approvals that may be required.	4	6	ANF	Sullivan	Incentives	Sullivan	Kaneb	29-Sep		
Provide the current ownership structure of the property, whether the state/province, or local governments control the property	1	6	HED	WW	Sites	VHB	Kaneb	29-Sep	Complete	Addressed by Site
Provide the current zoning of the site	1	6	HED	WW	Sites	VHB	Kaneb	29-Sep	Missing!	Only Union Point site description specifically calls out how its zoned.
Provide utility infrastructure present at the site	1	6	HED	WW	Sites	VHB	Kaneb	29-Sep	Missing!	Judgement call. No sites mention this.
Other Preferences:										
Transformational/Best Real Estate Options (general, address somehow)		5	HED	WW	Sites	VHB	Kaneb	29-Sep	Complete	Implied throughout
Stable, Consistent, Business Friendly		5	ANF	Sullivan	Incentives	Sullivan	Kaneb	29-Sep	Complete	Ibid
Tax Structure		5	ANF	Sullivan	Incentives	Sullivan	Kaneb	29-Sep	Complete	Addressed in Business section
Highly educated labor pool		5	EOE	LePage	Talent	Kelleher	Kaneb	29-Sep	Complete	Implied throughout
Labor Force to fill 50k jobs		5	LWD	James	Appendix?	Kelleher	Kaneb	29-Sep	Complete	Ibid
Travel times to highway, arterial roads, employment centers		5	DOT	VHB	Sites	VHB	Kaneb	29-Sep	Complete	Addressed in Sites
International airport with daily direct flights to Seattle, NYC, SFO, DC		5	DOT	Fichter	Transportation	Fichter	Kaneb	29-Sep	Complete	
Presence & Support of Diverse Population		5	HED	Archipelago	Livability	Lee	Kaneb	29-Sep	Complete	
Excellent Higher Ed Institutions		5	EOE	LePage	Talent	Kelleher	Kaneb	29-Sep	Complete	
Local Govt Eager & Willing to Work w/Co.		5	GOV	Vladeck	Our Story/Why MA	Vladeck	Kaneb	29-Sep	Complete	
Testimonials from Large Companies		5	HED	Goodall	Testimonials	Vladeck	Kaneb	29-Sep	Complete	
Recreational Opportunities		5	HED	Archipelago	Livability	Lee	Kaneb	29-Sep	Complete	
Educational Opportunities		5	EOE	LePage	Talent	Kelleher	Kaneb	29-Sep	Complete	
Overall High Quality of Life		5	HED	Archipelago	Livability	Lee	Kaneb	29-Sep	Complete	
Uniqueness		5	GOV	Vladeck	Our Story/Why MA	Vladeck	Kaneb	29-Sep	Complete	Welcome letter sets this up nicely

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Vladeck, Abigail \(GOV\)](#); [Lee, Daniel \(GOV\)](#); [Goodall, Devon L. \(MOBD\)](#)
Cc: [Sullivan, Jennifer F. \(ANF\)](#); [Kaneb, Michael \(GOV\)](#)
Subject: RE: Latest Full Draft
Date: Monday, October 16, 2017 8:53:36 AM

Agree with Abi. We are fine to leave site specific requests out as we are referring Amazon to the muni's full proposals.

On degrees and K-12 – I think we say enough on these and cost of living we could add a sentence, but I would say it is unnecessary.

Thanks, Dan – this was super helpful!

Aimee

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Vladeck, Abigail (GOV)
Sent: Sunday, October 15, 2017 10:26 PM
To: Lee, Daniel (GOV); Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)
Cc: Sullivan, Jennifer F. (ANF); Kaneb, Michael (GOV)
Subject: RE: Latest Full Draft

This is actually in pretty good shape – most of the missing info seems focused on particular sites, and since we're not proposing particular sites in this document, it's quite defensible not to have them. But yes, I agree that Secretary Ash should sign off on that.

From: Lee, Daniel (GOV)
Sent: Sunday, October 15, 2017 9:49 PM
To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)
Cc: Vladeck, Abigail (GOV); Sullivan, Jennifer F. (ANF); Kaneb, Michael (GOV)
Subject: RE: Latest Full Draft

Just finished going through the 101517 7:43pm VHB version in Share File. I've marked all the missing items in red (there are 11) in the attached checklist (v8). A lot are judgement calls. Aimee, I assume you will work with the Secretary on Jen's point about deliberate exclusions?

Also, I noticed various nits (e.g., misplaced punctuation, inconsistent spacing, etc.) and outright typos (e.g., "Commonwealth expects to invest approximately \$3in transportation infrastructure"). At some point tomorrow morning, 1-2 people should sit around a table, split a single copy, and mark off every nit by hand.

Hope this is helpful!

Dan

From: Ward Weeden, Aimee (EOHED)
Sent: Sunday, October 15, 2017 8:22 PM
To: Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>
Cc: Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>; Lee, Daniel (GOV)

<daniel.m.lee@MassMail.State.MA.US>; Sullivan, Jennifer F. (ANF)
<Jennifer.F.Sullivan@MassMail.State.MA.US>; Kaneb, Michael (GOV)
<michael.kaneb@MassMail.State.MA.US>

Subject: Re: Latest Full Draft

Yes there is!

They want us to send new revisions by tomorrow at 12 and as much at once as possible.

Sorry I wasn't clear!

Aimee

617-356-3037

Sent from my iPhone

On Oct 15, 2017, at 7:59 PM, Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US> wrote:

A draft was just uploaded to sharefile.

Devon Goodall

617-413-6058

On Oct 15, 2017, at 7:45 PM, Vladeck, Abigail (GOV)

<Abigail.Vladeck@MassMail.State.MA.US> wrote:

Based on a recent email from Aimee, I don't think there will be a new draft today, afterall. Aimee please confirm or correct.

From: Lee, Daniel (GOV)

Sent: Sunday, October 15, 2017 2:07 PM

To: Ward Weeden, Aimee (EOHED)

Cc: Sullivan, Jennifer F. (ANF); Kaneb, Michael (GOV); Goodall, Devon L. (MOBD); Vladeck, Abigail (GOV)

Subject: Re: Latest Full Draft

Got it. I'll go through the vhb today when it arrives.

On Oct 15, 2017, at 14:04, Ward Weeden, Aimee (EOHED)

<aimee.ward@MassMail.State.MA.US> wrote:

VHB will have a draft for us to review in the next few hours.

Up to you if you want to review redlines or wait for that document.

ALL CONTENT IS FINAL tomorrow at 12pm so need any edits/changes concerns by 10am.

Aimee

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Lee, Daniel (GOV)

Sent: Sunday, October 15, 2017 1:57 PM

To: Ward Weeden, Aimee (EOHED)

[<aimee.ward@MassMail.State.MA.US>](mailto:aimee.ward@MassMail.State.MA.US)

Cc: Sullivan, Jennifer F. (ANF)

[<Jennifer.F.Sullivan@MassMail.State.MA.US>](mailto:Jennifer.F.Sullivan@MassMail.State.MA.US); Kaneb,

Michael (GOV) [<michael.kaneb@MassMail.State.MA.US>](mailto:michael.kaneb@MassMail.State.MA.US);

Goodall, Devon L. (MOBD)

[<Devon.L.Goodall@MassMail.State.MA.US>](mailto:Devon.L.Goodall@MassMail.State.MA.US); Vladeck, Abigail

(GOV) [<Abigail.Vladeck@MassMail.State.MA.US>](mailto:Abigail.Vladeck@MassMail.State.MA.US)

Subject: Re: Latest Full Draft

There was no feedback from the last version of the checklist run through I sent on 10/9 at 3:08pm (assuming that's out dated at this point). Ideally, the final run through should occur when sections have stopped moving.

Aimee-should I go through the version you suggested Jen review or hold off until we've reached relative equilibrium with the drafts?

Sorry I've been out of the loop this past week. Been in Shrewsbury with the RMV and their vendor providing disaster response. Same today...

On Oct 15, 2017, at 11:19, Ward Weeden, Aimee (EOHED)

[<aimee.ward@MassMail.State.MA.US>](mailto:aimee.ward@MassMail.State.MA.US) wrote:

We will not have an updated proposal with edits from all preferred readers and Friday's QC until later today/tonight from VHB.

I would recommend, Jen, that you read through the Final for VHB folder in dropbox from 10/13 for the latest versions – although we are actively making additional edits from the principals that we have received.

Copying Dan here – he has been checking all content against the RFP consistently and can provide you feedback on that.

Aimee

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic
Development

One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Sullivan, Jennifer F. (ANF)
Sent: Sunday, October 15, 2017 11:05 AM
To: Kaneb, Michael (GOV)
<michael.kaneb@MassMail.State.MA.US>;
Goodall, Devon L. (MOBD)
<Devon.L.Goodall@MassMail.State.MA.US>;
Ward Weeden, Aimee (EOHED)
<aimee.ward@MassMail.State.MA.US>;
Vladeck, Abigail (GOV)
<Abigail.Vladeck@MassMail.State.MA.US>
Subject: RE: Latest Full Draft

Also, do we have a recent check (of the now current draft) vs. RFP requirements? As sections move in and out, someone needs to keep track of whether critical RFP answers are being removed from the document. Somebody today should go over the list of “deliberate exclusions” with principals, so that they are aware of what is not being answered, and why. If their opinion differs, it may cause some editing. I would be happy to check that through ANF if I could get a copy of the list. Someone else will have cover HED & KL. I expect that tomorrow may be too late. Thanks.

Best,
Jen

From: Kaneb, Michael (GOV)
Sent: Sunday, October 15, 2017 10:48 AM
To: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)
Cc: Sullivan, Jennifer F. (ANF)
Subject: Latest Full Draft
Folks:

Jen Sullivan is headed into the office and would like to review the latest/current draft of the entire production.

Because I am just catching up again, I am going to let one of you send her a copy or direct her to a copy that she should review.

I am meanwhile making off-line edits to Stable

Business Environment along the lines we discussed last night. Will send these to Abi (and copy Jen) in a short while.

Michael Kaneb
Deputy Counsel
Office of the Governor
State House Room 271
Boston, MA 02133
(617) 725-4043

From: [Vladeck, Abigail \(GOV\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#); [Kaneb, Michael \(GOV\)](#)
Subject: RE: Rufus run thru!
Date: Monday, October 16, 2017 9:04:02 AM

Let's meet in Mike's office, room 271. We can use his conference room.

-----Original Appointment-----

From: Ward Weeden, Aimee (EOHED)
Sent: Monday, October 16, 2017 8:33 AM
To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD); Kaneb, Michael (GOV); Vladeck, Abigail (GOV)
Subject: Rufus run thru!
When: Monday, October 16, 2017 11:30 AM-1:30 PM America/New_York.
Where: Abi can you ask emily what's available?

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Kaneb, Michael \(GOV\)](#); [Vladeck, Abigail \(GOV\)](#)
Subject: Edits to welcome letter
Date: Monday, October 16, 2017 9:22:10 AM
Attachments: [Amazon Welcome Letter 10..15.17 AW on MK Redline.docx](#)

Mike – small edits based on feedback from Jay.
Saved in your folder from yesterday.
Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

Amazon Welcome Letter

On behalf of the Commonwealth of Massachusetts, we are excited to invite Amazon to locate its second headquarters in Massachusetts. ~~Since before the firing of the shot heard 'round the world in 1775, Massachusetts has been generating revolutionary ideas that transform the world. From public transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has long been a trailblazer in the things that matter most. As you know from your existing operations here, Massachusetts offers an innovative culture led by world-class research institutions and universities, a growing economy that succeeds because of productive collaboration between government and private industry, and an exceptional collection of development sites that meet all of Amazon's needs for its HQ2.~~

Formatted: Don't adjust space between Latin and Asian text, Don't adjust space between Asian text and numbers

~~As you know from your existing operations here, we offer an evolving innovative culture led by our world class research institutions, universities, hospitals and private industry that is fueled by our unmatched talent pipeline.~~

Formatted: Font: Times New Roman, 12 pt

Our unparalleled constellation of 125 colleges and universities is a unique resource that creates opportunity in Massachusetts. ~~Great things~~Innovation happens when these engines of ~~innovation research and talent~~ connect with pioneering entrepreneurs, ~~and~~ business leaders and with science and technology companies. These institutions ~~also~~ produce the best educated workforce in the country. ~~Our colleges and universities~~These institutions of higher education have helped make Massachusetts a world leader in technology, science, and health care. We think they can make great things happen for Amazon, too.

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Massachusetts has been a place of discovery from the earliest moments in our history, and today we are a state built on the strength of new ideas. This passion for innovation and openness to a bigger future has been the key to all of our greatest successes, whether in technology, science, education, or culture. We see tremendous opportunities for Amazon to add to this story.

At the same time, our special sense of history gives us an appreciation for the value of long-term decision-making. Massachusetts works because our government, business, and cultural institutions all work together. We are a community that recognizes the importance of competing views, but we are a state that succeeds because of a genuine commitment to civic cooperation. Our private sector works with our public sector, our educational institutions work with private industry, and together we pursue the shared goal of a more successful Commonwealth.

Massachusetts offers the business environment, the resources, and the development sites to meet Amazon's needs now and in the future. We are a state that has always been willing to embrace bold ideas, to launch new ventures, and to welcome newcomers. We hope Amazon will accept our invitation to discover a great future here in Massachusetts.

From: [Servetnick, Adrian \(EOHED\)](#)
To: [Ng, Albert](#); [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Cc: [Thomas, Steve](#)
Subject: Re: Replacement Photos - Project Rufus
Date: Monday, October 16, 2017 9:37:26 AM

Albert - that makes sense. Thoughts on using this instead?
<https://www.flickr.com/photos/massgovernor/30727132352/in/album-72157676274192385/>

Get [Outlook for iOS](#)

On Mon, Oct 16, 2017 at 9:33 AM -0400, "Ng, Albert" <ANG@VHB.com> wrote:

Adrian,

Thanks for sending this. I just want to make sure that the selection of these (and other) photos been vetted by the team. I appreciate the photo that you provided after reading the description but at first glance it is a little shocking. I feel like we need an image for this chapter that is a little more relatable to Amazon.

Please advise.

Albert

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922

www.vhb.com

From: Servetnick, Adrian (EOHED) [mailto:Adrian.Servetnick@MassMail.State.MA.US]

Sent: Monday, October 16, 2017 9:06 AM

To: Ng, Albert ; Ward Weeden, Aimee (EOHED) ; Goodall, Devon L. (MOBD)

Subject: RE: Replacement Photos - Project Rufus

Additional Photo

Page 50 – Innovation – Chapter Photo – <https://flic.kr/p/Tnn6qh> - Credit: U.S. Navy Combat Camera photo by Mass Communication Specialist 1st Class Torrey W. Lee - A Sailor assigned to Explosive Ordnance Disposal Mobile Unit 5 inspects an autonomous underwater vehicle made by Hydroid, a Massachusetts-based spinoff from the Woods Hole Oceanographic Institution

From: Servetnick, Adrian (EOHED)

Sent: Monday, October 16, 2017 8:38 AM

To: Ng, Albert <ANG@VHB.com>; Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>

Subject: RE: Replacement Photos - Project Rufus

Additional photo uploaded:

Page 117 – Quality of Life – Worcester City Square – Uploaded as Worcester City Square – Credit: Arrowstreet – No caption

From: Servetnick, Adrian (EOHED)

Sent: Sunday, October 15, 2017 3:24 PM

To: Ng, Albert <ANG@VHB.com>; Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>

Subject: Re: Replacement Photos - Project Rufus

Albert-

Additional photo uploaded

Page 117 – Quality of Life – Malden Housing Development – Uploaded as Malden View 1 – Credit: Jefferson Apartment Group – No caption

From: Adrian Servetnick <Adrian.Servetnick@MassMail.State.MA.US>

Date: Sunday, October 15, 2017 at 1:10 PM

To: "Ng, Albert" <ANG@VHB.com>, "Ward Weeden, Aimee (EOHED)" <aimee.ward@MassMail.State.MA.US>, "Goodall, Devon L. (MOBD)" <Devon.L.Goodall@MassMail.State.MA.US>

Subject: Re: Replacement Photos - Project Rufus

Formatting is:

(Page) – (Section) – (Purpose) – (Image) – (Attribution) – (Caption)

Any that I have as a specific file are uploaded to the sharefile and specifically named

Page 6 - Fast Facts – New Photo Opposite Fast Facts Page

–https://upload.wikimedia.org/wikipedia/commons/5/54/Cape_Cod_ISS.JPG - By ISS Expedition 16 crew (Gateway to Astronaut Photography of Earth) [Public domain], via Wikimedia Commons – No caption

Page 13 – Our Story – New, more high-tech photo – Uploaded as MIT Robot and Human – Credit: Melanie Gonick/MIT – An MIT researcher interacts with an experimental robot

Page 21 – Stable & Business Friendly – Bill Signing Photo – <https://flic.kr/p/x1pwG2> - Credit: Joanne DeCaro - Governor Charlie Baker, joined by Lt. Governor Karyn Polito and Senate President Stan Rosenberg, enacts a 50 percent increase in the Massachusetts Earned Income Tax Credit

Page 30 – Talent – New STEM photo –

https://www.wpi.edu/sites/default/files/2017/04/19/Natalie_digital.jpg - Courtesy of Worcester Polytechnic Institute – No caption

Page 32 – Talent - <https://flic.kr/p/VKv1RR> - Courtesy of University of Massachusetts – University of Massachusetts Boston

Page 33 – Talent – Connecting People with the Skills they need - <https://flic.kr/p/TxxCne> - Credit: Alastair Pike - Governor Charlie Baker tours Commonwealth Kitchen, a Dorchester food business incubator and commercial kitchen

Page 36 – Higher Ed. Profiles – Picture of UMass Campus

–https://web.uml.edu/gallery/var/albums/University_Relations/Courtesy-Photos/South%20Campus%20quad.jpg?m=1441040899 - Courtesy of University of Massachusetts – University of Massachusetts Lowell

Page 38 – Higher Ed Profiles – New Picture of Harvard

–https://commons.wikimedia.org/wiki/File:Aerial_of_the_Harvard_Business_School_campus.jpeg - By HBS1908 (Own work) [CC BY-SA 3.0 (<https://creativecommons.org/licenses/by-sa/3.0>)], via Wikimedia Commons – No caption

Page 70 – Transportation – Chapter Photo – <https://flic.kr/p/dZNTbc> - No attribution required - No caption

Page 75 – Transportation – New Airplane/ Skyline Photo - <https://flic.kr/p/KQGRN1> - Credit: Flickr User Alh1 – From the departure lounge of Boston Logan International Airport

Page 79 – Transportation – Picture of Hubway Bikes - <https://flic.kr/p/oX68xw> - No attribution needed - Hubway bikes at Boston’s Copley Square

Page 108 – Incentives – Photo of North Point - http://www.massitsallhere.com/wp-content/uploads/2014/10/EF_Headquarters1.jpg - Courtesy of Wilson Architects – North Point, Cambridge

Page 104 – Incentives – Chapter Photo (Fall River Facility) – Uploaded as Fall River Ribbon Cutting – No attribution needed – Governor Baker attends the ribbon cutting of Amazon’s Fall River distribution center (I am worried that the resolution on these is significantly too low for a chapter photo)

Page 110 – Quality of Life –Chapter Photo – <https://flic.kr/p/bUBt9f> - No attribution needed - Housed on a restored 19th century factory campus, MASS MoCA is the largest center for contemporary visual and performing arts in the U.S. (I am also worried that the resolution on this is too small)

Page 113 – Quality of Life – Add Photo on MA Economic Diversity - <https://flic.kr/p/oXVsJb> - Photo by Kristina Smith - Taps at Night Shift Brewery in Everett

Page 117 – Quality of Life – Lynn Housing Development – Uploaded as Lynn Housing Development – No attribution needed – No caption

Page 119 – Quality of Life – New photo to replace sail/ skyline – Uploaded as Long Nook Beach – Credit: Adrian Servetnick – Long Nook beach on Cape Cod

Page 124 – Testimonials - New Photo Needed (City/ Corporate Shot) – <https://flic.kr/p/MwXBZ6> - No attribution needed - Restaurant Row in Worcester

From: "Ng, Albert" <ANG@VHB.com>

Date: Sunday, October 15, 2017 at 12:35 PM

To: Adrian Servetnick <Adrian.Servetnick@MassMail.State.MA.US>

Cc: "Ward Weeden, Aimee (EOHED)" <aimee.ward@MassMail.State.MA.US>

Subject: Re: Replacement Photos - Project Rufus

Flickr links are best. Thanks!

Get [Outlook for iOS](#)

From: Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>

Sent: Sunday, October 15, 2017 11:57:31 AM

To: Ng, Albert

Cc: Ward Weeden, Aimee (EOHED)

Subject: Replacement Photos - Project Rufus

Albert-

Would it be easier for your team if I upload photos to the sharefile and put a note with caption and attribution requirements, or if I link to the original flickr source in an email, and note in that what the attribution and caption need to be? We only have a couple actual photo files, the vast majority are from flickr, so it’s pretty easy on my end either way.

Best,

Adrian Servetnick

This communication and any attachments to this are confidential and intended only for the recipient(s). Any other use, dissemination, copying, or disclosure of this communication is strictly prohibited. If you have received this communication in error, please notify us and destroy it immediately. Vanasse Hangen Brustlin, Inc. is not responsible for any undetectable alteration, virus, transmission error, conversion, media degradation, software error, or interference with this transmission or attachments to this transmission.

Vanasse Hangen Brustlin, Inc. | info@vhb.com

From: [Servetnick, Adrian \(EOHED\)](#)
To: [Ng, Albert](#); [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Cc: [Thomas, Steve](#)
Subject: Re: Replacement Photos - Project Rufus
Date: Monday, October 16, 2017 10:21:24 AM

I think we'd prefer to go with the more robotics-focused version
(<https://www.flickr.com/photos/massgovernor/30727132352/in/album-72157676274192385/>)

Get [Outlook for iOS](#)

On Mon, Oct 16, 2017 at 9:57 AM -0400, "Ng, Albert" <ANG@VHB.com> wrote:

How about this one?

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922

www.vhb.com

From: Servetnick, Adrian (EOHED) [<mailto:Adrian.Servetnick@MassMail.State.MA.US>]

Sent: Monday, October 16, 2017 9:37 AM

To: Ng, Albert ; Ward Weeden, Aimee (EOHED) ; Goodall, Devon L. (MOBD)

Cc: Thomas, Steve

Subject: Re: Replacement Photos - Project Rufus

Albert - that makes sense. Thoughts on using this instead?

<https://www.flickr.com/photos/massgovernor/30727132352/in/album-72157676274192385/>

Get [Outlook for iOS](#)

On Mon, Oct 16, 2017 at 9:33 AM -0400, "Ng, Albert" <ANG@VHB.com> wrote:

Adrian,

Thanks for sending this. I just want to make sure that the selection of these (and other) photos been vetted by the team. I appreciate the photo that you provided after reading the description but at first glance it is a little shocking. I feel like we need an image for this chapter that is a little more relatable to Amazon.

