

From: Ng, Albert
To: [Ward Weeden, Aimee \(EOHED\)](#); [Thomas, Steve](#)
Cc: [Liss, Lauren](#); [Henderson, Richard](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: Project Updates
Date: Sunday, September 24, 2017 9:31:38 AM
Attachments: [20170924 Proposal Schedule.pdf](#)

Aimee,

Please find attached the revised schedule per your comments. In the update, I've included:

- An additional design meeting the week of the 2nd (Tentatively for Tuesday, Oct 3rd) to review design based on feedback from the Sept. 28th design meeting...the idea is to present design to the Secretary at the check-in meeting on Oct 5th
- I've shortened the production schedule to 3 days with the expectation that we'll need to work through the weekend prior to the submission on the 16th. Note:
 - Draft 1 will be content only given that I don't think we'll have resolution on design prior to sending Draft 1 out
 - I stole a day from Draft 1 Review
 - I added time to Draft 1 Revisions since we'll be flowing the content into the new design template
 - Draft 2 will include revised content and design.
 - I stole a day from the Draft 2 Review
- I substituted a leaf-through for the final check in
 - Leaf-through will provide final revisions to final draft
- A table listing out future meetings

Clearly the schedule is tight, particularly the week prior to delivery.

- Do you think the short review windows are an issue on your side?
 - For Draft 1, you'll have 2 days to review content
 - For Draft 2, you'll have 1.5 days to review content + design

Let me know if you have any questions or comments.

Regards,

Albert

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: Friday, September 22, 2017 2:09 PM

To: Thomas, Steve ; Ng, Albert

Cc: Liss, Lauren ; Henderson, Richard ; Goodall, Devon L. (MOBD)

Subject: Project Updates

Hi Steve and Albert,

After talking with our internal team here and MassDevelopment, I am hoping you can help with a few things:

1. Set-up access to a secure drop-box where we can share content (storyboard, photos, other documents) with you.
2. Update the project timeline that you handed out the meeting with the following:
 - Updated meeting dates/times (including design team meetings)

- Moving draft reviews up based on a 10/13 production date and 10/16 submission

Additionally as follow-up to our conversation on design, can we confirm the following meetings:

9/26 – 1pm – Design Group meeting at MassDevelopment

9/28 – Confirm a time for Richard, myself and a few other folks to come out to Watertown to really look at design options

- After a conversation with the Secretary, I will be engaging him as needed on design review, but we think these two meetings should occur before he is brought-in.

Happy to discuss if that is helpful!

Thanks,

Aimee

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

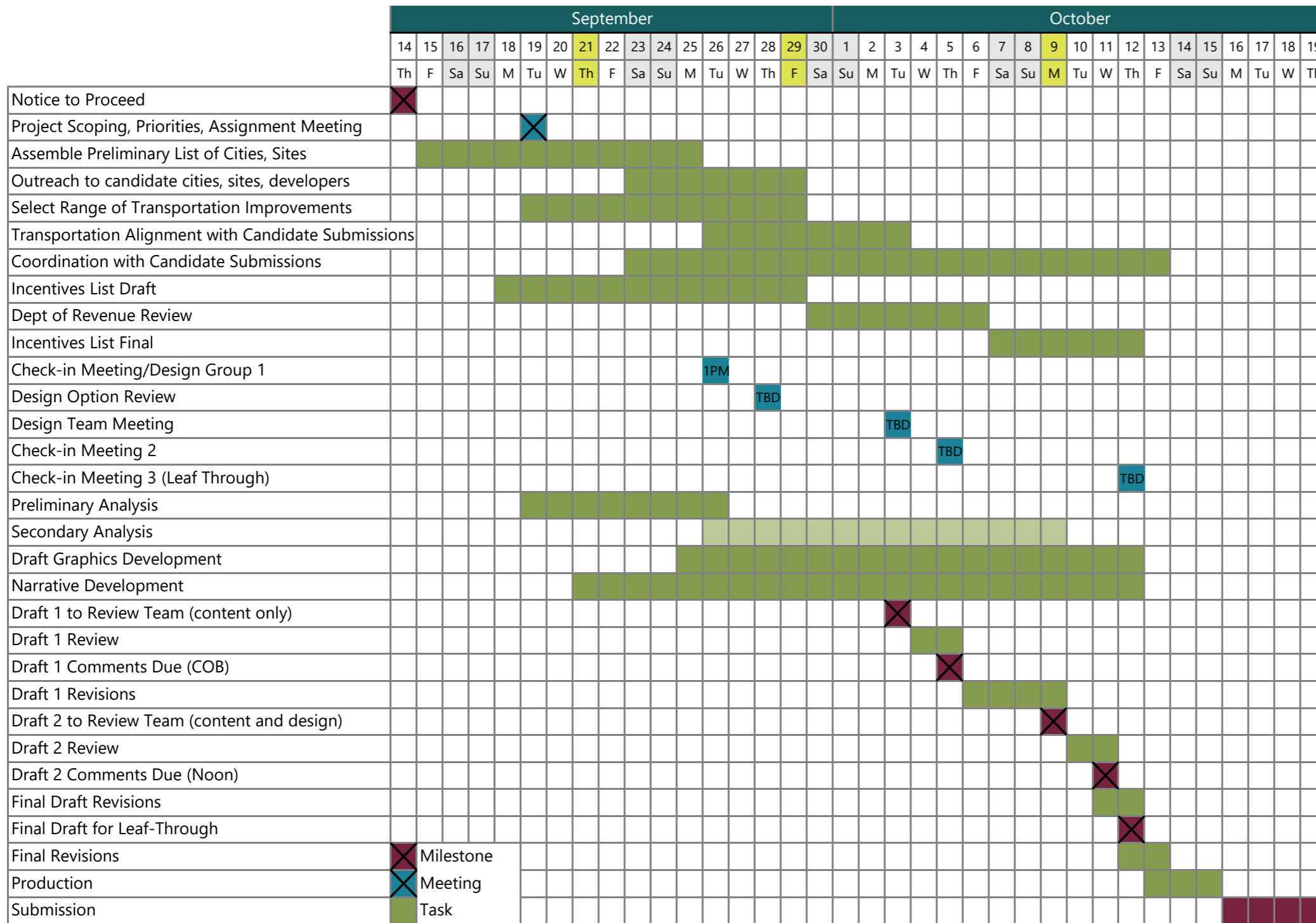
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Amazon HQ2 Proposal Development



Scheduled Meetings

| Date | DOW | Time | Location | What | Teams |
|-------|-----|----------|----------|-------------------------------|--------------|
| 9/19 | Tue | 10:00 AM | MD | Kick-Off | MD, HED, VHB |
| 9/26 | Tue | 1:00 PM | MD | Check In 1 | MD, HED, VHB |
| 9/28 | Thu | TBD | VHB | Design | MD, HED, VHB |
| 10/3 | Tue | TBD | VHB | Design | MD, HED, VHB |
| 10/5 | Thu | TBD | TBD | Check In 2 | MD, HED, VHB |
| 10/12 | Thu | TBD | TBD | Leaf Through | MD, HED, VHB |
| TBD | | | | Transport Projects Discussion | MaDOT, VHB |

- HED Exec. Office of Housing and Econ. Dev.
- MD MassDevelopment (99 High, 11th Fl)
- VHB Vanasse Hangen Brustlin (101 Walnut St. Watertown)
- MaDOT MassDOT

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: ["Susan Saia \(susan.saia@state.ma.us\)"](#)
Cc: [Kennealy, Michael \(EOHED\)](#)
Subject: RE: VHB Call today
Date: Monday, September 25, 2017 8:45:27 AM

Hi Susan,

Can you add Dann Lee from the GOV office to the call at 12pm today?

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)

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From: Ward Weeden, Aimee (EOHED)

Sent: Monday, September 25, 2017 8:16 AM

To: Susan Saia (susan.saia@state.ma.us)

Cc: Kennealy, Michael (EOHED)

Subject: VHB Call today

Hi Susan,

Jay would like to schedule a call with VHB for 12pm today. He would like the following people on the call:

Steve Thomas

Albert Ng

Lauren Liss

Mike K.

Aimee

Also, he would like to meet with Mike, me, Devon and Adrian from 1-2 today regarding the project, if you can add us to his Amazon hold that would be great!

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: Maeghan Welford
To: [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Tim Connelly](#); [Brian Noyes](#); [Dan Haro](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: Industry Letter draft for review
Date: Monday, September 25, 2017 8:47:56 AM
Attachments: [Industry Letter V2.docx](#)

Aimee:

Draft group industry testimonial letter attached for your review (thank you Brian!)

Once we have an HED-approved draft, we will contact for signatories through GBCC, MassTLC, and MHTC.

IF you would like us to also contact MACP and Mass Business Roundtable we are happy to include as well – just let us know.

Thank you,

Maeghan

Maeghan Silverberg Welford

Chief of Staff, Massachusetts Technology Collaborative &

Senior Advisor, Massachusetts eHealth Institute at MassTech

Office: (617) 371-3999, x230

Cell: **Exemption (c)**

welford@masstech.org

www.masstech.org

@Mass_Tech

Join the [Massachusetts Digital Health Initiative](#) and [Mass Digital Health](#) LinkedIn group

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Dear [NAME],

As Amazon searches for its new “HQ2”, we collectively encourage you to consider sites within the Commonwealth of Massachusetts. As Amazon looks to identify a location with a “stable business climate for growth and innovation,” 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 it will bring Amazon even closer to the nation’s top talented workforce, and immerse your company in our culture of collaboration and innovation. On every front on which Amazon is expanding or experimenting, the diversified portfolio of Massachusetts industries can help Amazon reach its goals. Here are a few reasons why:

Talent: Expanding operations in Massachusetts would allow Amazon 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 will only increase the Commonwealth’s global stature as a hub for innovation, helping attract even 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 accelerators in the world, not to mention the 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'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 and discovery.

Sincerely,

[UNDERSIGNED]

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Vets
Date: Monday, September 25, 2017 9:52:44 AM

Below is applicable to us, but otherwise it's been focused on [fulfilment](#) centers

Amazon Announces Apprenticeship Program with Department of Labor – Creating a Pipeline of Veteran Talent for Technical Careers at Amazon and Beyond

January 19, 2017

DOL Apprenticeship Builds on Amazon's Joining Forces Commitment to Hire 25,000 Veterans by 2021

Yesterday, we joined forces with the Department of Labor to announce the creation of a new Amazon Veterans Apprenticeship Program. This program will create another mechanism to train even more veterans across the country in technical skills for jobs at Amazon or elsewhere.

Back in May 2016, I was privileged to join our CEO Jeff Bezos and my colleague Kathleen Carroll at the White House, when we announced our Joining Forces goal of hiring 25,000 veterans and military spouses over the next five years – and training 10,000 more in cloud computing skills through AWS Educate. We are focusing our efforts on piloting a variety of innovative programs to provide veterans the training necessary to compete for high-tech, high-demand careers. And today's announcement is another step in creating an alternative development path to build technical skills necessary to meet the unfilled demand for high tech workers in the U.S.

The Department of Labor has certified Amazon as an official Apprenticeship – meaning service members and veterans can work directly with Amazon to go through a technical training program over 16 weeks, and participate in a

paid apprenticeship with Amazon for 12months. Often, these Apprenticeships will lead to full-time roles at Amazon or elsewhere in one of the most in demand fields – cloud computing.

We'll start small with our first Apprenticeship cohort, training a dozen or so veterans for Amazon Web Services' Cloud Support Associate role. Our hope is that with the experience we gain, the program will expand to additional technical roles and can continue to scale. We're looking forward to bringing our first cohort onboard and learning together!

– Ardine Williams, Vice President, Global Talent Acquisition at Amazon Web Services

Devon Goodall

Devon.L.Goodall@state.ma.us

From: [Kennealy, Michael \(EOHED\)](#)
To: [Servetnick, Adrian \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: FW: RE:
Date: Monday, September 25, 2017 9:55:14 AM
Attachments: [image001.png](#)
[Mass_Tech_Ecosystem_V3.pptx](#)

Forwarding to Adrian and Devon

Mike Kennealy

Assistant Secretary for Business Growth

The Commonwealth of Massachusetts

Executive Office of Housing & Economic Development

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Boston, MA 02108

Office: 617-788-3640

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michael.kennealy@state.ma.us

From: Maeghan Welford [<mailto:welford@masstech.org>]

Sent: Friday, September 22, 2017 2:17 PM

To: Ash, Jay (EOHED) ; Kennealy, Michael (EOHED) ; Ward Weeden, Aimee (EOHED) ; Kirk, Carolyn (EOHED)

Cc: Tim Connelly ; Dan Haro

Subject: RE:

Hi team – on behalf of Tim, attached please find our first rough cut at a tech ecosystem outline.

This is in PowerPoint format for now, and is designed to be edited down to reflect preferred themes, priorities, key messages, etc. We have engaged with MassTLC and MHTC on this.

Please let us know your preferred next steps.

Thank you,

Maeghan

Maeghan Silverberg Welford

Chief of Staff, Massachusetts Technology Collaborative &

Senior Advisor, Massachusetts eHealth Institute at MassTech

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From: Ash, Jay (EOHED) [<mailto:jay.ash@MassMail.State.MA.US>]

Sent: Saturday, September 16, 2017 11:43 PM

To: Tim Connelly <connelly@masstech.org>; Kennealy, Michael (EOHED) <michael.kennealy@state.ma.us>

Cc: Maeghan Welford <welford@masstech.org>; Kirk, Carolyn (EOHED) <carolyn.kirk@state.ma.us>;

Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>

Subject: Re: Amazon

Would like Tim and Tom Hopcroft to collaborate on describing our kick-a\$\$ tech and innovation ecosystem. We'll want to include much about it in our proposal. To the extent that

you can match that to what Amazon is and will be doing, that would be a bonus. Need work to be sketched out by the end of September, and a first real draft first week in October. We'll also be having regular check in meetings/calls. Will keep you posted.

Also, need some testimonials from companies that Amazon may already know and be impressed by.

Mike is leading our effort.

From: Tim Connelly <connelly@masstech.org>

Sent: Tuesday, September 12, 2017 9:46 AM

To: Ash, Jay (EOHED)

Cc: Maeghan Welford; Kirk, Carolyn (EOHED); Ward Weeden, Aimee (EOHED)

Subject: Amazon

J – Let me know if you need a helping hand with Amazon. I imagine it is all hands on deck and MTC is certainly willing and able to help. I also wanted to remind you that the head of Amazon Robotics is on our Board. Best T

Timothy J Connelly CFA

Executive Director / CEO

Massachusetts Technology Collaborative

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MASSACHUSETTS
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Massachusetts: the Top New Economy Ecosystem

Outline

Massachusetts is “America’s Skunkworks” – our nation’s laboratory for innovative R&D. Collisions between researchers, technology talent, and industry result in a condition where this broad ecosystem is continuously developing and incubating the newest solutions to change and improve our world!

Due to a collaborative and coordinated effort across industry, academia, and state/local government, Massachusetts is experiencing **rapid growth** as THE hub for technology-based firms of all sizes. These companies are powered by a talented workforce trained by the world’s best colleges and universities.

Researchers, students, and executives are choosing Massachusetts because of the opportunity to **build the future**: to create the next generation of the global technology convergence, at the intersections of existing industries such as software, healthcare, life sciences, e-commerce, renewable energy, advanced manufacturing, analytics, and the Internet of Things.

Framework

- **The #1 New Economy Ecosystem:**
 - Proof Points:
 - Bloomberg, Milken, Data State, CNBC Top States, etc.
 - MNCs flocking to MA
 - Tech company/employment data
- **Massachusetts: The Nation's R&D Hub:**
 - Connecting industry, academia and government on high-impact projects
 - Proof Points:
 - R&D projects / university collaborations
 - R&D funding – longstanding history of state investment
 - Patent data from TechNav or Index?
- **Best-in-Class Available Tech Talent (& the Infrastructure to Grow)**
 - Proof Points:
 - STEM talent density
 - Positive Demographics
 - University Network
- **Public-Private Collaborative Strategy Drives Growth:**
 - Proof Points:
 - State has a proven economic development strategy
 - Collaboration across public officials
 - Highly unique and time-tested governmental support strategy through quasi-public agencies!
 - Numerous high-quality Civic and Trade Associations
 - State of our innovation infrastructure is strong (broadband example)

Framework

- **Most Fertile Startup-to-Scale Environment:**
 - Proof Points:
 - Best in class collection of diverse incubators and accelerators supporting new and emerging industries
 - MassChallenge as example?
 - Companies growing to scale- IPOs, etc.
- **Multi-Cluster Density/Home of the Supercluster:**
 - Proof Points:
 - Network of emerging industry clusters
 - Profile of top 7 tech clusters (cybersecurity, digital health, life sciences, cleantech, IoT/Robotics, advanced manufacturing, data/analytics, fintech)
 - Converging supercluster notion- join us to build the future!



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE

The Nation's Top
New Economy Ecosystem

The Most Connected and Concentrated U.S. Innovation Ecosystem

#1
in the **Milken Institute's**
annual **State Technology**
and Science Index
every year since 2002

Mass. **robotics firms**
generated **\$1.6 billion**
in revenue in 2015;

Boston #2
for **digital health**
funding

Ranked
Most Innovative State by
Bloomberg's 2016
U.S. Innovation Index

Massachusetts employs
12,370 workers
in **cybersecurity**

1,328,199
Workers in the **Mass.**
Innovation Economy
(the largest concentration
in the U.S.)

#1
nationally in **STEM graduate**
and **professional degrees**
granted per capita



#1 Innovation State

#1 State for Data Innovation

- The Best States for Data Innovation, *Center for Data Innovation, 2017*

Sub Rankings:

- #1-Energy Usage Data
- #4 in Broadband (access, speeds, and home internet use)
- #1 in Electronic Health Records
- #1 in Developing Human and Business Capital
- #1 in Computer Science and Statistics AP Tests
- #1 in STEM Degrees Per Capita
- #2 in Software Services Jobs
- #4 in Statistics Jobs
- #3 in Data Science Job Listings
- #1 in Open Data 500 Companies
- #4 in Federal Data Science R&D Funding
- #3 Data Science Community

#1 Ranking: State New Economy' Index

- *State New Economy Index (2010, 2012, 2014)*, Information Technology & Innovation Foundation

Sub-rankings:

- #1 in Top Digital Economy
- #1 in Broadband Telecommunications
- #1 in High Tech Jobs



<https://www.datainnovation.org/2017/07/the-best-states-for-data-innovation/>

<http://www2.itif.org/2014-state-new-economy-index.pdf>

#1 Innovation State

Bloomberg's 2015 & 2016 U.S. Innovation Index ranks Massachusetts as the **"Most Innovative State."**



The Index factors R&D intensity, productivity, high-tech density, concentration of STEM employment, science and engineering degrees, and patent activity.

Bloomberg State Innovation Index

| Rank/State | Total score | R&D intensity | Productivity | High-tech density | STEM concentration | Science & engineering degree holders | Patent activity |
|-----------------|-------------|---------------|--------------|-------------------|--------------------|--------------------------------------|-----------------|
| 1 Massachusetts | 93.33 | 2 | 6 | 1 | 4 | 7 | 2 |
| 2 California | 93.30 | 4 | 7 | 2 | 6 | 2 | 1 |
| 3 Washington | 90.40 | 5 | 9 | 7 | 1 | 4 | 3 |
| 4 New Jersey | 80.42 | 10 | 8 | 5 | 15 | 13 | 7 |
| 5 Connecticut | 77.18 | 8 | 4 | 22 | 13 | 10 | 11 |
| 6 Oregon | 77.08 | 13 | 12 | 17 | 10 | 5 | 12 |
| 7 Maryland | 76.82 | 3 | 15 | 24 | 2 | 1 | 25 |
| 8 Colorado | 75.12 | 19 | 18 | 15 | 5 | 6 | 10 |
| 9 Delaware | 72.72 | 6 | 3 | 30 | 8 | 9 | 25 |
| 10 Minnesota | 71.85 | 16 | 21 | 10 | 9 | 22 | 4 |



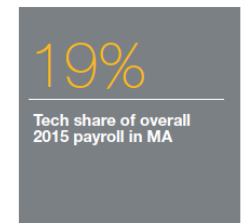
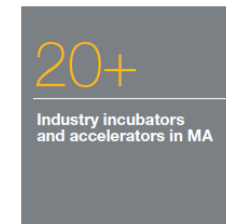
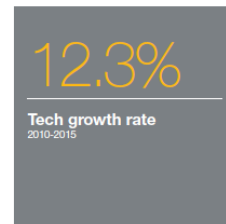
Massachusetts has been **#1** in the **Milken Institute's annual State Technology and Science Index** every year since 2002.

Top Technology Ecosystem

We are home to one of the highest **concentrations** of high tech employment in the nation, and an estimated **3,500** technology companies call Massachusetts home.

Massachusetts ranks:

- #1 in R&D funds as a percentage of GDP per capita
- #1 in percentage of workforce in STEM occupations
- #1 in K-12 education
- #1 in percentage of population with advanced degrees
- #2 in Venture Capital funding under management
- #2 in technology patents per capita

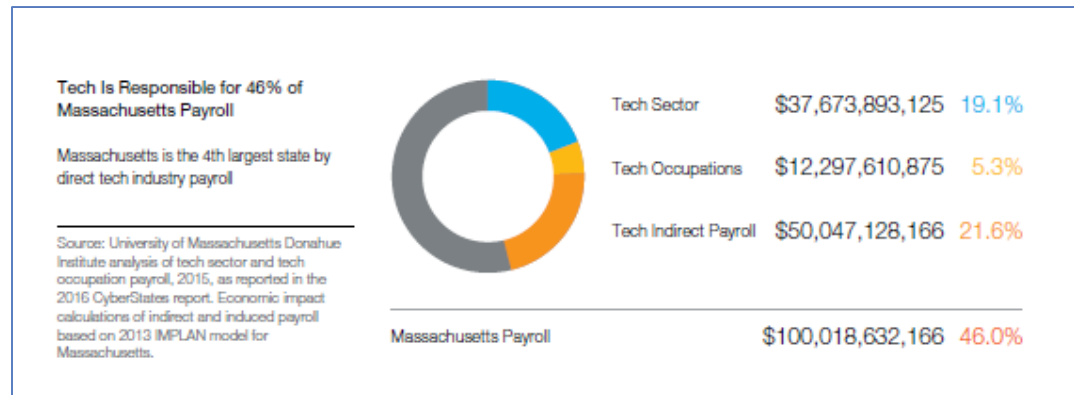


SOURCES:

- MHTC MATTERS: <http://matters.mhtc.org/>
- MassTLC State of Tech Report: <http://www.masstlc.org/2016-state-of-technology-report/>
- Crunchbase

Tech Drives our Economic Growth

Technology is a leading driver of the Massachusetts economy:



**Strong Tech Sector Job Growth
Doubles in Most Recent Year**

Source: University of Massachusetts Donahue Institute analysis of historic employment, 2010-2015, as reported in the 2016 CyberStates report.

Net Change in Jobs



Our Tech Sector

The Massachusetts Technology Sector is Strong & Growing:

- **#1 nationally for most concentrated tech sector**, per MassTLC State of Technology Report
 - Tech's Share of all MA Employment is growing: 9.8% (2015) vs 6.5% (2013), per MassTLC State of Technology Report
- **#1 in Technology Jobs per Capita**, per 2015 CompTIA Cyberstates Report
 - #5 state for total Tech Industry Employment, per 2015 CompTIA Cyberstates Report
- **#1 in Percentage (%) of Workforce in Tech Industry** per 2017 CompTIA Cyberstates Report
 - **#2 Overall Cyber States 2017 Innovation Ranking** (*new tech patents, tech startups and new tech business establishments per capita*)

Tech is Choosing Massachusetts

These large technology-based firms have recently chose Massachusetts for headquarters, growth, or expansion:

- GE
- Red Hat
- Dell-EMC
- IBM Watson Health
- IBM X-Force Command Center
- GE Healthcare
- Philips
- Optum Analytics
- Wayfair
- athenahealth
- Microsoft
- Facebook
- Akamai
- PTC
- Mathworks
- iRobot
- TripAdvisor
- Care.com
- Acquia
- Nuance
- AutoDesk
- HubSpot
- LevelUp
- Rapid7
- CarGurus
- Threat Stack
- Catalant
- Formlabs
- Kronos
- PillPack
- Toast

Needs work –
maybe
combine with
other
industries?



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The Nation's R&D Hub

The Nation's R&D Hub

Across Massachusetts, industry, academia and government are working together on high-impact research and development projects which drive new innovations and products.

- Massachusetts receives more R&D funding per capita, more National Institutes of Health funding as a percentage of GDP, and invests more on R&D as a percentage of GDP than any other leading technology state.
- In total R&D expenditure, Massachusetts ranks #2 behind California.
- Through the Massachusetts Technology Collaborative, the Commonwealth has a 15-year record of sustained ongoing investments in collaborative R&D, driving greater economic impact.
- Massachusetts can now boast of an entire cadre of trained, experienced university research faculty and administrators with a demonstrated track record of recent successes. These successes have included breakthroughs in basic materials science and core technologies (sensors, data computing, robotics, transfer and storage capabilities) that have been developed and delivered into products that now confer new competitive advantages for both the large OEMs and smaller, entrepreneurial companies that have participated in these collaborative research and applied development programs.

World-Class Public-Private R&D Labs

Across MA, industry collaborates with world-class academic institutions, often with support from state government, to develop high-impact R&D programs in priority areas.

Over just the past five years, the state has invested in collaborative R&D projects in:

- Cloud Computing
- Data Science
- Cybersecurity
- Financial Technology
- Smart Sensors
- Marine Robotics
- Flexible Hybrid Electronics
- Printed Electronics
- Advanced Functional Fibers
- Photonics
- Digital Health
- Smart, Secure Medical Devices
- Cybersecurity of Healthcare Systems

High Performance Computing

The MGHPCC (Mass Green High Performance Computing Center) is jointly operated by Boston University, Harvard, MIT, Northeastern, and UMass



Regional HPC data center for research

- Open to any research organization in the region
- Industry leading energy efficiency; tailored for high performance computing
- 90% carbon-free energy supply; LEED Platinum certification

Collaborative, computationally intensive research

- Ranging from theoretical physics to analysis of MBTA performance metrics
- Millions of virtual scientific experiments per month
- Complex simulations and analysis of massive data sets

Regional Economic Development

- Anchor tenant for Holyoke Innovation District (\$90M development project)
- More than \$200M private investment has followed

Stimulating Local Education partnerships

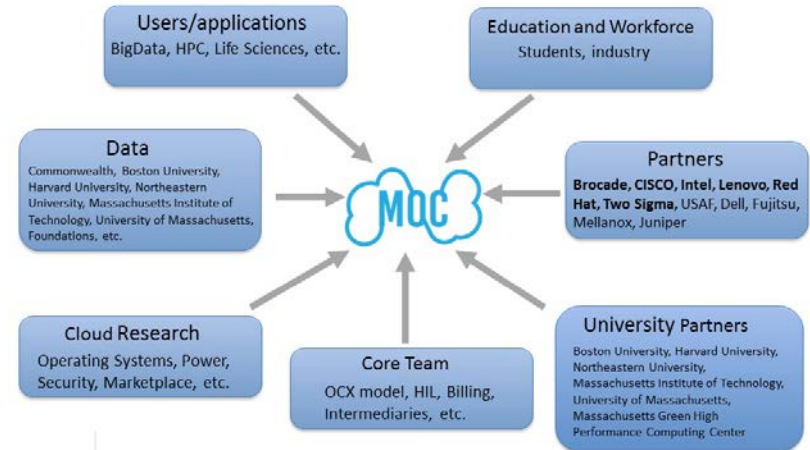
- Middle School High School, Community College

Massachusetts Open Cloud (MOC)

The MOC is a state, academic and industry partnership that connects providers, innovators, and consumers of cloud computing, security and Big Data solutions.

- Preparing hundreds of students for careers in cloud computing through internships and courses
- Resulted in federal research grants in cloud cybersecurity, monitoring, and infrastructure
- Forging new industry/ research/ government collaborations in Big Data, Cyber Security, and cloud computing

MOC ECOSYSTEM



MOC Vision: Create a self-sustaining at-scale public cloud based on the Open Cloud eXchange model

- Enabling a marketplace for industry
- Enabling a place for researchers and industry to innovate and expose innovation to real users

<http://info.massopencloud.org>



Infrastructure for Supporting Innovation: World-Class R&D Centers

KOCH INSTITUTE for Integrative Cancer Research at MIT

ALERT AWARENESS AND LOCALIZATION OF EXPLOSION-RELATED THREATS

Northeastern University Electronic Materials Research Institute

CHM Center for Hierarchical Manufacturing

R2R Nano-enabled Roll-to-Roll Manufacturing Research

WOODS HOLE OCEANOGRAPHIC INSTITUTION 1930

WPI Bioengineering INSTITUTE ENGINEERING ADVANCES IN MEDICINE

DRAPER **HST** Harvard-MIT Health Sciences & Technology

Tufts | **CTSI** Tufts Clinical and Translational Science Institute

rle RESEARCH LABORATORY OF ELECTRONICS AT MIT

BROAD INSTITUTE Microphotronics Center at MIT

MIT Massachusetts Institute of Technology

MIT Lincoln Laboratory

Northeastern University Center for Renewable Energy Technology

AIM photonics

GEORGE J. KOSTAS Research Institute for Homeland Security at Northeastern University, LLC

BU Center for Reliable Information Systems & Cyber Security

US ARMY NATICK SOLDIER RD&E CENTER

NERVE CENTER @ UMASS LOWELL

BOSTON UNIVERSITY Fraunhofer Center for Manufacturing Innovation at Boston University

CIQM CENTER for INTEGRATED QUANTUM MATERIALS at Harvard University

Whitehead Institute

emat Electronic MATERIALS Research Group at MIT

affoa

MCGOVERN INSTITUTE FOR BRAIN RESEARCH AT MIT

BU Rafik B. Hariri Institute for Computing and Computational Science & Engineering

Printed Electronics Research Collaborative at UMass Lowell

CENTER FOR RESEARCH ON POLYMERS UNIVERSITY OF MASSACHUSETTS - INDUSTRY

MASSACHUSETTS TECHNOLOGY COLLABORATIVE



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE

Available Technology Talent& Room to Grow

World-Class Technology Talent

Massachusetts has a world-class supply of skilled technology talent ready to work.