Please advise.

Albert

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922

www.vhb.com

From: Servetnick, Adrian (EOHED) [<mailto:Adrian.Servetnick@MassMail.State.MA.US>]

Sent: Monday, October 16, 2017 9:06 AM

To: Ng, Albert <ANG@VHB.com>; Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>;

Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>

Subject: RE: Replacement Photos - Project Rufus

Additional Photo

Page 50 – Innovation – Chapter Photo – <https://flic.kr/p/Tnn6qh> - Credit: U.S. Navy
Combat Camera photo by Mass Communication Specialist 1st Class Torrey W. Lee - A
Sailor assigned to Explosive Ordnance Disposal Mobile Unit 5 inspects an autonomous
underwater vehicle made by Hydroid, a Massachusetts-based spinoff from the Woods
Hole Oceanographic Institution

From: Servetnick, Adrian (EOHED)

Sent: Monday, October 16, 2017 8:38 AM

To: Ng, Albert <ANG@VHB.com>; Ward Weeden, Aimee (EOHED)
<aimee.ward@MassMail.State.MA.US>; Goodall, Devon L. (MOBD)
<Devon.L.Goodall@MassMail.State.MA.US>

Subject: RE: Replacement Photos - Project Rufus

Additional photo uploaded:

Page 117 – Quality of Life – Worcester City Square – Uploaded as Worcester City Square –
Credit: Arrowstreet – No caption

From: Servetnick, Adrian (EOHED)

Sent: Sunday, October 15, 2017 3:24 PM

To: Ng, Albert <ANG@VHB.com>; Ward Weeden, Aimee (EOHED)
<aimee.ward@MassMail.State.MA.US>; Goodall, Devon L. (MOBD)
<Devon.L.Goodall@MassMail.State.MA.US>

Subject: Re: Replacement Photos - Project Rufus

Albert-

Additional photo uploaded

Page 117 – Quality of Life – Malden Housing Development – Uploaded as Malden View 1 –
Credit: Jefferson Apartment Group – No caption

From: Adrian Servetnick <Adrian.Servetnick@MassMail.State.MA.US>

Date: Sunday, October 15, 2017 at 1:10 PM

To: "Ng, Albert" <ANG@VHB.com>, "Ward Weeden, Aimee (EOHED)"
<aimee.ward@MassMail.State.MA.US>, "Goodall, Devon L. (MOBD)"
<Devon.L.Goodall@MassMail.State.MA.US>

Subject: Re: Replacement Photos - Project Rufus

Formatting is:

(Page) – (Section) – (Purpose) – (Image) – (Attribution) – (Caption)

Any that I have as a specific file are uploaded to the sharefile and specifically named

Page 6 - Fast Facts – New Photo Opposite Fast Facts Page

–https://upload.wikimedia.org/wikipedia/commons/5/54/Cape_Cod_ISS.JPG - By ISS Expedition
16 crew (Gateway to Astronaut Photography of Earth) [Public domain], via Wikimedia Commons
– No caption

Page 13 – Our Story – New, more high-tech photo – Uploaded as MIT Robot and Human –
Credit: Melanie Gonick/MIT – An MIT researcher interacts with an experimental robot

Page 21 – Stable & Business Friendly – Bill Signing Photo – <https://flic.kr/p/x1pwG2> - Credit:

Joanne DeCaro - Governor Charlie Baker, joined by Lt. Governor Karyn Polito and Senate President Stan Rosenberg, enacts a 50 percent increase in the Massachusetts Earned Income Tax Credit

Page 30 – Talent – New STEM photo –

https://www.wpi.edu/sites/default/files/2017/04/19/Natalie_digital.jpg - Courtesy of Worcester Polytechnic Institute – No caption

Page 32 – Talent - <https://flic.kr/p/VKv1RR> - Courtesy of University of Massachusetts – University of Massachusetts Boston

Page 33 – Talent – Connecting People with the Skills they need - <https://flic.kr/p/TxxCne> - Credit: Alastair Pike - Governor Charlie Baker tours Commonwealth Kitchen, a Dorchester food business incubator and commercial kitchen

Page 36 – Higher Ed. Profiles – Picture of UMass Campus –
https://web.uml.edu/gallery/var/albums/University_Relations/Courtesy-Photos/South%20Campus%20quad.jpg?m=1441040899 - Courtesy of University of Massachusetts – University of Massachusetts Lowell

Page 38 – Higher Ed Profiles – New Picture of Harvard –
https://commons.wikimedia.org/wiki/File:Aerial_of_the_Harvard_Business_School_campus.jpeg - By HBS1908 (Own work) [CC BY-SA 3.0 (<https://creativecommons.org/licenses/by-sa/3.0/>)], via Wikimedia Commons – No caption

Page 70 – Transportation – Chapter Photo – <https://flic.kr/p/dZNTbc> - No attribution required - No caption

Page 75 – Transportation – New Airplane/ Skyline Photo - <https://flic.kr/p/KOGRN1> - Credit: Flickr User Alh1 – From the departure lounge of Boston Logan International Airport

Page 79 – Transportation – Picture of Hubway Bikes - <https://flic.kr/p/oX68xw> - No attribution needed - Hubway bikes at Boston’s Copley Square

Page 108 – Incentives – Photo of North Point - http://www.massitsallhere.com/wp-content/uploads/2014/10/EF_Headquarters1.jpg - Courtesy of Wilson Architects – North Point, Cambridge

Page 104 – Incentives – Chapter Photo (Fall River Facility) – Uploaded as Fall River Ribbon Cutting – No attribution needed – Governor Baker attends the ribbon cutting of Amazon’s Fall River distribution center (I am worried that the resolution on these is significantly too low for a chapter photo)

Page 110 – Quality of Life –Chapter Photo – <https://flic.kr/p/bUBt9f> - No attribution needed - Housed on a restored 19th century factory campus, MASS MoCA is the largest center for contemporary visual and performing arts in the U.S. (I am also worried that the resolution on this is too small)

Page 113 – Quality of Life – Add Photo on MA Economic Diversity - <https://flic.kr/p/oXVsJb> - Photo by Kristina Smith - Taps at Night Shift Brewery in Everett

Page 117 – Quality of Life – Lynn Housing Development – Uploaded as Lynn Housing Development – No attribution needed – No caption

Page 119 – Quality of Life – New photo to replace sail/ skyline – Uploaded as Long Nook Beach – Credit: Adrian Servetnick – Long Nook beach on Cape Cod

Page 124 – Testimonials - New Photo Needed (City/ Corporate Shot) – <https://flic.kr/p/MwXBZ6> - No attribution needed - Restaurant Row in Worcester

From: "Ng, Albert" <ANG@VHB.com>

Date: Sunday, October 15, 2017 at 12:35 PM

To: Adrian Servetnick <Adrian.Servetnick@MassMail.State.MA.US>

Cc: "Ward Weeden, Aimee (EOHED)" <aimee.ward@MassMail.State.MA.US>

Subject: Re: Replacement Photos - Project Rufus

Flickr links are best. Thanks!

Get [Outlook for iOS](#)

From: Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>

Sent: Sunday, October 15, 2017 11:57:31 AM

To: Ng, Albert

Cc: Ward Weeden, Aimee (EOHED)

Subject: Replacement Photos - Project Rufus

Albert-

Would it be easier for your team if I upload photos to the sharefile and put a note with caption and attribution requirements, or if I link to the original flickr source in an email, and note in that what the attribution and caption need to be? We only have a couple actual photo files, the vast majority are from flickr, so it's pretty easy on my end either way.

Best,

Adrian Servetnick

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From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#); [Servetnick, Adrian \(EOHED\)](#)
Subject: FW: Chapter image for Transportation
Date: Monday, October 16, 2017 10:23:07 AM
Attachments: [Red line car rendering in station 2.png](#)

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ng, Albert [mailto:ANG@VHB.com]
Sent: Monday, October 16, 2017 10:22 AM
To: Ward Weeden, Aimee (EOHED)
Subject: Chapter image for Transportation

Aimee,

We would like to replace the image for the Transportation chapter photo provided by Adrian. It's a sepia toned image of an old red line car over the Longfellow. It's not exciting and doesn't relate to the what we want to say to Amazon.

Two images we were hoping you could request from the MBTA or otherwise:

- A higher res image of the attached rendering...it's of the new red line cars parked at Harvard Station.
- We would replace that image in the body of the chapter with an exciting image of the green line extension...maybe a rendering of a new station (by Kleinfelder or others) or rendering of the green line car.

Thank you!

Albert Ng

Senior Transportation Planner/Transportation Technology Leader



101 Walnut Street
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Alewife



Alewife

HARVARD
← EXIT TO STREET ELEVATOR →



Alewife

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Ng, Albert](#)
Subject: RE: Chapter image for Transportation
Date: Monday, October 16, 2017 10:23:21 AM

Yes – this photo is listed on our update list. We will pursue these options.

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ng, Albert [mailto:ANG@VHB.com]
Sent: Monday, October 16, 2017 10:22 AM
To: Ward Weeden, Aimee (EOHED)
Subject: Chapter image for Transportation

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Albert Ng

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From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Servetnick, Adrian \(EOHED\)](#)
Subject: Re: Chapter image for Transportation
Date: Monday, October 16, 2017 10:24:08 AM

I gave them a great phot of union station to use

Devon Goodall
617-413-6058

On Oct 16, 2017, at 10:23 AM, Ward Weeden, Aimee (EOHED)
<aimee.ward@MassMail.State.MA.US> wrote:

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ng, Albert [<mailto:ANG@VHB.com>]
Sent: Monday, October 16, 2017 10:22 AM
To: Ward Weeden, Aimee (EOHED)
Subject: Chapter image for Transportation

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Thank you!

Albert Ng

Senior Transportation Planner/Transportation Technology Leader



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From: [Kaneb, Michael \(GOV\)](#)
To: [Frazier, Ricks \(EOHED\)](#)
Subject: FW: A Little more info on CVTE Measures
Date: Monday, October 16, 2017 10:31:33 AM

For your future fact-checking on Talent.
We are adding this information in a call-out box.

From: LePage, Robert (EOE)
Sent: Monday, October 16, 2017 10:19 AM
To: Kaneb, Michael (GOV)
Subject: RE: A Little more info on CVTE Measures
Just double checked and it is correct.
BL

From: Kaneb, Michael (GOV)
Sent: Monday, October 16, 2017 10:11 AM
To: LePage, Robert (EOE) <Robert.LePage@MassMail.State.MA.US>
Subject: RE: A Little more info on CVTE Measures
Can you bless (or correct) this paragraph:

Massachusetts CVTE schools won 36 medals in the 2017 national SkillsUSA competition. Lynn Tech received special honors, receiving both the National Outstanding Chapter of Excellence award and the National Gold Medal in Community Service. The Model of Excellence award recognized Lynn Tech as number one among all 30,000 eligible programs across the country. The 36 Massachusetts medals included awards in the areas of robotics and automation technology, mobile robotic technology, related technical math, web design, graphic communications, and automated manufacturing technology.

From: LePage, Robert (EOE)
Sent: Monday, October 16, 2017 10:07 AM
To: Kaneb, Michael (GOV); James, Jennifer (EOLWD); Zhavoronkova, Marina R (EOLWD)
Subject: RE: A Little more info on CVTE Measures
Hello - I counted the number of schools on the press release from MAVA and just double checked to confirm 36 schools.
Jen may have counted categories of programs (we may have had a category that we had two awards).
BL

From: Kaneb, Michael (GOV)
Sent: Monday, October 16, 2017 10:00 AM
To: James, Jennifer (EOLWD) <Jennifer.James@MassMail.State.MA.US>; Zhavoronkova, Marina R (EOLWD) <Marina.R.Zhavoronkova@MassMail.State.MA.US>
Cc: LePage, Robert (EOE) <Robert.LePage@MassMail.State.MA.US>
Subject: RE: A Little more info on CVTE Measures
Quick Fact-Check
Bob sent me a note saying 36 students received medals.
Jen's note seems to say 35.
Can I get a vote on best number?

From: James, Jennifer (EOLWD)
Sent: Sunday, October 15, 2017 11:53 PM

To: Zhavoronkova, Marina R (EOLWD); Kaneb, Michael (GOV)

Subject: Re: A Little more info on CVTE Measures

How about....

In Massachusetts, the talent pipeline begins with world-class public and private elementary and secondary schools. According to the U.S. Department of Education, Massachusetts fourth and eighth graders rank first in the country for math scores. Our high school students lead the nation in Advanced Placement participation rate and performance. Our students score well in global rankings as well: Massachusetts fifteen year-olds ranked fifth in science among 122 countries surveyed by the Organization for Economic Cooperation and Development in 2015. Massachusetts students enrolled in Career Vocational and Technical Education programs are top performers as well. **Massachusetts CVTE schools won medals in the 2017 SkillsUSA national competition in 35 categories, 6 of which directly relate to core competencies for Amazon including, Robotics and and Automation Technology, Related Technical Math, Web Design, Mobile Robotic Technology, Graphic Communications and Automated Manufacturing Technology.**

I dont see any other obvious data points online. Bob may be able to help in the morning.

Jenn

From: Zhavoronkova, Marina R (EOLWD)

Sent: Sunday, October 15, 2017 9:12 PM

To: James, Jennifer (EOLWD); Kaneb, Michael (GOV)

Subject: Re: A Little more info on CVTE Measures

Hi Mike and Jen,

I don't know a ton of context on this, but here is the list of event medalists from SkillsUSA from MA from 2017:

<http://skillsusa-register.org/rpts/EventMedalists.aspx>

Below are the categories in which MA got gold/silver/bronze in. I've bolded the ones that might be relevant to the application if there's any you would want to highlight. Most relevant would probably be towards the bottom (Related Technical Math, Robotics and Automation Technology, Web Design).

Additive Manufacturing

Automated Manufacturing Technology

Automotive Refinishing Technology

Basic Health Care Skills

Career Pathways - Arts and Communication

Career Pathways - Natural Resources-Agriculture-Food

Chapter Display

Collision Repair Technology

Community Action Project

Community Service

Dental Assisting

Electrical Construction Wiring

Employment Application Process

Esthetics

First Aid-CPR
Graphic Communications
Health Occupations Professional Portfolio
HVAC
Industrial Motor Control
Job Skill Demonstration A
Job Skill Demonstration Open
Major Appliance & Refrigeration Technology
Medical Assisting
Medical Math
Mobile Robotic Technology
Nurse Assisting
Occupational Health and Safety - Multiple
Occupational Health and Safety - Single
Plumbing
Power Equipment Technology
Related Technical Math
Restaurant Service
Robotics and Automation Technology
Robotics:Urban Search and Rescue
Web Design

From: James, Jennifer (EOLWD)
Sent: Sunday, October 15, 2017 8:24 PM
To: Kaneb, Michael (GOV)
Cc: Zhavoronkova, Marina R (EOLWD)
Subject: Re: A Little more info on CVTE Measures

Hi Mike,

Just saw this. I will look around online tonight and also all Bob. I have his cell. Putting kids to bed and then back online.

J

Sent from my iPhone

On Oct 15, 2017, at 5:28 PM, Kaneb, Michael (GOV)
<michael.kaneb@MassMail.State.MA.US> wrote:

Jen and Marina:

Getting down to the wire, and we have been asked to add a little bit about CVTE. Do you have any additional performance information to add to the sentence below? I have also emailed Bob LePage, but I have not heard back from him yet, and I figure it is possible this also falls in your domain.

Let me know if you can provide a little further context/elaboration/metrics. We are looking to wrap this at 10:00 am Monday. Thanks.

In Massachusetts, the talent pipeline begins with world-class public and private elementary and secondary schools. According to the U.S. Department of Education, Massachusetts fourth and eighth graders rank first in the country for math scores. Our high school students lead the nation in Advanced Placement participation rate and

performance. Our students score well in global rankings as well: Massachusetts fifteen year-olds ranked fifth in science among 122 countries surveyed by the Organization for Economic Cooperation and Development in 2015. Massachusetts students enrolled in Career Vocational and Technical Education programs are top performers as well—in 2016 [and our CVTE program students are national recognized awardees in SkillsUSA.]

Michael Kaneb

Deputy Counsel

Office of the Governor

State House Room 271

Boston, MA 02133

(617) 725-4043

From: Matthew A. Coogan
To: [Ash, Jay \(EOHED\)](#); [Kaufman, Samantha \(EOHED\)](#)
Cc: M.Dukakis@northeastern.edu; Shirley.leung@globe.com
Subject: Re: A Presentation for Secretary Ash, concerning the location for Amazon Headquarters East
Date: Monday, October 16, 2017 10:31:39 AM
Attachments: [two new amazon slides.pdf](#)

Dear Secretary Ash,

First of all, thank you for your remarkably quick response to my email of last month. That was both thoughtful and impressive.

I thought I would share some last minute thoughts on the State role in the Amazon location decision. It is clear now that the Governor will serve the full state best by letting all cities show off their best proposals at this time.

In the event that Amazon expresses interest in Cambridge, and seeks more negotiations, it might be best for the Commonwealth if Cambridge, Boston and Somerville work together to make the enlarged North Point location just as desirable as possible to Amazon. With a combined site of about 100 acres, Amazon gets to say they got what they want. Leaders in Boston and Somerville could, possibly, gain some tax revenues in the long run. I would think the state offering positive cooperation of three cities, and the Commonwealth itself would be quite tempting to Amazon. (If Boston and Somerville do not then choose to cooperate, so be it.)

With the much appreciated help from Michael Dukakis, and others from my former life I have modified the concept to include a simple CRR platform at Community College to allow some trains from Chelsea, Lynn and the North Shore to get direct access to the site, and access to nearby Orange Line stations. (The former Governor is an advocate of spreading the jobs around as much as possible, as I sure he has told you, and would not concentrate them at any one site.)

Last week, with Globe columnist Shirley Leung suggesting that it is really Cambridge that has the strongest pull here, I sent her a modification of the PowerPoint I had created for you, with two new slides, which are attached. I thought her article about the attractiveness of MIT was an excellent contribution to the discussion, with the clear understanding that Kendall Square is too built-up to serve as the primary location at this point. Here are the words from that final slide I created for Ms. Leung. (She was kind enough to respond with thanks.)

Again this assumes that Amazon has rejected other Mass locations, and expresses interest in coming to somewhere near Kendall Square.

Step One: Commonwealth announces support for a strategy that *could* lead to substantial new taxes to Cambridge, Boston and Somerville

Step Two: Amazon agrees to locate HQ2 as prime tenant for the North Point development area, with consideration of adjacent parcels owned by Cities of Boston and Somerville

Step Three: Cambridge encourages Amazon to develop a smaller site within the Kendall/MIT area (not HQ2)

Step Four: The Commonwealth commits to three public infrastructure improvements:

1. Upgrade Community College Station with pedestrian improvements and new platform for transfer with trains from Chelsea, Lynn and North Shore
2. Roadway improvements around the Gilmore Bridge
3. A 4,700 foot at-grade extension of Green line to Kendall Square, connecting the development sites

Again, I wish you and Governor Baker all the best in representing all the cities in the Commonwealth. If Amazon does want to negotiate something near Cambridge, this is how I would try to spread the benefits around.

With this email, I am now out of the Amazon-volunteer business. I am now moving on to my larger task of banning cars from Heathrow Airport, where I just might win.

Best of luck with this one. If you win, you can put the trophy next to the one for General Electric!

Matt

Matthew A. Coogan
cooganmatt@aol.com

-----Original Message-----

From: Ash, Jay (SEA) (SEA)

To: Matthew A. Coogan

Sent: Thu, Sep 21, 2017 9:10 pm

Subject: RE: A Presentation for Secretary Ash, concerning the location for Amazon Headquarters East

Hey, Matt, thanks. Good stuff to consider, we will and be back in touch with any questions.

Cheers,

Jay

From: Matthew A. Coogan [<mailto:cooganmatt@aol.com>]

Sent: Thursday, September 21, 2017 8:20 AM

To: Ash, Jay (EOHED)

Subject: A Presentation for Secretary Ash, concerning the location for Amazon Headquarters East

Good Morning Secretary Ash,

Let me introduce myself. I was the Undersecretary of Transportation for the last years of the Dukakis Administration, and I served as the Project Director of the Central Artery/Third Harbor Crossing Project, now usually called the Big Dig. For much of the 1970's I was the manager of the MBTA's capital planning process, undertaken at the Executive Office of Transportation (at Ashburton Place) , and worked for years on circumferential transit planning. Concerning the issue of locating Amazon, I think we should be offering good solid investments in infrastructure for things we want to do anyway. I see no logic in getting involved in subsidized private development or tax deals. But I do not think that the urbanity that would attract them can be found in Suffolk Downs, or any other near suburban location. (Weymouth is a non-starter.)

It is my belief that Amazon is looking for an excuse to come, and we should simply offer such an excuse. If they say, no, what have we lost? I have spent my life devoted to transit design, and am generally proud of MBTA's extensions to the suburbs, and generally saddened at the lack of quality for the pedestrian environment for many stations. The art of Transit Oriented Development has come a long way since the miserable Community College Station was opened at the Gilmore Bridge. We can do better, and we should do better.

I am sending you this PowerPoint (in PDF format) now, and have only shared it with a few groups that I respect. The attached presentation to you proposes that the State and the two cities work together on a joint concept. A transit oriented pedestrian environment would be created between Lechmere and Community College stations, and the Gilmore bridge would be rebuilt to tolerable design standards. Finally, a 4,700 foot at-grade extension of the Green Line would connect the new site with Kendall Square, which is where Amazon would be if they

could go do so. Bezos seems to be fascinated with the little trolley car in Seattle, and has painted the Amazon Smile on one of the cars. I think this is a key to winning Amazon. Thus, Bezos could rightly claim that he caused this extension to happen. But, it is something we have been preparing to do for 40 year of my tenure, and something which must be done anyway; So let him say he did it! I think this could convince them to come to Boston. As noted in the presentation, the Grand Junction right of way would support both Green Line and circumferential buses.

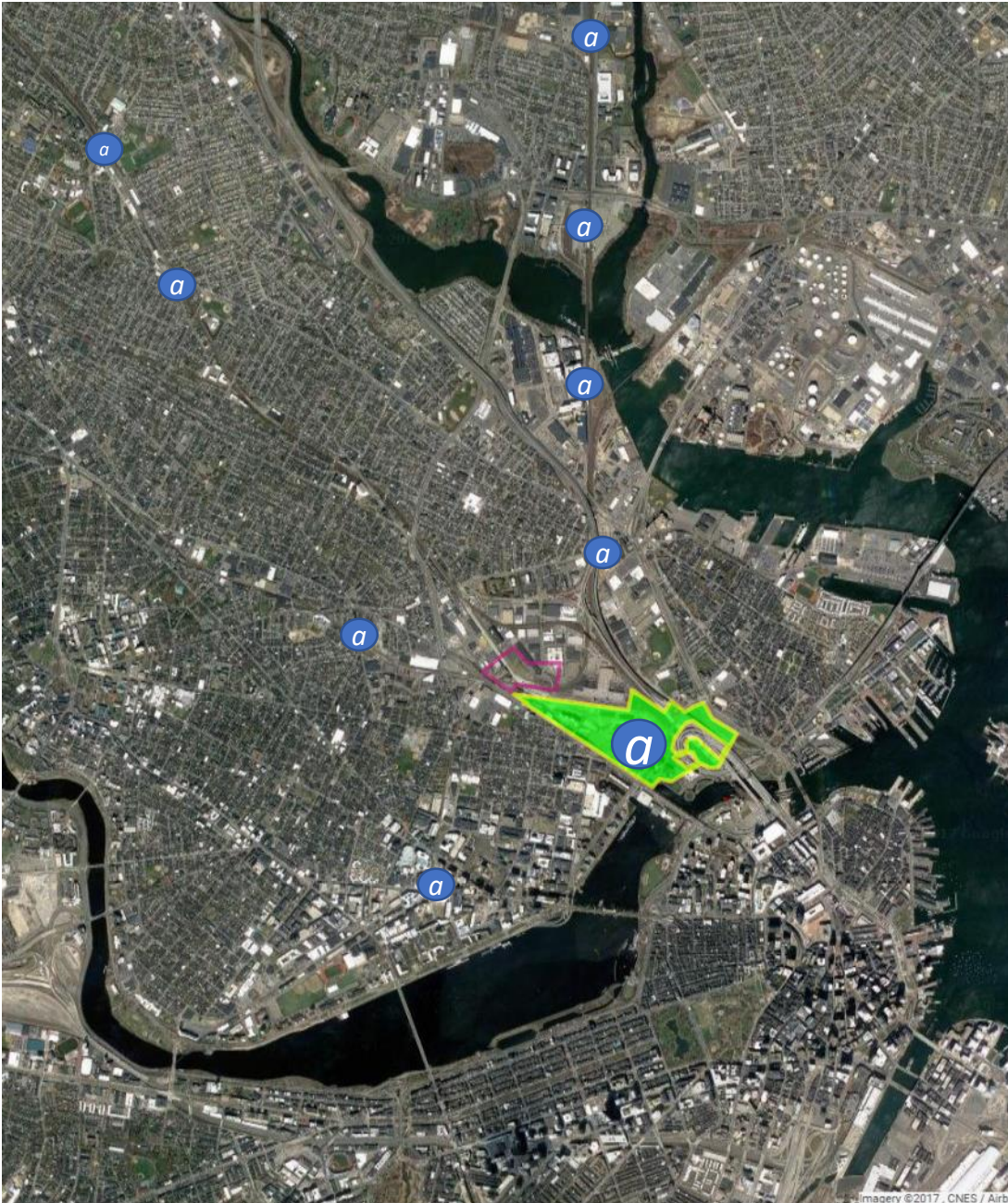
We need to rebuild the Gilmore bridge anyway, sooner of later. So promise it now. Make the pedestrian environment human around Community College, -- and make the logical connection to Kendall Square. North Point has several parcels ready to go, Boston has one big parcel ready to go, and the State has a lot of land it can develop on the site. No private land taking would be needed for a decade. With the use of air rights, the development area is over 100 acres -- although no one seems to know that. In short, we can propose the site they want. In general, this takes a major Cambridge project -- and makes it better by providing a second anchor at Community College. Logically, Cambridge would most likely gain most of the tax revenue.

I wish you luck in choosing your next job. If you do decide to go to Cambridge, I hope you would take this proposal seriously. In any event. I would hope the Baker Administration would seriously consider some of the ideas in this presentation.

From my perspective, I can only promise you that there is life after being an Undersecretary, but I am sure there is much ahead for you. Best of luck, of course.

If you want to follow up, I am usually here in my home in Vermont, at 802 295 7499.

Matthew A. Coogan
cooganmatt@aol.com



A major regional transit hub would be created

- By locating the Amazon headquarters building on the *Lechmere-Community College Spine*, direct service would be offered to potential additional office locations...

Green:

- Kendall Square
- Union Square
- Ball Square
- Tufts University

Orange:

- Sullivan Square
- Assembly Square
- Wellington
- Malden Center

CRR:

- Chelsea
- Lynn
- Newburyport
- Rockport

Added Slide for Shirley Leung : *Four Steps for Implementation*

- Step One: Commonwealth announces support for a strategy that *could* lead to substantial new taxes to Cambridge, Boston and Somerville
- Step Two: Amazon agrees to locate HQ2 as prime tenant for the North Point development area, with consideration of adjacent parcels owned by Cities of Boston and Somerville
- Step Three: Cambridge encourages Amazon to develop a *smaller* site within the Kendall/MIT area (not HQ2)
- Step Four: The Commonwealth commits to three public infrastructure improvements:
 - Upgrade Community College Station with pedestrian improvements and new platform for transfer with trains from Chelsea, Lynn and North Shore
 - Roadway improvements around the Gilmore Bridge
 - A 4,700 foot at-grade extension of Green line to Kendall Square, connecting the development sites

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Chabot, Emily K. \(GOV\)](#)
Subject: FW: Final letter
Date: Monday, October 16, 2017 10:53:09 AM
Attachments: [Welcome Letter.pdf](#)
Importance: High

Here you go!

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ng, Albert [mailto:ANG@VHB.com]
Sent: Monday, October 16, 2017 10:50 AM
To: Ward Weeden, Aimee (EOHED)
Cc: Goodall, Devon L. (MOBD)
Subject: FW: Final letter
Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

From: de Vries, Inge
Sent: Monday, October 16, 2017 10:49 AM
To: Ng, Albert <ANG@VHB.com>
Subject: RE: Final letter
Inge de Vries
Graphic Designer

P 617.607.0966
idevries@vhb.com
www.vhb.com

From: Ng, Albert
Sent: Monday, October 16, 2017 10:44 AM
To: de Vries, Inge <idevries@VHB.com>
Subject: FW: Final letter
Can you flow this in the welcome letter and send me a pdf ASAP...the gov has a meeting at 11
Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

From: Ward, Aimee (SEA) [mailto:aimee.ward@state.ma.us]
Sent: Monday, October 16, 2017 10:43 AM
To: Ng, Albert <ANG@VHB.com>
Subject: Final letter

Here is the final content.

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

[Tel: 617-788-3658](tel:617-788-3658)

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On behalf of the Commonwealth of Massachusetts, we are excited to invite Amazon to locate its second headquarters in Massachusetts. As you know from your existing operations here, Massachusetts offers an innovative culture led by world-class research institutions and universities, a growing economy that succeeds because of productive collaboration between government and private industry, and an exceptional collection of development sites that meet all of Amazon's needs for its HQ2.



Charles D. Baker
Governor



Karyn E. Polito
Lieutenant Governor



Stanley C. Rosenberg
Senate President



Robert A. DeLeo
Speaker of the House

Our unparalleled constellation of 125 colleges and universities is a unique resource that creates opportunity in Massachusetts. Innovation happens when these engines of research and talent connect with pioneering entrepreneurs, business leaders and with science and technology companies. These institutions produce the best educated workforce in the country and have helped make Massachusetts a world leader in technology, science, and health care. We think they can make great things happen for Amazon, too.

Massachusetts has been a place of discovery from the earliest moments in our history, and today we are a state built on the strength of new ideas. This passion for innovation and openness to a bigger future has been the key to all of our greatest successes, whether in technology, science, education, or culture. We see tremendous opportunities for Amazon to add to this story.

At the same time, our special sense of history gives us an appreciation for the value of long-term decision-making. Massachusetts works because our government, business, and cultural institutions all work together. We are a community

that recognizes the importance of competing views, but we are a state that succeeds because of a genuine commitment to civic cooperation. Our private sector works with our public sector, our educational institutions work with private industry, and together we pursue the shared goal of a more successful Commonwealth.

Massachusetts offers the business environment, the resources, and the development sites to meet Amazon's needs now and in the future. We are a state that has always been willing to embrace bold ideas, to launch new ventures, and to welcome newcomers. We hope Amazon will accept our invitation to discover a great future here in Massachusetts.

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Lee, Daniel \(GOV\)](#); [Vladeck, Abigail \(GOV\)](#); [Goodall, Devon L. \(MOBD\)](#)
Cc: [Sullivan, Jennifer F. \(ANF\)](#); [Kaneb, Michael \(GOV\)](#)
Subject: RE: Latest Full Draft
Date: Monday, October 16, 2017 10:54:40 AM

Yes ☺

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Lee, Daniel (GOV)
Sent: Monday, October 16, 2017 10:05 AM
To: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV); Goodall, Devon L. (MOBD)
Cc: Sullivan, Jennifer F. (ANF); Kaneb, Michael (GOV)
Subject: RE: Latest Full Draft
Thx. Safe to assume the 1pm planned for today is no longer needed?

From: Ward Weeden, Aimee (EOHED)
Sent: Monday, October 16, 2017 8:54 AM
To: Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>; Lee, Daniel (GOV) <daniel.m.lee@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>
Cc: Sullivan, Jennifer F. (ANF) <Jennifer.F.Sullivan@MassMail.State.MA.US>; Kaneb, Michael (GOV) <michael.kaneb@MassMail.State.MA.US>
Subject: RE: Latest Full Draft

Agree with Abi. We are fine to leave site specific requests out as we are referring Amazon to the muni's full proposals.

On degrees and K-12 – I think we say enough on these and cost of living we could add a sentence, but I would say it is unnecessary.

Thanks, Dan – this was super helpful!

Aimee

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Vladeck, Abigail (GOV)
Sent: Sunday, October 15, 2017 10:26 PM

To: Lee, Daniel (GOV); Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)

Cc: Sullivan, Jennifer F. (ANF); Kaneb, Michael (GOV)

Subject: RE: Latest Full Draft

This is actually in pretty good shape – most of the missing info seems focused on particular sites, and since we're not proposing particular sites in this document, it's quite defensible not to have them. But yes, I agree that Secretary Ash should sign off on that.

From: Lee, Daniel (GOV)

Sent: Sunday, October 15, 2017 9:49 PM

To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)

Cc: Vladeck, Abigail (GOV); Sullivan, Jennifer F. (ANF); Kaneb, Michael (GOV)

Subject: RE: Latest Full Draft

Just finished going through the 101517 7:43pm VHB version in Share File. I've marked all the missing items in red (there are 11) in the attached checklist (v8). A lot are judgement calls. Aimee, I assume you will work with the Secretary on Jen's point about deliberate exclusions?

Also, I noticed various nits (e.g., misplaced punctuation, inconsistent spacing, etc.) and outright typos (e.g., "Commonwealth expects to invest approximately \$3in transportation infrastructure"). At some point tomorrow morning, 1-2 people should sit around a table, split a single copy, and mark off every nit by hand.

Hope this is helpful!

Dan

From: Ward Weeden, Aimee (EOHED)

Sent: Sunday, October 15, 2017 8:22 PM

To: Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>

Cc: Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>; Lee, Daniel (GOV)

<daniel.m.lee@MassMail.State.MA.US>; Sullivan, Jennifer F. (ANF)

<Jennifer.F.Sullivan@MassMail.State.MA.US>; Kaneb, Michael (GOV)

<michael.kaneb@MassMail.State.MA.US>

Subject: Re: Latest Full Draft

Yes there is!

They want us to send new revisions by tomorrow at 12 and as much at once as possible.

Sorry I wasn't clear!

Aimee

617-356-3037

Sent from my iPhone

On Oct 15, 2017, at 7:59 PM, Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US> wrote:

A draft was just uploaded to sharefile.

Devon Goodall

617-413-6058

On Oct 15, 2017, at 7:45 PM, Vladeck, Abigail (GOV)

<Abigail.Vladeck@MassMail.State.MA.US> wrote:

Based on a recent email from Aimee, I don't think there will be a new draft today, afterall. Aimee please confirm or correct.

From: Lee, Daniel (GOV)

Sent: Sunday, October 15, 2017 2:07 PM

To: Ward Weeden, Aimee (EOHED)

Cc: Sullivan, Jennifer F. (ANF); Kaneb, Michael (GOV); Goodall, Devon L. (MOBD); Vladeck, Abigail (GOV)

Subject: Re: Latest Full Draft

Got it. I'll go through the vhb today when it arrives.

On Oct 15, 2017, at 14:04, Ward Weeden, Aimee (EOHED)

<aimee.ward@MassMail.State.MA.US> wrote:

VHB will have a draft for us to review in the next few hours.

Up to you if you want to review redlines or wait for that document.

ALL CONTENT IS FINAL tomorrow at 12pm so need any edits/changes concerns by 10am.

Aimee

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

[Tel: 617-788-3658](tel:617-788-3658)

[Cell: 617-356-3037](tel:617-356-3037)

From: Lee, Daniel (GOV)

Sent: Sunday, October 15, 2017 1:57 PM

To: Ward Weeden, Aimee (EOHED)

<aimee.ward@MassMail.State.MA.US>

Cc: Sullivan, Jennifer F. (ANF)

<Jennifer.F.Sullivan@MassMail.State.MA.US>; Kaneb,

Michael (GOV) <michael.kaneb@MassMail.State.MA.US>;

Goodall, Devon L. (MOBD)

<Devon.L.Goodall@MassMail.State.MA.US>; Vladeck, Abigail

(GOV) <Abigail.Vladeck@MassMail.State.MA.US>

Subject: Re: Latest Full Draft

There was no feedback from the last version of the checklist run through I sent on 10/9 at 3:08pm (assuming that's out dated at this point). Ideally, the final run through should occur when sections have stopped moving.

Aimee-should I go through the version you suggested Jen review or hold off until we've reached relative equilibrium with the drafts?

Sorry I've been out of the loop this past week. Been in Shrewsbury with the RMV and their vendor providing disaster response. Same today...

On Oct 15, 2017, at 11:19, Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US> wrote:

We will not have an updated proposal with edits from all preferred readers and Friday's QC until later today/tonight from VHB.

I would recommend, Jen, that you read through the Final for VHB folder in dropbox from 10/13 for the latest versions – although we are actively making additional edits from the principals that we have received.

Copying Dan here – he has been checking all content against the RFP consistently and can provide you feedback on that.

Aimee

Aimee Ward Weeden
Chief of Staff and Director of Policy
Executive Office of Housing and Economic
Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Sullivan, Jennifer F. (ANF)
Sent: Sunday, October 15, 2017 11:05 AM
To: Kaneb, Michael (GOV) <michael.kaneb@MassMail.State.MA.US>;
Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>;
Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>;
Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>
Subject: RE: Latest Full Draft

Also, do we have a recent check (of the now current draft) vs. RFP requirements? As sections move in and out, someone needs to keep track of whether critical RFP answers are being removed from the document. Somebody today should go over the list of “deliberate

exclusions" with principals, so that they are aware of what is not being answered, and why. If their opinion differs, it may cause some editing. I would be happy to check that through ANF if I could get a copy of the list. Someone else will have cover HED & KL. I expect that tomorrow may be too late. Thanks.

Best,

Jen

From: Kaneb, Michael (GOV)
Sent: Sunday, October 15, 2017 10:48 AM
To: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)
Cc: Sullivan, Jennifer F. (ANF)
Subject: Latest Full Draft
Folks:

Jen Sullivan is headed into the office and would like to review the latest/current draft of the entire production.

Because I am just catching up again, I am going to let one of you send her a copy or direct her to a copy that she should review.

I am meanwhile making off-line edits to Stable Business Environment along the lines we discussed last night. Will send these to Abi (and copy Jen) in a short while.

Michael Kaneb
Deputy Counsel
Office of the Governor
State House Room 271
Boston, MA 02133
(617) 725-4043

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Testimonial order
Date: Monday, October 16, 2017 10:55:56 AM
Attachments: [Industry Letter_with Signatures_final_v3.docx](#)

That's ok! The order I would have suggested is alphabetical, but if it works better for two page testimonials to be in a spread we should go with that. There is also no need to have the EF testimonial in there.

Also – attached is the correct version of the industry letter. I should have clarified that the PDF was not the one to use.

Thank you!

Devon

From: Ng, Albert [mailto:ANG@VHB.com]
Sent: Monday, October 16, 2017 10:35 AM
To: Goodall, Devon L. (MOBD)
Cc: Ward Weeden, Aimee (EOHED)
Subject: Testimonial order

Devon,

Is there a specific order to the testimonial (outside of keeping the industry letter first)? Can we reorder of the testimonials so that our two page testimonials sit in a spread vs split?

Thanks.

Albert Ng

Senior Transportation Planner/Transportation Technology Leader



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PO Box 9151
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ang@vhb.com

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Amazon.com
Office of Economic Development
C/O Holly Sullivan
2121 7th Ave
Seattle, WA 98121

Dear Ms. Sullivan,

As Amazon.com searches for its new “HQ2”, we collectively encourage you to consider sites within the Commonwealth of Massachusetts. In this search, Amazon.com looks to identify a location with a “stable business climate for growth and innovation,” and we can think of no location better than Massachusetts that can provide the trained workforce, R&D infrastructure, and public-private collaboration that will help fuel your continued success.

Growing your presence in Massachusetts will bring a strong return on investment. As Amazon.com is already aware, Massachusetts is home to the nation’s top talented workforce, and locating here will immerse your company in our culture of collaboration and innovation. On every front on which Amazon.com is expanding or experimenting, the diversified portfolio of Massachusetts industries can help Amazon.com reach its goals. Here are a few reasons why:

Talent: Expanding operations in Massachusetts would allow Amazon.com to tap into the greatest concentration of higher education institutions in the U.S., including 140 colleges and universities, and the #1 state for STEM talent per capita. Massachusetts is home to top universities and liberal arts colleges, with even more top talent on campuses throughout the broader New England region. Bringing in a tech powerhouse such as Amazon.com will only increase the Commonwealth’s global stature as a hub for innovation, helping attract more workers and students to the state. To quote one of our native sons, John F. Kennedy, when it comes to tech talent, “a rising tide will lift all boats.”

Collaboration: A secret to our continued economic success is the collaboration that exists between the public and private sector, a partnership which has helped drive coordinated investments in our R&D infrastructure, led to the development of new innovation hubs, and powers our workforce development efforts. Leadership strategies from the Baker-Polito Administration and the Massachusetts Legislature are built on input they’ve solicited directly from the business community, providing a more stable business environment.

#1 New Economy Ecosystem: *Bloomberg*, *CNBC*, the Milken Institute, and others all rank Massachusetts as the top innovation or tech ecosystem in the U.S., highlighting STEM education, competitiveness, emerging technologies, and multi-cluster density. From startups to the growth of multi-national corporations, Massachusetts is positioned to lead in the digital revolution. Massachusetts is also home to a robust startup culture, powered by organizations such as MassChallenge, one of the top startup accelerators in the world and fueled by new ideas emerging from the state’s academic institutions.

A Global Powerhouse: The Commonwealth also offers a mix of world-class institutions, ranging from top hospitals, creative and cultural institutions promoting music & arts, great

sports, access to the outdoors, and airports which connect the state to over 100 domestic & international destinations.

Each of us has made a commitment to Massachusetts, and are pleased to provide you with a recommendation on behalf of the Commonwealth. We are happy to provide further information by request as to why we are committed to the Commonwealth. Amazon.com's corporate motto – *"Work Hard. Have Fun. Make History."* – aligns with the culture that exists here in Massachusetts, where we are tackling global challenges, winning sports championships, and continue to build every day on our legacy of revolution, disruption and discovery.

Sincerely,



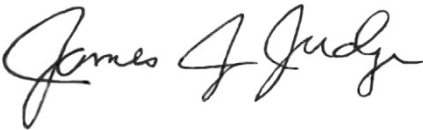
Robert Kraft
Chairman and CEO
The Kraft Group



Robert Reynolds
President and CEO
Putnam Investments

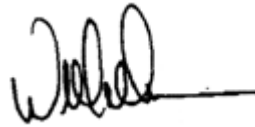


John Fish
Chairman & CEO
Suffolk Construction



James Judge
Chairman, President and CEO
Eversource Energy

Sheila Lirio Marcelo
Founder, Chairwoman and CEO
Care.com



William Swanson
Chairman
Massachusetts Competitive Partnership



Roger Crandall
Chairman, President & CEO
MassMutual

Joseph L. Hooley
Chairman and CEO
State Street Corporation



Jeffrey M. Leiden, M.D., Ph.D.,
Chairman, President and CEO
Vertex



Aron Ain
CEO
Kronos Incorporated



Colin Angle
Chairman, CEO and Founder
iRobot



Mohamad Ali
President & CEO
Carbonite



Brian Burke
Senior Director, Corporate External and Legal
Affairs
Microsoft



Peter Connor
Vice President of R&D
Cadence Design Systems



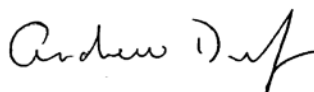
Anthony Consigli
CEO
Consigli Construction



Donna Cupelo
Region President Northeast
Verizon




Michael Daly
CEO
Berkshire Bank



Andrew Dreyfus
President and CEO
Blue Cross Blue Shield



Lior Div
CEO & Co-Founder
Cybereason



Tom Erickson
Chairman & CEO
Acquia



Kerry Healey, PhD
President
Babson College



Jim Heppelmann
President & CEO
PTC



Gloria C. Larson, JD
President
Bentley University



Angus Leary
President and General Manager of the
Northeast
Suffolk Construction



F. Thomas Leighton
CEO & Co-Founder
Akamai Technologies



David H. Long
Chairman & CEO
Liberty Mutual Insurance



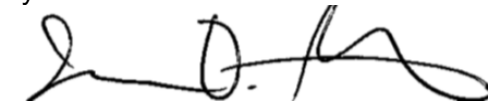
Jim Lynch
Vice President, Building Product Line Group
Autodesk



Udi Mokady
Founder, Chairman & CEO
CyberArk Software



Steven Pollack
CEO
Delta Dental



Jason Robbins
CEO
Draft Kings



Fidelma Russo
CTO
Iron Mountain

Robert Sullivan
Managing Partner
Korn Ferry



John T. Szum
Executive Vice President and CFO
CareGroup Healthcare System



Corey Thomas
President & CEO
Rapid7



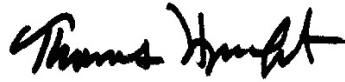
Tracey Zhen
President
ZipCar



Christopher Anderson
President
Massachusetts High Technology Leadership
Council



JD Chesloff
Executive Director
Massachusetts Business Roundtable



Thomas Hopcroft
President & CEO
Massachusetts Technology Leadership
Council



Dan O'Connell
President & CEO
Massachusetts Competitive Partnership



Thomas Ryden
Executive Director
MassRobotics

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: A-Z
Date: Monday, October 16, 2017 10:57:43 AM

We really do love this! Is it possible to incorporate “Massachusetts has all the sites Amazon needs, from A to Z” on page 76 instead of the Site Location Map title?

From: Ng, Albert [mailto:ANG@VHB.com]
Sent: Sunday, October 15, 2017 10:50 AM
To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)
Subject: A-Z

Hi.

Just thought I would help you smile today.

We’re labelling each site on the map with a corresponding letter for easy reference, tied to the site profile. We just happen to have 26 sites.

We have all the sites Amazon needs, from A to Z.

Happy Sunday.