According to the 2016 CBRE Tech Talent Scorecard, Boston is the nation's #1 Top Tech Education Market with more degrees than jobs over past five years.



Massachusetts is home to the **most STEM Degrees in the U.S. per million residents.**

[\(source: Massachusetts Innovation Index\)](#)

Over 114 Colleges and Universities; with over 400,000 students enrolled

There are **114 colleges and universities in Massachusetts enrolling over 400,000 students** seeking bachelor's or associate degrees (Based on National Center for Education Statistics, 2014).

- Massachusetts is **#1** in awarding new college degrees per capita, with **over 117,000 higher education graduates in 2014**, inclusive of community college, four year degrees, and advanced degrees.
- 50 of these colleges and universities are in the greater Boston metropolitan area, which is home to more than 250,000 students.
- Massachusetts has the **Highest Percentage** (46.1%) of Adults in US with a **Bachelor's Degree or Higher**.

[\(source: Massachusetts Innovation Index\)](#)

U.S. News & World Report Rankings

Ten Schools in the Top 100 National University Rankings:



Seven Schools in the Top 100 Liberal Arts College Rankings:



Our ecosystem is supported by a **second to none Regional Talent Pool**. 13 New England institutions, all within 150 miles of Boston, in the top 100 adding to this High Quality Labor Supply including:

- Home to #1 Ranked School for Engineering (MIT)
- Home to #1 (Babson) and #2 (MIT) in the Undergrad Entrepreneurship Program Rankings
- Home to #1 Ranked Business School (Harvard)
- Home to #1 Ranked School for Best Internship/Career Services (Northeastern)



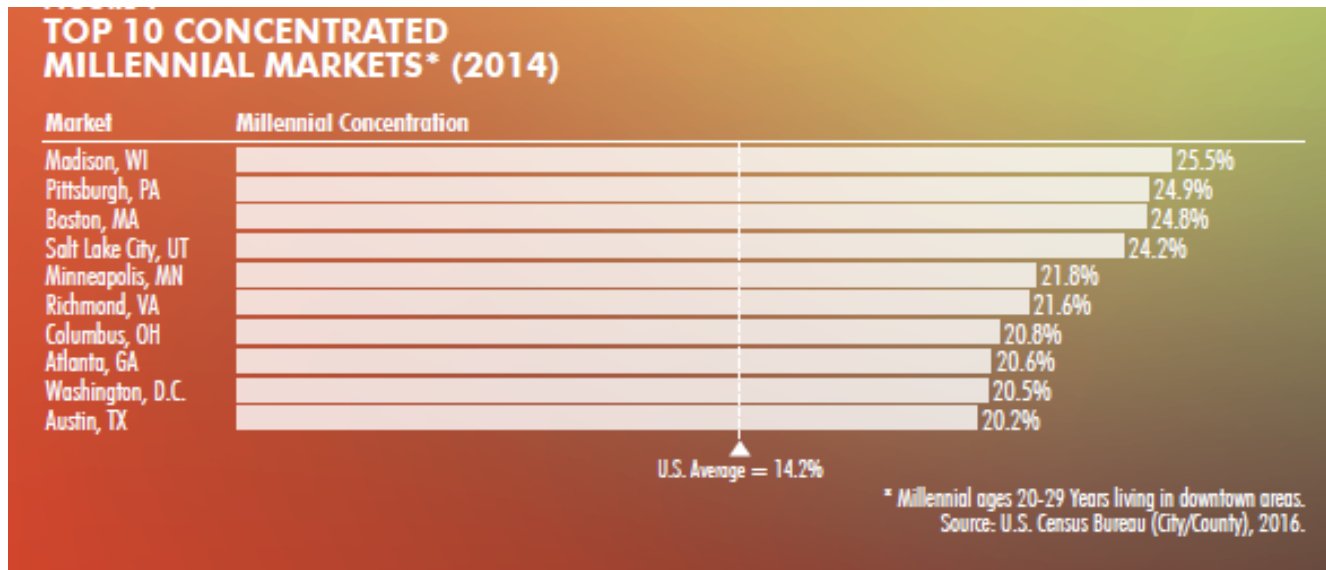
Strong Talent Diversity

- With 55,447 international students across all higher education institutions in the state MA ranks #4 in the number of international students
- The majority of international students are from China, followed by India, South Korea, Canada and Saudi Arabia.
- Eight Massachusetts colleges/universities have over 10% of international students within their student body.
- Women compose 37% of all STEM degrees granted in Massachusetts. (Massachusetts falls behind only Hawaii, South Carolina and Georgia among the 50 states.)
- In Massachusetts, women outnumber men in Biological and Biomedical Sciences and Science Technologies, with women composing 61.5% and 58.5% of graduates at all levels in 2014-15 in these sectors.

A Leader in Millennial Workforce

- Due to Boston's world-class educational offerings and emerging industries, **Boston is home to the highest proportion of young adults of any major city in America. Over 35% of Bostonians are between the ages of 20-34.**
- **Over 46% of incoming freshman are from outside the state.**

CBRE Research: 2016 Scoring Tech Talent Report



STEM Grads

STEM (Science, Technology, Engineering & Math)



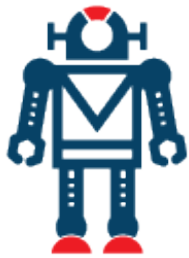
- MA is **#1 nationally** in STEM graduate and professional degrees granted per capita
- Two Massachusetts universities rank in the top five best graduate schools for math: *Massachusetts Institute of Technology (#1) and Harvard University (#3)*

Science



- MA is **#4 nationally** in number of Science graduate and professional degrees granted
- Three Massachusetts universities rank in the top 25 of the best schools for computer science: *Massachusetts Institute of Technology (#1) , Harvard University (#18) and University of Massachusetts Amherst #25).*

Engineering

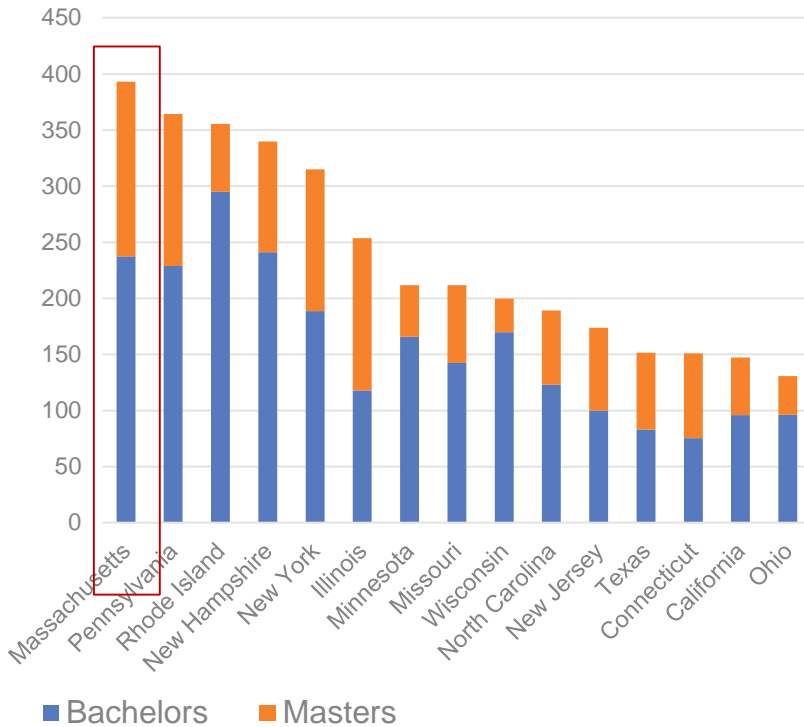


- MA is **#5 nationally** in number of Engineering graduate and professional degrees granted
- Four Massachusetts universities rank in the top 50 engineering schools : *Massachusetts Institute of Technology (#1) , Harvard University (#20), Boston University (#37) and Northeastern (#43).*

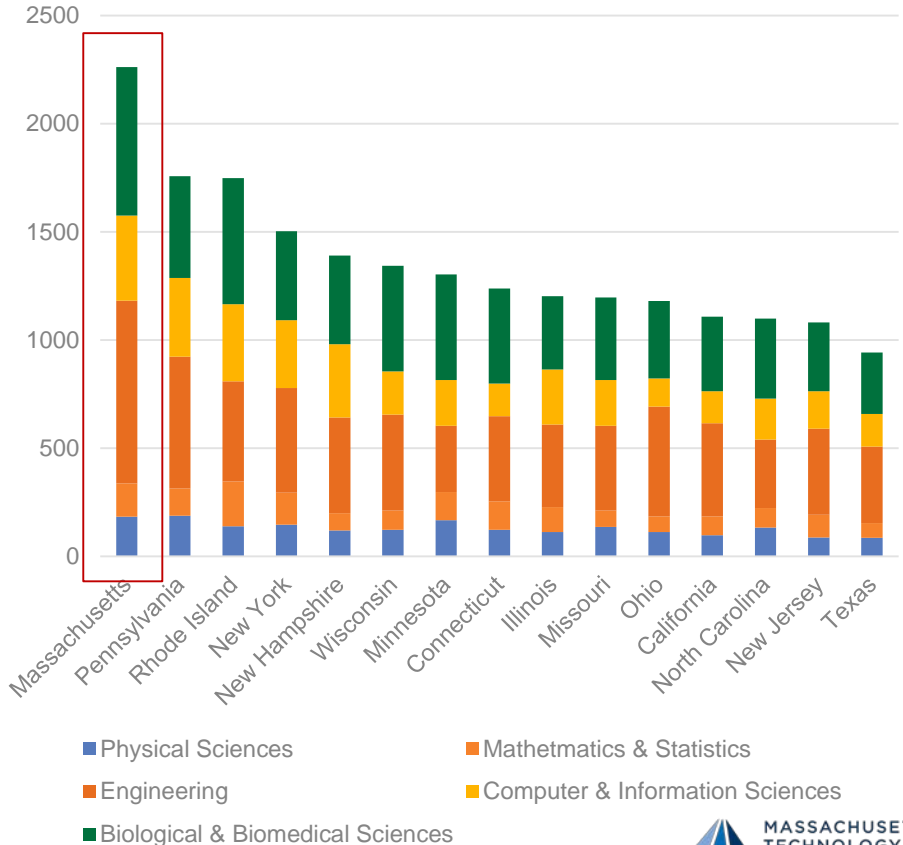
STEM Talent Density

Degrees Granted in Computer and Information Sciences and Support Services

per 1 Million Residents
Massachusetts, 2013-2014



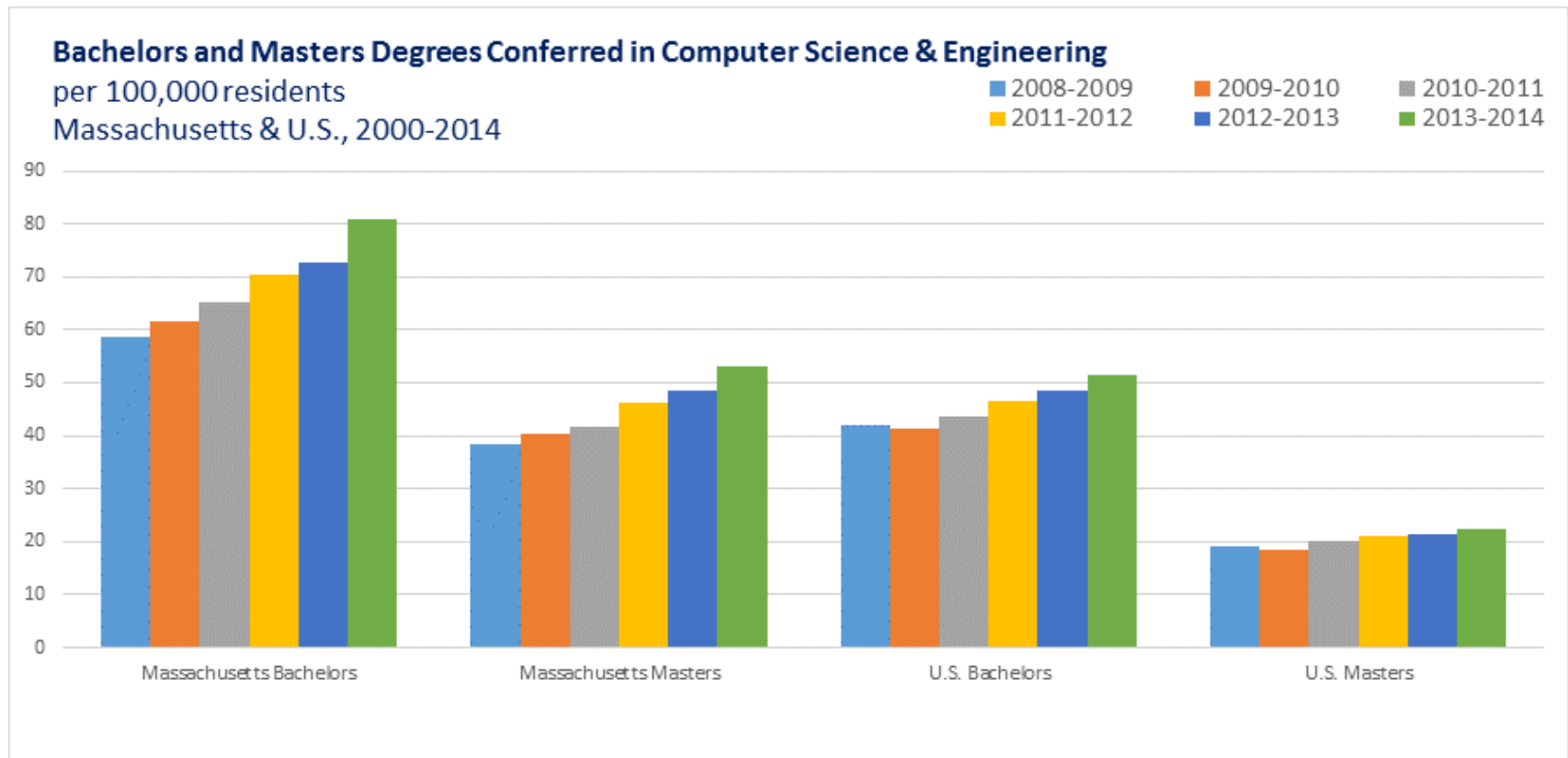
Degrees Granted in STEM Fields per 1 Million Residents Massachusetts, 2013-2014



Talent Pipeline

Talent Pipeline : Computer Science and Engineering

- *MA produces Masters degrees at about the same rate the US produces bachelors, and more than double the rate that the US produces masters degrees.*
- *MA produces 56% more bachelors degrees per capita than the US.*



Talent Support Strategy

Higher Ed programs/investments supporting STEM Talent pipeline?
Would need help from EOE



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE

Public-Private Collaborative Strategy Drives Growth

Supportive Public Agencies

- Massachusetts drives economic strength by building meaningful collaborations and coordinated strategy across industry, academia, and government. Under the leadership of Governor Baker and the state Legislature, Massachusetts maintains a highly unique and time-tested governmental support strategy through quasi-public agencies.
- These agencies offer a portfolio of support for industry including direct company investments, grants, projects, intern matching, workforce investments, and ecosystem development.
- This network of economic development agencies has played key roles for the last three decades to support innovation, commercialization, and industry growth.
 - Massachusetts Technology Collaborative
 - MassDevelopment
 - MassVentures
 - Mass Tech Transfer Center
 - Massachusetts Life Sciences Center
 - Massachusetts Clean Energy Center

Representative Business & Civic Organizations

MASSACHUSETTS
HIGH**TECHNOLOGY**COUNCIL

MASSTLC 
MASS TECHNOLOGY LEADERSHIP COUNCIL

NEW ENGLAND
VENTURE CAPITAL
ASSOCIATION

The**Chamber**[®]
Greater Boston Chamber of Commerce
Connect & Grow.

MACP
MASSACHUSETTS COMPETITIVE PARTNERSHIP

MBR
MASSACHUSETTS BUSINESS ROUNDTABLE

 **TechNet**
The Voice of the Innovation Economy

 **industrial internet**[®]
CONSORTIUM

Top Tier Innovation Infrastructure: Broadband

Broadband access and speed is critical for helping companies grow in the digital economy.

Massachusetts is a national leader in high-speed Internet connectivity by any measure:

Average peak connection speed, average speed, & adoption levels:

Akamai's 2017 Q1 State of the Internet – Connectivity report

<https://www.akamai.com/fr/fr/multimedia/documents/state-of-the-internet/q1-2017-state->

| | State | Q1 2017 Peak Mbps | QoQ Change | YoY Change |
|----|----------------------|-------------------|------------|------------|
| 1 | Delaware | 111.0 | n/a | 20% |
| 2 | District of Columbia | 110.5 | n/a | 19% |
| 3 | Massachusetts | 106.8 | n/a | 23% |
| 4 | Maryland | 106.1 | n/a | 26% |
| 5 | Rhode Island | 104.5 | n/a | 25% |
| 6 | New Jersey | 104.5 | n/a | 26% |
| 7 | Virginia | 101.8 | n/a | 20% |
| 8 | Wyoming | 98.2 | n/a | 46% |
| 9 | New York | 98.0 | n/a | 25% |
| 10 | Washington | 97.0 | n/a | 23% |

Figure 13: Average Peak Connection Speed (IPv4) by State

| | State | % Above 4 Mbps | QoQ Change | YoY Change |
|----|---------------|----------------|------------|------------|
| 1 | Delaware | 98% | 0.3% | 0.8% |
| 2 | Rhode Island | 97% | 0.4% | 0.5% |
| 3 | New Jersey | 95% | 0% | 1.5% |
| 4 | Massachusetts | 94% | 0.3% | 2.2% |
| 5 | Hawaii | 94% | 0.4% | 0.8% |
| 6 | Utah | 93% | 1.2% | 3.0% |
| 7 | Maryland | 93% | 0.2% | 2.2% |
| 8 | New York | 93% | 0.4% | 1.6% |
| 9 | Florida | 93% | 0.6% | 2.3% |
| 10 | North Dakota | 92% | 1.7% | 0.8% |

Figure 14: 4 Mbps Broadband Adoption (IPv4) by State

| | State | Q1 2017 Avg. Mbps | QoQ Change | YoY Change |
|----|----------------------|-------------------|------------|------------|
| 1 | District of Columbia | 28.1 | 5.2% | 17% |
| 2 | Delaware | 25.2 | 13% | 19% |
| 3 | Massachusetts | 23.8 | 9.6% | 20% |
| 4 | Rhode Island | 23.7 | 5.7% | 19% |
| 5 | Maryland | 22.3 | 10% | 21% |
| 6 | New Jersey | 22.2 | 8.9% | 20% |
| 7 | New York | 22.0 | 6.8% | 22% |
| 8 | Virginia | 21.1 | 14% | 17% |
| 9 | Pennsylvania | 20.8 | 11% | 22% |
| 10 | Utah | 20.7 | 4.1% | 4.9% |

Figure 12: Average Connection Speed (IPv4) by State

| | State | % Above 25 Mbps | QoQ Change | YoY Change |
|----|----------------------|-----------------|------------|------------|
| 1 | District of Columbia | 38% | 10% | 32% |
| 2 | Delaware | 33% | 25% | 35% |
| 3 | Rhode Island | 33% | 14% | 53% |
| 4 | Massachusetts | 31% | 22% | 46% |
| 5 | New Jersey | 29% | 21% | 54% |
| 6 | Maryland | 29% | 25% | 53% |
| 7 | New York | 28% | 17% | 67% |
| 8 | Virginia | 27% | 15% | 48% |
| 9 | Pennsylvania | 26% | 27% | 56% |
| 10 | Washington | 24% | 23% | 42% |

Figure 17: 25 Mbps Broadband Adoption (IPv4) by State



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE

Most Fertile Startup-to-Scale Environment:

Fertile Startup Environment

Massachusetts is home to thousands of startup companies, plus investors, advisors, collaborative workspaces, and mentors, offering a world-leading concentration of entrepreneurial activity:

Boston ranks #5 on the Startup Genome 2017 Global Startup Ecosystem Ranking:



World-Class Startup Infrastructure

Massachusetts is home to a **best-in-class network of 120+ accelerators, incubators, and collaborative workspaces**, building a startup-friendly ecosystem that continuously drives idea generation and commercialization.



Examples

Massachusetts possesses mature and expanding infrastructure for supporting early-stage innovation!



Cambridge Innovation Center (CIC): “Companies originally headquartered at CIC have created between \$3.5b and \$4.3b in publicly disclosed exit value since 2001”
cic.us



GreenTown Labs: The Country’s largest cleantech incubator. Greentown has housed nearly 50 organizations since 2010, focusing on startups and scaling forms. Firms have raised over \$25M and employ over 100 people.
greentownlabs.org



LabCentral: A Launch Pad for high potential, high growth Life-Science and Biotech startups. Alumni companies have attracted over \$100 million in combined venture funding.
xconomy.com



PULSE@MassChallenge: A new healthcare startup accelerator seeding collaborative partners, recently accelerated 31 high-impact digital health firms
www.masschallenge.org/pulse

Profile: MassChallenge

MassChallenge is an entrepreneurship organization created through partnership with local industry and state government in 2010.

- MassChallenge is a non-profit, no-equity-taken startup competition and accelerator. They award over \$2 Million in equity-free cash prizes every year.
- In addition to the Boston program, MassChallenge manages specialty programs in manufacturing and digital health, and runs startup programs in Israel, Mexico, Switzerland, and the UK.
- Since 2010, MassChallenge has accelerated over 1,200 startups who have collectively raised \$1.8B in funding, \$700M in revenue, and created 60,000 jobs.



Startup to Scale-Up

As our startup ecosystem matures, technology-based companies are growing to scale in Massachusetts.

- 12 of the nation's 105 IPO's were from Massachusetts in 2016; meaning 11% of our nation's IPOs came from roughly 2% of the nation's population!





MASSACHUSETTS
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COLLABORATIVE

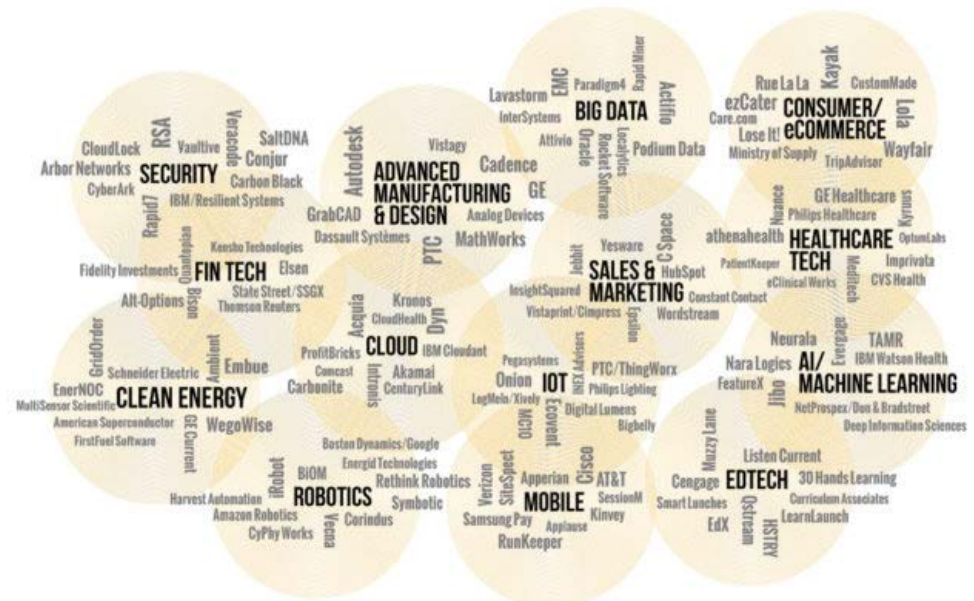
Multi-Cluster Density/Home of the Supercluster

Diverse Sector Strengths

Massachusetts is home to a large number of industry leading clusters, built upon the intersections of the state's long-standing core economic strengths. These industries are emerging as drivers of job growth and innovation, and the region's collaborative ecosystem helps drive new discoveries at the intersections of these new industries.

For example, **Massachusetts is a leader in:**

- Cybersecurity
- Life Sciences
- Digital Health
- CleanTech
- IoT
- Robotics
- Advanced Manufacturing
- Data/Analytics
- FinTech



Home of the Convergence

Researchers, students, and executives are choosing Massachusetts because of the opportunity to **build the future**: to fuel the global technology convergence at the intersections of these leading clusters and industries.




Cybersecurity

THE MASSACHUSETTS CYBERSECURITY ECOSYSTEM

TALENT/WORKFORCE

According to the National Center for Education Statistics, Massachusetts graduated...

15,000+ STEM grads in 2014 - per capita, the **#1 U.S. state**

More than **3,500** Computer Science grads each year 

MassTech has identified:

30 unique degree programs in Cybersecurity at **18** universities, colleges, and community colleges in Massachusetts

ECONOMIC STRENGTH

A vibrant industry cluster with **37** of the top **500** Innovative Global Firms on Cybersecurity Ventures' "Cybersecurity 500" list; the **#2** region in the world, behind only California

MassTech has identified over

110 

companies in Massachusetts focused on cybersecurity products and services

RESEARCH



4 NSA

Centers of Academic Excellence

15 Dedicated Security Research Centers located 

at Top **5** Universities, according to MassTech research

CAPITAL

\$1.5B raised by **29** of the Cybersecurity 500 firms in MA, according to Crunchbase

The PwC MoneyTree report found...

...MA was the **#3** state for VC investment in the U.S. in 2015.

That included **\$1.8B** for Software & IT Services 

Big Data / Analytics



Massachusetts is home to a robust and growing Big Data / Analytics industry cluster

Source: 2015 Massachusetts Technology Collaborative Mass Big Data Indicators Report

Life Sciences

- All of the world's top 10 largest biopharmaceutical firms maintain facilities here, along with 550 other biopharma companies and more than 400 medical device makers
- Life Sciences employs over 95,000 talented workers in Massachusetts
- 10-year, \$1 billion comprehensive state initiative supporting life sciences innovation

(source: [MLSC](#))

Strong Cluster Network:



Digital Health

Massachusetts is home to a strong and connected digital health ecosystem, supported by state government, and anchored by world-class healthcare organizations and approximately 350 companies:

Anchor Organizations



Growing Startups & Firms



Robotics

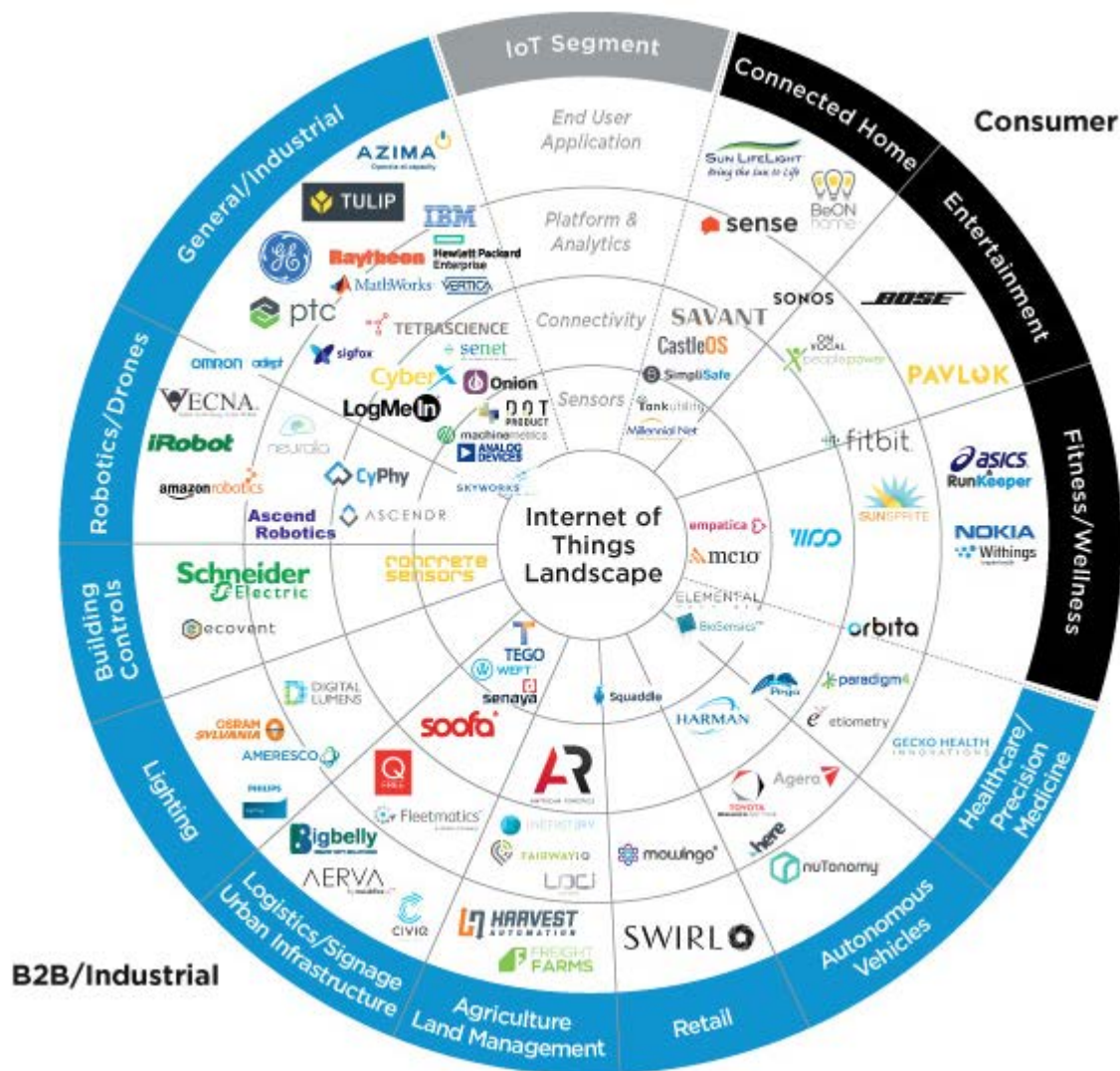


- Massachusetts has **122 commercial companies** in the robotics cluster;
- Between 2011 and 2015, 33 new robotics businesses were created in Mass., **up 57% from five years earlier**;
- Mass. robotics companies **employed 4,716 individuals**;
- Mass. robotics firms **generated \$1.6 billion in revenue in 2015**;
- Mass.-based robotics companies received over \$190 million in private investments in 2015, **equal to 23% of total U.S. funding and second highest of any state**, only behind California.