Albert Ng

Senior Transportation Planner/Transportation Technology Leader



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Vanasse Hangen Brustlin, Inc. | info@vhb.com

From: Ng, Albert
To: [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Goodall, Devon L. \(MOBD\)](#); [Thomas, Steve](#)
Subject: RE: Fast facts
Date: Monday, October 16, 2017 11:30:42 AM

Not a problem.

Part of it was that there is some untapped real estate for messaging on each of the chapter pages. It would be great to add a caption, relating it to Amazon, and the image presented on the chapter divider.

Any thoughts on the bookmark?

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922

www.vhb.com

From: Ward Weeden, Aimee (EOHED) [mailto:aimee.ward@MassMail.State.MA.US]

Sent: Monday, October 16, 2017 11:27 AM

To: Ng, Albert

Cc: Goodall, Devon L. (MOBD) ; Thomas, Steve

Subject: Re: Fast facts

Please keep as is. Gov and chief Lepore especially like the overview at the beginning.

Aimee

617-356-3037

Sent from my iPhone

On Oct 16, 2017, at 11:17 AM, Ng, Albert <ANG@VHB.com> wrote:

Two things. We were thinking of moving the fast facts to their respective section, instead of keeping them as a single page in the front. It's a good way to summarize the points for each section. The sections we are missing fast facts for are incentives and stable and business friendly environment.

To keep all the fast facts in one place, make a bookmark including all of them, reaching back to amazons origins as a bookseller and giving them a bookmark to save their place in the 170+ page document.

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Vanasse Hangen Brustlin, Inc. | info@vhb.com

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#); [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Thomas, Steve](#)
Subject: Re: Fast facts
Date: Monday, October 16, 2017 11:39:10 AM

I like the idea of a bookmark. I think it makes sense to add. Thanks!

From: Ng, Albert
Sent: Monday, October 16, 2017 11:30 AM
To: Ward Weeden, Aimee (EOHED)
Cc: Goodall, Devon L. (MOBD); Thomas, Steve
Subject: RE: Fast facts

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Part of it was that there is some untapped real estate for messaging on each of the chapter pages. It would be great to add a caption, relating it to Amazon, and the image presented on the chapter divider.

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Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922

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Sent: Monday, October 16, 2017 11:27 AM
To: Ng, Albert
Cc: Goodall, Devon L. (MOBD) ; Thomas, Steve
Subject: Re: Fast facts

Please keep as is. Gov and chief Lepore especially like the overview at the beginning.

Aimee

617-356-3037

Sent from my iPhone

On Oct 16, 2017, at 11:17 AM, Ng, Albert <ANG@VHB.com> wrote:

Two things. We were thinking of moving the fast facts to their respective section, instead of keeping them as a single page in the front. It's a good way to summarize the points for each section. The sections we are missing fast facts for are incentives and stable and business friendly environment.

To keep all the fast facts in one place, make a bookmark including all of them, reaching back to amazons origins as a bookseller and giving them a bookmark to save their place in the 170+ page document.

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please notify us and destroy it immediately. Vanasse Hangen Brustlin, Inc. is not responsible for any undetectable alteration, virus, transmission error, conversion, media degradation, software error, or interference with this transmission or attachments to this transmission.

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From: Susan Houston
To: [Kennealy, Michael \(EOHED\)](#)
Cc: [Lauren Jones](#)
Subject: Site correction Re Amazon survey
Date: Monday, October 16, 2017 12:12:13 PM

Hi Mike,

This may be a bit in the weeds, but I just learned that the Boston Harbor Garage site which our site survey identified “as of right” at 700,000 SF is not there yet. So it may not be a viable candidate for Phase I. Permitting is still ongoing. Also copying Lauren Jones from the city. Good luck as the deadline approaches.

Best,
Susan

Susan Houston
Executive Director
MassEcon
617-924-4600 X11
www.massecon.com
<https://twitter.com/massecon>

Sent from my iPhone

From: [St. Clair, Holly \(EOTSS\)](#)
To: [Sullivan, Jennifer F. \(ANF\)](#); [Goodall, Devon L. \(MOBD\)](#); [Vierra, Eric](#); [Weber, Harlan \(EOTSS\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#); [Ng, Albert](#); [Kingsley, John](#); [Pessah, Laurie \(EOTSS\)](#)
Subject: Re: Rufus for testing
Date: Monday, October 16, 2017 12:12:15 PM
Attachments: [image001.png](#)

Hi All

The site will be up by 2:00.

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On Mon, Oct 16, 2017 at 11:28 AM -0400, "Sullivan, Jennifer F. (ANF)" <Jennifer.F.Sullivan@MassMail.State.MA.US> wrote:

Have we received an update from EOTSS yet? Apologies if I missed it. Thanks.

From: Goodall, Devon L. (MOBD)
Sent: Monday, October 16, 2017 9:04 AM
To: Vierra, Eric; St. Clair, Holly (EOTSS); Weber, Harlan (EOTSS)
Cc: Ward Weeden, Aimee (EOHED); Ng, Albert; Kingsley, John; Sullivan, Jennifer F. (ANF)
Subject: RE: Rufus for testing

Circling back on this. What time today will we be able to see a beta version of the site?

Thanks!

Devon

From: Goodall, Devon L. (MOBD)
Sent: Friday, October 13, 2017 8:32 PM
To: 'Vierra, Eric'; St. Clair, Holly (EOTSS); Weber, Harlan (EOTSS)
Cc: Ward Weeden, Aimee (EOHED); Ng, Albert; Kingsley, John; Sullivan, Jennifer F. (ANF)
Subject: RE: Rufus for testing

Holly and Harlan –

What time on Monday will we be able to see a beta version of the site? This would have the information from Eric but exclude the PDF.

Thanks!

Devon

From: Vierra, Eric [<mailto:EVierra@VHB.com>]
Sent: Friday, October 13, 2017 12:26 PM
To: Goodall, Devon L. (MOBD); St. Clair, Holly (EOTSS); Weber, Harlan (EOTSS)
Cc: Ward Weeden, Aimee (EOHED); Ng, Albert; Kingsley, John
Subject: RE: Rufus for testing

Thank you, Devon.

Eric Vierra
IT Web Specialist

P 617.607.2607
www.vhb.com

From: Goodall, Devon L. (MOBD) [<mailto:Devon.L.Goodall@MassMail.State.MA.US>]

Sent: Friday, October 13, 2017 10:22 AM

To: Vierra, Eric <EVierra@VHB.com>; St. Clair, Holly (EOTSS) <holly.stclair@mass.gov>; Weber, Harlan (EOTSS) <harlan.weber@mass.gov>

Cc: Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>; Ng, Albert <ANG@VHB.com>; Kingsley, John <JKingsley@VHB.com>

Subject: RE: Rufus for testing

Thanks Eric! I just uploaded a word document with information on access. Let me know if you have any questions.

From: Vierra, Eric [<mailto:EVierra@VHB.com>]

Sent: Friday, October 13, 2017 12:13 PM

To: St. Clair, Holly (EOTSS); Weber, Harlan (EOTSS)

Cc: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD); Ng, Albert; Kingsley, John

Subject: Rufus for testing

Greetings team,

I've uploaded the test webpage files to the ShareFile location here:

<https://vhb.sharefile.com/app/#/home/shared/fo2bf9fc-55d4-4142-b72c-a59423211cb5>

Please note that the content is for positioning/testing purposes only.

Contact me with any questions, issues.

Cheers,

Eric

Eric Vierra

IT Web Specialist



Lafayette, Colorado

Phone: 617.607.1861 | Mobile: 303.817.0048

evierra@vhb.com

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From: [Rosenberg, Shelby \(GOV\)](#)
To: [Goodall, Devon L. \(MOBD\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Servetnick, Adrian \(EOHED\)](#)
Subject: FW: Reaching Out
Date: Monday, October 16, 2017 12:17:53 PM

Hi all,

WPI just forwarded some robotics photos if you would like to use any of these. Not sure if its too late or not.

Thanks!

Shelby

From: Becker, Jacleen [mailto:jaci@wpi.edu]
Sent: Monday, October 16, 2017 12:02 PM
To: Brangan Mell, Eileen; Rosenberg, Shelby (GOV)
Cc: Murray, Stacie D
Subject: Re: Reaching Out

Hi Shelby,

I pulled together a selection of robotics related photos for you. Please let me know if there is anything else you need.

<https://wpi.cantoflight.com/s/OO306>

Best,

Jacleen Becker

Marketing Manager

Worcester Polytechnic Institute

O: 508-831-5043 / C: 508-736-3643

From: "Brangan Mell, Eileen"
Date: Friday, October 13, 2017 at 5:14 PM
To: "Rosenberg, Shelby (GOV)"
Cc: Jacleen Becker , Stacie Murray
Subject: RE: Reaching Out

Hi Shelby,

Here's what I know:

The first two photos are fine...I'm not sure if this matters to you, but in the spirit of full disclosure, the image of the students around laptops are not actually WPI students; those are college students who came to WPI from around the country to attend the summer Research Experience for Undergraduates program that was held by our Data Science dept.

The folks who are charged with campus photography tell me that they've never actually seen the robot photo (the third one) that you shared... please let us know if you'd like other robotics photos to be sent to you.

Thanks again,

Eileen

From: Rosenberg, Shelby (GOV) [mailto:shelby.rosenberg@state.ma.us]
Sent: Friday, October 13, 2017 11:49 AM
To: Brangan Mell, Eileen
Subject: RE: Reaching Out

Thanks Eileen!

We also wanted to know if we had permission to use the following pictures:

https://www.wpi.edu/sites/default/files/2017/04/19/Natalie_digital.jpg

<https://www.wpi.edu/sites/default/files/2016/06/22/data-science-students-computers-ms->

[1400x650.JPG](#)

<https://www.solidworks.com/sw/successes/customer-story.htm?record=Worcester-Polytechnic-Institute&id=6466>

Thank you,
Shelby

From: Brangan Mell, Eileen [<mailto:ebmell@wpi.edu>]

Sent: Thursday, October 12, 2017 3:08 PM

To: Rosenberg, Shelby (GOV)

Cc: Siegel, Kyle R; Morton, Amy M; Flavin, Stephen P; Looft, Linda C; Deiana, Maureen; Duffy, Alison M

Subject: RE: Reaching Out

Hi Shelby,

Sorry again for the confusion, but our preference is that the finalized quote be used:

“At Worcester Polytechnic Institute we are committed to educating the next generation of STEM leaders through a hands-on, project-based approach. This strong connection to real-world problems enables our students and faculty to develop new solutions and rapidly deploy them across the world to solve the toughest challenges people face. Our success has led to many public-private partnerships, the most recent being PracticePoint, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This collaborative effort between the Commonwealth, GE Life Sciences, UMass Medical School, MITRE, and WPI is a single example of how Massachusetts has been so successful at nurturing innovation and entrepreneurship – we blend ambitious goals with effective policy, support and cross-disciplinary, solutions-oriented collaboration.”

Thanks again,

Eileen

Eileen Brangan Mell

Associate Chief Communications Officer
Division of Marketing & Communications

Worcester Polytechnic Institute

100 Institute Road, Worcester, MA 01609-2280

508-831-6785 (O)

774-437-8767 (M)

ebmell@wpi.edu

From: Rosenberg, Shelby (GOV) [<mailto:shelby.rosenberg@state.ma.us>]

Sent: Thursday, October 12, 2017 1:05 PM

To: Brangan Mell, Eileen <ebmell@wpi.edu>

Cc: Siegel, Kyle R <krsiegel@wpi.edu>; Morton, Amy M <ammorton@wpi.edu>; Flavin, Stephen P <sflavin@wpi.edu>; Looft, Linda C <lclooft@wpi.edu>; Deiana, Maureen <mdeiana@wpi.edu>;

Duffy, Alison M <amduffy@wpi.edu>

Subject: RE: Reaching Out

Hi Eileen,

My apologies for the back and forth.

Would you mind if we used the quote you had sent over last night? I have copy and pasted it below:

"A Worcester Polytechnic Institute (WPI) education balances theory and practice and empowers students to apply their knowledge to help solve real problems around the globe. Our professors and researchers also work diligently to develop solutions to some of the world's toughest challenges. The expertise here has led to many public-private partnerships, the most recent being between the state, GE Life Sciences, UMass Medical School, MITRE, for PracticePoint at WPI, a pioneering healthcare initiative that brings research, development, and testing of medical devices together

under one roof. This is just one example of how Massachusetts blends ambitious goals with effective policy and broad collaboration to nurture innovation and entrepreneurship.”

- Laurie A. Leshin

President

Worcester Polytechnic Institute

Thank you,

Shelby

From: Brangan Mell, Eileen [<mailto:ebmell@wpi.edu>]

Sent: Thursday, October 12, 2017 12:25 PM

To: Rosenberg, Shelby (GOV)

Cc: Siegel, Kyle R; Morton, Amy M; Flavin, Stephen P; Looft, Linda C; Deiana, Maureen; Duffy, Alison M

Subject: RE: Reaching Out

Hi Shelby,

With sincere apologies for any confusion, I would like to submit this as the final quote from President Leshin for your proposal:

“At Worcester Polytechnic Institute we are committed to educating the next generation of STEM leaders through a hands-on, project-based approach. This strong connection to real-world problems enables our students and faculty to develop new solutions and rapidly deploy them across the world to solve the toughest challenges people face. Our success has led to many public-private partnerships, the most recent being PracticePoint, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This collaborative effort between the Commonwealth, GE Life Sciences, UMass Medical School, MITRE, and WPI is a single example of how Massachusetts has been so successful at nurturing innovation and entrepreneurship – we blend ambitious goals with effective policy, support and cross-disciplinary, solutions-oriented collaboration.”

Please let me know if you have any questions or concerns.

Thanks again,

Eileen

Eileen Brangan Mell

Associate Chief Communications Officer
Division of Marketing & Communications

Worcester Polytechnic Institute

100 Institute Road, Worcester, MA 01609-2280

508-831-6785 (O)

774-437-8767 (M)

ebmell@wpi.edu

From: Brangan Mell, Eileen

Sent: Wednesday, October 11, 2017 9:13 PM

To: Rosenberg, Shelby (GOV) <shelby.rosenberg@state.ma.us>

Cc: Siegel, Kyle R <krsiegel@wpi.edu>; Morton, Amy M <ammorton@wpi.edu>; Flavin, Stephen P <sflavin@wpi.edu>; Looft, Linda C <lclooft@wpi.edu>; Deiana, Maureen <mdeiana@wpi.edu>;

Duffy, Alison M <amduffy@wpi.edu>

Subject: Re: Reaching Out

Hi Shelby,

Thanks for everything... I've made a few tweaks to the quote that you developed, and this has now been approved for your use:

"A Worcester Polytechnic Institute (WPI) education balances theory and practice and

empowers students to apply their knowledge to help solve real problems around the globe. Our professors and researchers also work diligently to develop solutions to some of the world's toughest challenges. The expertise here has led to many public-private partnerships, the most recent being between the state, GE Life Sciences, UMass Medical School, MITRE, for PracticePoint at WPI, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This is just one example of how Massachusetts blends ambitious goals with effective policy and broad collaboration to nurture innovation and entrepreneurship.”

- Laurie A. Leshin

President

Worcester Polytechnic Institute

Hope this helps. Please let me know if you have any questions or concerns.

Sincerely,

Eileen

Sent from my iPad

On Oct 11, 2017, at 6:44 PM, Rosenberg, Shelby (GOV) <shelby.rosenberg@state.ma.us> wrote:

Hi Eileen,

It's nice to e-meet you. Thank you for following up this evening.

I definitely do appreciate your transparency. While the quote used for Worcester was great, we would probably not use it at this time. Would it be possible for us to use the pre-written quote below as it has a broader focus:

“Here at Worcester Polytechnic Institute we deliver an education that balances theory and practice, and it enables our students and professors to develop new technologies and scale it across the world to solve the toughest challenges people face. Our success led to a partnership between the state, GE Life Sciences, UMass Medical School, MITRE, and WPI to invest in PracticePoint, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This is a single example of why Massachusetts has been so successful at nurturing innovation and entrepreneurship – we blend ambitious goals with effective policy and broad collaboration.”

Thank you,

Shelby

From: Brangan Mell, Eileen <ebmell@wpi.edu>

Sent: Wednesday, October 11, 2017 5:37 PM

To: Rosenberg, Shelby (GOV)

Cc: Siegel, Kyle R; Morton, Amy M; Flavin, Stephen P; Looft, Linda C; Deiana, Maureen; Duffy, Alison M

Subject: RE: Reaching Out

Dear Shelby,

My name is Eileen Mell, and I head up communications for WPI. Your request for a quote just reached me, and I wanted to let you know that we provided the following to the city of Worcester for their proposal; I hope it's not gauche of me to tell you that... my goal is transparency:

“The innovation economy is part of the fabric of Massachusetts, Worcester and WPI. We share many common interests and strengths with Amazon, and we have the potential and the expertise needed to help them thrive. WPI would relish the opportunity to provide them with access to - and development of - top talent, and to connect them to our amazing students and alumni.”

That quote was developed in such a way that it would resonate with Amazon's interest areas and our strengths. Please let me know if it's appropriate to use the same one, or if that would be considered poor form.

If you do think it would be inappropriate, in the interest of time I am also providing a quote from Stephen Flavin, Vice President of Academic and Corporate Engagement, that was recently shared with a *Worcester Business Journal* reporter for an upcoming article because it might also work for your purposes:

“As a leading technological university, WPI has many strengths in common with Amazon, and we have numerous alumni working with the company. We are excited that Amazon's search for a location for a second headquarters has so energized communities across the nation to proudly highlight their own strengths, and that the intensity of these discussions points to the importance of STEM-related industries to our economy. WPI is of course open to discussing the potential partnerships and opportunities a company of Amazon's size and reputation could bring to the city, region, or state.”

I look forward to your feedback.

Sincerely,

Eileen

Eileen Brangan Mell

Associate Chief Communications Officer
Division of Marketing & Communications

Worcester Polytechnic Institute

100 Institute Road, Worcester, MA 01609-2280

508-831-6785 (O)

774-437-8767 (M)

ebmell@wpi.edu

From: Rosenberg, Shelby (GOV) [<mailto:shelby.rosenberg@state.ma.us>]

Sent: Wednesday, October 11, 2017 3:24 PM

To: Pasha, Stephanie <spasha@wpi.edu>

Subject: Reaching Out

Hi Stephanie,

I hope all is well with you!

I'm writing today as we are putting together a proposal for Amazon HQ2 and would love for President Leshin and WPI to have a quote in it.

We came up with an example that the President might like. You may also use this quote as is, which might be easier.

“Here at Worcester Polytechnic Institute we deliver an education that balances theory and practice, and it enables our students and professors to develop new technologies and scale it across the world to solve the toughest challenges people

face. Our success led to a partnership between the state, GE Life Sciences, UMass Medical School, MITRE, and WPI to invest in PracticePoint, a pioneering healthcare initiative that brings research, development, and testing of medical devices together under one roof. This is a single example of why Massachusetts has been so successful at nurturing innovation and entrepreneurship – we blend ambitious goals with effective policy and broad collaboration.”

I do just need to mention that the turn around on this is extremely tight. I was hoping that we could have this by the end of today, if not early tomorrow morning.

I appreciate your help with this!

Thank you,

Shelby

Shelby Rosenberg

Project Manager

Office of the Governor

State House, Room 360

Tel: 617-725-4000

Email: Shelby.Rosenberg@state.ma.us

From: Thomas Galligani
To: [Kennealy, Michael \(EOHED\)](#)
Subject: Amazon questions
Date: Monday, October 16, 2017 2:17:00 PM

Michael,

Would you have time today or tomorrow to briefly discuss the City of Somerville's Amazon proposal? We're putting together to final touches on our proposal package – I want get a better idea about what the Commonwealth plans to submit. Specifically:

- Will the Commonwealth's submittal include some of the information that community's submitted to your office a couple of weeks ago?
- What if our proposal has changed in some way?

I have a couple of other questions that I think could be efficiently answered with a short (15 minute) conversation.

Thanks,

Tom

Also feel free to reach out to me by cell at **Exemption (c)**

Thomas F. Galligani, Jr.

Director of Economic Development

Mayor's Office of Strategic Planning & Community Development

City of Somerville

93 Highland Ave

Somerville, MA 02143

t/ 617.625.6600 x2531

e/ tgalligani@somervillema.gov

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Vladeck, Abigail \(GOV\)](#)
Subject: Fwd: Friday draft inclusions
Date: Monday, October 16, 2017 2:46:48 PM
Attachments: [MA at a glance Final for VHB.DOCX](#)
[ATT00001.htm](#)
[Incentives Final for VHB - HB DONE.DOCX](#)
[ATT00002.htm](#)
[Quality of Life in Massachusetts Final for VHB.docx](#)
[ATT00003.htm](#)

Aimee
617-356-3037

Sent from my iPhone

Begin forwarded message:

From: "Ng, Albert" <ANG@VHB.com>
Date: October 16, 2017 at 2:40:39 PM EDT
To: "Goodall, Devon L. (MOBD)" <devon.l.goodall@massmail.state.ma.us>
Cc: "Ward Weeden, Aimee (EOHED)" <aimee.ward@massmail.state.ma.us>
Subject: RE: Friday draft inclusions

Devon,

We did incorporate all of the content/comments you provided on Friday. As we discussed, we had our editor review the documents and provide edits for grammar and punctuation, agreement, tense, etc. Included in her review was the restructuring of two sentences in the Ethos section of the QoL chapter you reference below. I believe this is the only significant edit to the content you provided. I apologize for the confusion this caused. I attached the word documents she worked with to show her edits.

Please let me know if you have any questions and if you want to ignore our editor's edits in these three documents.

Albert

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922

www.vhb.com

From: Goodall, Devon L. (MOBD) [<mailto:Devon.L.Goodall@MassMail.State.MA.US>]
Sent: Monday, October 16, 2017 12:46 PM
To: Ng, Albert <ANG@VHB.com>
Cc: Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>
Subject: Re: Friday draft inclusions

On page 16, our text is different from what we sent over under "Ethos". We know that there are a lot of cooks in the kitchen on our end, and it could potentially not

have been tracked but thought the text was different in the version uploaded.

Devon

From: Ng, Albert <ANG@VHB.com>
Sent: Monday, October 16, 2017 12:44 PM
To: Goodall, Devon L. (MOBD)
Cc: Ward Weeden, Aimee (EOHED)
Subject: Re: Friday draft inclusions

Devon,

We believe that we incorporated all of the feed back from Friday. Is there anything specific I can check on for you?

Albert

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From: Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>
Sent: Monday, October 16, 2017 12:20:16 PM
To: Ng, Albert
Cc: Ward Weeden, Aimee (EOHED)
Subject: Friday draft inclusions

Albert -

We are doing a run through right now and are concerned that some of the edits we sent through were not included in the Sunday draft. Can you confirm that everything from the feedback on Friday was incorporated?

Thanks!

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Massachusetts Fast Facts

Commented [BH1]: For some reason Aimee deleted the "s" off of "Facts" – not sure why she would do that? It should be "Facts".