FinTech

Being drafted; will provide

IoT

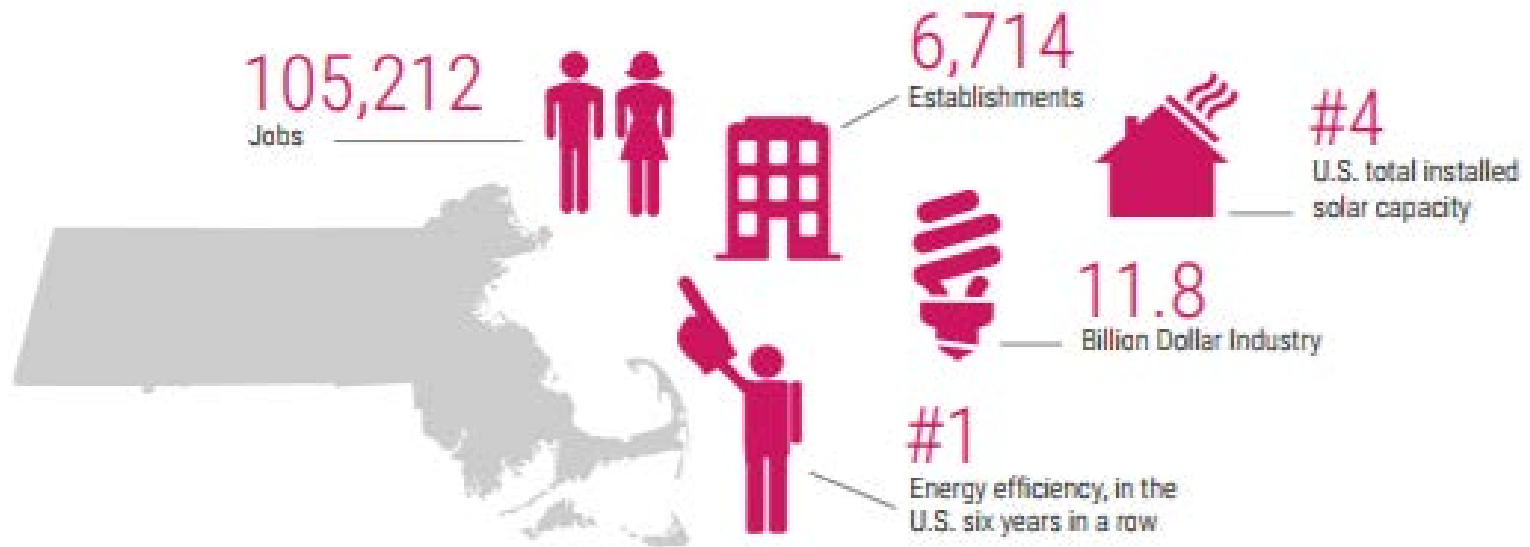


Smart, connected products—made possible by vast improvements in processing power and device miniaturization and by the network benefits of ubiquitous wireless connectivity—have unleashed a new era of competition.

The Smart Connected Products/Internet of Things sector is one of the most innovative in the Commonwealth. Massachusetts is home to some of the biggest SCP/IoT innovators including Dell/EMC, Raytheon, PTC, and MIT.

Cleantech

MASSACHUSETTS BY THE NUMBERS



(source: Massachusetts Clean Energy Center 2016 Industry Report)

Sources

- MHTC MATTERS database: <http://matters.mhtc.org/>
- MassTLC State of Technology Report: <http://www.masstlc.org/2016-state-of-technology-report/>
- MassTech Innovation Index: <http://www.masstech.org/index>
- Crunchbase
- MassTech Primary Research
- MassTLC IoT Report: http://www.masstlc.org/wp-content/uploads/IoT_Report_WEB_v2.pdf

From: Tim Connelly
To: [Maeghan Welford](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Industry Letter draft for review
Date: Monday, September 25, 2017 10:36:53 AM
Attachments: [image001.png](#)

I would add two points – one minor and one fundamental:

- The first two sentences start the same way. This needs to be changed.
- I think the letter needs to be more of a personal endorsement – ie “we have found our expectations were exceeded along these dynamics....” Such specific endorsements need to be woven into the text. The letter should not have a firm telling Amazon why MA is a great place – it should share their own experience – what they were looking for and what they got. This is a fine version if you have multiple signers to one letter – that said, this approach by definition is a bit generic. I think a number of personal letters need to accompany a multi signer approach.

T

Timothy J Connelly CFA

Executive Director / CEO
Massachusetts Technology Collaborative
2 Center Plaza, Suite 200
Boston, MA 02108
617-371-3999 x205

Exemption (c)

connelly@masstech.org

www.masstech.org



From: Maeghan Welford
Sent: Monday, September 25, 2017 8:44 AM
To: Ward, Aimee (SEA) (aimee.ward@state.ma.us)
Cc: Tim Connelly ; Brian Noyes ; Dan Haro ; Goodall, Devon L. (MOBD)
Subject: Industry Letter draft for review

Aimee:

Draft group industry testimonial letter attached for your review (thank you Brian!)

Once we have an HED-approved draft, we will contact for signatories through GBCC, MassTLC, and MHTC.

IF you would like us to also contact MACP and Mass Business Roundtable we are happy to include as well – just let us know.

Thank you,

Maeghan

Maeghan Silverberg Welford
Chief of Staff, Massachusetts Technology Collaborative &
Senior Advisor, Massachusetts eHealth Institute at MassTech
Office: (617) 371-3999, x230

Cell: **Exemption (c)**

welford@masstech.org

www.masstech.org

@Mass_Tech

Join the [Massachusetts Digital Health Initiative](#) and [Mass Digital Health](#) LinkedIn group



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE

From: Kathryn Ellis
To: [Kennealy, Michael \(EOHED\)](#)
Cc: [Barney Heath](#)
Subject: Support of Amazon project
Date: Monday, September 25, 2017 11:06:12 AM

Dear Mike,

Wanted to offer our support for the Amazon project from the City of Newton. Although we do not have the land or building requirements for the RFP, we are keen to support this project as an option for a wider metro west development. Happy to discuss further and offer a letter of support from The City of Newton. Best regards,
Kathryn

Kathryn Ellis
Director of Economic Development
CITY OF NEWTON
Planning & Development Department
[1000 Commonwealth Avenue](#)
[Newton, MA 02459-1449](#)
Direct Phone [\(617\) 796-1122](#)
Office Phone [\(617\) 796-1120](#)

When responding, please be aware that the Massachusetts Secretary of State has determined that most email is public record and therefore cannot be kept confidential.

From: [Kaufman, Samantha \(EOHED\)](#)
To: [Hillman, Michelle M. \(EOHED\)](#)
Cc: [Guyton, Elizabeth \(GOV\)](#); [Buckley, Timothy \(GOV\)](#); [Pitman, William \(GOV\)](#)
Subject: RE: AMZN HQ2
Date: Monday, September 25, 2017 11:21:50 AM

Hi all,

Took josh off, I will start gathering the data for this request.

Thanks

Sam

From: Miller, Joshua [mailto:joshua.miller@globe.com]

Sent: Monday, September 25, 2017 11:12 AM

To: Hillman, Michelle M. (EOHED)

Cc: Guyton, Elizabeth (GOV); Buckley, Timothy (GOV); Kaufman, Samantha (EOHED)

Subject: AMZN HQ2

Dear Team,

Happy Monday. Hopefully talking to Speaker Bob and SP Stan today/tmw.

1. Does the administration believe it currently has the tools to put forward a credible offer to entice AMZN to put HQ2 in Massachusetts? If not, what statutory tools does the administration seek from the Legislature?

2

.

Can you send over a plain language summary of what the

Extraordinary Economic Development Opportunity language in 2016 economic development bill filed by

the governor meant?

3. What changes were actually made to the EDIP statute in the law that the governor signed?

4. Please provide five years (2012-2016) worth of data on EDIP awards, including every award (company, amount) and mean award amount each year.

5. Please send over a list of the ten largest awards ever given through EDIP.

6. Please send a list of the ten largest MassWorks grants in the last five years.

Deadline: 7pm tonight

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: FW: Industry Letter draft for review
Date: Monday, September 25, 2017 12:06:44 PM
Attachments: [Industry Letter V2_DG.docx](#)

[Edits attached](#)

From: Maeghan Welford [mailto:welford@masstech.org]
Sent: Monday, September 25, 2017 8:44 AM
To: Ward Weeden, Aimee (EOHED)
Cc: Tim Connelly; Brian Noyes; Dan Haro; Goodall, Devon L. (MOBD)
Subject: Industry Letter draft for review

Aimee:

Draft group industry testimonial letter attached for your review (thank you Brian!)

Once we have an HED-approved draft, we will contact for signatories through GBCC, MassTLC, and MHTC.

IF you would like us to also contact MACP and Mass Business Roundtable we are happy to include as well – just let us know.

Thank you,

Maeghan

[Maeghan Silverberg Welford](#)
Chief of Staff, Massachusetts Technology Collaborative &
Senior Advisor, Massachusetts eHealth Institute at MassTech

Office: (617) 371-3999, x230

Cell: **Exemption (c)**

welford@masstech.org

www.masstech.org

@Mass_Tech

Join the [Massachusetts Digital Health Initiative](#) and [Mass Digital Health LinkedIn group](#)

Amazon.com
Office of Economic Development
C/O Holly Sullivan
~~c/o Site Manager Golden~~
2121 7th Ave
Seattle, WA 98121

Dear ~~[NAME]~~, Ms. Sullivan,

As Amazon.com searches for its new “HQ2”, we collectively encourage you to consider sites within the Commonwealth of Massachusetts. ~~As 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, ~~as it will bring Amazon even closer 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 ~~even~~ 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, ~~not to mention the~~ 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,

[UNDERSIGNED]

From: [Kaufman, Samantha \(EOHED\)](#)
To: [Kreuter, Erica \(EOHED\)](#)
Subject: RE: massworks data request FW: AMZN HQ2
Date: Monday, September 25, 2017 12:46:27 PM

Yeah!

From: Kreuter, Erica (EOHED)
Sent: Monday, September 25, 2017 12:45 PM
To: Kaufman, Samantha (EOHED)
Subject: RE: massworks data request FW: AMZN HQ2

Can you send it to me so I can double check?

Erica

Erica Kreuter

Director, MassWorks Infrastructure Program
Executive Office of Housing & Economic Development
One Ashburton Place, Suite 2101 | Boston, MA 02108
O: (617)788-3631 | Email: Erica.Kreuter@state.ma.us
www.mass.gov/mpro | [@massworks](https://twitter.com/massworks)

From: Kaufman, Samantha (EOHED)
Sent: Monday, September 25, 2017 12:20 PM
To: Kreuter, Erica (EOHED) <Erica.Kreuter@MassMail.State.MA.US>
Subject: RE: massworks data request FW: AMZN HQ2
Ignore this I'll have my intern do it! He can go online to round results

From: Kaufman, Samantha (EOHED)
Sent: Monday, September 25, 2017 11:59 AM
To: Kreuter, Erica (EOHED)
Cc: 'Adrian.servetnick@state.ma.us'; Famico, Heather (EOHED); Hillman, Michelle M. (EOHED)
Subject: massworks data request FW: AMZN HQ2

Hey Erica,

We just got a massive request for data from the globe as they are looking into amazon stuff. I know we have grants tracked going back to 2015, but I don't think we have the full five years on the databases that Adrian kept and now Heather has. Could you help me fill in the gaps?

Thanks!!!!!!!!!!

Sam

6. Please send a list of the ten largest MassWorks grants in the last five years.

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Miller, Joshua](#)
Cc: [Guyton, Elizabeth \(GOV\)](#); [Buckley, Timothy \(GOV\)](#); [Kaufman, Samantha \(EOHED\)](#)
Subject: RE: AMZN HQ2
Date: Monday, September 25, 2017 1:43:14 PM

Hi Josh,

Thanks for sending more specific questions. We are working on getting you a response today. If your deadline changes please let us know.

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: Miller, Joshua [mailto:joshua.miller@globe.com]

Sent: Monday, September 25, 2017 11:12 AM

To: Hillman, Michelle M. (EOHED)

Cc: Guyton, Elizabeth (GOV) ; Buckley, Timothy (GOV) ; Kaufman, Samantha (EOHED)

Subject: AMZN HQ2

Dear Team,

Happy Monday. Hopefully talking to Speaker Bob and SP Stan today/tmw.

1. Does the administration believe it currently has the tools to put forward a credible offer to entice AMZN to put HQ2 in Massachusetts? If not, what statutory tools does the administration seek from the Legislature?

2

.

Can you send over a plain language summary of what the

Extraordinary Economic Development Opportunity language in 2016 economic development bill filed by the governor meant?

3. What changes were actually made to the EDIP statute in the law that the governor signed?

4. Please provide five years (2012-2016) worth of data on EDIP awards, including every award (company, amount) and mean award amount each year.

5. Please send over a list of the ten largest awards ever given through EDIP.

6. Please send a list of the ten largest MassWorks grants in the last five years.

Deadline: 7pm tonight

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Saia, Susan \(EOHED\)](#)
Subject: FW: Checking In
Date: Monday, September 25, 2017 2:38:08 PM
Attachments: [image001.png](#)
[image002.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: Cindy Brown [mailto:CBrown@bostonducktours.com]
Sent: Wednesday, September 20, 2017 1:50 PM
To: Ash, Jay (EOHED)
Cc: D'Arbeloff, Mindy (GOV); Ward Weeden, Aimee (EOHED)
Subject: Re: Checking In

Why don't you let us know a few dates/times that work for you? I'm traveling Oct 16-17 and Oct 20-23. We'll make it happen. I think there may be some confusion about the program coming from MOTT so I want to be sure we're all on the same page. Thanks.

Cindy Brown

CEO

617.450.0069

Cindy@BostonDuckTours.com



Boston Duck Tours Office: 617.450.0069 / Fax: 617.450.0065 4 Copley Place, Suite 4155
Boston MA,02116 <http://www.BostonDuckTours.com>

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

Date: Saturday, September 16, 2017 at 11:28 PM

To: Brown Cindy <CBrown@bostonducktours.com>

Cc: "D'Arbeloff, Mindy (GOV)" <mindy.darbeloff@state.ma.us>, "Ward Weeden, Aimee"

(EOHED)" <aimee.ward@state.ma.us>

Subject: Re: Checking In

Good discussions. Like to have a follow up with you all. Amazon has me dominated for the next couple of weeks. Mid October okay with you? Would like to explore all aspects in greater detail, especially assumptions behind them.

Regards,

Jay

From: Cindy Brown <CBrown@bostonducktours.com>

Sent: Thursday, September 14, 2017 1:53 PM

To: Ash, Jay (EOHED)

Subject: Checking In

Hi – Sorry to bother you again. We have an MVIC meeting on Monday so I wanted to touch base to see where you stand on our public/private partnership proposal. If you have any news that would be great. Have a good day!

Cindy Brown

CEO

617.450.0069

Cindy@BostonDuckTours.com



Boston Duck Tours Office: 617.450.0069 / Fax: 617.450.0065 4 Copley Place, Suite 4155
Boston MA,02116 <http://www.BostonDuckTours.com>

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From: [Goodall, Devon L. \(MOBD\)](#)
To: [Rosenberg, Shelby \(GOV\)](#)
Subject: RE: Project Rufus Daily Call
Date: Monday, September 25, 2017 2:41:53 PM
Attachments: [Project RUFUS Follow Up.xlsx](#)

From: Rosenberg, Shelby (GOV)
Sent: Monday, September 25, 2017 2:27 PM
To: Goodall, Devon L. (MOBD)
Subject: RE: Project Rufus Daily Call

This is what I have so far, I'll have to get notes from Mike on what he discussed on some of the calls listed here

From: Goodall, Devon L. (MOBD)
Sent: Friday, September 22, 2017 5:16 PM
To: Rosenberg, Shelby (GOV)
Subject: Fw: Project Rufus Daily Call

From: Vallarelli, Michael (GOV)
Sent: Friday, September 22, 2017 4:54:52 PM
To: Goodall, Devon L. (MOBD)
Cc: Servetnick, Adrian (EOHED); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Lee, Daniel (GOV); Sullivan, Jennifer F. (ANF); Chabot, Emily K. (GOV); Kelleher, Michael (EHS)
Subject: Re: Project Rufus Daily Call
Shelby, can you please send this group my developer calls notes? Thanks

Michael Vallarelli
Deputy Chief of Staff
michael.vallarelli@state.ma.us
617-483-3425 Mobile

On Sep 22, 2017, at 4:34 PM, Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US> wrote:

Attached is an updated tracker. Dan will be sending around an updated project timeline reflecting today's discussion.

Let me know if you have any questions. Otherwise, have a good weekend!

Devon

From: Servetnick, Adrian (EOHED)
Sent: Thursday, September 21, 2017 12:24 PM
To: Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Lee, Daniel (GOV); Sullivan, Jennifer F. (ANF); Chabot, Emily K. (GOV); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Lepore, Kristen (GOV)
Subject: RE: Project Rufus Daily Call

Team-

Attached is the range of awards we've given out through EDIP (since reform) and the

MLSC. Let me know if you have any questions.

From: Goodall, Devon L. (MOBD)

Sent: Wednesday, September 20, 2017 5:23 PM

To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>; Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>; Weikel, Adam (GOV) <adam.weikel@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>; Chabot, Emily K. (GOV) <Emily.K.Chabot@MassMail.State.MA.US>; Vallarelli, Michael (GOV) <michael.vallarelli@MassMail.State.MA.US>; Kelleher, Michael (EHS) <Michael.Kelleher2@MassMail.State.MA.US>; Lepore, Kristen (GOV) <kristen.lepore@MassMail.State.MA.US>

Subject: Project Rufus Daily Call

Hi project team -

We are going to use the agenda below as a standing agenda. If you have any additions, please let me know.

Thank you!

Devon

Agenda

Dial in: **Exemption (c)**

PIN: **Exemption (c)**

1. General Updates
2. Review and discuss new materials
3. Updates on incentives
4. Updates on sites
5. Community coordination update

Devon Goodall

Devon.L.Goodall@state.ma.us

| Name | Company | Phone | Email | Notes |
|-----------------------------|--------------------------|--------------|--|--|
| Tom O'Brien | The HYM Investment Group | 617-519-6192 | tobrien@hyminvestments.com | Suffolk Downs, Boston is prepared to make it their only RFP submission. Blue Line merge at Charles Street for connection The property can hold the square footage needed Full cooperation from the city of Boston and the city of Revere Collaboration with the state and looking forward Wants to present to Kristen Lepore, Mike Vallarelli and Sec. Ash |
| Kevin Phelan | Colliers International | 617-330-8050 | kevin.phelan@colliers.com | Heard that BP has land in Waltham that would fit Kevin stands ready to help in any way Our proposal should be centered around if public transportation is important or not Karp has also been working on this |
| Bill Kennedy and Jon Cronin | The Cronin Group | | | Will meet together internally and come back to us |
| Mike Cantalupa | Boston Properties | 617-285-2383 | mcantalupa@bostonproperties.com | |
| Steve Karp | New England Development | 617-243-7010 | skarp@nedevdevelopment.com | Suffolk Downs is the only Boston site with 100 acres, it has environmental issues and people will have to deal with traffic unless we do 'a taking' similar to the Olympics proposal. How important is public transit to them? What type of employees are you looking for? Does being urban matter? Harvard has 100 acres Build on an island in harbor and build a bridge - or another out of the box idea like that. |
| Adam Weiner | Weiner Ventures LLC | 617-633-5001 | aweiner@weinerventures.com | 4 acres on Western Avenue in Allston near HBS and Harvard Allston campus - 3 acres on south side and 1 acre on north side |
| Chris Egan | Carruth Capital | | | |
| Andy Hoar | CBRE/New England | 617-512-7684 | andy.hoar@cbre-ne.com | |

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Lee, Daniel \(GOV\)](#); [Kelleher, Michael \(EHS\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Testimonial Letters
Date: Monday, September 25, 2017 4:00:25 PM
Attachments: [Industry Letter V2_DG.docx](#)
[Amazon Industry Support Letter Outline_DLG.docx](#)

Hi Dan and Mike,

See attached for the proposed testimonial letters from MassTech. One is for an industry support letter and the second is for individual testimonials. Let us know any edits you might have.

Thank you!

Devon

Devon Goodall

Devon.L.Goodall@state.ma.us

Amazon.com
Office of Economic Development
C/O Holly Sullivan
~~c/o Site Manager Golden~~
2121 7th Ave
Seattle, WA 98121

Dear ~~[NAME]~~, Ms. Sullivan,

As Amazon.com searches for its new “HQ2”, we collectively encourage you to consider sites within the Commonwealth of Massachusetts. ~~As 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, ~~as it will bring Amazon even closer 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 ~~even~~ 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, ~~not to mention the~~ 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,

[UNDERSIGNED]

Amazon Industry Support Letter Outline:

- Please aim to keep between 250-500 words
- Letters should be on your letterhead and addressed to XXXX
- Kindly note that this letter will ultimately become a public record.
- Please submit to XXXX by Friday, September 29.
- Please focus on the question of **why you chose Massachusetts and would encourage Amazon to consider the Commonwealth as an ideal location for its second headquarters.**
- Please feel free to draw upon your personal experience or perspective.
- Potential factors for emphasis may include:
 - **Best-in-Class Available Talent:** The opportunity for industries to grow here based upon the availability and density of our skilled workforce. Massachusetts has the greatest concentration of institutions of higher education in the United States – 140 colleges and universities, 55 within Greater Boston
 - **Public-Private Collaboration Drives Growth:** Strong leadership from the Governor allowing for the ability of our public officials and industry leadership to communicate, partner, and work together to achieve a shared economic development strategy; the stability of the regulatory environment and openness to government dialogue with industry;
 - **The #1 Technology Ecosystem:** The national/global competitiveness and collaborative nature of our local innovation ecosystem; our multi-cluster density, our opportunity to lead in the future digital revolution, and inherent strengths from start-up to scale-up; and/or
 - **Live-Work-Play:** Balance of working and living in a world class state with great culture, top healthcare institutions, museums, theatres, history, recreation and festivals.

For your Information:

- Link to the RFP: [https://images-na.ssl-images-amazon.com/images/G/01/Anything/test/images/usa/RFP_3_V516043504 .pdf](https://images-na.ssl-images-amazon.com/images/G/01/Anything/test/images/usa/RFP_3_V516043504.pdf)

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Patel, Ketav \(EOHED\)](#)
Cc: [Frazier, Ricks \(EOHED\)](#); [Cosco, Jonathan \(EOHED\)](#); [McLaughlin, Genevieve \(EOHED\)](#); [Kaufman, Samantha \(EOHED\)](#)
Subject: FW: information for josh miller
Date: Monday, September 25, 2017 4:50:58 PM
Attachments: [EDIP Globe Data Request_09252017.xlsx](#)
[MassWorks Globe Request_09252017.docx](#)
Importance: High

Hi Ketav,

Sam put the information below together for a Globe reporter. I wanted you, Gian and legal to have a final look before we send it up to the Gov's office for approval tonight.

Thanks,

Michelle

Information for Josh Miller/Globe

Please find attached:

- Excel spreadsheet containing data related to requests 4&5 re: EDIP program
- PDF with the top ten MassWorks awards in the last five years, request #6

(all awards can be found here:

<http://www.mass.gov/hed/economic/eohed/pro/infrastructure/massworks/round-results/>)

Additionally, below please find language to his questions 2&3 about the economic development bill:

2. Can you send over a plain language summary of what

the Extraordinary Economic Development Opportunity (EEDO) language in 2016 economic development bill filed by the governor meant?

3. What changes were actually made to the EDIP statute in the law that the governor signed?

Background on the EEDO proposal:

The Governor's bill proposed that EOHED be able to exceed the EDIP program's statutory cap for a truly "extraordinary opportunity". The bill would have allowed EOHED, with ANF's approval, to grant an additional \$20M per year of EDIP tax credits to attract an extraordinary opportunity, which the bill defined as a project locating from out of state and creating at least 400 new jobs, or 200 new jobs in a gateway city. ANF's role in the designation of an extraordinary opportunity project would have been to ensure the investment was one the Commonwealth could afford, and would provide an adequate return to the taxpayers.

On the changes to the EDIP program:

- The bill necessitated the promulgation of new regulations, which are currently under review.
- One of the things the legislative changes this summer did was to clarify language around decertification and clawbacks.
 - o Previously for a company to be considered noncompliant it had to have demonstrated "material" noncompliance, which didn't have an exact definition, beyond noting that material noncompliance included creating less than 50% of the jobs promised.
 - o The administration clarified this section so that companies are now in noncompliance if they haven't created the promised jobs on schedule, but that the board will take mitigating factors into consideration before they decertify a company and potentially enact clawback procedures.
 - o Additionally, the EACC board will be able to employ other options in addition to decertification (ex: reducing the amount of credits or changing the schedule, etc).

- The administration also changed the process for clawing back tax credits to make it much more effective. Previously, the state had to essentially sue the company to retrieve any tax credits they had already been awarded if they were later decertified. Now, we are able to go directly to DOR, who can add the amount to the company's next tax "bill" instead.
- The legislative changes also strengthened the "but, for" clause, creating a much stronger tie between the granting of tax credits, and proof that job creation would not happen absent the incentives. .

**All EDIP Projects with ITC 2010 to
Sept 2017**

| Municipality | Company Name | EDIP-ITC Award | EACC Approval Date |
|---------------------|---|-----------------------|---------------------------|
| West Bridgewater | Cheer Pack North America | \$1,473,785 | 3/27/2012 |
| Conway | Poplar Hill Machine, Inc. | \$40,000 | 3/27/2012 |
| Orange | Rodney Hunt Company | \$545,600 | 3/27/2012 |
| Holyoke | Sealed Air | \$177,264 | 3/27/2012 |
| Worcester | Siemens | \$252,740 | 3/27/2012 |
| Tewksbury | Thermo Fisher Scientific Inc. | \$855,000 | 3/27/2012 |
| Brockton | Crown Linen Service, Inc. | \$100,000 | 6/26/2012 |
| Pittsfield | General Dynamics Advanced Information Systems, Inc. | \$3,332,000 | 6/26/2012 |
| Burlington | Keurig, Inc. | \$360,000 | 6/26/2012 |
| Westfield | NE Opco, Inc. d/b/a/ National Envelope | \$315,215 | 6/26/2012 |
| Holyoke | Package Machinery Company Inc. | \$45,500 | 6/26/2012 |
| Palmer | Polymer Corporation | \$368,486 | 6/26/2012 |
| Devens | Saint-Gobain Ceramics & Plastics Inc. | \$1,703,760 | 6/26/2012 |
| Norwood | Steel Art Company, Inc. | \$148,879 | 6/26/2012 |
| Framingham | The TJX Companies, Inc. | \$2,250,000 | 6/26/2012 |
| Marlborough | The TJX Companies, Inc. | \$750,000 | 6/26/2012 |
| Cambridge | Vecna Technologies, Inc. | \$382,950 | 6/26/2012 |
| Westborough | Danafilms, Inc. | \$400,000 | 9/26/2012 |
| Holyoke | Dirk Auferoth & Associates, LLC | \$20,000 | 9/26/2012 |
| Methuen | Gooby Industries Corp. - dba Century Box** | \$1,100,000 | 9/26/2012 |
| Everett | L. Knife & Son, Inc. | \$260,000 | 9/26/2012 |
| Westborough | MicroChem Corp. | \$300,000 | 9/26/2012 |
| Fall River | Rhode Island Novelty, Inc. | \$990,500 | 9/26/2012 |
| Holyoke | U.S. Tsubaki Power Transmission LLC, - Roller Chain Division | \$270,000 | 9/26/2012 |
| Littleton | FIBA Technologies, Inc. | \$772,644 | 12/19/2012 |
| Taunton | General Fire Extinguishers Inc. | \$23,000 | 12/19/2012 |
| Marlborough | Ken's Foods Inc. | \$600,000 | 12/19/2012 |
| Lynn | Kettle Cuisine LLC | \$1,134,075 | 12/19/2012 |
| Springfield | Latino Food Distributors, Inc. | \$95,550 | 12/19/2012 |
| Springfield | Nash Manufacturing & Grinding Services Inc. | \$26,000 | 12/19/2012 |
| Andover | Schneider Electric USA, Inc. | \$285,000 | 12/19/2012 |
| Wareham | T. Marzetti Company / Chatham Village All-Natural Croutons (subsidiaries of Lancaster Colony Corporation) | \$625,000 | 12/19/2012 |
| Needham | TripAdvisor LLC | \$450,000 | 12/19/2012 |
| Lexington | VistaPrint USA Inc. | \$360,000 | 12/19/2012 |
| Brockton | W.B. Mason Co., Inc. | \$300,000 | 12/19/2012 |
| Salem | Jacqueline's Wholesale Bakery, Inc. | \$283,820 | 3/26/2013 |
| Springfield | Massachusetts Mutual Life Insurance Company | \$3,750,000 | 3/26/2013 |
| Leominster | New England Wire Products, Inc. | \$317,500 | 3/26/2013 |
| Natick | The MathWorks, Inc. | \$3,000,000 | 3/26/2013 |
| Watertown | athenahealth | \$9,500,000 | 6/26/2013 |
| Wareham | Cranberry Hospitality, LLC / LaFrance | \$65,000 | 6/26/2013 |
| Brockton | Evans Machine Company, Inc. | \$130,000 | 6/26/2013 |
| Leominster | F & M Tool & Plastics, Inc. | \$540,000 | 6/26/2013 |
| Chelsea | Golden Cannoli Shells Co., Inc. | \$162,500 | 6/26/2013 |
| Fall River | Matouk Textile Works / John Matouk & Co. | \$516,900 | 6/26/2013 |
| Devens | Ozark Automotive Distributors, Inc. (a subsidiary of O'Reilly Auto Parts, Inc.) | \$400,000 | 6/26/2013 |
| Attleboro | Richline Group, Inc. | \$400,000 | 6/26/2013 |
| Dalton | Sinicon Plastics, Inc. | \$69,266 | 6/26/2013 |
| Adams | TOG Manufacturing Company, Inc. | \$75,000 | 6/26/2013 |
| Sheffield | Berkshire Mountain Distillers | \$40,000 | 12/18/2013 |
| Chelsea | Central Ave Hotel LLC | \$300,000 | 12/18/2013 |
| Westborough | Cumberland Farms, Inc. | \$395,000 | 12/18/2013 |
| Worcester | Dennison Lubricants | \$250,000 | 12/18/2013 |
| Quincy | Granite Telecommunications LLC - | \$630,000 | 12/18/2013 |
| Fall River | Klear-Vu Corporation | \$60,000 | 12/18/2013 |
| Chelsea | Lawrenceville LLC | \$400,000 | 12/18/2013 |
| Chicopee | Menck USA dba Menck Windows | \$750,000 | 12/18/2013 |
| Westfield | Mestek, Inc. | \$133,200 | 12/18/2013 |
| Palmer | Detector Technology, Inc. | \$75,000 | 3/16/2014 |
| Gloucester | Gloucester Seafood Processing, Inc. & Gloucester Seafood Processing, Inc. | \$191,000 | 3/16/2014 |
| Fitchburg | Great Wolf Lodge of New England, LLC | \$680,000 | 3/16/2014 |

2012 Mean \$603,227

2013 Mean \$963,834

| Municipality | Company Name | EDIP-ITC Award | EACC Approval Date |
|--------------|--|----------------|--------------------|
| Worcester | SXC Prescott Street Hotel, LLC | \$225,000 | 3/16/2014 |
| Worcester | Trumbull Street Hotel, LLC | \$450,000 | 3/16/2014 |
| Lawrence | Asahi America, Inc. | \$375,000 | 6/24/2014 |
| Greenfield | Kennametal, Inc. | \$465,000 | 6/24/2014 |
| Springfield | Kielb Welding Enterprises, Inc. d/b/a/ | \$13,126 | 6/24/2014 |
| Sturbridge | Om Shri Ambika, LLC / Om Shri Agasi | \$40,000 | 6/24/2014 |
| Marlborough | SanDisk Corporation | \$300,000 | 6/24/2014 |
| Stoughton | Amazon.com.dedc LLC | \$600,000 | 9/24/2014 |
| Marlborough | IPG Photonics Corp. | \$750,000 | 9/24/2014 |
| Salem | Jacqueline's Wholesale Bakery, Inc. | \$478,181 | 9/24/2014 |
| Lowell | Metrigraphics, LLC | \$362,500 | 9/24/2014 |
| New Bedford | AMT BioProducts Corp. | \$31,336 | 12/17/2014 |
| Amesbury | Archgrove Hospitality | \$37,500 | 12/17/2014 |
| Burlington | Demandware, Inc. | \$146,000 | 12/17/2014 |
| Leominster | Easypak, LLC | \$262,500 | 12/17/2014 |
| Boston | Fiksu | \$120,000 | 12/17/2014 |
| Haverhill | Golden Fleece Manufacturing Group, | \$2,100,000 | 12/17/2014 |
| Malden | Hoff's Kitchen Co. Inc. | \$875,000 | 12/17/2014 |
| Hudson | Hudson Lock, LLC | \$32,846 | 12/17/2014 |
| Haverhill | Joseph's Gourmet Pasta | \$762,000 | 12/17/2014 |
| Boston | LogMeIn, Inc. | \$1,061,250 | 12/17/2014 |
| South Hadley | Mohawk Fine Papers, Inc. | \$73,050 | 12/17/2014 |
| Littleton | Potpourri Group, Inc. | \$325,000 | 12/17/2014 |
| Westborough | SimpliVity Corporation | \$120,000 | 12/17/2014 |
| Boston | Wayfair | \$264,000 | 12/17/2014 |
| Waltham | Amadeus North America, Inc. | \$130,000 | 3/24/2015 |
| Fall River / | Amazon.com.dedc, LLC | \$3,250,000 | 3/24/2015 |
| Greenfield | Argotec, LLC | \$232,500 | 3/24/2015 |
| Fall River | Blount Fine Foods, Corp. | \$1,125,000 | 3/24/2015 |
| Plainville | Distron Corporation | \$365,400 | 3/24/2015 |
| New Bedford | HTP, Inc. | \$399,048 | 3/24/2015 |
| Westfield | Jen-Coat, Inc. | \$240,000 | 3/24/2015 |
| Westfield | Tell Tool, Inc. | \$255,000 | 3/24/2015 |
| Newburyport | UFP Technologies | \$500,000 | 3/24/2015 |
| Northbridge | WGM Fabricators, LLC | \$375,000 | 3/24/2015 |
| Pepperell | 1A Auto, Inc. | \$532,493 | 6/23/2015 |
| Gardner | Advanced Cable Ties, Inc. | \$400,000 | 6/23/2015 |
| Wrentham | Capstan Atlantic | \$277,800 | 6/23/2015 |
| Milford | Consigli Construction Co., Inc. | \$165,000 | 6/23/2015 |
| Mendon | D.C. Bates Equipment Co., Inc. | \$25,000 | 6/23/2015 |
| Mansfield | Future Foam, Inc. | \$500,000 | 6/23/2015 |
| Framingham | Jack's Abby Brewing, LLC | \$262,500 | 6/23/2015 |
| Lowell | Markley Group | \$187,500 | 6/23/2015 |
| Gardner | New England Peptide, Inc . | \$127,037 | 6/23/2015 |
| Amesbury | DesignWerkes, Inc. | \$99,617 | 9/23/2015 |
| New Bedford | Friendly Fruit, Inc. dba Sid Wainer & Son | \$75,000 | 9/23/2015 |
| Cambridge | International Business Machines Corporation | \$2,500,000 | 9/23/2015 |
| Methuen | Jessica's Brick Oven, Inc. | \$375,000 | 9/23/2015 |
| New Bedford | Parallel Products of New England, Inc. | \$300,000 | 9/23/2015 |
| Lowell | Somerset Industries Inc. | \$225,000 | 9/23/2015 |
| Acton | Associated Environmental Systems Inc. | \$236,500 | 12/16/2015 |
| Westfield | Boise Cascade Company dba Boise Cascade Building Materials Distribution, LLC | \$67,500 | 12/16/2015 |
| Franklin | Cold Chain Technologies, Inc. | \$550,000 | 12/16/2015 |
| Holyoke | International Container Co., LLC / Searles Associates, LLC | \$62,500 | 12/16/2015 |
| Beverly | KROHNE, Inc. | \$320,000 | 12/16/2015 |
| Norton | New England Ice Cream Corporation | \$100,000 | 12/16/2015 |
| Marlborough | OYO Sportstoys, Inc. | \$480,000 | 12/16/2015 |
| Dudley | Webco Chemical Corporation | \$136,000 | 12/16/2015 |
| Worcester | Absolute Machinery Corporation | \$45,000 | 3/22/2016 |

2014 Mean \$400,546

2015 Mean \$450,800

| Municipality | Company Name | EDIP-ITC Award | EACC Approval Date |
|------------------|--|----------------|--------------------|
| Maynard | Acacia Communications, Inc. | \$100,000 | 3/22/2016 |
| Holyoke | Aegis Energy Services, Inc. | \$300,000 | 3/22/2016 |
| Salem | Hotel Salem Real Estate Holdings, LLC | \$112,500 | 3/22/2016 |
| Worcester | Imperial Distributors, Inc. | \$157,500 | 3/22/2016 |
| Chicopee | U.S. Tsubaki Automotive LLC | \$525,000 | 3/22/2016 |
| Westborough | Cumberland Farms, Inc. | \$150,000 | 6/22/2016 |
| Seekonk | FedEx Ground Package System, Inc. | \$195,000 | 6/22/2016 |
| Westfield | Jarvis Surgical, Inc. | \$430,000 | 6/22/2016 |
| Lowell | Kronos Incorporated | \$8,000,000 | 6/22/2016 |
| Westborough | SimpliVity Corporation | \$100,000 | 6/22/2016 |
| North Adams | The Beyond Place LLC / Blackinton Backwoods LLC / Blackinton Mill LLC | \$70,000 | 6/22/2016 |
| Dartmouth | AHEAD, LLC | \$312,500 | 9/21/2016 |
| Cambridge | Akamai Technologies, Inc. | \$700,000 | 9/21/2016 |
| New Bedford | American Holdco, LLC | \$400,000 | 9/21/2016 |
| Medford | Bianco & Son's Inc. | \$250,000 | 9/21/2016 |
| Chelsea | Broadway Hotel LLC | \$280,000 | 9/21/2016 |
| Greenfield | Decker Machine Works, Inc. | \$125,000 | 9/21/2016 |
| New Bedford | Freedom Restoration & Cleaning LLC | \$36,274 | 9/21/2016 |
| Chelsea | Golden Cannoli Shells, Inc. | \$120,000 | 9/21/2016 |
| Quincy | Granite Telecommunications, LLC - Phase 2 | \$3,600,000 | 9/21/2016 |
| Fall River | Ice Cube LLC / Hutchens Holding II, LLC | \$150,000 | 9/21/2016 |
| Greenfield | International Container Co. LLC | \$400,000 | 9/21/2016 |
| Weymouth | Prodrive Technologies, Inc. | \$1,375,000 | 9/21/2016 |
| Holyoke | Sealed Air Corporation | \$132,000 | 9/21/2016 |
| Fall River | U.S. Bedding, Inc. | \$190,067 | 9/21/2016 |
| Northampton | VCA Inc. / Alloy LLC | \$75,000 | 9/21/2016 |
| Littleton | Patriot Beverage, LLC | \$625,000 | 12/13/2016 |
| Worcester | Pieco Holdings dba Table Talk Pie, Inc. | \$750,000 | 12/13/2016 |
| Lawrence | 3Decor LLC | \$256,380 | 3/22/2017 |
| Cambridge | EFEKTA Group, Inc. | \$6,000,000 | 3/22/2017 |
| Brockton | Evans Machine Company, Inc. | \$105,000 | 3/22/2017 |
| North Andover | F. H. Cann & Associates, Inc. | \$2,000,000 | 3/22/2017 |
| Taunton | Maxon Precision Motors, Inc. | \$1,000,000 | 3/22/2017 |
| Pittsfield | Modern Mold & Tool, Inc. | \$145,000 | 3/22/2017 |
| Pittsfield | Shire City Herbals, Inc. / Shire City Apples LLC | \$74,000 | 3/22/2017 |
| Agawam | Sound Seal, Inc. | \$75,000 | 3/22/2017 |
| East Bridgewater | Twins Enterprise, Inc. / 47 Brand LLC | \$150,000 | 3/22/2017 |
| Boston | Wayfair LLC | \$1,150,000 | 3/22/2017 |
| Braintree | Channel Fish Processing Co. Inc. | \$240,000 | 6/21/2017 |
| Chicopee | Consumer Products Distributors Inc. dba J. Polep Distribution Services | \$477,850 | 6/21/2017 |
| Plympton | Litecontrol Corporation | \$450,000 | 6/21/2017 |
| Sturbridge | Publick House Service Corp. | \$50,000 | 6/21/2017 |
| Lawrence | Valentine and Kebartas, LLC | \$250,000 | 6/21/2017 |
| Dennis | Aquacultural Research Corporation | \$100,000 | 9/20/2017 |
| Westford | Goodrich Corporation (a UTC Aerospace Systems Company) | \$540,000 | 9/20/2017 |
| Westwood | Honeywell International Inc. | \$285,000 | 9/20/2017 |
| Southampton | J&E Precision Tool, Inc. | \$101,500 | 9/20/2017 |
| North Andover | Lifoam Industries, LLC (a subsidiary of Newell Brands) | \$375,000 | 9/20/2017 |
| Pittsfield | LTI Smart Glass, Inc. | \$240,000 | 9/20/2017 |
| Fall River | Merrow Manufacturing LLC | \$750,000 | 9/20/2017 |
| Lowell | Plenus Group Inc. | \$300,000 | 9/20/2017 |

2016 Mean \$679,512

YTD 2017 Mean \$657,162

Top 10 MassWorks recipients (2012-2016)

1. MassDevelopment – Fort Point Channel Economic Development Project - \$125,000,000 (2016)

This investment will support the relocation of the GE headquarters to Boston. The project will unlock new economic development opportunities in the Fort Point Channel neighborhood, located within the State Designated Growth District. The land is currently occupied by a parking lot and two abandoned warehouses that will be returned to productive use. This will generate additional economic activity including the relocation of 200 jobs to, and the creation of 600 new jobs in the Commonwealth.

2. Somerville - Union Square Infrastructure Improvement Project - \$13,000,000 (2016)

Somerville's multi-year MassWorks award will provide the critical water and sewer infrastructure necessary for the redevelopment of Union Square. The City of Somerville will match the state's infrastructure funds with \$25.7 million in local funding. Together, the state and local water and sewer infrastructure funds will enable Union Square Station Associates to invest \$200 million in private funds in the first phase of the redevelopment of Union Square, delivering 400 new units of mixed-income housing, and 180,000 square feet of new commercial space. The 700,000-square-foot development is the first phase of the larger, \$1 billion, 2.3 million square foot redevelopment of Somerville's Union Square. Construction on phase one is expected to begin in the fall of 2017.

3. Brockton – Redevelopment of Enterprise Block - \$11,066,361 (2013)

The City of Brockton was awarded over \$11 million in additional funding to help support the redevelopment of Enterprise Block, a centrally located square that will bring growth and opportunity to downtown Brockton. Phase I of the project will consist of a mix of housing and commercial space. The housing portion will feature 113 new housing units, including 71 apartments, 29 of which will be affordable. The remaining 42 units will be live/work space for local artists, featuring an artist gallery and office space on the first floor. The commercial component of Phase I will include the rehabilitation of the now vacant Enterprise Building into 52,000 square-feet of office space. The second phase of development will include 102 new units of housing and a new parking garage to accommodate the increase in tenants. This is scheduled to begin within two years after the completion of Phase I. Enterprise Block is part of the Brockton Growth District, which was designated on March 19, 2013.

4. Worcester – Development of City Square district - \$11,000,000 (2013)

The MassWorks award will support the next phase of development within Worcester's City Square District. To help facilitate the next phase of private development which will consist of a 150 room hotel and a mixed used residential development with approximately 350 market-rate units and 15,000 square feet of retail, an existing building on the site (building E) will be demolished. The site will be remediated and prepared for future construction including the construction of an underground parking

garage. City Square is part of the Worcester Growth District and is a Priority Development Area in the 495/MetroWest Development Compact Plan.

5. Brockton – Downtown Parking Improvements - \$10,000,000 (2016)

Brockton's \$10,000,000 MassWorks grant will unlock the second phase of the city's Enterprise Block development, by funding the construction of a new municipal parking garage. The new 474-space municipal garage will allow for the immediate development of 111 new housing units, and create new capacity for further investment in Brockton's downtown. The Enterprise Block is a transit-oriented housing development developed by Trinity Financial, and permitted under the state's Chapter 40R smart growth housing incentive program. The redevelopment of Brockton's Enterprise Block advances the vision of the city's Transformative Development district. The downtown parking upgrades complement downtown streetscape improvements funded through a 2015 MassWorks grant

6. Haverhill - Merrimack Street Transformative Redevelopment Initiative - \$8,980,310 (2016)

MassWorks funds will continue Haverhill's efforts to revitalize its Merrimack Street corridor, opening greater access to the Merrimack River, and supporting two new economic development projects in the city's Transformative Development district. Public infrastructure funds will support the second phase of the Harbor Place development. The space will feature 35 market-rate housing units, as well as a 10-story mixed-use development by the Lupoli Companies. MassWorks funding also supported the first phase of the Harbor Place development.

7. Greenfield – Public Parking Garage - \$7,500,000 (2016)

Greenfield's \$7.5 million MassWorks award funds the construction of a new public parking garage in Greenfield, to support continued mixed-use downtown development and investment in the Town's Bank Row Urban Renewal Area.

8. Andover - Redevelopment of 146 Dascomb Road – \$6,000,000 (2016)

Andover's \$6 million MassWorks grant will unlock up to \$220 million in private investment, through the redevelopment of 146 Dascomb Road into a 660,000-square-foot mixed-use complex, including 200,000 square feet of office space, 150,000 square feet of retail and restaurant space, a 125-room hotel, and up to 225 new housing units. The sewer and traffic improvements will also open future development opportunities at an adjacent 80-acre parcel. Both sites are located in a priority development area

9. Ashland – Support the Ashland TOD Mixed Use District - \$6,000,000 (2013)

In 2013, EOHED awarded a \$6,000,000 grant through the MassWorks Infrastructure Program for infrastructure improvements to support the Ashland TOD Mixed Use District. The District has been permitted for the construction of over 900 housing units, 141,000 square feet of commercial development, 90 acres of open space, and 5 miles of walking & bike trails. The MassWorks award will support the creation of water, sewer and roadway connections throughout the site as well as the creation of walking and

biking trails connecting the development to downtown and the Ashland Commuter Rail Station. Located at the site of the former Nyanza dye manufacturing plant, the site was designated as an EPA Superfund Site in 1985 and was subsequently remediated & capped in 1992. The Ashland TOD District was identified as a Priority Development Area in the 495/MetroWest Compact Study.

10. Chelsea – Phase 4 of the Chelsea Gateway center Infrastructure - \$6,000,000 (2014)

Located in Chelsea's Everett Avenue Urban Renewal District, the \$6 million in MassWorks funding will support Phase IV of the Chelsea Gateway Center Infrastructure Improvement Plan. Infrastructure improvements include the replacement of water and sewer mains, as well as roadway and sidewalk repairs. These upgrades further the long-term development efforts in the Urban Renewal District to support the Emerald Block Office Building, Homewood Suites, and One North Residential Phase II. The Everett Avenue Urban Renewal District is in a designated Chapter 43D District and a state Priority Development Area in the Metro North Land Use Priority Plan.

From: Andrew Maylor
To: [Kennealy, Michael \(EOHED\)](#)
Cc: [Orit Goldstein](#); [Karen Conard](#); [Eric Kfoury](#); dkehlhem@massecon.com; [Ash, Jay \(EOHED\)](#)
Subject: Osgood Landing, North Andover - Amazon HQ2
Date: Monday, September 25, 2017 5:17:19 PM
Attachments: [image004.png](#)
[Municipality Application - North Andover.docx](#)

Mr. Kennealy,

Attached please find the requested form as confirmation that Osgood Landing in North Andover will be the centerpiece of a regional proposal for the Amazon HQ2 site. The town's Director of Community and Economic Development, Eric Kfoury, is spearheading the application process along with Karen Conard the Director of the Merrimack Valley Planning Commission. Mr. Kfoury has been cc'd on this email. Please contact him directly if you need additional information.

Regards,

Andrew W. Maylor

Town Manager

Town of North Andover

120 Main Street

North Andover, MA 01845

Phone [978.688.9510](tel:978.688.9510)

Fax [978.688.9556](tel:978.688.9556)

Email amaylor@northandoverma.gov

Web www.northandoverma.gov

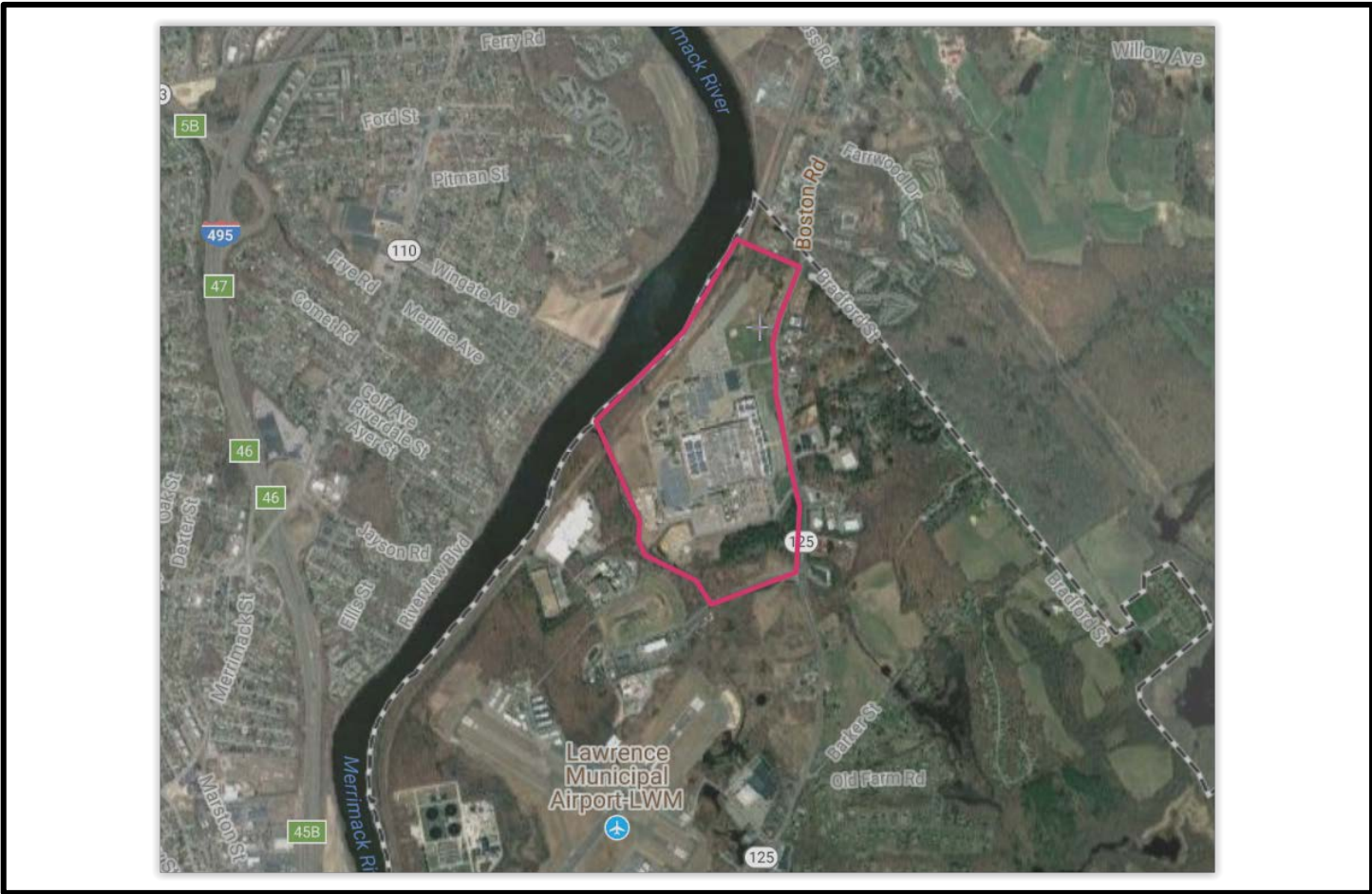


All email messages and attached content sent from and to this email account are public records unless qualified as an exemption under the Massachusetts [Public Records Law](#).

Visit us online at www.northandoverma.gov.



Municipality North Andover *



Site Size (Acres) 168.3 Acres
Full Buildout Capacity (Sq. Ft) 10 million SF

Proximity to:
Major Highway 1.8 miles to I-495
Regional Train 2.9 miles** (rail line runs through site)
International Airport 32 miles***

Local Tax Relief Available (Y/N) Yes

Ownership Private Owner – 1600 Osgood Street LLC

* North Andover submitting on behalf of itself and Andover, Lawrence, Methuen and Haverhill
** in either direction to both McGovern Transportation Center (Lawrence) and Bradford Station (Haverhill)
*** in either direction to both Logan International and Manchester International airports

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Pitman, William \(GOV\)](#); [Guyton, Elizabeth \(GOV\)](#)
Cc: [Moss, Brendan C. \(GOV\)](#); [Buckley, Timothy \(GOV\)](#)
Subject: FW: information for josh miller
Date: Monday, September 25, 2017 5:29:58 PM
Attachments: [EDIP Globe Data Request_09252017.xlsx](#)
[MassWorks Globe Request_09252017.docx](#)
Importance: High

Information for Josh Miller/Globe

Please find attached:

- Excel spreadsheet containing data related to requests 4&5 re: EDIP program
- PDF with the top ten MassWorks awards in the last five years, request #6

(all awards can be found here:

<http://www.mass.gov/hed/economic/eohed/pro/infrastructure/massworks/round-results/>)

Additionally, below please find language to his questions 2&3 about the economic development bill:

2. Can you send over a plain language summary of what

the Extraordinary Economic Development Opportunity (EEDO) language in 2016 economic development bill filed by the governor meant?

3. What changes were actually made to the EDIP statute in the law that the governor signed?

Background on the EEDO proposal:

The Governor's Economic Development Bill promoting the Opportunities For All plan proposed that EOHED be able to exceed the EDIP program's statutory cap for a truly "extraordinary opportunity." The EEDO section of the bill would have allowed EOHED, with ANF's approval, to grant an additional \$20M per year of EDIP tax credits to attract an extraordinary opportunity, which the bill defined as a project locating from out of state and creating at least 400 new jobs, or 200 new jobs in a gateway city. ANF's role in the designation of an extraordinary opportunity project would have been to ensure the investment was one the Commonwealth could afford, and would provide an adequate return to the taxpayers. **The EEDO credit was ultimately not included by the legislature in the final economic development legislation sent to Governor Baker's desk in 2016.**

On the changes to the EDIP program:

- The bill necessitated the promulgation of new regulations, which are currently under review.
- One of the things the legislative changes this summer did was to clarify language around decertification and clawbacks.
 - o Previously for a company to be considered noncompliant it had to have demonstrated "material" noncompliance, which didn't have an exact definition, beyond noting that material noncompliance included creating less than 50% of the jobs promised.
 - o The administration clarified this section so that companies are now in noncompliance if they haven't created the promised jobs on schedule, but that the board will take mitigating factors into consideration before they decertify a company and potentially enact clawback procedures.
 - o Additionally, the EACC board will be able to employ other options in addition to decertification (ex: reducing the amount of credits or changing the schedule, etc).
- The administration also changed the process for clawing back tax credits to make it much more effective. Previously, the state had to essentially sue the company to retrieve any tax credits they had already been awarded if they were later decertified. Now, we are able to go directly to DOR, who can add the amount to the company's next tax "bill" instead.

- The legislative changes also strengthened the “but, for” clause, creating a much stronger tie between the granting of tax credits, and proof that job creation would not happen absent the incentives. .