Talent

- Nearly half of Massachusetts residents have college degrees – the highest of any state.
- Home to 125 colleges and universities.
 - 400,000 students - 250,000 in the Boston area alone.
 - 130,000 degrees awarded annually.
- 33% more workers in math and computer science-related occupations than the national average on a per capita basis.
- Double the number of systems software developers than the national average on a per capita basis.

Quality of Life

- Best state, according to US News & World Report, thanks to our strong economy, excellent healthcare, and great education.
- Best K-12 education of any state.
- On track to add 224,000 units to our housing stock statewide by 2030.

Innovation Ecosystem

- Best state for innovation, according to the Milken Institute.
- Highest per-capita R&D investments as a percentage of GDP of any state.
- Highest per-capita employment in STEM occupations of any state.
- Second state in technology patents per capita.
- 40% of ~~workers~~ Massachusetts workers are in the innovation economy.
- Over \$50 billion in venture capital under management by Massachusetts companies.

Talent

- ~~Nearly half of Massachusetts residents have college degrees – the highest of any state.~~
- ~~Home to 125 colleges and universities.~~
 - ~~400,000 students - 250,000 students in the Boston area alone.~~
 - ~~130,000 degrees awarded annually.~~
- ~~40% more workers in math and computer science related occupations than the national average on a per capita basis.~~
- ~~Double the number of systems software developers than the national average on a per capita basis.~~

Transportation

- 1.3 million people ride the MBTA (metro Boston's transit system) every day.
- Logan International Airport offers nearly 1,200 flights daily to 75 domestic and 54 international destinations.
 - Hourly flights depart Logan every weekday for New York, Philadelphia, and Washington, DC.

Environment

- Over 25% of land in the state is permanently conserved for open space, recreation, watershed protection, natural habitat protection, and agriculture.
- Ranked the most energy-efficient state seven years in a row by the American Council for an Energy-Efficient Economy.

[7.1] INCENTIVES

Massachusetts provides a ~~broad~~ array of financial programs to attract private investment and to promote innovation and job creation. These programs are designed to be customized to the specific needs of individual companies and project sites. This permits the development of flexible and competitive incentives packages. Where feasible and appropriate, the Commonwealth focuses its investment on publicly-owned infrastructure ~~that will to~~ support individual economic development projects while also benefitting a wide assortment of users. Massachusetts also embraces opportunities to work with transformational companies to build leadership for the state economy in key competitive areas.

Tax Credits

The Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster job creation and stimulate business growth. The Commonwealth issues EDIP tax credits to eligible companies ~~for whom a public incentive will enable them to create new employment in exchange for job creation in the Commonwealth and private investments~~. The credits are awarded quarterly on a rolling basis and ~~awards are calculated~~ based on job creation ~~and~~ investment levels ~~and other relevant considerations~~. Each award is memorialized in an agreement between the state and the company, containing the terms and conditions of the credits. Credits are generally issued as the company reaches milestones established in the award agreement. Some EDIP awards ~~may be~~ ~~are~~ refundable and transferable in accordance with their terms. The available capacity of the EDIP tax credit program under current law is \$30 million annually.

EXAMPLES: Call Out:

Kronos, Inc., an industry disruptor in the workforce management and human capital management technology space, relocated its global headquarters to Lowell, Massachusetts, in ~~mid-2017~~ ~~[DATE]~~. This move ~~will ensure that Kronos kept more than 1,300 existing positions in Massachusetts, and bring more than 200~~ ~~enabled~~ the company to create 400 additional jobs ~~to the Commonwealth~~. Massachusetts supported Kronos's move ~~and expansion~~ with EDIP ~~investment~~ tax credits totaling \$ ~~8~~ million.

Call Out:

Education First, an international leader in cultural exchange, language learning, and educational programming, will invest \$133 million to develop a third building for educational and business uses on its North Point campus in Cambridge. Massachusetts approved \$6 million in EDIP ~~investment~~ tax credits in 2017 to support the expansion, which will allow EF to create 300 new jobs.

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Infrastructure Investment Programs

The Commonwealth's financial partnerships with employers focus~~es~~ on improving the performance or capacity of public infrastructure ~~in order~~ to create an environment where innovation backed by private investment will flourish over the long-term. The state capital plan is a flexible and ~~forward-forward~~-looking program that allocates capital to projects that address the greatest needs, that support local communities, that unlock economic opportunities, and that best position Massachusetts and its partners for the future.

MassWorks

The MassWorks Program is a flexible grant program that leverages state funding to support economic development projects statewide. Typical MassWorks projects include utilities, water treatment systems and sewage infrastructure, transportation, and ~~housing-housing~~-related infrastructure, ~~site remediation, and demolition and other improvements that will create pad-ready development sites with priority given to projects that will spur private investment and economic development.~~

Call out with photo:Sidebar: Examples of MassWorks Projects

MBTA Assembly Square T station: 2008 and 2011 MassWorks awards totaling \$27.5 million

Development of 56 acres of underutilized land in the City of Somerville was made possible by improving transit access. The MBTA's Orange Line passed through the site, but the site didn't have an easily walkable transit station. The private developer partnered with the state to create a new station, with the help of a \$27.5M MassWorks award and additional I Cubed investment nearby (see below). At full build-out, Assembly Row will accommodate 3,500 residents, 12,000 office workers, and 2,500 retail employees in a mixed-use, modern district that is a short ride to downtown and a desirable destination for visitors, shoppers, and commuters.

City Square: 2009, 2013, and 2015 MassWorks awards totaling \$28 million

The City Square Project in Worcester is a multi-year, multi-phase development that will replace a blighted urban renewal-era mall on 21 acres in downtown Worcester with over 2.2 million ~~square feet~~sq. ft. of mixed-used space. The new City Square will have 350 housing units, 214,000 sq. ft. of office space, and pedestrian-friendly streetscapes and open space. The development is within walking distance of Worcester's Union Station, which serves as a regional transit hub and terminus of an MBTA commuter rail line. To date, MassWorks has invested ~~more than \$28-25~~ million for demolition, site preparation, and infrastructure improvements at City Square. The Commonwealth has invested \$25 million in other capital funds into the project, and the City has committed \$15 million to-date.

The Commonwealth has approximately \$~~130-25~~ million in existing MassWorks grant capacity under current law to invest in infrastructure improvements sponsored by host municipalities or

other eligible development agencies. The MassWorks program is regularly renewed with additional capacity. Grants are awarded annually by the Secretary of Housing and Economic Development, and funds are disbursed ~~as costs are incurred during the life of the project~~. The awards are not formula-driven. Massachusetts awarded grants totaling \$8~~54.8~~ million in fiscal 2017, and the state expects to award ~~a similar amount approximately \$80 million~~ in MassWorks ~~funds grants~~ again in fiscal 2018.

Infrastructure Investment Incentive (I-Cubed) Program

The I-Cubed program is used to finance significant public infrastructure improvements that support major new private development. ~~The Commonwealth gives I-Cubed awards are made by the Commonwealth~~ to eligible economic development projects that have been approved by the host municipality and ~~can~~ generate substantial new tax revenue for the state. The level of benefit available through I-Cubed is based on the amount of new state tax revenues to be created by the project.

Call-Out with photo: NorthPoint

MassDevelopment has approved financing of up to \$25 million for infrastructure improvements at the NorthPoint development, a 34.~~5-5~~-acre development located in Cambridge, Massachusetts, ~~located~~ near Interstate 93, Bunker Hill Community College, and the Museum of Science. The project is adjacent to the Lechmere MBTA transit station, just over a mile from the Kendall Square innovation hub, and approximately 2-3 miles from MIT and Harvard.

The development will transform a largely underutilized industrial site into a transit-oriented mixed-use development that is expected to include 2,300 residences and approximately 2.7 million sq. ft. of commercial space that will accommodate office, lab, educational, and retail uses.

~~[insert graphic on NP]~~

The Commonwealth has approximately \$380 million in existing capacity, without further legislation, to invest in infrastructure improvements that lead to major employment or other revenue drivers in Massachusetts. An I-Cubed solicitation may be initiated at any time. Timing of the financing depends on the particulars of each individual project.

Other Infrastructure Enhancements

The major economic development investments listed above are part of a larger state capital investment program that invests over ~~54 billion per year~~

~~Coordinate with MassDOT to include MBTA capital plan~~ -from various sources, including state, federal, and other funds. In fiscal 2018, the Commonwealth expects to invest approximately ~~3~~ in transportation infrastructure; ~~57000~~ million on state facilities, including public higher education; ~~225200~~ million for affordable housing; ~~325200~~ million for environmental initiatives including climate change preparedness; and ~~20~~ million to extend broadband access to underserved communities in western Massachusetts.

Commented [BH1]:

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Call Out with Image from MassHousing Workforce HousingEXAMPLE INSERT:

Massachusetts is investing in a new program to create workforce housing (both affordable and mixed income) and to provide rental and homeownership opportunities focused on gateway cities and under-utilized local housing authority lands to address the supply of housing opportunities for working families and individuals in the state. Another program provides payments to municipalities that create dense residential or mixed-use smart growth districts, including housing units, located near transit stations in areas of concentrated development such as existing city and town centers, to encourage smart growth and transit-oriented development at the municipal level.

~~get graphic from DHCD?~~

The state capital plan also provides reliable and substantial support for Massachusetts's 351 cities and towns by funding local initiatives including programs supporting ~~for~~affordable housing options, municipal transportation networks, cultural institutions, and downtown revitalization programs. Massachusetts provides additional capital resources to public schools and the state transit system through special dedicated sales tax funding that supports the Massachusetts School Building Authority (MSBA) and the MBTA, respectively. Unlike many other states, in which capital investment is concentrated at the local and county level, Massachusetts has abolished and absorbed the functions of most county governments, and coordinates many key infrastructure investments in partnership with cities and towns, including for school, water-sewer, and road projects. This state-level coordination allows Massachusetts to leverage the expertise of quasi-governmental agencies like the MSBA, the Massachusetts Clean Water Trust, and MassDOT.

Massachusetts is committed to optimizing the value of our capital program by forging effective partnerships and investing strategically. The current capital investment plan leverages substantial federal funding for projects in the areas of transit, highway, clean water, and emergency preparedness. We also cultivate partnerships with municipal, quasi-public, private, and non-profit entities to support key initiatives that will serve common goals.

Utility Incentives

Massachusetts offers robust financial incentives for new commercial construction that meets advanced energy efficiency standards. The integrated design path program for large buildings (100,000 sq. ft. or more) provides financial incentives throughout the design and construction phases of a new construction project, including support for design teams for charrettes and energy modeling, and incentives for the building owner/occupant for energy efficient construction. Incentives are performance based and are provided for both thermal and electric savings.

Massachusetts has finalized regulations for predictable compensation for up to 5 megawatt capacity of solar photovoltaic as well as electric storage, and provides incentives for renewable thermal technology. Major users may also eligible be for discounts on energy distribution rates, through direct arrangements with distribution companies.

Quality of Life in Massachusetts

Massachusetts is a great place to live.

We are ~~practical progressives~~~~forward-thinking~~ with a strong state economy, some of the best education and healthcare in the world, a diverse population, the capacity to add housing to accommodate growth, and recreational and cultural opportunities to suit any interest. People come to Massachusetts from all over the world to learn, and they stay because—like *U.S. News & World Report*—they decide it's a great place to live.

[Call Out US News]if we are not using elsewhere]

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Ethos

Since its founding, Massachusetts has been guided by a handful of enduring values: self-determination, opportunity, and a commitment to progress. As a result, for over 400 years, Massachusetts has been a place where people work together to build a better future.

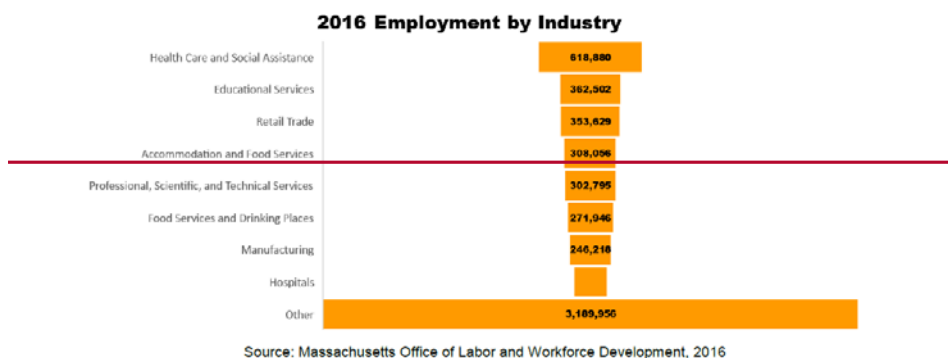
Our early start and our commitment to the future have resulted in a lot of firsts. We built America's first public park (Boston Common), first public secondary school (Boston Latin Grammar School) first university (Harvard), first post office, and first subway system. ~~Massachusetts also launched the abolition and women's rights movements and its~~ Our state constitution is the oldest written constitution in continuous effect in the world, ~~and it~~ provides greater protections for a number of individual liberties than its federal counterpart. ~~Massachusetts also launched the abolition and women's rights movements, and it is the only state in the nation where a family's right to shelter is enshrined in statute.~~

Today, we follow ~~an ethos~~ ~~practical progressivism~~ that is grounded in common sense and tempered by fiscal discipline. We led the nation in enacting universal health care so that we could provide health care to our most vulnerable citizens, but also because it was a responsible and efficient way to reduce the financial strains that an uninsured population puts on a state's economy. In the last 15 years, we have been in the lead on other critical public policy matters, including marriage equality, pay equity, and safeguarding the rights of transgender people. Massachusetts is committed to a continued pursuit of opportunity and progress for all.

Economy

The diversity of the Massachusetts economy is evident in the strength of several well-established and fast-growing industry sectors: healthcare and social assistance, educational

services, information technology, financial services, manufacturing, retail, defense, renewable energy, creative, and maritime. This diversity ensures that Massachusetts is poised for consistent growth over time.



A 50-state study by *Governing* magazine recently ranked the Massachusetts economy the best in the nation over the past five years based on a range of metrics such as unemployment rates, personal income per capita, job growth, and per capita state GDP.

[Call Out: Fitch Ratings Agency Comment

Fitch:

“[Massachusetts] has a broad and diverse economy. Employment growth is solid, education levels are high, and population growth has approximated that of the U.S. this decade. Economic fundamentals include significant strength in the health care, technology and education sectors, leaving it well positioned for solid gains going forward. Measured by per capita personal income, Massachusetts is the second wealthiest state in the nation.”

[Add Photo](#)

Education

Our focus on education starts early in Massachusetts, and the result is that Massachusetts boasts the best-educated population in the country. From K-12 to post-secondary degrees, Massachusetts’s commitment to education is paramount. For the third year in a row, *Education Week Research Center* ranked Massachusetts first in the nation in providing a quality education for public school students.

Massachusetts also has the highest rate of post-secondary achievement of any state—46.43% of residents hold a bachelor's degree or higher. This high rate of educational attainment directly influences the strength of our economy, the state's attractiveness to employers, and the quality of life experienced by our citizens.

Health

People from around the world come to Massachusetts to receive medical care at renowned hospitals like Mass General, Mass Eye and Ear, and Boston Children's. Our wealth of higher education institutions means we have an abundance of teaching hospitals working on the cutting edge of health research and patient care. Our primary care delivery system is excellent and leads the nation in terms of access. And as the state that gave the rest of the country a model for achieving universal health coverage by building on our existing system of private and public insurers, it should come as no surprise that, with 98% of our population covered, we have the highest coverage rate in the country. This all adds up to a healthy population that has one of the highest life expectancies from birth of any state.

People

Insert Work Inc. Photo

Massachusetts welcomes new people and new ideas. With more than one million foreign-born residents, the Massachusetts economy depends on a diverse workforce to be competitive domestically and internationally. In 2015, twenty percent of our labor force was made up of immigrant workers. Approximately 30 percent of our STEM workers and Master's and PhD candidates are foreign nationals. One quarter of our biotech firms are founded by immigrants, and 59 percent of our medical scientists and 35 percent of our software developers are foreign born.

This diversity is also reflected in the racial composition of our population. According to the 2016 American Community Survey, 9% of Massachusetts residents are black or African American, 7% are Asian or Asian-American, and 11% are Hispanic or Latino. Seventy-two three percent of Massachusetts residents are non-Hispanic white, which is about the median for states nationwide. Our cities are especially diverse: Boston – which in 1950 was 95% white – is now majority non-white, with large African-American, Asian-American, and Hispanic populations; Springfield, with a population of 154,000 is 45% Hispanic/Latino and 18% African-American; and Lawrence, with a population of 80,000, is 74% Hispanic/Latino, with large Dominican and Puerto Rican populations.

We are committed to including our disabled population in Massachusetts's success. Organizations like Work Inc., a Massachusetts-based organization that connects our citizens thousands of people with people with intellectual and developmental disabilities to training and employment opportunities holds the janitorial contract for federal buildings in Boston. The Perkins School for the Blind, which opened in 1832, provides educational resources, adaptive

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Commented [WWA(1)]: Source Analysis of the U.S. Census Bureau's 2015 American Community Survey 1-year PUMS data by the American Immigration Council.

Commented [WWA(2)]: <http://www.newamericaneconomy.org/locations/massachusetts/>

Commented [WWA(3)]: <http://www.ilctr.org/promoting-immigrants/immigration-research/immigrant-entrepreneurs-in-the-massachusetts/>

Commented [ANF4]: Need to confirm

technology, and more to help blind people realize their full potential – including a 200-student school in Watertown. ~~Massachusetts persons with a disability who are building new businesses are thriving at~~ InventiveLabs in Amesbury, ~~which~~ provides an ecosystem of support and a working communal space where entrepreneurs with a disability can find resources and a community of entrepreneurs to help launch their new ventures.

Massachusetts has one of the largest LGBTQ populations per-capita of any state in the country, and is home to its tourism meccas, Provincetown and Northampton. In 2015, Massachusetts proudly became the first state to include LGBTQ-owned businesses in supplier diversity requirements.

Massachusetts is also home to more than 355,000 veterans. We encourage employers to support our veterans by providing a \$4,000 tax credit for businesses that hire and retaining unemployed veterans. We've also streamlined the process for certifying Veteran-owned businesses as a way to encourage the growth of those businesses.

Housing and Development

Massachusetts is growing its housing stock at a rate that will meet new growth demands and continue to give Massachusetts workers access to vibrant and safe communities to live and play. We are confident that Massachusetts can accommodate the long-term needs of Amazon's planned HQ2 workforce.

Over the past three years, Massachusetts cities and towns have permitted over 48,000 new housing units, including over ~~including~~ 40,000 in eastern Massachusetts. Statewide, we are on track to add 224,000 new housing units by 2030, with 129,000 of those units in metropolitan Boston. The City of Boston itself has set a target of adding 53,000 new housing units by 2030 and is currently ahead of the pace needed to meet that goal. Neighboring Somerville is committed to building 6,000 new housing units by 2030. And we continue to support new ways to add to Massachusetts's inventory of affordable, accessible, and remarkable housing options.

Massachusetts supports housing production through the use of regulatory tools that ensure that each community provides a fair share of affordable housing and that incentivize smart growth in downtown, transit-oriented locations and other places already well-served by infrastructure. In addition, Massachusetts offers direct support for housing production through state-administered funding and financing programs.

The Massachusetts Housing Development Incentive Program promotes housing growth in Gateway Cities—mid-sized cities that anchor regional economies around the state. The Massachusetts Workforce Housing Initiative is the nation's largest and most ambitious state-level initiative for middle-income ~~housing affordability~~ housing affordability. Our Brownfields Redevelopment Fund and Brownfields Tax Credit provide support to speed the cleanup of

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formerly contaminated sites so they can be re-used to accommodate new development.

~~MassWorks provides grants for public infrastructure investments that promote transit-oriented development and unlock development opportunities.~~

CALLOUTS (photos / renderings – see Devon’s email available from Chrystal’s slides in dropbox):

- ~~Malden is leveraging transit access to remake its downtown, adding 900 new transit-adjacent apartments that are spurring further investment in retail and commercial space.~~
- ~~Lynn is reclaiming its waterfront and, cleaning-up formerly contaminated parcels, and leveraging a unique state-local-federal working group to remove permitting hurdles and advance significant new housing opportunities. The city now has 1,900 new market-rate units in its immediate development pipeline, with a new commuter rail stop to serve new residents.~~
- ~~Plymouth is combining state economic development funds and smart growth zoning, to transform an abandoned former Walmart into a new waterfront neighborhood that will include commercial space and 675 new homes.~~
- ~~Lynn is reclaiming its waterfront, cleaning formerly contaminated parcels, and leveraging a unique state-local-federal working group to remove permitting hurdles and advance significant new housing opportunities. The city now has 1,900 new market rate units in its immediate development pipeline.~~

Recreation

Massachusetts is brimming with recreational and cultural activities. The Massachusetts state parks system alone comprises more than 450,000 acres, making it the ~~9th largest~~ ^{9th} largest state park system in the 6th-smallest state. From Cape Cod National Seashore to Mount Greylock State Reservation in the Berkshires, the state’s diverse landscapes provide the perfect playground for four-season recreational activities.

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Our parks system includes historic sites such as Walden Pond and Plymouth Rock; a ~~90~~ 91-mile segment of the 14-state Appalachian Trail; and inland and coastal beaches, including the first public beach in the country, Revere Beach Reservation. Massachusetts skiers and boarders head to Wachusett Mountain in central Massachusetts, or Jiminy Peak and Berkshire East in the western part of the state.

Massachusetts is also home to great sports teams, like the New England Patriots, the Boston Red Sox, the Boston Bruins, ~~and~~ the Boston Celtics ~~and the New England Revolution~~. About 27,000 athletes—amateur and international elite alike—compete each year in the annual Boston Marathon, the oldest in the country. The Pan Mass Challenge is the country's largest athletic fundraising event with ~~6,200~~ 6,200 cyclists from 41 states and eight countries riding 192

miles from Sturbridge to Provincetown each summer to raise money for the Dana-Farber Cancer Institute (\$547 million raised since 1980).

Massachusetts has a rich maritime and sailing tradition that draws tourists and enthusiasts from all over the nation and all over the world.

[Photo of Charles River Learn to Sail or FIGAWI or North Shore Harbor]

We have a great food scene fed by talented chefs and strong partnerships with local farms growing produce, shellfish, finfish, meat, dairy, and more. [Photo of Duxbury or Cape oyster farmers?] There are over 100 breweries to be found in all corners of the state and a growing collection of local wineries.

Arts and Culture

Massachusetts is home to the Boston Symphony Orchestra (including its summer residence at Tanglewood in the Berkshire Mountains) and the Boston Pops ~~Orchestra.~~ ~~—and It is~~ also home to Honk!, an annual festival of “activist street bands” that take over the streets of Somerville and Cambridge for one weekend every fall; and to a constantly evolving collection of “porchfests” that celebrate music-making on the porches, stoops, sidewalks, front lawns, and garages of ~~accommodating-participating~~ neighborhoods.