**All EDIP Projects with ITC 2010 to
Sept 2017**

| Municipality | Company Name | EDIP-ITC Award | EACC Approval Date |
|---------------------|---|-----------------------|---------------------------|
| West Bridgewater | Cheer Pack North America | \$1,473,785 | 3/27/2012 |
| Conway | Poplar Hill Machine, Inc. | \$40,000 | 3/27/2012 |
| Orange | Rodney Hunt Company | \$545,600 | 3/27/2012 |
| Holyoke | Sealed Air | \$177,264 | 3/27/2012 |
| Worcester | Siemens | \$252,740 | 3/27/2012 |
| Tewksbury | Thermo Fisher Scientific Inc. | \$855,000 | 3/27/2012 |
| Brockton | Crown Linen Service, Inc. | \$100,000 | 6/26/2012 |
| Pittsfield | General Dynamics Advanced Information Systems, Inc. | \$3,332,000 | 6/26/2012 |
| Burlington | Keurig, Inc. | \$360,000 | 6/26/2012 |
| Westfield | NE Opco, Inc. d/b/a/ National Envelope | \$315,215 | 6/26/2012 |
| Holyoke | Package Machinery Company Inc. | \$45,500 | 6/26/2012 |
| Palmer | Polymer Corporation | \$368,486 | 6/26/2012 |
| Devens | Saint-Gobain Ceramics & Plastics Inc. | \$1,703,760 | 6/26/2012 |
| Norwood | Steel Art Company, Inc. | \$148,879 | 6/26/2012 |
| Framingham | The TJX Companies, Inc. | \$2,250,000 | 6/26/2012 |
| Marlborough | The TJX Companies, Inc. | \$750,000 | 6/26/2012 |
| Cambridge | Vecna Technologies, Inc. | \$382,950 | 6/26/2012 |
| Westborough | Danafilms, Inc. | \$400,000 | 9/26/2012 |
| Holyoke | Dirk Auferoth & Associates, LLC | \$20,000 | 9/26/2012 |
| Methuen | Gooby Industries Corp. - dba Century Box** | \$1,100,000 | 9/26/2012 |
| Everett | L. Knife & Son, Inc. | \$260,000 | 9/26/2012 |
| Westborough | MicroChem Corp. | \$300,000 | 9/26/2012 |
| Fall River | Rhode Island Novelty, Inc. | \$990,500 | 9/26/2012 |
| Holyoke | U.S. Tsubaki Power Transmission LLC, - Roller Chain Division | \$270,000 | 9/26/2012 |
| Littleton | FIBA Technologies, Inc. | \$772,644 | 12/19/2012 |
| Taunton | General Fire Extinguishers Inc. | \$23,000 | 12/19/2012 |
| Marlborough | Ken's Foods Inc. | \$600,000 | 12/19/2012 |
| Lynn | Kettle Cuisine LLC | \$1,134,075 | 12/19/2012 |
| Springfield | Latino Food Distributors, Inc. | \$95,550 | 12/19/2012 |
| Springfield | Nash Manufacturing & Grinding Services Inc. | \$26,000 | 12/19/2012 |
| Andover | Schneider Electric USA, Inc. | \$285,000 | 12/19/2012 |
| Wareham | T. Marzetti Company / Chatham Village All-Natural Croutons (subsidiaries of Lancaster Colony Corporation) | \$625,000 | 12/19/2012 |
| Needham | TripAdvisor LLC | \$450,000 | 12/19/2012 |
| Lexington | VistaPrint USA Inc. | \$360,000 | 12/19/2012 |
| Brockton | W.B. Mason Co., Inc. | \$300,000 | 12/19/2012 |
| Salem | Jacqueline's Wholesale Bakery, Inc. | \$283,820 | 3/26/2013 |
| Springfield | Massachusetts Mutual Life Insurance Company | \$3,750,000 | 3/26/2013 |
| Leominster | New England Wire Products, Inc. | \$317,500 | 3/26/2013 |
| Natick | The MathWorks, Inc. | \$3,000,000 | 3/26/2013 |
| Watertown | athenahealth | \$9,500,000 | 6/26/2013 |
| Wareham | Cranberry Hospitality, LLC / LaFrance | \$65,000 | 6/26/2013 |
| Brockton | Evans Machine Company, Inc. | \$130,000 | 6/26/2013 |
| Leominster | F & M Tool & Plastics, Inc. | \$540,000 | 6/26/2013 |
| Chelsea | Golden Cannoli Shells Co., Inc. | \$162,500 | 6/26/2013 |
| Fall River | Matouk Textile Works / John Matouk & Co. | \$516,900 | 6/26/2013 |
| Devens | Ozark Automotive Distributors, Inc. (a subsidiary of O'Reilly Auto Parts, Inc.) | \$400,000 | 6/26/2013 |
| Attleboro | Richline Group, Inc. | \$400,000 | 6/26/2013 |
| Dalton | Sinicon Plastics, Inc. | \$69,266 | 6/26/2013 |
| Adams | TOG Manufacturing Company, Inc. | \$75,000 | 6/26/2013 |
| Sheffield | Berkshire Mountain Distillers | \$40,000 | 12/18/2013 |
| Chelsea | Central Ave Hotel LLC | \$300,000 | 12/18/2013 |
| Westborough | Cumberland Farms, Inc. | \$395,000 | 12/18/2013 |
| Worcester | Dennison Lubricants | \$250,000 | 12/18/2013 |
| Quincy | Granite Telecommunications LLC - | \$630,000 | 12/18/2013 |
| Fall River | Klear-Vu Corporation | \$60,000 | 12/18/2013 |
| Chelsea | Lawrenceville LLC | \$400,000 | 12/18/2013 |
| Chicopee | Menck USA dba Menck Windows | \$750,000 | 12/18/2013 |
| Westfield | Mestek, Inc. | \$133,200 | 12/18/2013 |
| Palmer | Detector Technology, Inc. | \$75,000 | 3/16/2014 |
| Gloucester | Gloucester Seafood Processing, Inc. & Gloucester Seafood Processing, Inc. | \$191,000 | 3/16/2014 |
| Fitchburg | Great Wolf Lodge of New England, LLC | \$680,000 | 3/16/2014 |

2012 Mean \$603,227

2013 Mean \$963,834

| Municipality | Company Name | EDIP-ITC Award | EACC Approval Date |
|--------------|--|----------------|--------------------|
| Worcester | SXC Prescott Street Hotel, LLC | \$225,000 | 3/16/2014 |
| Worcester | Trumbull Street Hotel, LLC | \$450,000 | 3/16/2014 |
| Lawrence | Asahi America, Inc. | \$375,000 | 6/24/2014 |
| Greenfield | Kennametal, Inc. | \$465,000 | 6/24/2014 |
| Springfield | Kielb Welding Enterprises, Inc. d/b/a/ | \$13,126 | 6/24/2014 |
| Sturbridge | Om Shri Ambika, LLC / Om Shri Agasi | \$40,000 | 6/24/2014 |
| Marlborough | SanDisk Corporation | \$300,000 | 6/24/2014 |
| Stoughton | Amazon.com.dedc LLC | \$600,000 | 9/24/2014 |
| Marlborough | IPG Photonics Corp. | \$750,000 | 9/24/2014 |
| Salem | Jacqueline's Wholesale Bakery, Inc. | \$478,181 | 9/24/2014 |
| Lowell | Metrigraphics, LLC | \$362,500 | 9/24/2014 |
| New Bedford | AMT BioProducts Corp. | \$31,336 | 12/17/2014 |
| Amesbury | Archgrove Hospitality | \$37,500 | 12/17/2014 |
| Burlington | Demandware, Inc. | \$146,000 | 12/17/2014 |
| Leominster | Easypak, LLC | \$262,500 | 12/17/2014 |
| Boston | Fiksu | \$120,000 | 12/17/2014 |
| Haverhill | Golden Fleece Manufacturing Group, | \$2,100,000 | 12/17/2014 |
| Malden | Hoff's Kitchen Co. Inc. | \$875,000 | 12/17/2014 |
| Hudson | Hudson Lock, LLC | \$32,846 | 12/17/2014 |
| Haverhill | Joseph's Gourmet Pasta | \$762,000 | 12/17/2014 |
| Boston | LogMeIn, Inc. | \$1,061,250 | 12/17/2014 |
| South Hadley | Mohawk Fine Papers, Inc. | \$73,050 | 12/17/2014 |
| Littleton | Potpourri Group, Inc. | \$325,000 | 12/17/2014 |
| Westborough | SimpliVity Corporation | \$120,000 | 12/17/2014 |
| Boston | Wayfair | \$264,000 | 12/17/2014 |
| Waltham | Amadeus North America, Inc. | \$130,000 | 3/24/2015 |
| Fall River / | Amazon.com.dedc, LLC | \$3,250,000 | 3/24/2015 |
| Greenfield | Argotec, LLC | \$232,500 | 3/24/2015 |
| Fall River | Blount Fine Foods, Corp. | \$1,125,000 | 3/24/2015 |
| Plainville | Distron Corporation | \$365,400 | 3/24/2015 |
| New Bedford | HTP, Inc. | \$399,048 | 3/24/2015 |
| Westfield | Jen-Coat, Inc. | \$240,000 | 3/24/2015 |
| Westfield | Tell Tool, Inc. | \$255,000 | 3/24/2015 |
| Newburyport | UFP Technologies | \$500,000 | 3/24/2015 |
| Northbridge | WGM Fabricators, LLC | \$375,000 | 3/24/2015 |
| Pepperell | 1A Auto, Inc. | \$532,493 | 6/23/2015 |
| Gardner | Advanced Cable Ties, Inc. | \$400,000 | 6/23/2015 |
| Wrentham | Capstan Atlantic | \$277,800 | 6/23/2015 |
| Milford | Consigli Construction Co., Inc. | \$165,000 | 6/23/2015 |
| Mendon | D.C. Bates Equipment Co., Inc. | \$25,000 | 6/23/2015 |
| Mansfield | Future Foam, Inc. | \$500,000 | 6/23/2015 |
| Framingham | Jack's Abby Brewing, LLC | \$262,500 | 6/23/2015 |
| Lowell | Markley Group | \$187,500 | 6/23/2015 |
| Gardner | New England Peptide, Inc . | \$127,037 | 6/23/2015 |
| Amesbury | DesignWerkes, Inc. | \$99,617 | 9/23/2015 |
| New Bedford | Friendly Fruit, Inc. dba Sid Wainer & Son | \$75,000 | 9/23/2015 |
| Cambridge | International Business Machines Corporation | \$2,500,000 | 9/23/2015 |
| Methuen | Jessica's Brick Oven, Inc. | \$375,000 | 9/23/2015 |
| New Bedford | Parallel Products of New England, Inc. | \$300,000 | 9/23/2015 |
| Lowell | Somerset Industries Inc. | \$225,000 | 9/23/2015 |
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2014 Mean \$400,546

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| Westborough | Cumberland Farms, Inc. | \$150,000 | 6/22/2016 |
| Seekonk | FedEx Ground Package System, Inc. | \$195,000 | 6/22/2016 |
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| Lowell | Kronos Incorporated | \$8,000,000 | 6/22/2016 |
| Westborough | SimpliVity Corporation | \$100,000 | 6/22/2016 |
| North Adams | The Beyond Place LLC / Blackinton Backwoods LLC / Blackinton Mill LLC | \$70,000 | 6/22/2016 |
| Dartmouth | AHEAD, LLC | \$312,500 | 9/21/2016 |
| Cambridge | Akamai Technologies, Inc. | \$700,000 | 9/21/2016 |
| New Bedford | American Holdco, LLC | \$400,000 | 9/21/2016 |
| Medford | Bianco & Son's Inc. | \$250,000 | 9/21/2016 |
| Chelsea | Broadway Hotel LLC | \$280,000 | 9/21/2016 |
| Greenfield | Decker Machine Works, Inc. | \$125,000 | 9/21/2016 |
| New Bedford | Freedom Restoration & Cleaning LLC | \$36,274 | 9/21/2016 |
| Chelsea | Golden Cannoli Shells, Inc. | \$120,000 | 9/21/2016 |
| Quincy | Granite Telecommunications, LLC - Phase 2 | \$3,600,000 | 9/21/2016 |
| Fall River | Ice Cube LLC / Hutchens Holding II, LLC | \$150,000 | 9/21/2016 |
| Greenfield | International Container Co. LLC | \$400,000 | 9/21/2016 |
| Weymouth | Prodrive Technologies, Inc. | \$1,375,000 | 9/21/2016 |
| Holyoke | Sealed Air Corporation | \$132,000 | 9/21/2016 |
| Fall River | U.S. Bedding, Inc. | \$190,067 | 9/21/2016 |
| Northampton | VCA Inc. / Alloy LLC | \$75,000 | 9/21/2016 |
| Littleton | Patriot Beverage, LLC | \$625,000 | 12/13/2016 |
| Worcester | Pieco Holdings dba Table Talk Pie, Inc. | \$750,000 | 12/13/2016 |
| Lawrence | 3Decor LLC | \$256,380 | 3/22/2017 |
| Cambridge | EFEKTA Group, Inc. | \$6,000,000 | 3/22/2017 |
| Brockton | Evans Machine Company, Inc. | \$105,000 | 3/22/2017 |
| North Andover | F. H. Cann & Associates, Inc. | \$2,000,000 | 3/22/2017 |
| Taunton | Maxon Precision Motors, Inc. | \$1,000,000 | 3/22/2017 |
| Pittsfield | Modern Mold & Tool, Inc. | \$145,000 | 3/22/2017 |
| Pittsfield | Shire City Herbals, Inc. / Shire City Apples LLC | \$74,000 | 3/22/2017 |
| Agawam | Sound Seal, Inc. | \$75,000 | 3/22/2017 |
| East Bridgewater | Twins Enterprise, Inc. / 47 Brand LLC | \$150,000 | 3/22/2017 |
| Boston | Wayfair LLC | \$1,150,000 | 3/22/2017 |
| Braintree | Channel Fish Processing Co. Inc. | \$240,000 | 6/21/2017 |
| Chicopee | Consumer Products Distributors Inc. dba J. Polep Distribution Services | \$477,850 | 6/21/2017 |
| Plympton | Litecontrol Corporation | \$450,000 | 6/21/2017 |
| Sturbridge | Publick House Service Corp. | \$50,000 | 6/21/2017 |
| Lawrence | Valentine and Kebartas, LLC | \$250,000 | 6/21/2017 |
| Dennis | Aquacultural Research Corporation | \$100,000 | 9/20/2017 |
| Westford | Goodrich Corporation (a UTC Aerospace Systems Company) | \$540,000 | 9/20/2017 |
| Westwood | Honeywell International Inc. | \$285,000 | 9/20/2017 |
| Southampton | J&E Precision Tool, Inc. | \$101,500 | 9/20/2017 |
| North Andover | Lifoam Industries, LLC (a subsidiary of Newell Brands) | \$375,000 | 9/20/2017 |
| Pittsfield | LTI Smart Glass, Inc. | \$240,000 | 9/20/2017 |
| Fall River | Merrow Manufacturing LLC | \$750,000 | 9/20/2017 |
| Lowell | Plenus Group Inc. | \$300,000 | 9/20/2017 |

2016 Mean \$679,512

YTD 2017 Mean \$657,162

Top 10 MassWorks recipients (2012-2016)

1. MassDevelopment – Fort Point Channel Economic Development Project - \$125,000,000 (2016)

This investment will support the relocation of the GE headquarters to Boston. The project will unlock new economic development opportunities in the Fort Point Channel neighborhood, located within the State Designated Growth District. The land is currently occupied by a parking lot and two abandoned warehouses that will be returned to productive use. This will generate additional economic activity including the relocation of 200 jobs to, and the creation of 600 new jobs in the Commonwealth.

2. Somerville - Union Square Infrastructure Improvement Project - \$13,000,000 (2016)

Somerville's multi-year MassWorks award will provide the critical water and sewer infrastructure necessary for the redevelopment of Union Square. The City of Somerville will match the state's infrastructure funds with \$25.7 million in local funding. Together, the state and local water and sewer infrastructure funds will enable Union Square Station Associates to invest \$200 million in private funds in the first phase of the redevelopment of Union Square, delivering 400 new units of mixed-income housing, and 180,000 square feet of new commercial space. The 700,000-square-foot development is the first phase of the larger, \$1 billion, 2.3 million square foot redevelopment of Somerville's Union Square. Construction on phase one is expected to begin in the fall of 2017.

3. Brockton – Redevelopment of Enterprise Block - \$11,066,361 (2013)

The City of Brockton was awarded over \$11 million in additional funding to help support the redevelopment of Enterprise Block, a centrally located square that will bring growth and opportunity to downtown Brockton. Phase I of the project will consist of a mix of housing and commercial space. The housing portion will feature 113 new housing units, including 71 apartments, 29 of which will be affordable. The remaining 42 units will be live/work space for local artists, featuring an artist gallery and office space on the first floor. The commercial component of Phase I will include the rehabilitation of the now vacant Enterprise Building into 52,000 square-feet of office space. The second phase of development will include 102 new units of housing and a new parking garage to accommodate the increase in tenants. This is scheduled to begin within two years after the completion of Phase I. Enterprise Block is part of the Brockton Growth District, which was designated on March 19, 2013.

4. Worcester – Development of City Square district - \$11,000,000 (2013)

The MassWorks award will support the next phase of development within Worcester's City Square District. To help facilitate the next phase of private development which will consist of a 150 room hotel and a mixed used residential development with approximately 350 market-rate units and 15,000 square feet of retail, an existing building on the site (building E) will be demolished. The site will be remediated and prepared for future construction including the construction of an underground parking

garage. City Square is part of the Worcester Growth District and is a Priority Development Area in the 495/MetroWest Development Compact Plan.

5. Brockton – Downtown Parking Improvements - \$10,000,000 (2016)

Brockton's \$10,000,000 MassWorks grant will unlock the second phase of the city's Enterprise Block development, by funding the construction of a new municipal parking garage. The new 474-space municipal garage will allow for the immediate development of 111 new housing units, and create new capacity for further investment in Brockton's downtown. The Enterprise Block is a transit-oriented housing development developed by Trinity Financial, and permitted under the state's Chapter 40R smart growth housing incentive program. The redevelopment of Brockton's Enterprise Block advances the vision of the city's Transformative Development district. The downtown parking upgrades complement downtown streetscape improvements funded through a 2015 MassWorks grant

6. Haverhill - Merrimack Street Transformative Redevelopment Initiative - \$8,980,310 (2016)

MassWorks funds will continue Haverhill's efforts to revitalize its Merrimack Street corridor, opening greater access to the Merrimack River, and supporting two new economic development projects in the city's Transformative Development district. Public infrastructure funds will support the second phase of the Harbor Place development. The space will feature 35 market-rate housing units, as well as a 10-story mixed-use development by the Lupoli Companies. MassWorks funding also supported the first phase of the Harbor Place development.

7. Greenfield – Public Parking Garage - \$7,500,000 (2016)

Greenfield's \$7.5 million MassWorks award funds the construction of a new public parking garage in Greenfield, to support continued mixed-use downtown development and investment in the Town's Bank Row Urban Renewal Area.

8. Andover - Redevelopment of 146 Dascomb Road – \$6,000,000 (2016)

Andover's \$6 million MassWorks grant will unlock up to \$220 million in private investment, through the redevelopment of 146 Dascomb Road into a 660,000-square-foot mixed-use complex, including 200,000 square feet of office space, 150,000 square feet of retail and restaurant space, a 125-room hotel, and up to 225 new housing units. The sewer and traffic improvements will also open future development opportunities at an adjacent 80-acre parcel. Both sites are located in a priority development area

9. Ashland – Support the Ashland TOD Mixed Use District - \$6,000,000 (2013)

In 2013, EOHED awarded a \$6,000,000 grant through the MassWorks Infrastructure Program for infrastructure improvements to support the Ashland TOD Mixed Use District. The District has been permitted for the construction of over 900 housing units, 141,000 square feet of commercial development, 90 acres of open space, and 5 miles of walking & bike trails. The MassWorks award will support the creation of water, sewer and roadway connections throughout the site as well as the creation of walking and

biking trails connecting the development to downtown and the Ashland Commuter Rail Station. Located at the site of the former Nyanza dye manufacturing plant, the site was designated as an EPA Superfund Site in 1985 and was subsequently remediated & capped in 1992. The Ashland TOD District was identified as a Priority Development Area in the 495/MetroWest Compact Study.

10. Chelsea – Phase 4 of the Chelsea Gateway center Infrastructure - \$6,000,000 (2014)

Located in Chelsea's Everett Avenue Urban Renewal District, the \$6 million in MassWorks funding will support Phase IV of the Chelsea Gateway Center Infrastructure Improvement Plan. Infrastructure improvements include the replacement of water and sewer mains, as well as roadway and sidewalk repairs. These upgrades further the long-term development efforts in the Urban Renewal District to support the Emerald Block Office Building, Homewood Suites, and One North Residential Phase II. The Everett Avenue Urban Renewal District is in a designated Chapter 43D District and a state Priority Development Area in the Metro North Land Use Priority Plan.

From: [Ullman, Rebecca \(EEA\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: EEA info for Amazon
Date: Monday, September 25, 2017 5:43:59 PM
Attachments: [EEA-Amazon.docx](#)
[Massachusetts Climate Strategy.pdf](#)

Hi Aimee,

Please find attached some information on EEA topics for the Amazon proposal- a narrative and a power point summary of the climate strategy.

We're standing by for questions- please let me know if we can expand up on anything.

Thanks,

Becky

EEA Information for Amazon

Contents

| | |
|---|---|
| Commonwealth Climate Strategy | 2 |
| Overview | 3 |
| Mitigation..... | 3 |
| Recent Commitments (RGGI, Climate Alliance, NEG-ECP): | 4 |
| Adaption..... | 5 |
| MVP Program | 5 |
| Massachusetts Permitting Requirements..... | 5 |
| Massachusetts Environmental Protection Act (MEPA) | 6 |
| Ch. 91 –For downtown and waterfront buildings. | 6 |
| Smart Building Information..... | 7 |

Commonwealth Climate Strategy

Talking Points for Governor Charlie Baker

Municipal Climate Summit – Division of Fisheries and Wildlife, Westborough, MA

September 12, 2017

To commemorate the anniversary of Executive Order 569, EEA is hosting a number of events throughout the week on Climate Change. You will keynote a municipal summit for cities and towns across the Commonwealth who have received grant awards or would like to learn more about the Administration's new Municipal Vulnerability Preparedness Program.

Your suggested remarks highlight the Commonwealth's progress to implement EO 569, the recent commitments (RGGI, Climate Alliance, NEG-ECP), the statewide adaptation plan, and the MVP program for cities and towns.

In the coming weeks, EEA will launch a new toolkit for municipalities and data-based website on climate change and a new training program, developed with the Nature Conservancy, for municipalities interested in becoming an MVP community – your suggested remarks mention them briefly.

Sec. Beaton will announce an upcoming statewide listening session for transportation sector emission reduction policies, a new vulnerability guidebook.

Secretary Beaton will deliver welcoming remarks will introduce you. You will be followed by Sec. Bennett and Sec. Pollack. Sec. Beaton would like you to mention that the state will hold 3 listening sessions this fall on transportation, Secs. Beaton and Pollack will go into more detail.

Overview

- Over the course of the last two and a half years, Massachusetts has had to confront a variety of weather challenges:
 - Heavy snow in the winter of 2015
 - A serious drought throughout the second half of 2016
 - And earlier this year, our first February tornado in Western Massachusetts.
- Throughout these events, our administration has embraced action to prevent further climate change by leading the way on mitigation efforts while building resiliency to prepare for its ongoing impacts. We've done it because acting on climate change makes our state, our economy, and our cities and towns stronger and puts us on the right path forward.
- The Governor signed Executive Order 569 to outline a strategic plan for continuing our work to reduce emissions under the Global Warming Solutions Act and to direct new efforts to work across state government in each executive office to adapt and plan for climate change in our day to day planning, policy and decision making.

Mitigation

- Massachusetts has long been a leader in efforts to reduce greenhouse gas emissions and we remain committed to meeting the requirements of the Global Warming Solutions Act of 2008. The most recent data (2014) shows that the Commonwealth had reduced emissions by 21 percent from 1990 levels, leaving about 4 percent remaining to achieve the 2020 goal. But our work doesn't stop here – But our work isn't complete. We must chart a course and ensure these numbers continue to decline in order to achieve 80 percent reductions below the 1990 level by 2050 required by the GWSA. Last year, the Governor signed bi-partisan energy legislation that will put the Commonwealth on a path to lower energy costs while working to meet the targets of the Global Warming Solutions Act.
- A pillar of that legislation was expanding clean energy production through competitive procurements and this summer we received those proposals and we are encouraged by the quantity and diversity of resources, including: hydroelectricity, wind, solar, and storage so far.
 - Hydropower and Clean Electricity. Bids have been submitted for the solicitation for additional clean electricity contracts. Selection is scheduled for the end of the year for as much as 15 percent of MA electric load. DPU reviews contracts.
 - SMART. Regulations for reformed solar incentives designed to maintain growth and reduce cost for additional 1600MW have been filed. DPU reviews and tentative schedule for tariff approval is June/July 2018.
 - Thermal Energy. Revising incentives to broaden eligibility for residential and commercial renewable thermal energy, including biomass. Rules are scheduled to be finalized in December.
 - Offshore Wind. RFP has been issued for 400-800MW of capacity. Bids are due on December 20, 2018.

- Accelerating Innovation
 - Storage. Prioritized research, development, and commercialization of electric storage technology. Bids have been submitted for a cost share of \$10 million in funding demonstration projects. Selections will be made in November.
 - Grid Modernization. Reviewing cost-effective deployment of smart meters, time-of use rates, storage, and electric vehicle infrastructure in pending cases at DPU.
- Much of our success in reducing emissions to date has been from cuts made in the power sector through investments in energy efficiency, renewable generation, and coal plant retirements. While we must keep up our efforts on all fronts, our urgent attention is now needed to reduce emissions from the transportation sector. This sector now represents the biggest percentage of emissions in the Commonwealth and is currently the only sector projected to grow. With this in mind, the Administration recently announced a series of public listening sessions for stakeholders from across Massachusetts to help us identify the best policies to reduce transportation sector emissions, develop a comprehensive regional strategy for the deployment of electric vehicles, and increase the resilience of transportation infrastructure as the climate changes.
- We continue to be active in a number of regional efforts including the Transportation Climate Initiative, a collaboration of transportation, energy and environmental agencies from the Northeast and Mid-Atlantic states, working to develop the clean energy economy and reduce GHG emissions. My staff will be in New York next week for meetings of the initiative.
- We are also working with the 7 other states and the auto manufacturers under a multi-state Zero Emission action plan to ensure market growth of plug in hybrid, electric and fuel cell electric vehicles.

Recent Commitments (RGGI, Climate Alliance, NEG-ECP):

- We recently helped finalize a new program plan with eight other Northeastern and Mid-Atlantic states participating in the Regional Greenhouse Gas Initiative (RGGI) -- the nation's first ever regional market-based regulatory program to reduce emissions while generating revenue for reinvestment in programs to build the clean energy economy and benefit consumers. The new RGGI proposal calls for an additional 30 percent cap reduction between 2021 and 2030, relative to the RGGI 2020 levels. Emissions would be capped at about 75 million tons in 2021, declining by about 2.25 million tons every year until 2030. The rate of reduction (approximately 3% per year) is more aggressive than that in place during the first period (approximately 2.5%). The RGGI plan builds upon strong collaboration across state lines, which is an important approach to any the borderless challenges of climate change.
- Massachusetts has also joined the U.S. Climate Alliance along with 13 other states and Puerto Rico. As part of this coalition, we're committed to upholding the objectives of the 2015 Paris Agreement within our borders and we are currently on course to exceed the targets called for in this International Agreement. We are working with our sister states to track collective emission

reductions, exchange best practices, and develop new ideas and solutions to this global challenge.

- A group of New England Governors and Eastern Canadian Premiers just signed onto a regional emission reduction target of 35-45% across the region by 2030, and a few weeks ago in Canada this group committed to a Climate Action Plan Update that outlines possible actions the region can take together to bring down emissions.

Adaption

- Executive Order 569 also dealt with preparing for the impacts of climate change and working with all of you to build more resilient cities and towns.
- EEA & EOPSS are taking the lead on developing and implementing a **statewide** comprehensive climate adaptation plan to provide a blueprint for protecting Massachusetts' citizens, state government, cities and towns, local economic prosperity and environment. This plan will represent a first of its kind integrated State Hazard Mitigation and Climate Adaptation Plan that takes a forward-facing look at how hazards will change as the climate changes. This creative thinking, leveraging resources, and working across government represents a practical and very necessary approach to dealing with climate change.
- The Order specifically directs us to use the best science and data to complete this statewide adaptation plan and to develop operational, on-the-ground strategies that will safeguard our communities, protect our natural resources, and sustain our vibrant economy. The state is preparing to launch a new website built with data from EEA and the Northeast Climate Center at UMass-Amherst. This new tool will help cities and towns, local agencies, organizations, and institutions across the state plan for climate change.

MVP Program

- While EOPSS and EEA work on a statewide plan, we are also committed to maintaining strong partnerships with cities and towns through the Municipal Vulnerability Preparedness Program (MVP) program. We've announced grant awards totaling over \$1.1 million to 20% (70+) of the communities in our state to identify strengths and weaknesses and prioritize actions to build resilience and prepare for the impacts of climate change. We are thrilled that we are working together to take on this challenge and make our cities and towns stronger.

Here in the Commonwealth, we believe that being a leader in addressing climate change makes us stronger, and our vibrant economy and burgeoning clean energy industry supports that notion.

Massachusetts Permitting Requirements

New construction in Massachusetts is subject to two primary reviews- MEPA and Chapter 91.

Massachusetts Environmental Protection Act (MEPA)

The Massachusetts Environmental Policy Act (MEPA) requires that state agencies study the environmental consequences of their actions, including permitting and financial assistance. It also requires them to take all feasible measures to avoid, minimize, and mitigate damage to the environment.

MEPA further requires that state agencies "use all practicable means and measures to minimize damage mitigation commitments, which will become conditions for the project if and when they are permitted."

MEPA applies to projects that exceed MEPA review thresholds and that require a state agency action, specifically that they are either proposed by a state agency or are proposed by municipal, nonprofit or private parties and require a permit, financial assistance, or land transfer from state agencies.

MEPA review is not a permitting process. MEPA requires public study, disclosure, and development of feasible mitigation for a proposed project. It does not pass judgement on whether a project is environmentally beneficial, or whether a project can or should receive a particular permit. Those decisions are left to the permitting agencies. MEPA review occurs before permitting agencies act, to ensure that they are fully cognizant of environmental consequences of their actions.