The Museum of Fine Arts in Boston is an internationally renowned museum known ~~known~~ for its vast and varied collection, including Egyptian artifacts, Impressionist paintings, and early American art. ~~While~~ the City of Lynn recently hosted the Beyond Walls festival, which turned downtown buildings into canvases for presented large murals by well-known street artists. ~~on the sides of downtown buildings.~~ Over 200,000 people a year visit the Institute of Contemporary Art, which is housed in a dramatic structure overlooking Boston Harbor. The Massachusetts Museum of Contemporary Art, in the Berkshires, is a former industrial site that now hosts one of the largest centers for contemporary visual art and performing arts in the country.

[Insert photos of Beyond Walls]

Niche museums cover everything from local authors (Dickinson in Amherst, Emerson in Concord, Dr. Seuss in Springfield) to presidential archives (John F. Kennedy Presidential Library and Museum in Boston), to our unique maritime history (whaling in New Bedford, shipbuilding in Essex, general history and fishing in Gloucester), to Russian icons (Museum of Russian Icons, Clinton) to American crafts (Fuller Craft Museum, Brockton), to the Salem Witch Trials (Salem Witch Museum) to some of the oldest existing spaces in the country created by and for African-Americans (Museum of African-American History, Boston).

CALLOUT BOX/graphic: Ranked by *National Geographic Magazine* as one of ten best destinations on Earth, the Berkshires is an expanse of rural towns and hillsides that showcases

how Massachusetts protects its vast green space. The region includes the renowned Tanglewood music venue, the Norman Rockwell Museum, and restaurants featuring farm-to-table offerings from across New England.

There's something for everyone to ~~love~~ in Massachusetts.

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#); [Thomas, Steve](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#); [Vladeck, Abigail \(GOV\)](#); [Kaneb, Michael \(GOV\)](#)
Subject: Formatting updates so far
Date: Monday, October 16, 2017 2:58:39 PM
Attachments: [Rufus Final Draft Edits.docx](#)

Hi Albert and Steve,

See attached for our formatting updates so far, through the Innovation section. Please let me know if you have any questions.

Thanks!
Devon

Project Rufus – October 16 Edits

General Comments

- All pages should have a number – especially chapter pages because their numbers are referred at the table of contents
- Headings throughout: some split horizontally and some split vertically. Should be consistent
- Massachusetts's – not Massachusetts'
- On 21st Century, it's inconsistent with superscript and lowercase. It should be all lowercase.
- Quote attribution should be all the same and follow example of Meehan quote
 - First line is name of person
 - Second line is Title, Organization in italics
 - Use an "&" instead of "and" in titles (i.e. President & CEO)
 - Third line (if necessary) should be secondary title (Pinck, Moquete)
- Per capita – hyphens need to be consistent with use. It is hyphenated if it comes before what it is modifying but not after
- Capitalize State Legislature
- All bullets should have periods, including Higher Ed listings
- Remove photo credits if it is MOTT or VHB

Cover Page

- Include hq2.mass.gov instead of Mass.gov

Welcome Letter

- Already updated

Table of Contents:

- Stable and Business-Friendly Environment (capitalize Friendly)
- Add photo opposite

Massachusetts Fast Facts

- VHB: can the cape cod photo be brightened?
- Add number of millennial in greater Boston region
- Order should be:
 - Quality of Life
 - Talent
 - Innovation Ecosystem
 - Transportation
 - Environment

Revolutionary Ideas

- Page 10:
 - Change “Past” to First basketball game played in 1891 in Springfield
 - Need caption for picture of MIT
- Page 12:
 - First paragraph under sites, remove “infill” on “We have infill opportunities in the dense urban core”
 - Ribbon needs # in front
 - Repetitive to write #1 beneath it
 - Switch order of “February 2017, U.S. News and World Report” to “U.S. News and World Report, February 2017”
 - Photo should be higher resolution
 - Move quality of life to join us and add a graphic/photo to page 12.
 - Martin Meehan quote:
 - Second sentence: “More than anything, it’s home to a revolutionary”

Quality of Life:

- Cover page:
 - Add photo with diversity instead of cello
- Page 16:
 - Call out can be part of the text with no bolding
 - Past should read: “First public beach opened in Revere in 1895”
 - Remove last sentence on second paragraph “It provides greater protections for a number of individual liberties than its federal counterpart.”
- Page 17:
 - Governing Magazine – “m” needs to be capitalized
 - Quote should be attributed to “Fitch Ratings, Report dated October 5, 2017 on the Commonwealth of Massachusetts”
- Page 18
 - Graphic
 - Cape and Islands is cut off into education
 - Words are cut off to the right
- Page 19
 - Bithiah Carter quote – move “President, New England Blacks in Philanthropy” to a second line and italicize (not bold)
 - New photo
- Page 20
 - Jennifer Pinck quote should be reformatted to follow same order as Meehan quote

- Note that she is an LGBT-Certified Business – “President & Founder, Pinck & Co, Inc. and Certified LGBT-owned Business”
 - Remove crime statistics
 - Add call out: \$4,000 tax credit for small and mid-sized businesses that hire and retain unemployed veterans
- Page 21
 - Remove housing graphic
 - Adrian provided a new photo for Plymouth
 - Lynn story:
 - Remove hyphen on “Cleaning up”
 - Plymouth story:
 - New photo
 - Remove comma between “zoning to transform”
- Page 22
 - Remove Duxbury from picture caption and keep it as “Wellfleet OysterFest”
- Page 23:
 - Add photo of Tanglewood
- Page 24
 - Quote needs to be updated to same attribution style
 - National Geographic call out – should have “One of the ten best destinations on earth” in the title and the text of the call out (twice)

Talent

- Page 28
 - Past: “First public school in the country, Boston Latin, is opened in 1635”
 - #1’s – Babson and MIT should say School for instead of School of
- Page 29
 - No bold/orange under “Massachusetts’s advantage...”
 - Make the paragraph a call out instead of part of the text.
 - Consolidate into one graph with indented lines for “Systems Software” and “Applications”
- Page 30
 - Space missing on David F. Torchiana’s name
 - Remove numbers from bar graph that are vertical – no need to specify the numbers
 - Master’s and Bachelor’s – add apostrophe
- Page 31
 - 89 Nobel laureates – not 85
 - Second paragraph – move this paragraph to page 34 under the Community College call out

- “Our community colleges have a big role to play here, as well. The 15 community college across Massachusetts now educate over 130,000 students a year in programs focused on **STEM-related** career paths”
- Page 32:
 - ADD a call out on voc-tech schools:
 - Massachusetts CVTE Winners at 2017 SkillsUSA Competition
 - Massachusetts CVTE schools won 36 medals in the 2017 national SkillsUSA competition. Lynn Tech received special honors, receiving both the National Outstanding Chapter of Excellence award and the National Gold Medal in Community Service. The Model of Excellence award recognized Lynn Tech as number one among all 30,000 eligible programs across the country. The 36 Massachusetts medals included awards in the areas of robotics and and automation technology, mobile robotic technology, related technical math, web design, graphic communications, and automated manufacturing technology.
- Page 33
 - Add under Commonwealth Kitchen caption “CommonWealth Kitchen, a Dorchester food business incubator and commercial kitchen that received a 2015 Workforce Skills Cabinet Capital Grant”
 - Commonwealth Kitchen
 - Text needs to be one color - remove orange and bolding
- Page 34
 - Quote
 - Remove “with STEM Youth”
 - Ampersand in title of Reinier Moquete
 - Call out – MA Community Colleges from page 31
 - Carbonite quote
 - Remove “Home to more than 125 colleges and universities” and replace with “...”
- Page 36
 - Spell out “square foot” on Amazon text
 - Call out title:
 - “3D Printing: Advanced Manufacturing in Massachusetts is Gearing Up”
- Page 37
 - Change ‘schools ranked...’ to universities and specify universities in the Top 100 header
 - Are there 228 dots?
- Page 38
 - Flow “USNWR Best Colleges: National University Ranking” on all pages
 - Fill in photo credits
 - Add # before each number for title rankings

- Bold “Enterprise sites available” under Harvard and MIT
 - Harvard #3 business school is USNWR 2018
- Page 39
 - Don’t bold citizenship in Tufts
 - Boston College: Undergrad business school is a #3 ranking from 2016 Bloomberg Businessweek
- Page 40
 - Missing a comma under Brandeis
- Page 41
 - Change “90 percent” to “90%”
 - WPI – missing a comma in text
 - Remove 2011 text
- Page 42
 - Remove “in 1971 the university launched” line
 - Remove 5 college consortium from bottom bullet and update text in paragraph – should say Five College Interchange
- Page 43
 - Switch UMass Lowell photo with UMass Amherst one from page 49
- Page 44
 - Massachusetts’s
 - Consortium mentions should either be a bullet or in the paragraph, not both and be consistent throughout
 - Title for colleges says universities – should say Colleges
- Page 48
 - Remove intro paragraph with “Other Notable Colleges”
 - Make number formatting consistent with all other universities

Innovation:

- Page 52
 - Graphic:
 - Text needs to say “Massachusetts has 5 of the top 6 highest NIH awarded independent hospitals in the country”
 - Unbold Vanderbilt University
 - Present:
 - “Over 700 innovation assets across the state”
 - Call out:
 - Nearly 40% - not Over 40%
- Page 53
 - Quote:
 - iBoss not iboss
 - Update title of Paul Martini to be consistent with Meehan quote
 - Unbold text (sorry!)
- Page 54
 - Text doesn’t line up with Friday redlines

- Map needs to say “2015 & 2016 U.S. Innovation Index”
- Page 55
 - Unbold text (sorry!)
 - Medallion needs # and remove “#1” from caption
- Page 56 – 57
 - Move Focus on Robotics to be ahead of the two call outs on Page 56
 - Page 57 can be life sciences with a photo – Lab Central photo from sharefile
- Page 56
 - Add title: Focus on M2I2: Massachusetts Manufacturing Innovation Initiative
 - First description paragraph, “the award supports the development”
 - Move funding to be under description
 - Add “Project” in front of “Description”
 - Remove ribbons
- Page 58
 - Format quote to be consistent – 3 lines
 - Photo needs caption
- Page 59
 - Replace “paradigm” with Leader
- Page 60
 - On graph, add “Innovation Assets by Region”
 - Retitle based on original data sent over
 - Add a period after 60,000 jobs
- Page 61
 - “Rob Biederman and Patrick Petitti, Co-CEOs, Catalant”
 - Remove MGH Healthcare Transformation Lab

From: Ng, Albert
To: [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Goodall, Devon L. \(MOBD\)](#); [Thomas, Steve](#)
Subject: Revised Sites and Higher Ed profile layouts.
Date: Monday, October 16, 2017 3:06:46 PM
Attachments: [Sites.pdf](#)
[Higher Ed.pdf](#)

Aimee,

Two things I want to run by you.

1. We felt that our initial treatment of the letters on each site profile wasn't strong or obvious enough to relate back to the maps. I attached a revised spread with a different treatment of the site letters. Let us know if this works for you.
2. We thought that the Higher Ed profiles were too busy and difficult to read. We want to introduce a new way of laying out the higher ed information. Please let us know if this works. We reduced the size of the photos so that the text is not too jammed. Smaller photos also compensate for the lower resolution in some cases.

Let us know what you think.

Thanks!

Albert

Albert Ng

Senior Transportation Planner/Transportation Technology Leader



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C Boston | Harrison Albany Corridor/Back Bay/Dudley Square/Widett Circle

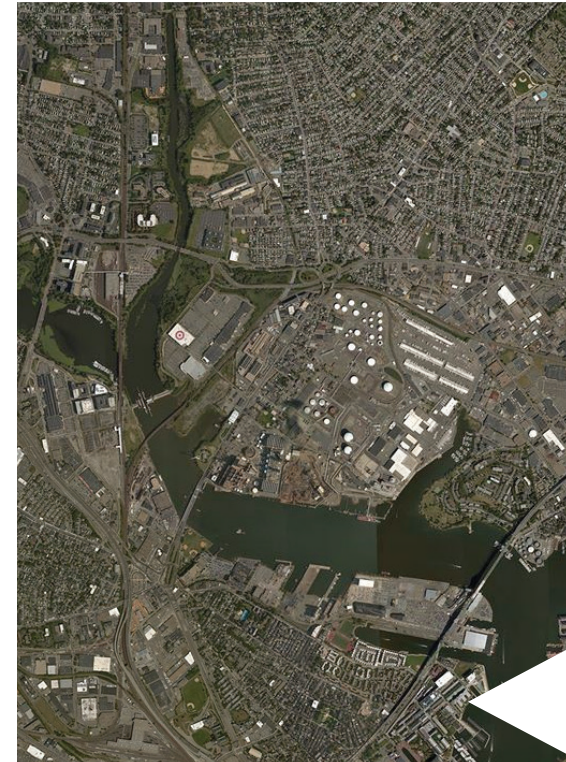


The Harrison/Albany corridor, bounded by the South End, Back Bay, Roxbury and Widette Circle, is evolving to embrace a mix of industrial and knowledge based land-uses while offering access to some of Boston's most dynamic and historic residential neighborhoods.

- 10+ MSF development
- Adjacent to Red Line, Green Line, Orange Line, and Silver Line
- 3-6 miles to Logan International Airport
8-22 min.(car)
14-43 min. (transit)
- Adjacent to Interstate 90, and Interstate 93
- Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	2,840,140	1,683,088	3,476,266
Millennials (2017, Age 25-34)	441,995	320,727	517,151
Computer/Mathematics Professionals	64,902	44,238	89,354
Bachelor/Advanced Degrees	875,368	590,505	1,189,664

E Everett



The Exxon Mobil site is one of the largest single owner industrial parcels in the City. The property directly abuts the Lower Broadway Economic Development District with access to the region's roadway network, freight rail, ports, and multiple distribution centers.

- 64 Acres
- 2.5 miles to Orange Line and MBTA Commuter Rail
- 5 miles to Logan International Airport
- 3 miles to I-93
- Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	1,389,893	1,529,531	3,488,301
Millennials (2017, Age 25-34)	216,198	297,376	525,641
Computer/Mathematics Professionals	26,510	40,176	87,589
Bachelor/Advanced Degrees	381,588	528,756	1,163,483

A City where businesses want to invest and create jobs.

D Boston | Allston/Brighton/Back Bay/Fenway/Downtown



By utilizing the emerging and established business clusters along the MBTA Commuter Rail, the Allston/Brighton to South Station corridor is poised for significant growth and evolution.

- 4+ MSF development
- Adjacent to Red Line, Green Line, Orange Line, and Commuter Rail
- 3-8 miles to Logan International Airport
9-22 min.(car)
14-35 min. (transit)
- Adjacent to Interstate 90, and Interstate 93
- Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	2,840,140	1,683,088	3,476,266
Millennials (2017, Age 25-34)	441,995	320,727	517,151
Computer/Mathematics Professionals	64,902	44,238	89,354
Bachelor/Advanced Degrees	875,368	590,505	1,189,664

F Foxborough



Patriot Place, home of the New England Patriots, is shovel-ready for 1.5 million square feet of development on 200 acres. 1.2 million square feet of existing development offers immediate access to amenities. Hotels, healthcare, restaurants, shopping, services and entertainment exist on the property today.

- 500+ Acres
- Adjacent to MBTA Commuter Rail Station
- 52 miles to Logan International Airport
34 miles to TF Green Airport
- 3.5 miles to Interstate 95 and Interstate 495
- Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	1,021,567	1,068,427	5,264,200
Millennials (2017, Age 25-34)	145,396	127,312	749,052
Computer/Mathematics Professionals	17,189	22,954	114,433
Bachelor/Advanced Degrees	271,488	321,194	1,565,798

Largest shovel ready permitted site in New England, with amenities already in place

G Lawrence–Haverhill–Andover–Methuen–North Andover



Our regional proposal is focused on Osgood Landing, a 168-acre facility that can easily satisfy Amazon's desire for an 8 million square foot build out. Additionally, it provides parcels of land in each of the 5-towns associated with this effort for Amazon to expand and other businesses to locate next to HQ2. The regional leadership is fully committed to Osgood Landing as the most advantageous location for the area to benefit from the increased commerce and investment that Amazon's will bring.

- ◆ 168 Acres
- 🚏 2 miles to I-495
- ✈️ 32 miles to Logan International Airport
- 🏢 10 MSF buildout capacity
- 🚆 3 miles to MBTA Haverhill Line
- 👤 Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	527,006	770,769	3,999,106
Millennials (2017, Age 25-34)	74,757	94,433	589,706
Computer/Mathematics Professionals	12,579	15,263	102,656
Bachelor/Advanced Degrees	140,597	197,522	1,281,697

Adds to the strong growth of the diverse economy that exists in the Merrimack Valley, which includes technology, defense, manufacturing and the various sectors of the pharmaceutical and medical fields.

I Lynn



Located directly on the Atlantic waterfront in Lynn, the 100-plus acre site is an ideal location for Amazon's second headquarters. Likely one of only a few direct oceanfront sites in the entire nation that will be offered to Amazon, the property offers views of the Boston skyline and onsite public transportation.

- ◆ 100+ Acres
- 🚏 3 miles to Route 1
- ✈️ 8 miles to Logan International Airport
- 🏢 800,000+ SF buildout capacity
- 🚆 Adjacent to MBTA Newburyport/Rockport
- 👤 Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	506,117	1,338,276	3,343,207
Millennials (2017, Age 25-34)	72,400	256,210	509,795
Computer/Mathematics Professionals	6,142	31,738	81,824
Bachelor/Advanced Degrees	118,237	426,822	1,108,010

Direct oceanfront site with views of the Boston skyline and onsite public transportation

H Lowell–Billerica–Tewksbury



Riverview Business Park is a world-class, 130-acre campus located just a ½ hour north of Boston in the three communities of Billerica, Tewksbury, and Lowell. There is an existing 560,000+ square foot facility in addition to a 20 acre pad site at this location. Immediately adjacent to Riverview is another 130 acre campus, currently owned by Baker Commodities. This is a greenfield site that can be developed to fulfill the added expansion of the Amazon project.

- ◆ 300+ Acres
- 🚏 <1 mile to I-495
- ✈️ 34 miles to Logan International Airport
- 🏢 6-8 MSF buildout capacity
- 🚆 <0.25 miles to MBTA Lowell Line
- 👤 Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	445,686	951,421	4,652,523
Millennials (2017, Age 25-34)	69,069	116,108	670,130
Computer/Mathematics Professionals	13,859	28,879	118,135
Bachelor/Advanced Degrees	142,557	278,867	1,478,752

World-class, 130-acre campus located just a ½ hour north of Boston.

J Peabody



Home to world-class organizations such as Analogic, Weston & Sampson and Boston Children's at Peabody, this 500+ acre site sits at the nexus of Route 128, Interstate 95 and U.S. Route 1. With its easy access and Peabody's renowned affordability, Centennial Park Peabody is the perfect location for living and working.

- ◆ 200+ Acres
- 🚏 <0.25 miles to I-95
- ✈️ 17 miles to Logan International Airport
- 🏢 5+ MSF buildout capacity
- 🚆 5 miles to MBTA Newbury/Rockport
- 👤 Ownership: Private Reuse

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	506,117	1,337,399	3,731,916
Millennials (2017, Age 25-34)	72,400	201,775	554,730
Computer/Mathematics Professionals	6,142	30,257	94,880
Bachelor/Advanced Degrees	118,237	419,393	1,236,670

Centennial Park Peabody is among the North Shore's premier locations for innovative thinking and cutting-edge technology.

#2



Photo Credit

Harvard University Cambridge

Founded in 1636, Harvard University is the oldest institution of higher learning in the United States. Harvard's 13 Schools and Institutes are globally ranked in the top echelon of law, medicine, business and other disciplines.

Total Enrollment (based on USNWR rankings)
20,324 (undergraduate 6,710; graduate 13,614)

Recognition and Notable Facts

- › Ranked #3 in Math (*USNWR*, Best Graduate Mathematics Programs, 2014)
- › Ranked #3 World's Most Innovative University (*The Reuters 100: The World's Most Innovative Universities*, 2017)
- › Ranked #1 Business School in the country (*USNWR*, 2018)
- › Ranked #3 **Best Law School** (*USNWR* also?)
- › In Fiscal Year 2016, Harvard attracted \$842.5 million in research funding, one indication of Harvard's contribution to Massachusetts's status as a leading research hub. (*USNWR*, Best Law Schools, 2017)
- › Enterprise sites are available

#5



Photo Credit

MIT Cambridge

Founded in 1861, MIT's emphasis on laboratory instruction in applied science and engineering has made MIT the world's leader in engineering, math and computer science.

Total Enrollment (based on USNWR rankings)
11,376 (undergraduate 4,524; graduate 6,852)

Recognition and Notable Facts

- › Ranked #2 in the World's Most Innovative Universities (*The Reuters 100: The World's Most Innovative Universities*, 2017)
- › Ranked #1 Graduate School for Engineering schools in the United States (*USNWR*, 2018)
- › Ranked #1 in Undergraduate Engineering Programs (*USNWR* Best Undergraduate Engineering Programs, 2018)
- › The aggregated revenues of companies founded by MIT alumni would rank as the eleventh-largest economy in the world.
- › Enterprise sites are available

#29



Photo Credit

Tufts University Medford

Founded in 1852, Tufts is a private research university that melds rigorous research with active citizenship and public service in all of its disciplines. Tufts has produced a high number of Fulbright Scholars and is also a top tier school for graduates who become Teach for America Volunteers.

Total Enrollment (based on USNWR rankings)
11,489 (undergraduate 5,508; graduate 5,981)

Recognition and Notable Facts

- › Ranked #67 Best Graduate Schools for Engineering (*USNWR*, 2018)
- › Ranked #21 Research University (*Forbes*, 2016)
- › Ranked #18 America's Top Colleges (*Forbes*, 2016)
- › Ranked #56 Best Undergraduate Engineering School (*USNWR*, 2018)
- › The Tufts Gordon Institute was founded in 1984 as the first educational institution dedicated to fostering entrepreneurship in the engineering fields.

#32



Photo Credit

Boston College Chestnut Hill

Founded in 1863, Boston College was the first institution of higher education built within the Boston city limits. Now located just outside the city in Chestnut Hill, Boston College is an internationally respected research university and a center of academic excellence that ranks among the nation's foremost universities in the liberal arts and scientific inquiry.

Total Enrollment (based on USNWR rankings)
13,851 (undergraduate 9,309; graduate 4,542)

Recognition and Notable Facts

- › Ranked #49 in America's Top Colleges (*Forbes*, 2016)
- › Ranked #26 Law School (*USNWR*, 2018)
- › Ranked #44 Business School (*USNWR*, 2018)
- › Ranked #4 Undergraduate Business School (*Bloomberg Businessweek*, 2014)
- › Students at BC earned 15 Fulbright Awards in 2017, ranking the school in the top twenty Fulbright-producing American research institutions.

From: [Kennealy, Michael \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: Fwd: Submission
Date: Monday, October 16, 2017 3:16:17 PM

He called me as well and I left him a voicemail back - should be all set.

Sent from my iPhone

Begin forwarded message:

From: Gerry Kavanaugh <gerry@lvnt.com>
Date: October 16, 2017 at 1:21:47 PM EDT
To: "Ward Weeden, Aimee (EOHED)" <aimee.ward@massmail.state.ma.us>
Cc: "Kennealy, Michael (EOHED)" <michael.kennealy@massmail.state.ma.us>, "Goodall, Devon L. (MOBD)" <devon.l.goodall@massmail.state.ma.us>
Subject: RE: Submission

Aimee –

Just left you a voice mail.

In our submission on Amazon, we were just going to refer to you guys for the state incentives. I assume that is the right way to do it.

Let me know if, instead, you have some details to include.

Thanks –

Gerry

From: Ward Weeden, Aimee (EOHED) [<mailto:aimee.ward@MassMail.State.MA.US>]

Sent: Friday, October 13, 2017 8:13 PM

To: Gerry Kavanaugh

Cc: Kennealy, Michael (EOHED); Goodall, Devon L. (MOBD)

Subject: Submission

Hi Gerry,

Sorry to bother you on a Friday night, but we were looking to confirm that Union Point will be submitting a proposal independent of any municipality, but with their general support? IS this accurate? Happy to discuss over the phone – cell below.

Thank you!

Aimee

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

[Tel: 617-788-3658](tel:617-788-3658)

[Cell: 617-356-3037](tel:617-356-3037)

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Frazier, Ricks \(EOHED\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Amazon PRR response on deadline today
Date: Monday, October 16, 2017 3:31:46 PM

Hi,

This in response to Globe's question about why the application is not being made available. Other states, such as Washington, have shared theirs with the press.

"The Baker-Polito Administration is aggressively pursuing Amazon's HQ2 project and is working to demonstrate why the Commonwealth and its highly rated schools, educated, skilled workforce and nationally recognized innovation economy make Massachusetts the best choice for its second U.S. headquarters." spox

On background:

- Any request for public documents related to the state's Amazon proposal will be exempt so long as the competitive process continues.

Michelle Hillman
Director of Communications and Media Relations
Executive Office of Housing and Economic Development
One Ashburton Place
Boston, MA 02108
617-788-3652 (office)
857-895-1162 (cell)

From: [Hillman, Michelle M. \(EOHED\)](mailto:Michelle.M.Hillman@EOHED.org)
To: [OBrien, Matt](mailto:Matt.O'Brien@ap.org)
Subject: RE: your inquiry
Date: Monday, October 16, 2017 3:36:10 PM

Hi Matt – Is there a number where I can reach you?
Michelle Hillman
Director of Communications and Media Relations
Executive Office of Housing and Economic Development
One Ashburton Place
Boston, MA 02108
617-788-3652 (office)
857-895-1162 (cell)

From: OBrien, Matt [<mailto:MOBrien@ap.org>]
Sent: Monday, October 16, 2017 10:07 AM
To: Hillman, Michelle M. (EOHED)
Subject: RE: your inquiry

Hi Michelle,

I'm writing this week about what cities/states are pitching to Amazon BESIDES the basics (real estate location/talent pool/transportation/incentives/etc.). In other words, the story is focused on quality of life and culture and other attributes that distinguish a metro from the 100-plus other places applying.

Can you tell me what's in the pitch for Massachusetts along these lines? And is the state working with a particular city or cities? If so, which?

From: Hillman, Michelle M (SEA) [<mailto:michelle.m.hillman@state.ma.us>]
Sent: Tuesday, September 26, 2017 5:18 PM
To: OBrien, Matt
Subject: RE: your inquiry

Hi Matt,

Thanks for providing questions. Here's what I can provide for your story.

"The Baker-Polito Administration is aggressively pursuing the Amazon project by working with local officials from across Massachusetts and our partners in the legislature to demonstrate why the Commonwealth's nation leading schools and highly skilled workforce are the best fit for Amazon." – Billy Pitman, Press Secretary, Governor's office

Thanks,

Michelle

Michelle Hillman
Director of Communications and Media Relations
Executive Office of Housing and Economic Development
One Ashburton Place
Boston, MA 02108
617-788-3652 (office)
857-895-1162 (cell)

From: OBrien, Matt [<mailto:MOBrien@ap.org>]
Sent: Tuesday, September 26, 2017 5:07 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Cc: Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: RE: your inquiry

Is the state working with Boston on its Amazon HQ2 pitch? Is the state working with other MA cities/regions contemplating their own pitches, such as Lawrence or Worcester? Is the state working with neighboring states such as NH or RI?

Those are some of my questions.

From: Hillman, Michelle M. (EOHED) [<mailto:michelle.m.hillman@MassMail.State.MA.US>]

Sent: Tuesday, September 26, 2017 5:04 PM

To: OBrien, Matt

Cc: Kaufman, Samantha (EOHED)

Subject: RE: your inquiry

Hi Matt,

Thanks, but the Secretary's schedule is generally pretty booked. Do you have specific questions I can help you with?

Michelle

Michelle Hillman

Director of Communications and Media Relations

Executive Office of Housing and Economic Development

One Ashburton Place

Boston, MA 02108

617-788-3652 (office)

857-895-1162 (cell)

From: OBrien, Matt [<mailto:MOBrien@ap.org>]

Sent: Tuesday, September 26, 2017 5:01 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: RE: your inquiry

It can wait for tomorrow.

From: Hillman, Michelle M (SEA) [<mailto:michelle.m.hillman@state.ma.us>]

Sent: Tuesday, September 26, 2017 5:01 PM

To: OBrien, Matt

Subject: your inquiry

Hi Matt,

I understand you reached out to Secretary Ash's executive assistant. The Secretary is not available today.

Thanks,

Michelle

Michelle Hillman

Director of Communications and Media Relations

Executive Office of Housing and Economic Development

One Ashburton Place

Boston, MA 02108

617-788-3652 (office)

857-895-1162 (cell)

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From: [Pham, Nam \(EOHED\)](#)
To: [Ash, Jay \(EOHED\)](#); [Kennealy, Michael \(EOHED\)](#)
Subject: <https://www.bizjournals.com/triad/news/2017/10/16/moody-s-analytics-heres-the-amazon-hq2-shortlist.html>
Date: Monday, October 16, 2017 3:39:51 PM

Ten metropolitan areas are on the shortlist to land the proposed second headquarters for [Amazon.com](#) Inc., according to [a recent data-specific analysis](#) from Moody's Analytics, a subsidiary of Moody's Corp. (NYSE: MCO) that provides economic and capital markets analysis.

The Moody's Analytics study examined both the list of requirements outlined in Amazon's (Nasdaq: AMZN) HQ2 request for proposals, as well as "relevant economic factors that determine a city's desirability from a business location standpoint." Those factors are business environment, human capital, cost, quality of life and transportation. Moody's Analytics also considered geography as a more subjective category.

Top Ten Metro Areas for Amazon's HQ2

Highest ranked metro areas, excluding Seattle

Metro area	Business Environment	Human Capital	Quality of Life	Cost	Transportation
Austin-Round Rock TX	4.62	3.27	1.87	3.46	2.2
Atlanta-Sandy Springs-Roswell GA	3.63	4.32	3.28	2.50	1.6
Philadelphia PA	3.10	4.05	3.10	2.23	2.8
Rochester NY	1.75	3.33	4.18	3.13	2.6
Pittsburgh PA	2.92	3.72	3.49	2.06	2.7
New York-Jersey City-White Plains NY-NJ	3.26	4.46	0.62	3.83	2.6
Miami-Miami Beach-Kendall FL	3.64	3.21	2.41	3.24	2.1
Portland-Vancouver-Hillsboro OR-WA	3.74	2.23	2.05	3.62	2.8
Boston MA	3.92	4.18	0.79	2.90	2.6
Salt Lake City UT	4.01	1.85	3.23	2.62	2.7

Source: Moody's Analytics

[Enlarge](#)

Moody's Analytics, a subsidiary of Moody's Corp., completed a data analysis of which... [more](#)

COURTESY MOODY'S ANALYTICS

Best regards,

Nam Pham

Assistant Secretary for Business Development & International Trade

136 Blackstone Street

5th Floor

Boston, MA 02109

Nam.pham@state.ma.us

617.973.8540 (O)

617.352.8435 (C)

www.mass.gov/mobd



From: [Frazier, Ricks \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Hillman, Michelle M. \(EOHED\)](#)
Subject: RE: Amazon PRR response on deadline today
Date: Monday, October 16, 2017 3:49:01 PM

Done.
Ricks

From: Ward Weeden, Aimee (EOHED)
Sent: Monday, October 16, 2017 3:47 PM
To: Hillman, Michelle M. (EOHED)
Cc: Frazier, Ricks (EOHED)
Subject: Re: Amazon PRR response on deadline today
Ricks - please follow-up with Michelle based on our conversation today.
I think this statement is fine.

Aimee
617-356-3037
Sent from my iPhone

On Oct 16, 2017, at 3:31 PM, Hillman, Michelle M. (EOHED)
<michelle.m.hillman@MassMail.State.MA.US> wrote:

Hi,
This in response to Globe's question about why the application is not being made available. Other states, such as Washington, have shared theirs with the press. "The Baker-Polito Administration is aggressively pursuing Amazon's HQ2 project and is working to demonstrate why the Commonwealth and its highly rated schools, educated, skilled workforce and nationally recognized innovation economy make Massachusetts the best choice for its second U.S. headquarters." spox
On background:

- Any request for public documents related to the state's Amazon proposal will be exempt so long as the competitive process continues.

Michelle Hillman
Director of Communications and Media Relations
Executive Office of Housing and Economic Development
One Ashburton Place
Boston, MA 02108
617-788-3652 (office)
857-895-1162 (cell)

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Guyton, Elizabeth \(GOV\)](#); [Buckley, Timothy \(GOV\)](#)
Cc: [Pitman, William \(GOV\)](#)
Subject: Amazon PRR response for Globe - deadline today
Date: Monday, October 16, 2017 3:53:45 PM

Hi,

This in response to Tim Logan/Chesto question about why the Amazon application is not being made public now. Other states, such as Washington, have shared theirs with the press.

“The Baker-Polito Administration is aggressively pursuing Amazon’s HQ2 project and is working to demonstrate why the Commonwealth and its highly rated schools, educated, skilled workforce and nationally recognized innovation economy make Massachusetts the best choice for its second U.S. headquarters.” - Spox

On background:

- Any request for public documents related to the state’s Amazon proposal will be exempt so long as the competitive process continues.

Thanks,

Michelle

Michelle Hillman

Director of Communications and Media Relations

Executive Office of Housing and Economic Development

One Ashburton Place

Boston, MA 02108

617-788-3652 (office)

857-895-1162 (cell)

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#); [Thomas, Steve](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#); [Vladeck, Abigail \(GOV\)](#); [Kaneb, Michael \(GOV\)](#)
Subject: Re: Formatting updates so far
Date: Monday, October 16, 2017 4:34:08 PM
Attachments: [Rufus Final Draft Edits.docx](#)

Attached is our final comments on the document. Redlines have been uploaded to sharefile.

Sorry it's past 4pm! Thank you!

Devon

From: Goodall, Devon L. (MOBD)
Sent: Monday, October 16, 2017 4:17 PM
To: Ng, Albert; Thomas, Steve
Cc: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)
Subject: Re: Formatting updates so far
Abi/Mike will send the millennials sentence.

Ok for page numbers to not be over images or full page portraits - VHB has more expertise on this and we will defer to you on how it looks printed.

Thanks!

From: Ng, Albert
Sent: Monday, October 16, 2017 4:16 PM
To: Goodall, Devon L. (MOBD); Thomas, Steve
Cc: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)
Subject: RE: Formatting updates so far

Quick clarification on a couple of things:

- Do we need page numbers on both pages of the chapter pages (i.e., do we need it over the image on the right page)...example page 5.
- Do we need page numbers on full page portrait images or when the image bleeds off the bottom?...example page 17 and 23
 - If yes. Can we include just the page number and not the document section name?
- We're going to determine the number of millennials in greater Boston region per your request. Can someone draft the sentence that will include this information.

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

From: Goodall, Devon L. (MOBD) [mailto:Devon.L.Goodall@MassMail.State.MA.US]
Sent: Monday, October 16, 2017 2:59 PM
To: Ng, Albert ; Thomas, Steve
Cc: Ward Weeden, Aimee (EOHED) ; Vladeck, Abigail (GOV) ; Kaneb, Michael (GOV)

Subject: Formatting updates so far

Hi Albert and Steve,

See attached for our formatting updates so far, through the Innovation section. Please let me know if you have any questions.

Thanks!

Devon

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Project Rufus – October 16 Edits

General Comments

- All pages should have a number – especially chapter pages because their numbers are referred at the table of contents
- Headings throughout: some split horizontally and some split vertically. Should be consistent
- Massachusetts's – not Massachusetts'
- On 21st Century, it's inconsistent with superscript and lowercase. It should be all lowercase.
- Quote attribution should be all the same and follow example of Meehan quote
 - First line is name of person
 - Second line is Title, Organization in italics
 - Use an "&" instead of "and" in titles (i.e. President & CEO)
 - Third line (if necessary) should be secondary title (Pinck, Moquete)
- Per capita – hyphens need to be consistent with use. It is hyphenated if it comes before what it is modifying but not after
- Capitalize State Legislature
- All bullets should have periods, including Higher Ed listings
- Remove photo credits if it is MOTT or VHB
- Million/billion have lowercase "m" and lowercase "b"
- Public, not pubic

Cover Page

- Include hq2.mass.gov instead of Mass.gov

Welcome Letter

- Already updated

Table of Contents:

- Stable and Business-Friendly Environment (capitalize Friendly)
- Add photo opposite

Massachusetts Fast Facts

- VHB: can the cape cod photo be brightened?
- Add number of millennial in greater Boston region
- Order should be:
 - Quality of Life
 - Talent

- Innovation Ecosystem
- Transportation
- Environment

Revolutionary Ideas

- Page 10:
 - Change “Past” to First basketball game played in 1891 in Springfield
 - Need caption for picture of MIT
- Page 12:
 - First paragraph under sites, remove “infill” on “We have infill opportunities in the dense urban core”
 - Ribbon needs # in front
 - Repetitive to write #1 beneath it
 - Switch order of “February 2017, U.S. News and World Report” to “U.S. News and World Report, February 2017”
 - Photo should be higher resolution
 - Move quality of life to join us and add a graphic/photo to page 12.
 - Martin Meehan quote:
 - Second sentence: “More than anything, it’s home to a revolutionary”

Quality of Life:

- Cover page:
 - Add photo with diversity instead of cello
- Page 16:
 - Call out can be part of the text with no bolding
 - Past should read: “First public beach opened in Revere in 1895”
 - Remove last sentence on second paragraph “It provides greater protections for a number of individual liberties than its federal counterpart.”
- Page 17:
 - Governing Magazine – “m” needs to be capitalized
 - Quote should be attributed to “Fitch Ratings, Report dated October 5, 2017 on the Commonwealth of Massachusetts”
- Page 18
 - Graphic
 - Cape and Islands is cut off into education
 - Words are cut off to the right
- Page 19
 - Bithiah Carter quote – move “President, New England Blacks in Philanthropy” to a second line and italicize (not bold)

- New photo
- Page 20
 - Jennifer Pinck quote should be reformatted to follow same order as Meehan quote
 - Note that she is an LGBT-Certified Business – “President & Founder, Pinck & Co, Inc. and Certified LGBT-owned Business”
 - Remove crime statistics
 - Add call out: \$4,000 tax credit for small and mid-sized businesses that hire and retain unemployed veterans
- Page 21
 - Remove housing graphic
 - Adrian provided a new photo for Plymouth
 - Lynn story:
 - Remove hyphen on “Cleaning up”
 - Plymouth story:
 - New photo
 - Remove comma between “zoning to transform”
- Page 22
 - Remove Duxbury from picture caption and keep it as “Wellfleet OysterFest”
- Page 23:
 - Add photo of Tanglewood
- Page 24
 - Quote needs to be updated to same attribution style
 - National Geographic call out – should have “One of the ten best destinations on earth” in the title and the text of the call out (twice)

Talent

- Page 28
 - Past: “First public school in the country, Boston Latin, is opened in 1635”
 - #1’s – Babson and MIT should say School for instead of School of
- Page 29
 - No bold/orange under “Massachusetts’s advantage...”
 - Make the paragraph a call out instead of part of the text.
 - Consolidate into one graph with indented lines for “Systems Software” and “Applications”
- Page 30
 - Space missing on David F. Torchiana’s name
 - Remove numbers from bar graph that are vertical – no need to specify the numbers
 - Master’s and Bachelor’s – add apostrophe

- Page 31
 - 89 Nobel laureates – not 85
 - Second paragraph – move this paragraph to page 34 under the Community College call out
 - “Our community colleges have a big role to play here, as well. The 15 community college across Massachusetts now educate over 130,000 students a year in programs focused on STEM-related career paths”
- Page 32:
 - ADD a call out on voc-tech schools:
 - Massachusetts CVTE Winners at 2017 SkillsUSA Competition
 - Massachusetts CVTE schools won 36 medals in the 2017 national SkillsUSA competition. Lynn Tech received special honors, receiving both the National Outstanding Chapter of Excellence award and the National Gold Medal in Community Service. The Model of Excellence award recognized Lynn Tech as number one among all 30,000 eligible programs across the country. The 36 Massachusetts medals included awards in the areas of robotics and and automation technology, mobile robotic technology, related technical math, web design, graphic communications, and automated manufacturing technology.
- Page 33
 - Add under Commonwealth Kitchen caption “CommonWealth Kitchen, a Dorchester food business incubator and commercial kitchen that received a 2015 Workforce Skills Cabinet Capital Grant”
 - Commonwealth Kitchen
 - Text needs to be one color – remove orange and bolding
- Page 34
 - Quote
 - Remove “with STEM Youth”
 - Ampersand in title of Reinier Moquete
 - Call out – MA Community Colleges from page 31
 - Carbonite quote
 - Remove “Home to more than 125 colleges and universities” and replace with “...”
- Page 36
 - Spell out “square foot” on Amazon text
 - Call out title:
 - “3D Printing: Advanced Manufacturing in Massachusetts is Gearing Up”
- Page 37
 - Change ‘schools ranked...’ to universities and specify universities in the Top 100 header
 - Are there 228 dots?

- All Higher Ed sites:
 - Flow “USNWR Best Colleges: National University Ranking” on all pages
 - Fill in photo credits
 - Add # before each number for title rankings
- Page 38
 - Bold “Enterprise sites available” under Harvard and MIT
 - Harvard #3 business school is USNWR 2018
- Page 39
 - Don’t bold citizenship in Tufts
 - Boston College: Undergrad business school is a #3 ranking from 2016 Bloomberg Businessweek
- Page 40
 - Missing a comma under Brandeis
- Page 41
 - Change “90 percent” to “90%”
 - WPI – missing a comma in text
 - Remove 2011 text
- Page 42
 - Remove “in 1971 the university launched” line
 - Remove 5 college consortium from bottom bullet and update text in paragraph – should say Five College Interchange
- Page 43
 - Switch UMass Lowell photo with UMass Amherst one from page 49
- Page 44
 - Massachusetts’s
 - Consortium mentions should either be a bullet or in the paragraph, not both and be consistent throughout
 - Title for colleges says universities – should say Colleges
- Page 48
 - Remove intro paragraph with “Other Notable Colleges”
 - Make number formatting consistent with all other universities

Innovation:

- Page 52
 - Graphic:
 - Text needs to say “Massachusetts has 5 of the top 6 highest NIH awarded independent hospitals in the country”
 - Unbold Vanderbilt University
 - Present:
 - “Over 700 innovation assets across the state”
 - Call out:
 - Nearly 40% - not Over 40%

- Page 53
 - Quote:
 - iBoss not iboss
 - Update title of Paul Martini to be consistent with Meehan quote
 - Unbold text (sorry!)
- Page 54
 - Text doesn't line up with Friday redlines
 - Map needs to say "2015 & 2016 U.S. Innovation Index"
- Page 55
 - Unbold text (sorry!)
 - Medallion needs # and remove "#1" from caption
- Page 56 – 57
 - Move Focus on Robotics to be ahead of the two call outs on Page 56
 - Page 57 can be life sciences with a photo – Lab Central photo from sharefile
- Page 56
 - Add title: Focus on M2I2: Massachusetts Manufacturing Innovation Initiative
 - First description paragraph, "the award supports the development"
 - Move funding to be under description
 - Add "Project" in front of "Description"
 - Remove ribbons
- Page 58
 - Format quote to be consistent – 3 lines
 - Photo needs caption
- Page 59
 - Replace "paradigm" with Leader
- Page 60
 - On graph, add "Innovation Assets by Region"
 - Retitle based on original data sent over
 - Add a period after 60,000 jobs
- Page 61
 - "Rob Biederman and Patrick Petitti, Co-CEOs, Catalant"
 - Remove MGH Healthcare Transformation Lab

Transportation:

- Page 64
 - Remove "Acting MBTA General Manager Brian Shortsleeve and MBTA Chief Operating Officer Jeff Gonneville" from the caption
- Page 65
 - On table, add comma between "Washington" and "DC"
- Page 67
 - Add "New York's Penn Station" instead of New York City
 - Remove graphic

- Add photo
- Page 68
 - MBTA Investments
 - On title, say “Scheduled MBTA Investments”
 - Capitalize O in orange
 - Under transit, start new paragraph with “The MBTA plans to spend more than \$1 billion per year....”
 - Add period on 2nd column after MBTA and a line before “Here are a few on the changes ahead:”
- Page 69
 - “Investing approximately three quarters of a billion dollars”
 - Can the layout be improved?
- Page 72-73
 - All route lines from Amtrak should end at the MA border or run of at Pittsfield, too – should be consistent
 - Move map to beginning of sites page (content stays)
- Page 74-75
 - Use populous instead of populated (misspelled)
 - Add space between Massachusetts’s and three
- Page 76
 - Add title “Massachusetts has all the sites Amazon needs from A to Z”
 - Bottom footer is cut off
 - Change text to, “Across the state, cities and towns have been identifying sites for Amazon’s HQ2. The following pages represent submissions made directly to Amazon. We are committed to supporting Amazon finding the site in Massachusetts that works best.” – Remove second paragraph “for more information”
- All sites:
 - Make sure ownership is consistently after distance to Logan on all sites
 - Write out “million square feet” instead of MSF
 - Shovel-ready needs a hyphen
 - Oxford comma
 - Write out half instead of ½
- Page 79
 - Change “South Boston/Waterfront/Downtown” to South Boston Waterfront
- Page 80
 - Change C to “Harrison Albany Corridor”
 - Add for pull out sentence “Locations throughout Boston’s historic and dynamic neighborhoods”
 - Change D to “Allston/Brighton to South Station Corridor”
 - Add for pull out sentence “A chance to locate next to Harvard University and local talent”
 - Remove “-“ on miles to Logan

- Page 82
 - Spell out half hour north
- Page 84
 - Quincy tag line should read “Within minutes of the City’s downtown center”
 - Correct spelling of ‘site’ in paragraph
- Page 85
 - Union Point tag line: “A 1,500-acre Smart City, with existing site plan approval timing”
- Page 87:
 - Fall River tag line: A site close to the existing Amazon Fall River Facility
 - New Bedford tag line: America’s most valuable commercial fishing port with vibrant downtown
- Page 90:
 - Leominster call out: One parcel with full and abundant infrastructure and a wide range of housing options
- Page 91:
 - Marlborough: Easily accessible by close proximity to major highways and arterial roads
 - Northborough: Shovel-ready parcel in a planned new development
- Page 92:
 - Worcester: The heart of the state with multiple opportunities to locate in New England’s second largest city
- Page 94:
 - Holyoke: Already home to an emerging and flourishing innovation economy
 - Lee – greenfield site should not be capitalized
 - Remove apostrophe “s” on CSX
- Page 95:
 - Add Zuckerberg quote beneath Pittsfield
 - Was in the conclusion

Incentives

- New photo for cover
- Page 98:
 - “This move ensured that Kronos kept...”
 - “EF Education First” is the correct title
- Page 99:
 - Spell out square feet in City Square call out
- Page 100:
 - Spell out square feet in North Point
 - Remove call out text from “I-Cubed” text
- Page 101:

- Remove “Housing Programs” call out

Energy & Environment

- Page 104: Massachusetts’s
 - Past: “1.3 million acres of land have been permanently conserved.”
- Page 105:
 - Change caption to say “Anaerobic digesters, Deer Island”
- Page 106:
 - National Grid quote syntax
- Page 107:
 - Caption: Example of planned parking lot canopies

Stable and Biz Friendly

- Cover page – Business-Friendly – capitalize “F” in friendly
- Page 112:
 - Change puture to future on past-present-future
 - Missing comma on present between Moody’s Investors Services and Standard and Poor’s Global
- Pages 112-113:
 - Drop key actions completely and remove from text on both pages
- Page 114:
 - Make the graph a lighter blue – same as other call outs
- Page 115:
 - Ann R. Klee quote (per Ann) needs to have “Boston Development & Operations, GE” on a line below “Vice President”
 - Remove first sentence of quote (per Aimee’s email this morning”
 - Remove numbers above bar graph – specific % does not need to be included
- Page 116:
 - Remove quote from Jim Rooney
- Page 117:
 - Massachusetts’s – consistent
 - New pull quote – Fitch has already been used
 - “On a scale from '1.0' (strongest) to '4.0' (weakest), S&P Global Ratings assigned a score of '1.0' to Massachusetts’ financial management framework.”
 - Attribution: Standard & Poor’s report dated October 12, 2017, on the Commonwealth of Massachusetts.