MEPA review provides the mechanism through which this information collection and mitigation mandate is executed. MEPA empowers the Secretary of Energy & Environmental Affairs to oversee the review process. The process is public and encourages comments from citizens and from state, regional and local agencies.

Ch. 91 –For downtown and waterfront buildings.

The oldest program of its kind in the nation, Chapter 91 regulates activities on both coastal and inland waterways, including construction, dredging and filling in tidelands, great ponds and certain rivers and streams.

Through Chapter 91, the Commonwealth seeks to preserve and protect the rights of the public, and to guarantee that private uses of tidelands and waterways serve a proper public purpose. While other agencies, including the Department of Environmental Management, Massachusetts Coastal Zone Management and the Division of Fisheries and Wildlife, play a role in preserving public rights in public trust lands, the Waterways Regulation Program, the section of MassDEP that oversees Chapter 91, is the primary division charged with implementing the "public trust doctrine." Specifically, the MassDEP Waterways Regulation Program:

- Preserves pedestrian access along the water's edge for fishing, fowling and navigation and, in return for permission to develop non-water dependent projects on Commonwealth tidelands, provides facilities to enhance public use and enjoyment of the water.
- Seeks to protect and extend public strolling rights, as well as public navigation rights.
- Protects and promotes tidelands as a workplace for commercial fishing, shipping, passenger transportation, boat building and repair, marinas and other activities for which proximity to the water is either essential or highly advantageous.
- Protects Areas of Critical Environmental Concern, ocean sanctuaries and other ecologically sensitive areas from unnecessary encroachment by fill and structures.
- Encourages the development of city and town harbor plans to dovetail local waterfront land use interests with the Commonwealth's statewide concerns.

Smart Building Information

Massachusetts, ranked first for 2017 by ACEEE for energy efficiency, has robust incentives for large (100K sq feet and greater) new commercial construction. Specifically, the Integrated Design Path for Large Buildings Programs provides both technical expertise in the design as well as and financial incentives for construction. The incentives are performance-based and is provided for both thermal and electric savings. The specific details of the program [can be found here.](#)

From: [Ash, Jay \(EOHED\)](#)
To: [Kennealy, Michael \(EOHED\)](#)
Subject: FW: Info about creative economy - for Thurs.
Date: Monday, September 25, 2017 6:12:17 PM

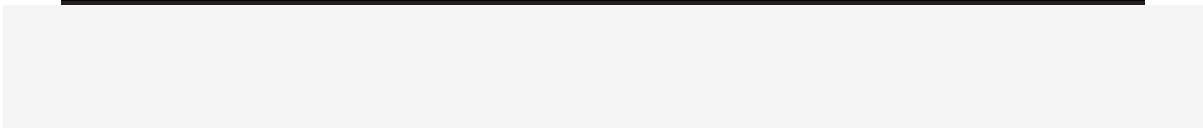
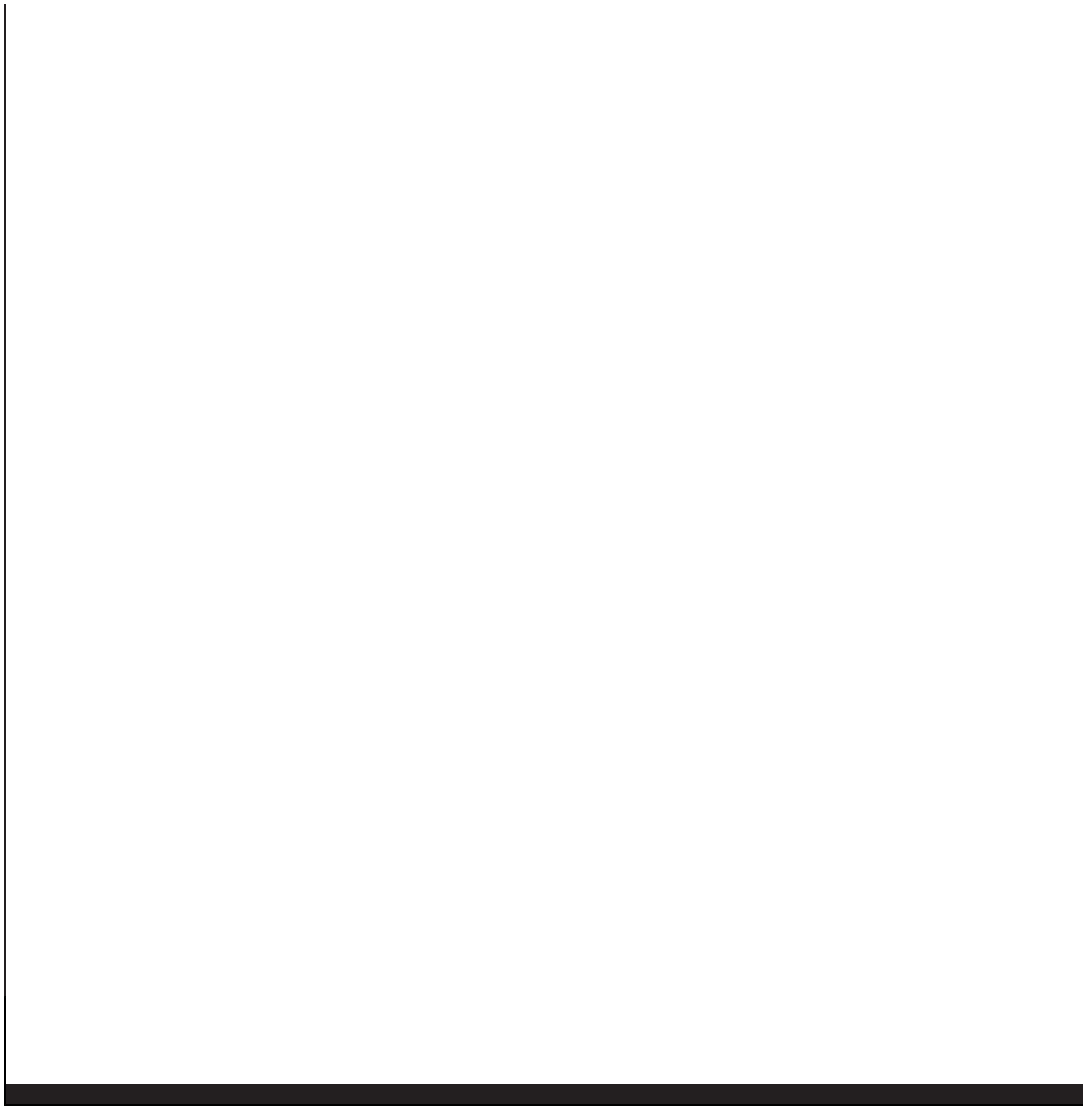
FYI

From: Hillman, Michelle M. (EOHED)
Sent: Monday, September 25, 2017 6:05 PM
To: Ash, Jay (EOHED)
Subject: Info about creative economy - for Thurs.

Hi Jay,

This is Chesto's newsletter today – not sure if you get this but he's tying the creative economy to Amazon bid...some interesting stats below.

[View web version](#)





Good afternoon and welcome to Talking Points for Sept. 25.

Chesto Means Business

Banking on the arts: The numbers sure seem impressive: Nearly 310,000 people work in New England's "creative economy," collectively earning some \$17 billion a year.

But the sector's impact goes well beyond [the numbers](#).

During an event held today in Boston to highlight two arts-related economic surveys, Greater Boston Chamber of Commerce CEO Jim Rooney pointed to [the sector's importance](#) for attracting and retaining talented workers and the employers chasing that talent. Its relevance goes far beyond its role as a job creator, although this broader impact is obviously tough to measure.

Arts can help lift a community. Witness how oversized murals are [changing the conversation](#) in Lynn, for example.

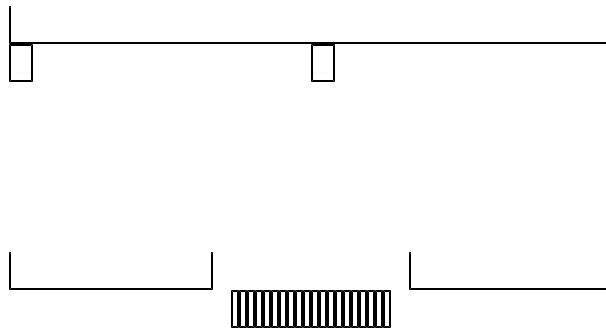
For more successful cities like Boston, there's the big risk: that a vibrant arts scene gets stamped out by the inevitable real estate juggernaut, as groups find it increasingly hard to find or keep the space they need and independent artists consider decamping to less expensive cities. The [tug of war](#) over theater seats in the Seaport exemplifies the challenge of this balancing act.

Today's event was billed as the launch of an ["Arts Means Business"](#)

[campaign](#) to raise awareness about the sector's economic importance. But the campaign still seems nascent, offering little beyond discussions about the two reports.

The [Amazon courtship](#) underscores what's at stake. The online retail giant wants the cities competing for its second headquarters [to demonstrate](#) what makes their respective communities unique. Culture can be the big differentiator. Sure, Amazon wants tax breaks. But its execs know they will have trouble attracting employees if they pick a sterile, boring place for a new home.

Jon Chesto is a Globe reporter. Reach him at jon.chesto@globe.com and follow him on Twitter [@jonchesto](https://twitter.com/jonchesto).



Market Wrap

| | | Change |
|------------------|----------|--------|
| Dow Jones | 22296.09 | -0.24% |
| S&P 500 | 2496.66 | -0.22% |
| Nasdaq | 6370.59 | -0.88% |
| Mass. stocks* | 784.78 | 0.42% |
| 10-year Treasury | 2.22% | -0.042 |
| Nymex crude | \$52.14 | 2.94% |
| Dollar index* | 92.667 | 0.54% |

* Bloomberg

Executive Summary

Obamacare repeal continues: Earlier today, Republican senators [revised their plan](#) to scrap the Affordable Care Act. The latest GOP effort includes shifting money to Alaska and Maine, whose senators are undecided and whose votes are needed to pass the bill.

It also would let states set their own coverage standards (for instance, allowing insurers not to cover mental health care). Insurers could also limit out-of-pocket costs. (New York Times)

Opening Day: Cambridge Innovation Center is among the early tenants signed up for the Wexford Technology Innovation Center, a 19-acre site in Rhode Island where a [groundbreaking](#) was held today.

CIC is slated to take up 63,000 square feet. Brown University's School of Professional Studies and Johnson & Johnson's Health Technology Center are the other signed tenants. The innovation center is being built on what used to be Interstate 195 land. Rhode Island officials estimate it will generate about \$100 million in revenue over the next 20 years. (Providence Journal)

Press the right buttons: An 85-year-old Brighton condo resident struggles with stairs due to a broken elevator that's [taking forever to get fixed](#). She contacted the Globe's consumer advocate, who took the complaint all the way to the top.

Inflategate: When temperatures yesterday soared to an unseasonable 86 degrees, Gillette Stadium ran short of bottled water. Fans who wanted to wet their parched throats [were charged](#) \$4.50 for tap water in soda cups. Team spokesman Stacey James has apologized, but not before Pats fans let loose a torrent of anger on Twitter.

Trending Pick

Deloitte hacked: Government, corporate clients hit in [cyberattack](#) targeting the accounting and consulting firm. (CBS News)

Line Items

Target aims to pay \$15 minimum wage by 2020
[Associated Press](#)

Uber CEO apologizes for bad behavior

[Associated Press](#)

CFTC -- watchdog or lapdog?

[New York Times](#)

GE agrees to sell industrial unit for \$2.6B

[Wall Street Journal](#)

UberEats stands out as a success at troubled company

[New York Times](#)

ICYMI

Bad reputation: Columnist Evan Horowitz writes in today's Globe that Massachusetts [has an undeserved reputation](#) as a high-tax state, one that's hard to kick. Perhaps because Taxachusetts sounds so clever?

While it's true taxes once were burdensome here, the Bay State has been serious about tax cutting since the late 1990s, leaving us right in the middle of the pack. So serious, that approving the [millionaires tax](#) at the ballot would move the state up just a tick to 15th most heavily taxed.

The Talking Points newsletter is compiled by Edward Mason. Follow him on Twitter at [@EBMason](#). If you liked what you've read, please tell your friends to [sign up](#).



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From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Miller, Joshua](#)
Cc: [Guyton, Elizabeth \(GOV\)](#); [Buckley, Timothy \(GOV\)](#); [Kaufman, Samantha \(EOHED\)](#)
Subject: RE: AMZN HQ2
Date: Monday, September 25, 2017 6:14:58 PM
Attachments: [MassWorks Globe Request_09252017.docx](#)

Hi Josh,

More coming later/tomorrow but here's what I can give you right now in response to your request. Please find attached:

- PDF with the top 10 MassWorks awards in the last five years, request #6 (all awards can be found here:

<http://www.mass.gov/hed/economic/eohed/pro/infrastructure/massworks/round-results/>)

Additionally, below please find language to his questions 2&3 about the economic development bill:

Background on the EEDO proposal:

The Governor's Economic Development Bill promoting the Opportunities For All plan proposed that EOHED be able to exceed the EDIP program's statutory cap for a truly "extraordinary opportunity." The EEDO section of the bill would have allowed EOHED, with ANF's approval, to grant an additional \$20M per year of EDIP tax credits to attract an extraordinary opportunity, which the bill defined as a project locating from out of state and creating at least 400 new jobs, or 200 new jobs in a gateway city. ANF's role in the designation of an extraordinary opportunity project would have been to ensure the investment was one the Commonwealth could afford, and would provide an adequate return to the taxpayers. **The EEDO credit was ultimately not included by the legislature in the final economic development legislation sent to Governor Baker's desk in 2016.**

On the changes to the EDIP program:

- The bill necessitated the promulgation of new regulations, which are currently under review.
- One of the things the legislative changes this summer did was to clarify language around decertification and clawbacks.
 - o Previously for a company to be considered noncompliant it had to have demonstrated "material" noncompliance, which didn't have an exact definition, beyond noting that material noncompliance included creating less than 50% of the jobs promised.
 - o The administration clarified this section so that companies are now in noncompliance if they haven't created the promised jobs on schedule, but that the board will take mitigating factors into consideration before they decertify a company and potentially enact clawback procedures.
 - o Additionally, the EACC board will be able to employ other options in addition to decertification (ex: reducing the amount of credits or changing the schedule, etc).
- The administration also changed the process for clawing back tax credits to make it much more effective. Previously, the state had to essentially sue the company to retrieve any tax credits they had already been awarded if they were later decertified. Now, we are able to go directly to DOR, who can add the amount to the company's next tax "bill" instead.
- The legislative changes also strengthened the "but, for" clause, creating a much stronger tie between the granting of tax credits, and proof that job creation would not happen absent the incentives.

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: Hillman, Michelle M. (EOHED)
Sent: Monday, September 25, 2017 3:50 PM
To: 'Miller, Joshua'
Cc: Guyton, Elizabeth (GOV) ; Buckley, Timothy (GOV) ; Kaufman, Samantha (EOHED)
Subject: RE: AMZN HQ2

Ok, working on it...

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: Miller, Joshua [<mailto:joshua.miller@globe.com>]
Sent: Monday, September 25, 2017 3:00 PM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>
Subject: Re: AMZN HQ2

Thanks. The first question I will definitely need an answer to today because it will inform what I ask DeLeo/Rosenberg. If you can't get the others done today, I can take them by noon tomorrow. Who is the best person to walk be through on background how much political will EOHED has to get this to the Red Zone?

On Mon, Sep 25, 2017 at 1:43 PM, Hillman, Michelle M. (EOHED)

<michelle.m.hillman@massmail.state.ma.us> wrote:

Hi Josh,

Thanks for sending more specific questions. We are working on getting you a response today. If your deadline changes please let us know.

Thanks!

Michelle

Michelle Hillman

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[857-895-1162](tel:857-895-1162) (cell)

From: Miller, Joshua [mailto:joshua.miller@globe.com]

Sent: Monday, September 25, 2017 11:12 AM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: AMZN HQ2

Dear Team,

Happy Monday. Hopefully talking to Speaker Bob and SP Stan today/tmw.

1. Does the administration believe it currently has the tools to put forward a credible offer to entice AMZN to put HQ2 in Massachusetts? If not, what statutory tools does the administration seek from the Legislature?

2

.

Can you send over a plain language summary of what the

Extraordinary Economic Development Opportunity language in 2016 economic development bill filed by the governor meant?

3. What changes were actually made to the EDIP statute in the law that the governor signed?

4. Please provide five years (2012-2016) worth of data on EDIP awards, including every award (company, amount) and mean award amount each year.

5. Please send over a list of the ten largest awards ever given through EDIP.

6. Please send a list of the ten largest MassWorks grants in the last five years.

Deadline: 7pm tonight

Top 10 MassWorks recipients (2012-2016)

1. MassDevelopment – Fort Point Channel Economic Development Project - \$125,000,000 (2016)

This investment will support the relocation of the GE headquarters to Boston. The project will unlock new economic development opportunities in the Fort Point Channel neighborhood, located within the State Designated Growth District. The land is currently occupied by a parking lot and two abandoned warehouses that will be returned to productive use. This will generate additional economic activity including the relocation of 200 jobs to, and the creation of 600 new jobs in the Commonwealth.

2. Somerville - Union Square Infrastructure Improvement Project - \$13,000,000 (2016)

Somerville's multi-year MassWorks award will provide the critical water and sewer infrastructure necessary for the redevelopment of Union Square. The City of Somerville will match the state's infrastructure funds with \$25.7 million in local funding. Together, the state and local water and sewer infrastructure funds will enable Union Square Station Associates to invest \$200 million in private funds in the first phase of the redevelopment of Union Square, delivering 400 new units of mixed-income housing, and 180,000 square feet of new commercial space. The 700,000-square-foot development is the first phase of the larger, \$1 billion, 2.3 million square foot redevelopment of Somerville's Union Square. Construction on phase one is expected to begin in the fall of 2017.

3. Brockton – Redevelopment of Enterprise Block - \$11,066,361 (2013)

The City of Brockton was awarded over \$11 million in additional funding to help support the redevelopment of Enterprise Block, a centrally located square that will bring growth and opportunity to downtown Brockton. Phase I of the project will consist of a mix of housing and commercial space. The housing portion will feature 113 new housing units, including 71 apartments, 29 of which will be affordable. The remaining 42 units will be live/work space for local artists, featuring an artist gallery and office space on the first floor. The commercial component of Phase I will include the rehabilitation of the now vacant Enterprise Building into 52,000 square-feet of office space. The second phase of development will include 102 new units of housing and a new parking garage to accommodate the increase in tenants. This is scheduled to begin within two years after the completion of Phase I. Enterprise Block is part of the Brockton Growth District, which was designated on March 19, 2013.

4. Worcester – Development of City Square district - \$11,000,000 (2013)

The MassWorks award will support the next phase of development within Worcester's City Square District. To help facilitate the next phase of private development which will consist of a 150 room hotel and a mixed used residential development with approximately 350 market-rate units and 15,000 square feet of retail, an existing building on the site (building E) will be demolished. The site will be remediated and prepared for future construction including the construction of an underground parking

garage. City Square is part of the Worcester Growth District and is a Priority Development Area in the 495/MetroWest Development Compact Plan.

5. Brockton – Downtown Parking Improvements - \$10,000,000 (2016)

Brockton's \$10,000,000 MassWorks grant will unlock the second phase of the city's Enterprise Block development, by funding the construction of a new municipal parking garage. The new 474-space municipal garage will allow for the immediate development of 111 new housing units, and create new capacity for further investment in Brockton's downtown. The Enterprise Block is a transit-oriented housing development developed by Trinity Financial, and permitted under the state's Chapter 40R smart growth housing incentive program. The redevelopment of Brockton's Enterprise Block advances the vision of the city's Transformative Development district. The downtown parking upgrades complement downtown streetscape improvements funded through a 2015 MassWorks grant

6. Haverhill - Merrimack Street Transformative Redevelopment Initiative - \$8,980,310 (2016)

MassWorks funds will continue Haverhill's efforts to revitalize its Merrimack Street corridor, opening greater access to the Merrimack River, and supporting two new economic development projects in the city's Transformative Development district. Public infrastructure funds will support the second phase of the Harbor Place development. The space will feature 35 market-rate housing units, as well as a 10-story mixed-use development by the Lupoli Companies. MassWorks funding also supported the first phase of the Harbor Place development.

7. Greenfield – Public Parking Garage - \$7,500,000 (2016)

Greenfield's \$7.5 million MassWorks award funds the construction of a new public parking garage in Greenfield, to support continued mixed-use downtown development and investment in the Town's Bank Row Urban Renewal Area.

8. Andover - Redevelopment of 146 Dascomb Road – \$6,000,000 (2016)

Andover's \$6 million MassWorks grant will unlock up to \$220 million in private investment, through the redevelopment of 146 Dascomb Road into a 660,000-square-foot mixed-use complex, including 200,000 square feet of office space, 150,000 square feet of retail and restaurant space, a 125-room hotel, and up to 225 new housing units. The sewer and traffic improvements will also open future development opportunities at an adjacent 80-acre parcel. Both sites are located in a priority development area

9. Ashland – Support the Ashland TOD Mixed Use District - \$6,000,000 (2013)

In 2013, EOHED awarded a \$6,000,000 grant through the MassWorks Infrastructure Program for infrastructure improvements to support the Ashland TOD Mixed Use District. The District has been permitted for the construction of over 900 housing units, 141,000 square feet of commercial development, 90 acres of open space, and 5 miles of walking & bike trails. The MassWorks award will support the creation of water, sewer and roadway connections throughout the site as well as the creation of walking and

biking trails connecting the development to downtown and the Ashland Commuter Rail Station. Located at the site of the former Nyanza dye manufacturing plant, the site was designated as an EPA Superfund Site in 1985 and was subsequently remediated & capped in 1992. The Ashland TOD District was identified as a Priority Development Area in the 495/MetroWest Compact Study.

10. Chelsea – Phase 4 of the Chelsea Gateway center Infrastructure - \$6,000,000 (2014)

Located in Chelsea's Everett Avenue Urban Renewal District, the \$6 million in MassWorks funding will support Phase IV of the Chelsea Gateway Center Infrastructure Improvement Plan. Infrastructure improvements include the replacement of water and sewer mains, as well as roadway and sidewalk repairs. These upgrades further the long-term development efforts in the Urban Renewal District to support the Emerald Block Office Building, Homewood Suites, and One North Residential Phase II. The Everett Avenue Urban Renewal District is in a designated Chapter 43D District and a state Priority Development Area in the Metro North Land Use Priority Plan.

From: [Ash Jay \(EOHED\)](#)
To: [Ron Druker](#)
Cc: [Sala Susan \(EOHED\)](#)
Subject: RE: Boston begins work on preparing Amazon bid - The Boston Globe
Date: Monday, September 25, 2017 7:40:56 PM

My sense is that you'd be an early bird (and probably a late one too!). Want to talk in the morning, 6:30 or 7? My cell, [Exemption \(C\)](#)

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

From: Ash, Jay (EOHED)
Sent: Saturday, September 09, 2017 5:25 PM
To: Ron Druker
Subject: Re: Boston begins work on preparing Amazon bid - The Boston Globe

You'll be getting a call from our team about the possibilities.

From: Ron Druker <rdruker@drukerco.com>
Sent: Saturday, September 9, 2017 5:12 PM
To: Ash, Jay (EOHED)
Subject: Boston begins work on preparing Amazon bid - The Boston Globe

Jay...just reminding you not to forget our 1m sq ft campus in the South End...
Happy to discuss..

Regards, Ronald

https://urldefense.proofpoint.com/v2/url?u=http-3A__www.bostonglobe.com_business_2017_09_08_boston-2Dbegins-2Dwork-2Dpreparing-2Damazon-2Dbid_Y5uis4fMidHVHhBLBMgSxH_story.html-3Fet-5Frid-3D1745582513-26s-5Fcampaig-3Dtodayshadlines-3Anewsletter&d=DwIFAg&c=IDF7oMaPKXpkYvev9V-fVahWL0QWnGCCAICDz1Bns_w&r=4T36Nn3_GiU19e1e1svJUUhS16zLYvFQ2mMdA87JZg&m=cFc1RCtulHOCnEI8e6wOPL001pFim1CoTq6x47HWaTI&s=T3XmRR_X_57pHelkDzPOnbzqXXvXUfTrkYhwqDieYpUg&e=

Sent from my iPad

From: Martin Arnold Schmidt
To: [Ash, Jay \(EOHED\)](#)
Cc: [Saia, Susan \(EOHED\)](#); [Chase Bronstein](#)
Subject: Re: Amazon: how can MIT help?
Date: Monday, September 25, 2017 9:46:02 PM

Of course. Copying Chase to help with schedule.

> On Sep 25, 2017, at 7:46 PM, Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US> wrote:

>

> Got time late afternoon Tuesday or Wednesday for a follow-up?

>

> -----Original Message-----

> From: Martin Arnold Schmidt [<mailto:maschmid@mit.edu>]

> Sent: Monday, September 18, 2017 6:27 PM

> To: Ash, Jay (EOHED)

> Subject: Re: Amazon: how can MIT help?

>

> Yes - see you tomorrow night!

>

>> On Sep 18, 2017, at 6:22 PM, Ash, Jay (SEA) <jay.ash@state.ma.us> wrote:

>>

>> You going to be at the Engine Tuesday night? Love to talk through what we are thinking.

>>

>> -----Original Message-----

>> From: Martin Arnold Schmidt [<mailto:maschmid@mit.edu>]

>> Sent: Friday, September 08, 2017 9:55 AM

>> To: Ash, Jay (EOHED)

>> Subject: Amazon: how can MIT help?

>>

>> Jay,

>>

>> Just spoke with Rafael and Israel this morning. We would like to help in any way that makes sense in bringing Amazon to MA. It seems to us to be a huge opportunity to strengthen our innovation ecosystem in the entirety of the Commonwealth. Please let me know if you see a role we can play.

>>

>> Best,

>>

>> Marty

From: [Ash, Jay \(EOHED\)](#)
To: [Ash, Jay \(EOHED\)](#)
Subject: Re: Bezos 6 page memo
Date: Tuesday, September 26, 2017 8:43:23 AM

But inside Amazon 8.15.15

Sent from my Verizon, Samsung Galaxy smartphone

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

From: "Ash, Jay (EOHED)"
Date: 9/26/17 8:42 AM (GMT-05:00)
To: "Ash, Jay (EOHED)"
Subject: Bezos 6 page memo

Sent from my Verizon, Samsung Galaxy smartphone

From: [Chabot, Emily K. \(GOV\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Lee, Daniel \(GOV\)](#)
Cc: [Kelleher, Michael \(EHS\)](#); [Saia, Susan \(EOHED\)](#)
Subject: RE: Meeting
Date: Tuesday, September 26, 2017 8:58:55 AM

Would any of the following times work?

Tomorrow, 9/27 1:30-2:30

Thursday, 9/28 4:00-5:00

Friday, 9/29 12:30-1:30

From: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, September 26, 2017 8:42 AM
To: Lee, Daniel (GOV); Chabot, Emily K. (GOV)
Cc: Lepore, Kristen (GOV); Kelleher, Michael (EHS); Susan Saia (susan.saia@state.ma.us)
Subject: RE: Meeting

Looping in Susan on my end to help with Secretary's calendar.

Thanks,

Dan

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: Tuesday, September 26, 2017 8:40 AM
To: Chabot, Emily K. (GOV)
Cc: Lepore, Kristen (GOV); Kelleher, Michael (EHS); Ward Weeden, Aimee (EOHED)
Subject: Meeting

Hi Emily,

I'm following up for Kristen for a meeting this week. Could we please get an hour either sometime today, Wed, or Thurs? This is for Project RUFUS. Thanks!

Attendees:

Kristen

Jay Ash

Jen Sullivan

Michael Kennealy

Ricks Frazier

Michael Kelleher

Dan

Daniel M. Lee

Office of the Governor

Cell: (857) 383-9701

daniel.m.lee@state.ma.us

From: [Kreuter, Erica \(EOHED\)](#)
To: [Servetnick, Adrian \(EOHED\)](#)
Subject: Amazon to Union Point, weymouth
Date: Tuesday, September 26, 2017 8:59:00 AM

<http://weymouth.wickedlocal.com/news/20170925/weymouth-rockland-and-abington-hope-to-attract-amazon-to-union-point>

Interesting – never thought of this as a potential site.

Erica Kreuter

Director, MassWorks Infrastructure Program

Executive Office of Housing & Economic Development

One Ashburton Place, Suite 2101 | Boston, MA 02108

O: (617)788-3631 | Email: Erica.Kreuter@state.ma.us

www.mass.gov/mpro | [@massworks](#)

From: Ng, Albert
To: [Ward Weeden, Aimee \(EOHED\)](#); [Thomas, Steve](#)
Cc: [Liss, Lauren](#); [Henderson, Richard](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: Project Updates
Date: Tuesday, September 26, 2017 9:41:31 AM
Attachments: [20170926 Proposal Schedule.pdf](#)

Aimee,

I updated the schedule per your comments. I've booked conference rooms for the design meetings at VHB and have sent out meeting notices. Do you want me to send out meeting invites for the two upcoming design meetings (9/28 and 10/3)?

Also...just a point of clarification. The next meeting with Sec. Ash (after today) is tentatively scheduled for Thursday, October 5th. You reference a meeting on the 4th below in your comments. It might just have been a typo but I wanted to make sure.

Let me know if you have any additional changes. I can print this out and bring copies today for the meeting.