Testimonials:

- Remove EF quote

- Alpha by company name, except for two page spreads
- Updated "V3" of the industry letter with signatures

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Buckley, Timothy \(GOV\)](#); [Guyton, Elizabeth \(GOV\)](#)
Cc: [Pitman, William \(GOV\)](#)
Subject: RE: Amazon PRR response for Globe - deadline today
Date: Monday, October 16, 2017 4:50:10 PM

Logan just mentioned Washington state. I can try to figure out what other states are doing but it our PRR laws are likely different. What do you think of the response below?

Michelle Hillman

Director of Communications and Media Relations
Executive Office of Housing and Economic Development
One Ashburton Place
Boston, MA 02108
617-788-3652 (office)
857-895-1162 (cell)

From: Buckley, Timothy (GOV)
Sent: Monday, October 16, 2017 4:46 PM
To: Hillman, Michelle M. (EOHED) ; Guyton, Elizabeth (GOV)
Cc: Pitman, William (GOV)
Subject: RE: Amazon PRR response for Globe - deadline today
[What states have released according to Globe?](#)
[Also, need to do our best to figure out what other comparable states are doing? NY? NJ? TX?](#)

From: Hillman, Michelle M. (EOHED)
Sent: Monday, October 16, 2017 3:54 PM
To: Guyton, Elizabeth (GOV); Buckley, Timothy (GOV)
Cc: Pitman, William (GOV)
Subject: Amazon PRR response for Globe - deadline today
Hi,

This in response to Tim Logan/Chesto question about why the Amazon application is not being made public now. Other states, such as Washington, have shared theirs with the press.

“The Baker-Polito Administration is aggressively pursuing Amazon’s HQ2 project and is working to demonstrate why the Commonwealth and its highly rated schools, educated, skilled workforce and nationally recognized innovation economy make Massachusetts the best choice for its second U.S. headquarters.” - Spox

On background:

- Any request for public documents related to the state’s Amazon proposal will be exempt so long as the competitive process continues.

Thanks,

Michelle

Michelle Hillman

Director of Communications and Media Relations
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857-895-1162 (cell)

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Buckley, Timothy \(GOV\)](#); [Guyton, Elizabeth \(GOV\)](#)
Cc: [Pitman, William \(GOV\)](#)
Subject: RE: Amazon PRR response for Globe - deadline today
Date: Monday, October 16, 2017 4:51:31 PM

By - *Associated Press* - Monday, October 16, 2017

NEWARK, N.J. (AP) - Republican Gov. Chris Christie on Monday endorsed the bid of the state's biggest city to win [Amazon](#)'s competition for a second headquarters. Christie backed Newark's effort alongside Democratic U.S. Sen. Cory Booker and Democratic Mayor Ras Baraka. Christie said the state and the city are planning nearly \$7 billion in tax breaks.

"Newark is prime for [Amazon](#)'s HQ2 development, and this deal would amount to one of the most successful endeavors in the history of New Jersey and [Amazon](#)," Christie said in a statement.

[Amazon](#), which is based in Seattle and has its headquarters there, has said its second headquarters would bring 50,000 jobs along with it, and Christie previously estimated the second headquarters could generate up to \$9 billion in economic activity.

Monday's announcement of a possible \$7 billion in tax incentives is \$2 billion more than what Christie and the Democrat-led Legislature last month agreed to enact to attract [Amazon](#).

Christie's announcement also outlined a city property tax abatement worth up to \$1 billion and a city wage tax waiver that he said would let potential [Amazon](#) workers keep \$1 billion over 20 years.

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Sent: Monday, October 16, 2017 4:46 PM

To: Hillman, Michelle M. (EOHED) ; Guyton, Elizabeth (GOV)

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demonstrate why the Commonwealth and its highly rated schools, educated, skilled workforce and nationally recognized innovation economy make Massachusetts the best choice for its second U.S. headquarters.” - Spox

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From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Chesto, Jon](#)
Cc: [Logan, Timothy](#)
Subject: RE: Amazon question
Date: Monday, October 16, 2017 6:33:17 PM

Ok, thank you. I will be sure to get you something tomorrow. Also, if your story changes please let me know so I can respond appropriately.

Michelle Hillman
Director of Communications and Media Relations
Executive Office of Housing and Economic Development
One Ashburton Place
Boston, MA 02108
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857-895-1162 (cell)

From: Chesto, Jon [mailto:jon.chesto@globe.com]
Sent: Monday, October 16, 2017 6:32 PM
To: Hillman, Michelle M. (EOHED)
Cc: Logan, Timothy
Subject: Re: Amazon question

We're not writing for tomorrow but we plan on writing for Wed.
On Mon, Oct 16, 2017 at 6:29 PM, Hillman, Michelle M (SEA)
<michelle.m.hillman@state.ma.us> wrote:

Hi – Checking back here. Are you writing for tomorrow or do I have another day on the statement?

Michelle Hillman
Director of Communications and Media Relations
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One Ashburton Place
Boston, MA 02108
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[857-895-1162](tel:857-895-1162) (cell)

From: Hillman, Michelle M. (EOHED)
Sent: Monday, October 16, 2017 4:48 PM
To: 'Logan, Timothy' <timothy.logan@globe.com>; 'Chesto, Jon' <jon.chesto@globe.com>
Subject: RE: Amazon question

Hi Tim,
Can you send me the article you were referring to that references Washington's application with the renderings? Are there any other states that you are aware of that are sharing their bid?
Thanks,
Michelle
Michelle Hillman
Director of Communications and Media Relations
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From: Hillman, Michelle M. (EOHED)
Sent: Monday, October 16, 2017 2:59 PM
To: 'Logan, Timothy' <timothy.logan@globe.com>; Chesto, Jon <jon.chesto@globe.com>
Subject: RE: Amazon question

Hi - Are you free now for a call?

Michelle Hillman

Director of Communications and Media Relations
Executive Office of Housing and Economic Development
One Ashburton Place
Boston, MA 02108
[617-788-3652](tel:617-788-3652) (office)
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From: Logan, Timothy [<mailto:timothy.logan@globe.com>]
Sent: Monday, October 16, 2017 2:13 PM
To: Chesto, Jon <jon.chesto@globe.com>
Cc: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Subject: Re: Amazon question

Michelle,

Hey. Just checking in. Would love to chat today if possible, when's good?

Tim

On Fri, Oct 13, 2017 at 6:28 PM, Chesto, Jon <jon.chesto@globe.com> wrote:

Thanks, Michelle. Please keep us posted.

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Great. Thanks. Monday afternoon's good.

On Fri, Oct 13, 2017 at 6:19 PM, Hillman, Michelle M (SEA)
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Hi Tim (and Jon!)

Thanks for checking in. I can check with legal regarding the state's application and when it will become public which ties directly into the request for info from municipalities. I won't be available until later in the day on Monday but let's find time to chat.

Have a great weekend,

Michelle

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From: Logan, Timothy [<mailto:timothy.logan@globe.com>]

Sent: Friday, October 13, 2017 6:14 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Cc: Jon Chesto <jon.chesto@globe.com>

Subject: Amazon question

Michelle,

Hey. Was planning our coverage of the Amazon bid next week. Curious if and when you guys will be releasing whatever the state is submitting. Also wondering if any response to the public records request I filed the other day re: info you've received from municipalities.

Can we touch base Monday?

Thanks,

Tim

--

Tim Logan

Business Reporter

Boston Globe

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Twitter: @bytimlogan

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From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Buckley, Timothy \(GOV\)](#)
Cc: [Guyton, Elizabeth \(GOV\)](#); [Pitman, William \(GOV\)](#)
Subject: Fwd: Amazon question
Date: Monday, October 16, 2017 8:14:15 PM

Sent from my iPhone

Begin forwarded message:

From: "Logan, Timothy" <timothy.logan@globe.com>
Date: October 16, 2017 at 7:53:59 PM EDT
To: "Hillman, Michelle M (SEA)" <michelle.m.hillman@massmail.state.ma.us>
Cc: "Chesto, Jon" <jon.chesto@globe.com>
Subject: **Re: Amazon question**

Sure. Here's the DC story, in today's Washington Post...
https://www.washingtonpost.com/news/digger/wp/2017/10/16/for-amazons-next-headquarters-d-c-pitches-four-of-its-trendiest-neighborhoods/?utm_term=.261599b7f35a

with more renderings and maps that the reporter tweeted here...
<https://twitter.com/OConnellPostbiz>

A number of municipalities, here and elsewhere, have said they'll be releasing their plans in the next few days.

And, yes, writing tomorrow, so a statement in the AM would be fine. I'll probably pop something quick online.

Jon and I are also working on a story for Wednesday's paper about the state's approach, letting any/all cities and towns who want to submit their own proposal, with broad state support for them all, as opposed to picking specific proposals to support. Gov. Baker talked about this at an availability last week, so I think we have some on-the-record stuff from him directly, and understand the general philosophy. But if anyone over there wants to talk further on Tuesday, that'd be great.

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Subject: Amazon question

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--

Tim Logan
Business Reporter
Boston Globe
617-929-2869
314-681-1818 (cell)
Twitter: @bytimlogan

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Vladeck, Abigail \(GOV\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Re: Rufus Draft
Date: Monday, October 16, 2017 9:20:03 PM

She's driving right now to Swampscott but the Gov's plane was delayed to land at 11:30!!

From: Vladeck, Abigail (GOV)
Sent: Monday, October 16, 2017 9:17 PM
To: Goodall, Devon L. (MOBD)
Cc: Ward Weeden, Aimee (EOHED)
Subject: RE: Rufus Draft

Can you forward that one to me as well? Thanks.
Aimee, did you get to Logan in time??

From: Goodall, Devon L. (MOBD)
Sent: Monday, October 16, 2017 9:16 PM
To: Vladeck, Abigail (GOV)
Cc: Ward Weeden, Aimee (EOHED)
Subject: Re: Rufus Draft

It did! separate email.

From: Vladeck, Abigail (GOV)
Sent: Monday, October 16, 2017 9:15 PM
To: Goodall, Devon L. (MOBD)
Cc: Ward Weeden, Aimee (EOHED)
Subject: RE: Rufus Draft

This should also go to Kristen, Elizabeth, Tim, Dominic, and Secretary Heffernan (and the LG?).
Didn't want to forward directly without confirming that they have been granted access and know where to look.

From: Goodall, Devon L. (MOBD)
Sent: Monday, October 16, 2017 9:07 PM
To: Kaneb, Michael (GOV); Vladeck, Abigail (GOV); Frazier, Ricks (EOHED); Ward Weeden, Aimee (EOHED); Sullivan, Jennifer F. (ANF); Lee, Daniel (GOV); Kelleher, Michael (EHS); Servetnick, Adrian (EOHED)
Subject: Rufus Draft

The latest draft is uploaded on the dropbox - password for document is "projectrufus". Let me know if you have any questions.

Thanks!

Devon

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Kaneb, Michael \(GOV\)](#); [Vladeck, Abigail \(GOV\)](#); [Frazier, Ricks \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Sullivan, Jennifer F. \(ANF\)](#); [Lee, Daniel \(GOV\)](#); [Kelleher, Michael \(EHS\)](#); [Servetnick, Adrian \(EOHED\)](#)
Subject: Re: Rufus Draft
Date: Monday, October 16, 2017 9:35:06 PM

From VHB:

Red Line edits are all incorporated
Proof Checks are not done for

- Talent
- Innovation Ecosystem
- Transportation
- Sites
- Incentives
- Energy and Env.
- Stable and Business Friendly Environment
- Testimonials

These have not been addressed yet:

General

- Photo Credits

Talent

- Page 37 – 228 dots?
- Page 38 – Highlight for Best Law school (**Please Advise**)
- Page 44 – Title for colleges says universities – should say Colleges
- Pages 56-57 formatting of “Focus on” sections
- Page 58 – Photo needs caption (**Please Advise**)

Transportation

- Layout on Page 69

Incentives (Comments only)

Stable and Business Friendly Environment (Comments only)

Testimonials

- Updated “V3” of the industry letter with signatures

Please check all photos.

From: Goodall, Devon L. (MOBD)

Sent: Monday, October 16, 2017 9:06 PM

To: Kaneb, Michael (GOV); Vladeck, Abigail (GOV); Frazier, Ricks (EOHED); Ward Weeden, Aimee (EOHED); Sullivan, Jennifer F. (ANF); Lee, Daniel (GOV); Kelleher, Michael (EHS); Servetnick, Adrian (EOHED)

Subject: Rufus Draft

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Thanks!
Devon

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Vladeck, Abigail \(GOV\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Re: Rufus Draft
Date: Monday, October 16, 2017 9:45:24 PM

This also went to the LG - she is going to use my log in information and hopefully it works!

From: Vladeck, Abigail (GOV)
Sent: Monday, October 16, 2017 9:17 PM
To: Goodall, Devon L. (MOBD)
Cc: Ward Weeden, Aimee (EOHED)
Subject: RE: Rufus Draft

Can you forward that one to me as well? Thanks.
Aimee, did you get to Logan in time??

From: Goodall, Devon L. (MOBD)
Sent: Monday, October 16, 2017 9:16 PM
To: Vladeck, Abigail (GOV)
Cc: Ward Weeden, Aimee (EOHED)
Subject: Re: Rufus Draft

It did! separate email.

From: Vladeck, Abigail (GOV)
Sent: Monday, October 16, 2017 9:15 PM
To: Goodall, Devon L. (MOBD)
Cc: Ward Weeden, Aimee (EOHED)
Subject: RE: Rufus Draft

This should also go to Kristen, Elizabeth, Tim, Dominic, and Secretary Heffernan (and the LG?).
Didn't want to forward directly without confirming that they have been granted access and know where to look.

From: Goodall, Devon L. (MOBD)
Sent: Monday, October 16, 2017 9:07 PM
To: Kaneb, Michael (GOV); Vladeck, Abigail (GOV); Frazier, Ricks (EOHED); Ward Weeden, Aimee (EOHED); Sullivan, Jennifer F. (ANF); Lee, Daniel (GOV); Kelleher, Michael (EHS); Servetnick, Adrian (EOHED)
Subject: Rufus Draft

The latest draft is uploaded on the dropbox - password for document is "projectrufus". Let me know if you have any questions.

Thanks!

Devon

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Comments
Date: Monday, October 16, 2017 11:26:26 PM
Attachments: [RUFUS DRAFT – Evening.docx](#)

My comments on tonight's draft are attached - I didn't look closely at Incentives onward because they didn't get to those changes.

I do have significant concerns about the QC process on talent. Almost all of the MIT facts were incorrect per their website...

General Comments:

- MOTT does not need to be credited for photos

Table of Contents:

- Page 4:
 - New photo that isn't too dark – would this any of these work? <https://www.flickr.com/photos/masstravel/10143525795/in/photolist-gsmdPM-bBB2EY-h5MAMN-h5MC8U-h5Mzno-cEBrRY-ejK8Hb-h5MixZ-bBCdwj-ejDoHP-jWSmQd-d9RfU6-bQLUpX-e2vDGs-jWSmjo-e2LFRU-d9RgKb-cEBNUm-ejKfXY-bBcCs-bQLUm4-nw3oqU-h5Mp7q-new6h6-bUBt9f-fCa9mF-h5Mov5-cEBKmJ-fCa8v4-bBcVG-bBcZ7-fCprF1-ejDX5V-e2EZjp-dpfhbn-fCprBh-newdEw-cEBX1S-fCa9ct-new5Ta-dpfjix-h5MBbd-sg1ejH-nw3oG5-ejKG3Y-bQg1bZ-bQMnM4-cEBPju-bUBsZ7-e2LZQu>
 - <https://www.flickr.com/photos/masstravel/9599214071/in/photolist-fCftUT-nxieJa-dpfpQw-cvQ4Lw-dpftaA-bBmLof-fCx4Kh-cvQ6ub-dpffK6-dpfpV5-dpffGg-eUwToM-fCfuvz-fCx5uy-cvQ5P3-nfNAS1-ePa4tT-cvQ6pA-bBmLhS-cvQ48u-jWTuoP-jWVXeY-jWU93p-bBmLqb-dpfti1-dpfiZM-cvQ4ay-nvmjd-nfNBqW-nxjq83-nfNntK-nx36wL-nvmzo-nfNsfF-cvQ4w7-cvQ4Ab-bBTQXw-jWVSCJ-cvQ5u7-nfNB7j-cvQ4N5-fCx5NE-ih4PZc-cvQ58m-f9Z1CT-ejDqfV-pHPkFA-ptsTNQ-pKZ27q-ePmtfs>
 - <https://www.flickr.com/photos/masstravel/8552716538/in/photolist-eJ8Whd-ej9kX1-e2vP1Y-e2Frqk-bBTKhE-q6LQwH-r1gHfS-oV3Kib-q6LQ2V-ej8Xcu-ntY1BA-ntY1DQ-nvHNkx-bQLUxB-ej3hmn-bQLUvn-bBScEN-e2LwWb-new65n-e2LUDY-jWQzsa-bBTGZh-bBCdsw-ntY3WW-pp5SyK-MK6cNM-MK6B9V-MK6B5X-Ak2sSa-A2pyGE-MK6sHr-MG5yno-MK6C7g-ePhGwy-bQwTDZ-bBcME-s3y5ca-smQVkp-smHTzq-rq5mak-AKhihi-ALgI8c-ALgHQi-AKhinZ-A7j8hZ-MK6Bfr-MK6Byx-MK6BBD-MK6BEV-eP6i3g>
 - <https://www.flickr.com/photos/masstravel/16252052397/in/photolist-qL91XX-ntY1BA-newdP9-fCa9p8-iKe2Mm-jWSmaA-e2Fsh2-cEBT7u-e2LUDY-oB4j6o-bBCdsw-qKZ3GY-oEzZ9u-e2LwWb-r1gHfS-cEBYYh-q6LQwH-ej9kX1-jWQzsa-e2vP1Y-fCa8Zr-fCa92V-cEC1do-cEBPZG-cEBZuq-bBScEN-cEBJwb-nJwFz4-cEBJaS-ePiJn2-bBCdE1-bQwTsD-jWQCQT-h5MhWP-bQg1gX-rq5kVW-bBCdJ5-e2FgTR-e2vG8h-e2EPre-gsmdPM-bBB2EY-h5MAMN-h5MC8U-h5Mzno-cEBrRY-ejK8Hb-h5MixZ-bBCdwj-ejDoHP>
 - **Up to VHB on which photo will print best!!

Fast Facts

- Under Energy & Environment, there is an extra space between “Massachusetts” and “is permanently conserved”

Revolutionary Ideas

- Page 12:
 - Caption should read “Graduate student Joao Ramos with a robot from MIT’s HERMES Project in 2015”
 - Photo credit to “Courtesy of MIT”

Quality of Life

- Page 21:
 - Lynn blurb – remove “new” in “serve new residents” (last words) so that it reads “a new commuter rail stop to serve residents”
- General comment – the photos and layout in this section give a vibrancy to start the document off well!

Talent

- Page 31:
 - 58 National Medal of Science recipients
 - 49 Rhodes Scholars
 - 47 MacArthur Fellows
 - 41 NASA astronauts
- Page 33:
 - Remove “cabinet” from “2015 Workforce Skills Capital Grant” on photo caption
 - New photo - KL
- Page 35:
 - Last paragraph
 - “and Worcester, New England’s second-largest city, is home to 9 colleges and universities...”
- Page 37:
 - Instead of city say “Location” – not all are cities
- Page 43:
 - Instead of city say “Location” – most are not cities
- Page 44:
 - Adjust heading to say “USNWR Best Colleges: National Liberal Arts College Ranking” (maintain throughout section)
- Page 48:
 - Adjust heading to say “Other Notable Institutions”

Innovation Ecosystem

- Page 56:
 - Replace top photo with: <https://drive.google.com/drive/folders/0B1JAUOuHnRjxM3hmUm9BREdKODg>

Transportation

- Page 64:
 - Under past – add “We built the first American subway system in 1897.”
 - Under future – just red line

Sites

- Page 79:
 - Under South Boston Waterfront, “downtown” should have a lowercase “d”
- Page 80:
 - Harrison Albany Corridor should not have a “/” between the words in the text

Incentives

- Cover page – new photo: <http://www.genewsroom.com/press-releases/ge-breaks-ground-future-campus-ge-innovation-point-283751>
 - Photo credit is VHB – ok to use?
- Page 98
 - Formatting is off on 4th line of Kronos
 - Title of “Education First” should also read “EF Education First”
- Page 100
 - Richard is working on a new North Point photo