Albert

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, September 25, 2017 1:07 PM

To: Ng, Albert ; Thomas, Steve

Cc: Liss, Lauren ; Henderson, Richard ; Goodall, Devon L. (MOBD)

Subject: RE: Project Updates

Comments below. Will you update the project timeline accordingly? It may be helpful to have graphic timeline in a different color than project/site/incentive timeline items.

Also – I think DOR review and incentive list is happening simultaneously also so we can amend those items.

Really appreciate your help!!!

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, September 24, 2017 9:32 AM

To: Ward Weeden, Aimee (EOHED); Thomas, Steve

Cc: Liss, Lauren; Henderson, Richard; Goodall, Devon L. (MOBD)

Subject: RE: Project Updates

Aimee,

Please find attached the revised schedule per your comments. In the update, I've included:

- An additional design meeting the week of the 2nd (Tentatively for Tuesday, Oct 3rd) to review design based

th

on feedback from the Sept. 28 design meeting...the idea is to present design to the Secretary at the check-in meeting on Oct 5 – Okay – this sounds good. For the 10/3 design team meeting at VHB – does 9am work for the team?

On the attached scheduled it looks like there is a meeting for the 4th. I have 1-2pm confirmed on the Secretary's calendar for that day. I will check-in with his scheduler to see if we can maybe start 30 minutes earlier to allow for enough time. I will confirm.

- I've shortened the production schedule to 3 days with the expectation that we'll need to work through the weekend prior to the submission on the 16th. Note:
 - Draft 1 will be content only given that I don't think we'll have resolution on design prior to sending Draft 1 out Okay but we should be pretty close and able to get final sign-off from Secretary in 10/5 meeting. You should have been added to all the meetings we have confirmed on the Secretary's calendar now. Sorry for delay on that!
 - I stole a day from Draft 1 Review
 - I added time to Draft 1 Revisions since we'll be flowing the content into the new design template
 - Draft 2 will include revised content and design.
 - I stole a day from the Draft 2 Review
- I substituted a leaf-through for the final check in
 - Leaf-through will provide final revisions to final draft
- A table listing out future meetings – Very Helpful! Should we confirm this Thursday in Watertown for 1:30-2:30?

Clearly the schedule is tight, particularly the week prior to delivery.

- Do you think the short review windows are an issue on your side? **They should not be.**
 - For Draft 1, you'll have 2 days to review content
 - For Draft 2, you'll have 1.5 days to review content + design This may be tight but hopefully because we will have vetted content here it will be manageable.

Let me know if you have any questions or comments.

Regards,

Albert

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: Friday, September 22, 2017 2:09 PM

To: Thomas, Steve <STHOMAS@VHB.com>; Ng, Albert <ANG@VHB.com>

Cc: Liss, Lauren <LLiss@Massdevelopment.com>; Henderson, Richard <rhenderson@massdevelopment.com>; Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>

Subject: Project Updates

Hi Steve and Albert,

After talking with our internal team here and MassDevelopment, I am hoping you can help with a few things:

1. Set-up access to a secure drop-box where we can share content (storyboard, photos, other documents) with you.
2. Update the project timeline that you handed out the meeting with the following:
 - Updated meeting dates/times (including design team meetings)

- Moving draft reviews up based on a 10/13 production date and 10/16 submission

Additionally as follow-up to our conversation on design, can we confirm the following meetings:

9/26 – 1pm – Design Group meeting at MassDevelopment

9/28 – Confirm a time for Richard, myself and a few other folks to come out to Watertown to really look at design options

- After a conversation with the Secretary, I will be engaging him as needed on design review, but we think these two meetings should occur before he is brought-in.

Happy to discuss if that is helpful!

Thanks,

Aimee

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

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Boston, MA 02108

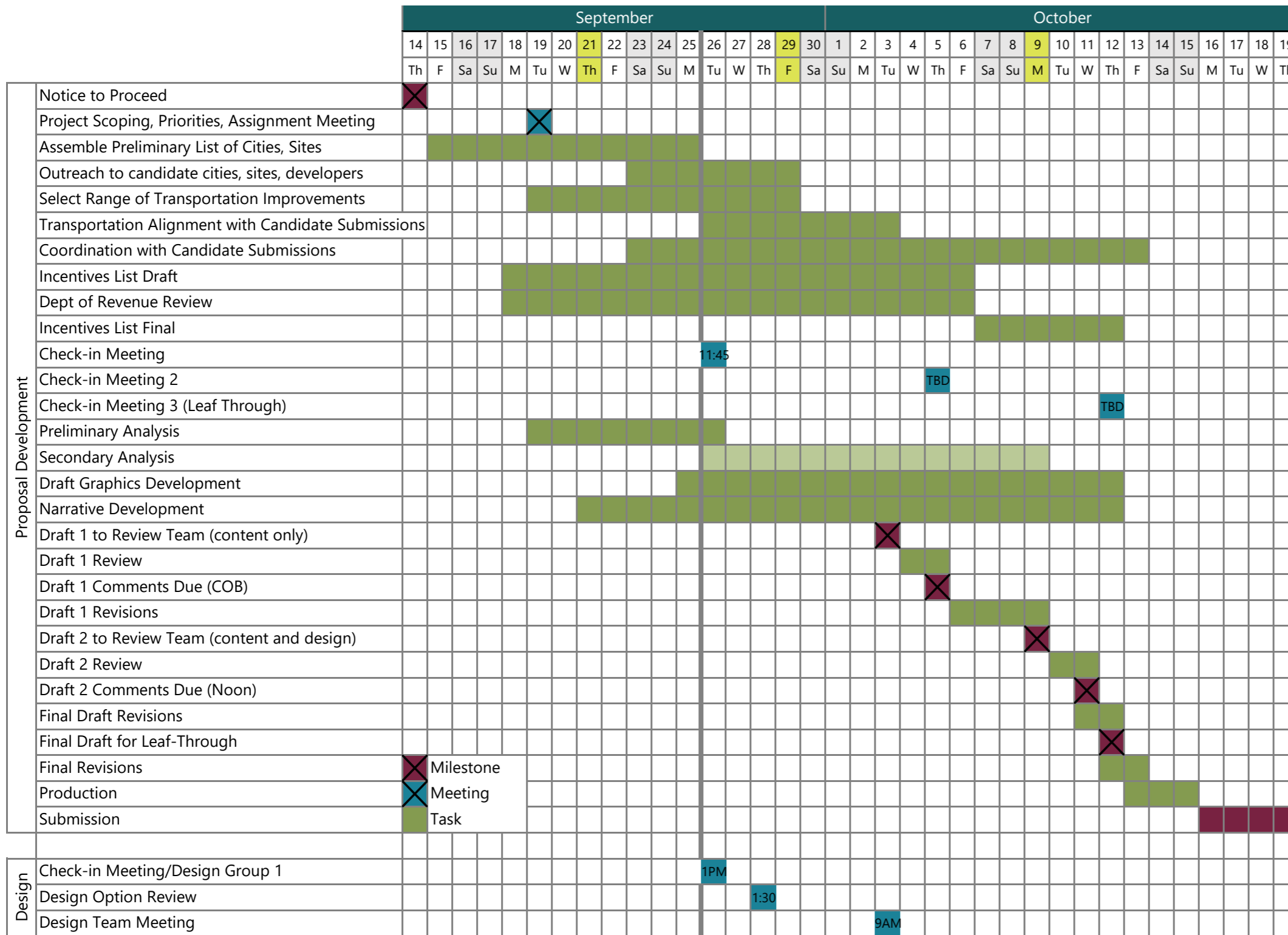
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Amazon HQ2 Proposal Development



Scheduled Meetings

| Date | DOW | Time | Location | What | Teams |
|-------|-------------------------------|----------|----------|--------------|--------------|
| 9/19 | Tue | 10:00 AM | MD | Kick-Off | MD, HED, VHB |
| 9/26 | Tue | 1:00 PM | MD | Check In 1 | MD, HED, VHB |
| 9/26 | Tue | 1:00 PM | MD | Design | MD, HED, VHB |
| 9/28 | Thu | 1:30 PM | VHB | Design | MD, HED, VHB |
| 10/3 | Tue | 9:00 AM | VHB | Design | MD, HED, VHB |
| 10/5 | Thu | TBD | TBD | Check In 2 | MD, HED, VHB |
| 10/12 | Thu | TBD | TBD | Leaf Through | MD, HED, VHB |
| TBD | Transport Projects Discussion | | | | MaDOT, VHB |

- HED Exec. Office of Housing and Econ. Dev.
- MD MassDevelopment (99 High, 11th Fl)
- VHB Vanasse Hangen Brustlin (101 Walnut St. Watertown)
- MaDOT MassDOT

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Amazon
Date: Tuesday, September 26, 2017 9:56:45 AM
Attachments: [image001.png](#)

As FYI.

Aimee Ward Weeden
Chief of Staff and Director of Policy
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[Cell: 617-356-3037](tel:617-356-3037)

From: Ash, Jay (EOHED)
Sent: Thursday, September 21, 2017 8:44 PM
To: James Rooney
Cc: Carolyn Ryan; Ward Weeden, Aimee (EOHED)
Subject: RE: Amazon

Thx. Testimonials, especially from those Amazon would know/appreciate, would be helpful, but also from some in the start-up community.
Ranking of states/cities would be interesting – by what indicators do you have that.
We're in good shape on workforce, etc.
Intelligence is always helpful.
Thanks for reaching out.

From: James Rooney [<mailto:JRooney@bostonchamber.com>]
Sent: Thursday, September 21, 2017 4:36 PM
To: Ash, Jay (EOHED)
Cc: Carolyn Ryan
Subject: Amazon

Jay,

Thank you for coming to our lunch meeting next week. Following up on our conversation, I would like to offer my and the Chamber's assistance, as appropriate, in strategizing and compiling the Amazon bid. You had asked specifically for testimonials, which I'm happy to do as well. We also have policy and research resources – data on workforce, employment, and other indicators as well as a compilation of reports, etc. that compare and rank the 50 states/cities. I'm happy to share that, or assist with other items, if it's helpful.

The Chamber is fully supportive of the city and state's efforts, and want to do all that we can to help us pull out a win.

Best regards,
Jim



James E. Rooney
President & CEO
Greater Boston Chamber of Commerce
617.557.7330



Greater Boston
Chamber of Commerce

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Servetnick, Adrian \(EOHED\)](#)
Subject: RE: Dell/EMC and MIT
Date: Tuesday, September 26, 2017 10:21:18 AM

<https://www.hpcwire.com/2017/05/16/nsf-issues-60m-rfp-towards-leadership-class-system/> &
<https://nsf.gov/pubs/2017/nsf17558/nsf17558.htm>

The RFP for the grant isn't due until Nov. 2017

From: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, September 26, 2017 9:57 AM
To: Goodall, Devon L. (MOBD); Servetnick, Adrian (EOHED)
Subject: FW: Dell/EMC and MIT

See below. Let's learn more about this...

Aimee Ward Weeden

Chief of Staff and Director of Policy

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

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From: Ash, Jay (EOHED)
Sent: Thursday, September 21, 2017 8:51 PM
To: William Cass
Cc: Saia, Susan (EOHED); Ward Weeden, Aimee (EOHED)
Subject: RE: Dell/EMC and MIT

Bill, we might want to do a "future vision" of Mass innovation and technology in our Amazon response. They might be interested in joining in the MGHPCC. Could we use the below, and maybe get a quote from either Dell or MIT on the project and how Mass is making it happen?

On your question about getting together. Sure. Here or somewhere else? Can't next week unless it is EXTREMELY important. Let us know.

From: William Cass [<mailto:WCass@thesuffolkgroup.com>]
Sent: Thursday, September 21, 2017 2:01 PM
To: Ash, Jay (EOHED); Ash, Jay (EOHED)
Cc: Saia, Susan (EOHED)
Subject: Dell/EMC and MIT

Mr. Secretary,

I represent Dell/EMC in Massachusetts. I have been asked by them to reach out to you for a meeting regarding Dell's partnership with MIT in building a large "Leadership-Class Computing Facility". It is hoped that the proposed system will be funded through a grant with the NSF and be situated at the Massachusetts Green High Performance Computing Center (MGHPC) – making it one of the top 10 computing facilities in the world. MIT is leading the (\$60M Phase I) effort but it also includes Harvard, Northeastern, BU, UMass, Oklahoma, and Stanford.

Part of NSF's selection process is understanding how their sustained investment will be used to benefit social infrastructure and serve as a national resource for pushing the frontiers of

knowledge, and ultimately promote the health, prosperity and welfare of the Nation. We would like to discuss ideas on how to address NSF in this regard, including how we can (1) leverage the Commonwealth's current science, computing, and engineering related programs, and (2) strategize regarding future programs that can benefit from the computing facility's location in Massachusetts.

Joining the team from Dell/EMC at the meeting would be MIT's Principal Investigator Chris Hill, and possibly John Goodhue, Executive Director of the MGHPC, and Jeremy Kepner, Senior Fellow at MIT and MIT Lincoln Laboratory.

The grant proposal is due in November so any time you could provide us would be greatly appreciated. I understand that your schedule is pretty full these days so we would accommodate any time that you have. Thank you in advance.

Regards,

Bill

William F. Cass

The Suffolk Group
24 School Street
Boston, MA 02108
617.303.4567

From: Ng, Albert
To: [Ward Weeden, Aimee \(EOHED\)](#); [Thomas, Steve](#)
Cc: [Liss, Lauren](#); [Henderson, Richard](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: Project Updates
Date: Tuesday, September 26, 2017 10:33:08 AM
Attachments: [20170926 Proposal ScheduleV2.pdf](#)

Aimee,
Here you go. See you at 11:45.
Albert

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: Tuesday, September 26, 2017 10:17 AM

To: Ng, Albert ; Thomas, Steve

Cc: Liss, Lauren ; Henderson, Richard ; Goodall, Devon L. (MOBD)

Subject: RE: Project Updates

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: Tuesday, September 26, 2017 9:41 AM

To: Ward Weeden, Aimee (EOHED); Thomas, Steve

Cc: Liss, Lauren; Henderson, Richard; Goodall, Devon L. (MOBD)

Subject: RE: Project Updates

Aimee,

I updated the schedule per your comments. I've booked conference rooms for the design meetings at VHB and have sent out meeting notices. Do you want me to send out meeting invites for the two upcoming design meetings (9/28 and 10/3)? Yes that would be helpful. If you can send to me and Devon we can forward to the appropriate Commonwealth folks.

Also...just a point of clarification. The next meeting with Sec. Ash (after today) is tentatively scheduled for Thursday, October 5th. You reference a meeting on the 4th below in your comments. It might just have been a typo but I wanted to make sure. Yes – it is the 5th! I was noting that on the prior version of the timeline it was the 4th. Thank you!

Let me know if you have any additional changes. I can print this out and bring copies today for the meeting. **Quick updates:**

Add a milestone on sites from communities for 9/29 – please.

Meeting on the 5th with Jay is scheduled for 1pm on our calendars.

We have a meeting for the 10th with Jay from 4:30-5:30pm – we do not have one scheduled
th

for the 12 .

Albert

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, September 25, 2017 1:07 PM

To: Ng, Albert <ANG@VHB.com>; Thomas, Steve <STHOMAS@VHB.com>

Cc: Liss, Lauren <LLiss@Massdevelopment.com>; Henderson, Richard <rhenderson@massdevelopment.com>; Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>

Subject: RE: Project Updates

Comments below. Will you update the project timeline accordingly? It may be helpful to have graphic timeline in a different color than project/site/incentive timeline items.

Also – I think DOR review and incentive list is happening simultaneously also so we can amend those items.

Really appreciate your help!!!

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, September 24, 2017 9:32 AM

To: Ward Weeden, Aimee (EOHED); Thomas, Steve

Cc: Liss, Lauren; Henderson, Richard; Goodall, Devon L. (MOBD)

Subject: RE: Project Updates

Aimee,

Please find attached the revised schedule per your comments. In the update, I've included:

- An additional design meeting the week of the 2nd (Tentatively for Tuesday, Oct 3rd) to review design based on feedback from the Sept. 28th design meeting...the idea is to present design to the Secretary at the check-in meeting on Oct 5 – Okay – this sounds good. For the 10/3 design team meeting at VHB – does 9am work for the team?

On the attached scheduled it looks like there is a meeting for the 4th. I have 1-2pm confirmed on the Secretary's calendar for that day. I will check-in with his scheduler to see if we can maybe start 30 minutes earlier to allow for enough time. I will confirm.

- I've shortened the production schedule to 3 days with the expectation that we'll need to work through the weekend prior to the submission on the 16th. Note:
 - Draft 1 will be content only given that I don't think we'll have resolution on design prior to sending Draft 1 out Okay but we should be pretty close and able to get final sign-off from Secretary in 10/5 meeting. You should have been added to all the meetings we have confirmed on the Secretary's

calendar now. Sorry for delay on that!

- I stole a day from Draft 1 Review
- I added time to Draft 1 Revisions since we'll be flowing the content into the new design template
- Draft 2 will include revised content and design.
- I stole a day from the Draft 2 Review
- I substituted a leaf-through for the final check in
 - Leaf-through will provide final revisions to final draft
- A table listing out future meetings – Very Helpful! Should we confirm this Thursday in Watertown for 1:30-2:30?

Clearly the schedule is tight, particularly the week prior to delivery.

- Do you think the short review windows are an issue on your side? **They should not be.**
 - For Draft 1, you'll have 2 days to review content
 - For Draft 2, you'll have 1.5 days to review content + design This may be tight but hopefully because we will have vetted content here it will be manageable.

Let me know if you have any questions or comments.

Regards,

Albert

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: Friday, September 22, 2017 2:09 PM

To: Thomas, Steve <STHOMAS@VHB.com>; Ng, Albert <ANG@VHB.com>

Cc: Liss, Lauren <LLiss@Massdevelopment.com>; Henderson, Richard <rhenderson@massdevelopment.com>; Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>

Subject: Project Updates

Hi Steve and Albert,

After talking with our internal team here and MassDevelopment, I am hoping you can help with a few things:

1. Set-up access to a secure drop-box where we can share content (storyboard, photos, other documents) with you.
2. Update the project timeline that you handed out the meeting with the following:
 - Updated meeting dates/times (including design team meetings)
 - Moving draft reviews up based on a 10/13 production date and 10/16 submission

Additionally as follow-up to our conversation on design, can we confirm the following meetings:

9/26 – 1pm – Design Group meeting at MassDevelopment

9/28 – Confirm a time for Richard, myself and a few other folks to come out to Watertown to really look at design options

- After a conversation with the Secretary, I will be engaging him as needed on design review, but we think these two meetings should occur before he is brought-in.

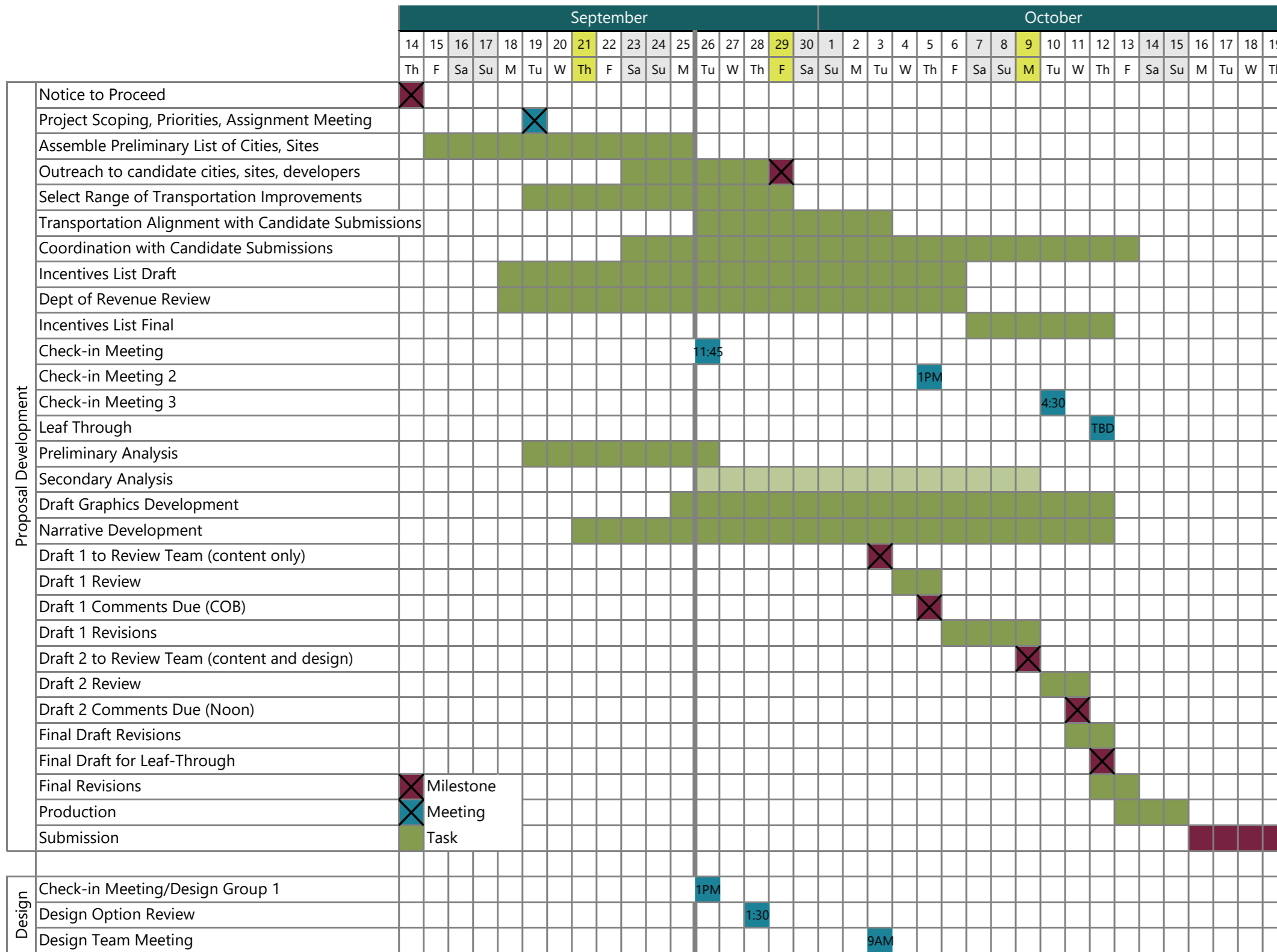
Happy to discuss if that is helpful!

Thanks,

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)
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Amazon HQ2 Proposal Development



Scheduled Meetings

| Date | DOW | Time | Location | What | Teams |
|-------|-----|----------|----------|-------------------------------|--------------|
| 9/19 | Tue | 10:00 AM | MD | Kick-Off | MD, HED, VHB |
| 9/26 | Tue | 1:00 PM | MD | Check In 1 | MD, HED, VHB |
| 9/26 | Tue | 1:00 PM | MD | Design | MD, HED, VHB |
| 9/28 | Thu | 1:30 PM | VHB | Design | MD, HED, VHB |
| 10/3 | Tue | 9:00 AM | VHB | Design | MD, HED, VHB |
| 10/5 | Thu | 1:00 PM | MD | Check In 2 | MD, HED, VHB |
| 10/10 | Tue | 4:30 PM | MD | Check In 3 | MD, HED, VHB |
| 10/12 | Thu | TBD | TBD | Leaf Through | MD, HED, VHB |
| TBD | | | | Transport Projects Discussion | MaDOT, VHB |

- HED Exec. Office of Housing and Econ. Dev.
- MD MassDevelopment (99 High, 11th Fl)
- VHB Vanasse Hangen Brustlin (101 Walnut St. Watertown)
- MaDOT MassDOT

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Miller, Joshua](#)
Cc: [Guyton, Elizabeth \(GOV\)](#); [Buckley, Timothy \(GOV\)](#); [Kaufman, Samantha \(EOHED\)](#)
Subject: RE: AMZN HQ2
Date: Tuesday, September 26, 2017 10:43:46 AM
Attachments: [EDIP Globe Data Request_09252017.xlsx](#)

Hi Josh,

Here's the EDIP data I owed you. I got your vm this morning and I don't have anyone available to address your other questions. Here's our previous statement for reference. Let me know what else you need.

“Massachusetts is home to a highly skilled and talented workforce, the world’s leading educational institutions and a thriving innovation economy that continues to attract companies like Amazon, and new investments and job opportunities from around the globe. We look forward to engaging stakeholders and presenting a convincing argument as to why Amazon should choose Massachusetts for its second U.S. headquarters.” – Michelle Hillman, Housing and Economic Development spokesperson.

On background:

- We have spoken to interested officials across the state and have encouraged them to apply if they believe they meet the RFP criteria.

- RFP Criteria here: https://images-na.ssl-images-amazon.com/images/G/01/Anything/test/images/usa/RFP_3_V516043504.pdf

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: Hillman, Michelle M. (EOHED)
Sent: Monday, September 25, 2017 6:15 PM
To: 'Miller, Joshua'
Cc: Guyton, Elizabeth (GOV) ; Buckley, Timothy (GOV) ; Kaufman, Samantha (EOHED)
Subject: RE: AMZN HQ2

Hi Josh,

More coming later/tomorrow but here's what I can give you right now in response to your request.

Please find attached:

- PDF with the top 10 MassWorks awards in the last five years, request #6 (all awards can be found here:

<http://www.mass.gov/hed/economic/eohed/pro/infrastructure/massworks/round-results/>)

Additionally, below please find language to his questions 2&3 about the economic development bill:

Background on the EEDO proposal:

The Governor's Economic Development Bill promoting the Opportunities For All plan proposed that EOHED be able to exceed the EDIP program's statutory cap for a truly "extraordinary opportunity."

The EEDO section of the bill would have allowed EOHED, with ANF's approval, to grant an additional

\$20M per year of EDIP tax credits to attract an extraordinary opportunity, which the bill defined as a project locating from out of state and creating at least 400 new jobs, or 200 new jobs in a gateway city. ANF's role in the designation of an extraordinary opportunity project would have been to ensure the investment was one the Commonwealth could afford, and would provide an adequate return to the taxpayers. **The EEDO credit was ultimately not included by the legislature in the final economic development legislation sent to Governor Baker's desk in 2016.**

On the changes to the EDIP program:

- The bill necessitated the promulgation of new regulations, which are currently under review.
- One of the things the legislative changes this summer did was to clarify language around decertification and clawbacks.
 - o Previously for a company to be considered noncompliant it had to have demonstrated "material" noncompliance, which didn't have an exact definition, beyond noting that material noncompliance included creating less than 50% of the jobs promised.
 - o The administration clarified this section so that companies are now in noncompliance if they haven't created the promised jobs on schedule, but that the board will take mitigating factors into consideration before they decertify a company and potentially enact clawback procedures.
 - o Additionally, the EACC board will be able to employ other options in addition to decertification (ex: reducing the amount of credits or changing the schedule, etc).
- The administration also changed the process for clawing back tax credits to make it much more effective. Previously, the state had to essentially sue the company to retrieve any tax credits they had already been awarded if they were later decertified. Now, we are able to go directly to DOR, who can add the amount to the company's next tax "bill" instead.
- The legislative changes also strengthened the "but, for" clause, creating a much stronger tie between the granting of tax credits, and proof that job creation would not happen absent the incentives.

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: Hillman, Michelle M. (EOHED)
Sent: Monday, September 25, 2017 3:50 PM
To: 'Miller, Joshua' <joshua.miller@globe.com>
Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>
Subject: RE: AMZN HQ2

Ok, working on it...
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: Miller, Joshua [<mailto:joshua.miller@globe.com>]

Sent: Monday, September 25, 2017 3:00 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: Re: AMZN HQ2

Thanks. The first question I will definitely need an answer to today because it will inform what I ask DeLeo/Rosenberg. If you can't get the others done today, I can take them by noon tomorrow. Who is the best person to walk be through on background how much political will EOHED has to get this to the Red Zone?

On Mon, Sep 25, 2017 at 1:43 PM, Hillman, Michelle M. (EOHED)

<michelle.m.hillman@massmail.state.ma.us> wrote:

Hi Josh,

Thanks for sending more specific questions. We are working on getting you a response today. If your deadline changes please let us know.

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](tel:617-788-3652) (office)

[857-895-1162](tel:857-895-1162) (cell)

From: Miller, Joshua [<mailto:joshua.miller@globe.com>]

Sent: Monday, September 25, 2017 11:12 AM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: AMZN HQ2

Dear Team,

Happy Monday. Hopefully talking to Speaker Bob and SP Stan today/tmw.

1. Does the administration believe it currently has the tools to put forward a credible offer to entice AMZN to put HQ2 in Massachusetts? If not, what statutory tools does the administration seek from the Legislature?

2

.

Can you send over a

plain language summary of what
the

Extraordinary Economic Development Opportunity language in 2016 economic
development bill filed by
the governor meant?

3. What changes were actually made to the EDIP statute in the law that the
governor signed?

4. Please provide five years (2012-2016) worth of data on EDIP awards, including
every award (company, amount) and mean award amount each year.

5. Please send over a list of the ten largest awards ever given through EDIP.

6. Please send a list of the ten largest MassWorks grants in the last five years.

Deadline: 7pm tonight

**All EDIP Projects with ITC 2010 to
Sept 2017**

| Municipality | Company Name | EDIP-ITC Award | EACC Approval Date |
|---------------------|---|-----------------------|---------------------------|
| West Bridgewater | Cheer Pack North America | \$1,473,785 | 3/27/2012 |
| Conway | Poplar Hill Machine, Inc. | \$40,000 | 3/27/2012 |
| Orange | Rodney Hunt Company | \$545,600 | 3/27/2012 |
| Holyoke | Sealed Air | \$177,264 | 3/27/2012 |
| Worcester | Siemens | \$252,740 | 3/27/2012 |
| Tewksbury | Thermo Fisher Scientific Inc. | \$855,000 | 3/27/2012 |
| Brockton | Crown Linen Service, Inc. | \$100,000 | 6/26/2012 |
| Pittsfield | General Dynamics Advanced Information Systems, Inc. | \$3,332,000 | 6/26/2012 |
| Burlington | Keurig, Inc. | \$360,000 | 6/26/2012 |
| Westfield | NE Opco, Inc. d/b/a/ National Envelope | \$315,215 | 6/26/2012 |
| Holyoke | Package Machinery Company Inc. | \$45,500 | 6/26/2012 |
| Palmer | Polymer Corporation | \$368,486 | 6/26/2012 |
| Devens | Saint-Gobain Ceramics & Plastics Inc. | \$1,703,760 | 6/26/2012 |
| Norwood | Steel Art Company, Inc. | \$148,879 | 6/26/2012 |
| Framingham | The TJX Companies, Inc. | \$2,250,000 | 6/26/2012 |
| Marlborough | The TJX Companies, Inc. | \$750,000 | 6/26/2012 |
| Cambridge | Vecna Technologies, Inc. | \$382,950 | 6/26/2012 |
| Westborough | Danafilms, Inc. | \$400,000 | 9/26/2012 |
| Holyoke | Dirk Auferoth & Associates, LLC | \$20,000 | 9/26/2012 |
| Methuen | Gooby Industries Corp. - dba Century Box** | \$1,100,000 | 9/26/2012 |
| Everett | L. Knife & Son, Inc. | \$260,000 | 9/26/2012 |
| Westborough | MicroChem Corp. | \$300,000 | 9/26/2012 |
| Fall River | Rhode Island Novelty, Inc. | \$990,500 | 9/26/2012 |
| Holyoke | U.S. Tsubaki Power Transmission LLC, - Roller Chain Division | \$270,000 | 9/26/2012 |
| Littleton | FIBA Technologies, Inc. | \$772,644 | 12/19/2012 |
| Taunton | General Fire Extinguishers Inc. | \$23,000 | 12/19/2012 |
| Marlborough | Ken's Foods Inc. | \$600,000 | 12/19/2012 |
| Lynn | Kettle Cuisine LLC | \$1,134,075 | 12/19/2012 |
| Springfield | Latino Food Distributors, Inc. | \$95,550 | 12/19/2012 |
| Springfield | Nash Manufacturing & Grinding Services Inc. | \$26,000 | 12/19/2012 |
| Andover | Schneider Electric USA, Inc. | \$285,000 | 12/19/2012 |
| Wareham | T. Marzetti Company / Chatham Village All-Natural Croutons (subsidiaries of Lancaster Colony Corporation) | \$625,000 | 12/19/2012 |
| Needham | TripAdvisor LLC | \$450,000 | 12/19/2012 |
| Lexington | VistaPrint USA Inc. | \$360,000 | 12/19/2012 |
| Brockton | W.B. Mason Co., Inc. | \$300,000 | 12/19/2012 |
| Salem | Jacqueline's Wholesale Bakery, Inc. | \$283,820 | 3/26/2013 |
| Springfield | Massachusetts Mutual Life Insurance Company | \$3,750,000 | 3/26/2013 |
| Leominster | New England Wire Products, Inc. | \$317,500 | 3/26/2013 |
| Natick | The MathWorks, Inc. | \$3,000,000 | 3/26/2013 |
| Watertown | athenahealth | \$9,500,000 | 6/26/2013 |
| Wareham | Cranberry Hospitality, LLC / LaFrance | \$65,000 | 6/26/2013 |
| Brockton | Evans Machine Company, Inc. | \$130,000 | 6/26/2013 |
| Leominster | F & M Tool & Plastics, Inc. | \$540,000 | 6/26/2013 |
| Chelsea | Golden Cannoli Shells Co., Inc. | \$162,500 | 6/26/2013 |
| Fall River | Matouk Textile Works / John Matouk & Co. | \$516,900 | 6/26/2013 |
| Devens | Ozark Automotive Distributors, Inc. (a subsidiary of O'Reilly Auto Parts, Inc.) | \$400,000 | 6/26/2013 |
| Attleboro | Richline Group, Inc. | \$400,000 | 6/26/2013 |
| Dalton | Sinicon Plastics, Inc. | \$69,266 | 6/26/2013 |
| Adams | TOG Manufacturing Company, Inc. | \$75,000 | 6/26/2013 |
| Sheffield | Berkshire Mountain Distillers | \$40,000 | 12/18/2013 |
| Chelsea | Central Ave Hotel LLC | \$300,000 | 12/18/2013 |
| Westborough | Cumberland Farms, Inc. | \$395,000 | 12/18/2013 |
| Worcester | Dennison Lubricants | \$250,000 | 12/18/2013 |
| Quincy | Granite Telecommunications LLC - | \$630,000 | 12/18/2013 |
| Fall River | Klear-Vu Corporation | \$60,000 | 12/18/2013 |
| Chelsea | Lawrenceville LLC | \$400,000 | 12/18/2013 |
| Chicopee | Menck USA dba Menck Windows | \$750,000 | 12/18/2013 |
| Westfield | Mestek, Inc. | \$133,200 | 12/18/2013 |
| Palmer | Detector Technology, Inc. | \$75,000 | 3/16/2014 |
| Gloucester | Gloucester Seafood Processing, Inc. & Gloucester Seafood Processing, Inc. | \$191,000 | 3/16/2014 |
| Fitchburg | Great Wolf Lodge of New England, LLC | \$680,000 | 3/16/2014 |

2012 Mean \$603,227

2013 Mean \$963,834

| Municipality | Company Name | EDIP-ITC Award | EACC Approval Date |
|--------------|--|----------------|--------------------|
| Worcester | SXC Prescott Street Hotel, LLC | \$225,000 | 3/16/2014 |
| Worcester | Trumbull Street Hotel, LLC | \$450,000 | 3/16/2014 |
| Lawrence | Asahi America, Inc. | \$375,000 | 6/24/2014 |
| Greenfield | Kennametal, Inc. | \$465,000 | 6/24/2014 |
| Springfield | Kielb Welding Enterprises, Inc. d/b/a/ | \$13,126 | 6/24/2014 |
| Sturbridge | Om Shri Ambika, LLC / Om Shri Agasi | \$40,000 | 6/24/2014 |
| Marlborough | SanDisk Corporation | \$300,000 | 6/24/2014 |
| Stoughton | Amazon.com.dedc LLC | \$600,000 | 9/24/2014 |
| Marlborough | IPG Photonics Corp. | \$750,000 | 9/24/2014 |
| Salem | Jacqueline's Wholesale Bakery, Inc. | \$478,181 | 9/24/2014 |
| Lowell | Metrigraphics, LLC | \$362,500 | 9/24/2014 |
| New Bedford | AMT BioProducts Corp. | \$31,336 | 12/17/2014 |
| Amesbury | Archgrove Hospitality | \$37,500 | 12/17/2014 |
| Burlington | Demandware, Inc. | \$146,000 | 12/17/2014 |
| Leominster | Easypak, LLC | \$262,500 | 12/17/2014 |
| Boston | Fiksu | \$120,000 | 12/17/2014 |
| Haverhill | Golden Fleece Manufacturing Group, | \$2,100,000 | 12/17/2014 |
| Malden | Hoff's Kitchen Co. Inc. | \$875,000 | 12/17/2014 |
| Hudson | Hudson Lock, LLC | \$32,846 | 12/17/2014 |
| Haverhill | Joseph's Gourmet Pasta | \$762,000 | 12/17/2014 |
| Boston | LogMeIn, Inc. | \$1,061,250 | 12/17/2014 |
| South Hadley | Mohawk Fine Papers, Inc. | \$73,050 | 12/17/2014 |
| Littleton | Potpourri Group, Inc. | \$325,000 | 12/17/2014 |
| Westborough | SimpliVity Corporation | \$120,000 | 12/17/2014 |
| Boston | Wayfair | \$264,000 | 12/17/2014 |
| Waltham | Amadeus North America, Inc. | \$130,000 | 3/24/2015 |
| Fall River / | Amazon.com.dedc, LLC | \$3,250,000 | 3/24/2015 |
| Greenfield | Argotec, LLC | \$232,500 | 3/24/2015 |
| Fall River | Blount Fine Foods, Corp. | \$1,125,000 | 3/24/2015 |
| Plainville | Distron Corporation | \$365,400 | 3/24/2015 |
| New Bedford | HTP, Inc. | \$399,048 | 3/24/2015 |
| Westfield | Jen-Coat, Inc. | \$240,000 | 3/24/2015 |
| Westfield | Tell Tool, Inc. | \$255,000 | 3/24/2015 |
| Newburyport | UFP Technologies | \$500,000 | 3/24/2015 |
| Northbridge | WGM Fabricators, LLC | \$375,000 | 3/24/2015 |
| Pepperell | 1A Auto, Inc. | \$532,493 | 6/23/2015 |
| Gardner | Advanced Cable Ties, Inc. | \$400,000 | 6/23/2015 |
| Wrentham | Capstan Atlantic | \$277,800 | 6/23/2015 |
| Milford | Consigli Construction Co., Inc. | \$165,000 | 6/23/2015 |
| Mendon | D.C. Bates Equipment Co., Inc. | \$25,000 | 6/23/2015 |
| Mansfield | Future Foam, Inc. | \$500,000 | 6/23/2015 |
| Framingham | Jack's Abby Brewing, LLC | \$262,500 | 6/23/2015 |
| Lowell | Markley Group | \$187,500 | 6/23/2015 |
| Gardner | New England Peptide, Inc . | \$127,037 | 6/23/2015 |
| Amesbury | DesignWerkes, Inc. | \$99,617 | 9/23/2015 |
| New Bedford | Friendly Fruit, Inc. dba Sid Wainer & Son | \$75,000 | 9/23/2015 |
| Cambridge | International Business Machines Corporation | \$2,500,000 | 9/23/2015 |
| Methuen | Jessica's Brick Oven, Inc. | \$375,000 | 9/23/2015 |
| New Bedford | Parallel Products of New England, Inc. | \$300,000 | 9/23/2015 |
| Lowell | Somerset Industries Inc. | \$225,000 | 9/23/2015 |
| Acton | Associated Environmental Systems Inc. | \$236,500 | 12/16/2015 |
| Westfield | Boise Cascade Company dba Boise Cascade Building Materials Distribution, LLC | \$67,500 | 12/16/2015 |
| Franklin | Cold Chain Technologies, Inc. | \$550,000 | 12/16/2015 |
| Holyoke | International Container Co., LLC / Searles Associates, LLC | \$62,500 | 12/16/2015 |
| Beverly | KROHNE, Inc. | \$320,000 | 12/16/2015 |
| Norton | New England Ice Cream Corporation | \$100,000 | 12/16/2015 |
| Marlborough | OYO Sportstoys, Inc. | \$480,000 | 12/16/2015 |
| Dudley | Webco Chemical Corporation | \$136,000 | 12/16/2015 |
| Worcester | Absolute Machinery Corporation | \$45,000 | 3/22/2016 |

2014 Mean \$400,546

2015 Mean \$450,800

| Municipality | Company Name | EDIP-ITC Award | EACC Approval Date |
|------------------|--|----------------|--------------------|
| Maynard | Acacia Communications, Inc. | \$100,000 | 3/22/2016 |
| Holyoke | Aegis Energy Services, Inc. | \$300,000 | 3/22/2016 |
| Salem | Hotel Salem Real Estate Holdings, LLC | \$112,500 | 3/22/2016 |
| Worcester | Imperial Distributors, Inc. | \$157,500 | 3/22/2016 |
| Chicopee | U.S. Tsubaki Automotive LLC | \$525,000 | 3/22/2016 |
| Westborough | Cumberland Farms, Inc. | \$150,000 | 6/22/2016 |
| Seekonk | FedEx Ground Package System, Inc. | \$195,000 | 6/22/2016 |
| Westfield | Jarvis Surgical, Inc. | \$430,000 | 6/22/2016 |
| Lowell | Kronos Incorporated | \$8,000,000 | 6/22/2016 |
| Westborough | SimpliVity Corporation | \$100,000 | 6/22/2016 |
| North Adams | The Beyond Place LLC / Blackinton Backwoods LLC / Blackinton Mill LLC | \$70,000 | 6/22/2016 |
| Dartmouth | AHEAD, LLC | \$312,500 | 9/21/2016 |
| Cambridge | Akamai Technologies, Inc. | \$700,000 | 9/21/2016 |
| New Bedford | American Holdco, LLC | \$400,000 | 9/21/2016 |
| Medford | Bianco & Son's Inc. | \$250,000 | 9/21/2016 |
| Chelsea | Broadway Hotel LLC | \$280,000 | 9/21/2016 |
| Greenfield | Decker Machine Works, Inc. | \$125,000 | 9/21/2016 |
| New Bedford | Freedom Restoration & Cleaning LLC | \$36,274 | 9/21/2016 |
| Chelsea | Golden Cannoli Shells, Inc. | \$120,000 | 9/21/2016 |
| Quincy | Granite Telecommunications, LLC - Phase 2 | \$3,600,000 | 9/21/2016 |
| Fall River | Ice Cube LLC / Hutchens Holding II, LLC | \$150,000 | 9/21/2016 |
| Greenfield | International Container Co. LLC | \$400,000 | 9/21/2016 |
| Weymouth | Prodrive Technologies, Inc. | \$1,375,000 | 9/21/2016 |
| Holyoke | Sealed Air Corporation | \$132,000 | 9/21/2016 |
| Fall River | U.S. Bedding, Inc. | \$190,067 | 9/21/2016 |
| Northampton | VCA Inc. / Alloy LLC | \$75,000 | 9/21/2016 |
| Littleton | Patriot Beverage, LLC | \$625,000 | 12/13/2016 |
| Worcester | Pieco Holdings dba Table Talk Pie, Inc. | \$750,000 | 12/13/2016 |
| Lawrence | 3Decor LLC | \$256,380 | 3/22/2017 |
| Cambridge | EFEKTA Group, Inc. | \$6,000,000 | 3/22/2017 |
| Brockton | Evans Machine Company, Inc. | \$105,000 | 3/22/2017 |
| North Andover | F. H. Cann & Associates, Inc. | \$2,000,000 | 3/22/2017 |
| Taunton | Maxon Precision Motors, Inc. | \$1,000,000 | 3/22/2017 |
| Pittsfield | Modern Mold & Tool, Inc. | \$145,000 | 3/22/2017 |
| Pittsfield | Shire City Herbals, Inc. / Shire City Apples LLC | \$74,000 | 3/22/2017 |
| Agawam | Sound Seal, Inc. | \$75,000 | 3/22/2017 |
| East Bridgewater | Twins Enterprise, Inc. / 47 Brand LLC | \$150,000 | 3/22/2017 |
| Boston | Wayfair LLC | \$1,150,000 | 3/22/2017 |
| Braintree | Channel Fish Processing Co. Inc. | \$240,000 | 6/21/2017 |
| Chicopee | Consumer Products Distributors Inc. dba J. Polep Distribution Services | \$477,850 | 6/21/2017 |
| Plympton | Litecontrol Corporation | \$450,000 | 6/21/2017 |
| Sturbridge | Publick House Service Corp. | \$50,000 | 6/21/2017 |
| Lawrence | Valentine and Kebartas, LLC | \$250,000 | 6/21/2017 |
| Dennis | Aquacultural Research Corporation | \$100,000 | 9/20/2017 |
| Westford | Goodrich Corporation (a UTC Aerospace Systems Company) | \$540,000 | 9/20/2017 |
| Westwood | Honeywell International Inc. | \$285,000 | 9/20/2017 |
| Southampton | J&E Precision Tool, Inc. | \$101,500 | 9/20/2017 |
| North Andover | Lifoam Industries, LLC (a subsidiary of Newell Brands) | \$375,000 | 9/20/2017 |
| Pittsfield | LTI Smart Glass, Inc. | \$240,000 | 9/20/2017 |
| Fall River | Merrow Manufacturing LLC | \$750,000 | 9/20/2017 |
| Lowell | Plenus Group Inc. | \$300,000 | 9/20/2017 |

2016 Mean

\$679,512

YTD 2017 Mean

\$657,162

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Servetnick, Adrian \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: EEA info for Amazon
Date: Tuesday, September 26, 2017 10:52:09 AM
Attachments: [EEA-Amazon.docx](#)
[Massachusetts Climate Strategy.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: Ullman, Rebecca (EEA)
Sent: Monday, September 25, 2017 5:44 PM
To: Ward Weeden, Aimee (EOHED)
Subject: EEA info for Amazon

Hi Aimee,

Please find attached some information on EEA topics for the Amazon proposal- a narrative and a power point summary of the climate strategy.

We're standing by for questions- please let me know if we can expand up on anything.

Thanks,

Becky

EEA Information for Amazon

Contents

- Commonwealth Climate Strategy 2
 - Overview 3
 - Mitigation..... 3
 - Recent Commitments (RGGI, Climate Alliance, NEG-ECP): 4
 - Adaption..... 5
 - MVP Program 5
- Massachusetts Permitting Requirements..... 5
 - Massachusetts Environmental Protection Act (MEPA) 6
 - Ch. 91 –For downtown and waterfront buildings. 6
- Smart Building Information..... 7

Commonwealth Climate Strategy

Talking Points for Governor Charlie Baker

Municipal Climate Summit – Division of Fisheries and Wildlife, Westborough, MA

September 12, 2017

To commemorate the anniversary of Executive Order 569, EEA is hosting a number of events throughout the week on Climate Change. You will keynote a municipal summit for cities and towns across the Commonwealth who have received grant awards or would like to learn more about the Administration's new Municipal Vulnerability Preparedness Program.

Your suggested remarks highlight the Commonwealth's progress to implement EO 569, the recent commitments (RGGI, Climate Alliance, NEG-ECP), the statewide adaptation plan, and the MVP program for cities and towns.

In the coming weeks, EEA will launch a new toolkit for municipalities and data-based website on climate change and a new training program, developed with the Nature Conservancy, for municipalities interested in becoming an MVP community – your suggested remarks mention them briefly.

Sec. Beaton will announce an upcoming statewide listening session for transportation sector emission reduction policies, a new vulnerability guidebook.

Secretary Beaton will deliver welcoming remarks will introduce you. You will be followed by Sec. Bennett and Sec. Pollack. Sec. Beaton would like you to mention that the state will hold 3 listening sessions this fall on transportation, Secs. Beaton and Pollack will go into more detail.

Overview

- Over the course of the last two and a half years, Massachusetts has had to confront a variety of weather challenges:
 - Heavy snow in the winter of 2015
 - A serious drought throughout the second half of 2016
 - And earlier this year, our first February tornado in Western Massachusetts.
- Throughout these events, our administration has embraced action to prevent further climate change by leading the way on mitigation efforts while building resiliency to prepare for its ongoing impacts. We've done it because acting on climate change makes our state, our economy, and our cities and towns stronger and puts us on the right path forward.
- The Governor signed Executive Order 569 to outline a strategic plan for continuing our work to reduce emissions under the Global Warming Solutions Act and to direct new efforts to work across state government in each executive office to adapt and plan for climate change in our day to day planning, policy and decision making.

Mitigation

- Massachusetts has long been a leader in efforts to reduce greenhouse gas emissions and we remain committed to meeting the requirements of the Global Warming Solutions Act of 2008. The most recent data (2014) shows that the Commonwealth had reduced emissions by 21 percent from 1990 levels, leaving about 4 percent remaining to achieve the 2020 goal. But our work doesn't stop here – But our work isn't complete. We must chart a course and ensure these numbers continue to decline in order to achieve 80 percent reductions below the 1990 level by 2050 required by the GWSA. Last year, the Governor signed bi-partisan energy legislation that will put the Commonwealth on a path to lower energy costs while working to meet the targets of the Global Warming Solutions Act.
- A pillar of that legislation was expanding clean energy production through competitive procurements and this summer we received those proposals and we are encouraged by the quantity and diversity of resources, including: hydroelectricity, wind, solar, and storage so far.
 - Hydropower and Clean Electricity. Bids have been submitted for the solicitation for additional clean electricity contracts. Selection is scheduled for the end of the year for as much as 15 percent of MA electric load. DPU reviews contracts.
 - SMART. Regulations for reformed solar incentives designed to maintain growth and reduce cost for additional 1600MW have been filed. DPU reviews and tentative schedule for tariff approval is June/July 2018.
 - Thermal Energy. Revising incentives to broaden eligibility for residential and commercial renewable thermal energy, including biomass. Rules are scheduled to be finalized in December.
 - Offshore Wind. RFP has been issued for 400-800MW of capacity. Bids are due on December 20, 2018.

- Accelerating Innovation
 - Storage. Prioritized research, development, and commercialization of electric storage technology. Bids have been submitted for a cost share of \$10 million in funding demonstration projects. Selections will be made in November.
 - Grid Modernization. Reviewing cost-effective deployment of smart meters, time-of use rates, storage, and electric vehicle infrastructure in pending cases at DPU.

- Much of our success in reducing emissions to date has been from cuts made in the power sector through investments in energy efficiency, renewable generation, and coal plant retirements. While we must keep up our efforts on all fronts, our urgent attention is now needed to reduce emissions from the transportation sector. This sector now represents the biggest percentage of emissions in the Commonwealth and is currently the only sector projected to grow. With this in mind, the Administration recently announced a series of public listening sessions for stakeholders from across Massachusetts to help us identify the best policies to reduce transportation sector emissions, develop a comprehensive regional strategy for the deployment of electric vehicles, and increase the resilience of transportation infrastructure as the climate changes.

- We continue to be active in a number of regional efforts including the Transportation Climate Initiative, a collaboration of transportation, energy and environmental agencies from the Northeast and Mid-Atlantic states, working to develop the clean energy economy and reduce GHG emissions. My staff will be in New York next week for meetings of the initiative.

- We are also working with the 7 other states and the auto manufacturers under a multi-state Zero Emission action plan to ensure market growth of plug in hybrid, electric and fuel cell electric vehicles.

Recent Commitments (RGGI, Climate Alliance, NEG-ECP):

- We recently helped finalize a new program plan with eight other Northeastern and Mid-Atlantic states participating in the Regional Greenhouse Gas Initiative (RGGI) -- the nation's first ever regional market-based regulatory program to reduce emissions while generating revenue for reinvestment in programs to build the clean energy economy and benefit consumers. The new RGGI proposal calls for an additional 30 percent cap reduction between 2021 and 2030, relative to the RGGI 2020 levels. Emissions would be capped at about 75 million tons in 2021, declining by about 2.25 million tons every year until 2030. The rate of reduction (approximately 3% per year) is more aggressive than that in place during the first period (approximately 2.5%). The RGGI plan builds upon strong collaboration across state lines, which is an important approach to any the borderless challenges of climate change.

- Massachusetts has also joined the U.S. Climate Alliance along with 13 other states and Puerto Rico. As part of this coalition, we're committed to upholding the objectives of the 2015 Paris Agreement within our borders and we are currently on course to exceed the targets called for in this International Agreement. We are working with our sister states to track collective emission

reductions, exchange best practices, and develop new ideas and solutions to this global challenge.

- A group of New England Governors and Eastern Canadian Premiers just signed onto a regional emission reduction target of 35-45% across the region by 2030, and a few weeks ago in Canada this group committed to a Climate Action Plan Update that outlines possible actions the region can take together to bring down emissions.

Adaption

- Executive Order 569 also dealt with preparing for the impacts of climate change and working with all of you to build more resilient cities and towns.
- EEA & EOPSS are taking the lead on developing and implementing a **statewide** comprehensive climate adaptation plan to provide a blueprint for protecting Massachusetts' citizens, state government, cities and towns, local economic prosperity and environment. This plan will represent a first of its kind integrated State Hazard Mitigation and Climate Adaptation Plan that takes a forward-facing look at how hazards will change as the climate changes. This creative thinking, leveraging resources, and working across government represents a practical and very necessary approach to dealing with climate change.
- The Order specifically directs us to use the best science and data to complete this statewide adaptation plan and to develop operational, on-the-ground strategies that will safeguard our communities, protect our natural resources, and sustain our vibrant economy. The state is preparing to launch a new website built with data from EEA and the Northeast Climate Center at UMass-Amherst. This new tool will help cities and towns, local agencies, organizations, and institutions across the state plan for climate change.

MVP Program

- While EOPSS and EEA work on a statewide plan, we are also committed to maintaining strong partnerships with cities and towns through the Municipal Vulnerability Preparedness Program (MVP) program. We've announced grant awards totaling over \$1.1 million to 20% (70+) of the communities in our state to identify strengths and weaknesses and prioritize actions to build resilience and prepare for the impacts of climate change. We are thrilled that we are working together to take on this challenge and make our cities and towns stronger.

Here in the Commonwealth, we believe that being a leader in addressing climate change makes us stronger, and our vibrant economy and burgeoning clean energy industry supports that notion.

Massachusetts Permitting Requirements

New construction in Massachusetts is subject to two primary reviews- MEPA and Chapter 91.

Massachusetts Environmental Protection Act (MEPA)

The Massachusetts Environmental Policy Act (MEPA) requires that state agencies study the environmental consequences of their actions, including permitting and financial assistance. It also requires them to take all feasible measures to avoid, minimize, and mitigate damage to the environment.

MEPA further requires that state agencies "use all practicable means and measures to minimize damage mitigation commitments, which will become conditions for the project if and when they are permitted."

MEPA applies to projects that exceed MEPA review thresholds and that require a state agency action, specifically that they are either proposed by a state agency or are proposed by municipal, nonprofit or private parties and require a permit, financial assistance, or land transfer from state agencies.

MEPA review is not a permitting process. MEPA requires public study, disclosure, and development of feasible mitigation for a proposed project. It does not pass judgement on whether a project is environmentally beneficial, or whether a project can or should receive a particular permit. Those decisions are left to the permitting agencies. MEPA review occurs before permitting agencies act, to ensure that they are fully cognizant of environmental consequences of their actions.

MEPA review provides the mechanism through which this information collection and mitigation mandate is executed. MEPA empowers the Secretary of Energy & Environmental Affairs to oversee the review process. The process is public and encourages comments from citizens and from state, regional and local agencies.

Ch. 91 –For downtown and waterfront buildings.

The oldest program of its kind in the nation, Chapter 91 regulates activities on both coastal and inland waterways, including construction, dredging and filling in tidelands, great ponds and certain rivers and streams.

Through Chapter 91, the Commonwealth seeks to preserve and protect the rights of the public, and to guarantee that private uses of tidelands and waterways serve a proper public purpose. While other agencies, including the Department of Environmental Management, Massachusetts Coastal Zone Management and the Division of Fisheries and Wildlife, play a role in preserving public rights in public trust lands, the Waterways Regulation Program, the section of MassDEP that oversees Chapter 91, is the primary division charged with implementing the "public trust doctrine." Specifically, the MassDEP Waterways Regulation Program:

- Preserves pedestrian access along the water's edge for fishing, fowling and navigation and, in return for permission to develop non-water dependent projects on Commonwealth tidelands, provides facilities to enhance public use and enjoyment of the water.
- Seeks to protect and extend public strolling rights, as well as public navigation rights.
- Protects and promotes tidelands as a workplace for commercial fishing, shipping, passenger transportation, boat building and repair, marinas and other activities for which proximity to the water is either essential or highly advantageous.
- Protects Areas of Critical Environmental Concern, ocean sanctuaries and other ecologically sensitive areas from unnecessary encroachment by fill and structures.
- Encourages the development of city and town harbor plans to dovetail local waterfront land use interests with the Commonwealth's statewide concerns.

Smart Building Information

Massachusetts, ranked first for 2017 by ACEEE for energy efficiency, has robust incentives for large (100K sq feet and greater) new commercial construction. Specifically, the Integrated Design Path for Large Buildings Programs provides both technical expertise in the design as well as and financial incentives for construction. The incentives are performance-based and is provided for both thermal and electric savings. The specific details of the program [can be found here.](#)

From: [Ullman, Rebecca \(EEA\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: EEA info for Amazon
Date: Tuesday, September 26, 2017 10:58:21 AM

Ok great- standing by to expand anything, in particular the permitting and smart building sections.

From: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, September 26, 2017 10:52 AM
To: Ullman, Rebecca (EEA)
Subject: RE: EEA info for Amazon

Very helpful! We will be in touch as we start developing content from these documents.

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: Ullman, Rebecca (EEA)
Sent: Monday, September 25, 2017 5:44 PM
To: Ward Weeden, Aimee (EOHED)
Subject: EEA info for Amazon

Hi Aimee,

Please find attached some information on EEA topics for the Amazon proposal- a narrative and a power point summary of the climate strategy.

We're standing by for questions- please let me know if we can expand up on anything.

Thanks,

Becky

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#); [Kennealy, Michael \(EOHED\)](#); [Frazier, Ricks \(EOHED\)](#); [Servetnick, Adrian \(EOHED\)](#); [Weikel, Adam \(GOV\)](#); [Lee, Daniel \(GOV\)](#); [Sullivan, Jennifer F. \(ANF\)](#); [Chabot, Emily K. \(GOV\)](#); [Vallarelli, Michael \(GOV\)](#); [Kelleher, Michael \(EHS\)](#)
Subject: RE: Project Tracker
Date: Tuesday, September 26, 2017 11:15:44 AM
Attachments: [20170926 Proposal ScheduleV2.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: Ward Weeden, Aimee (EOHED)

Sent: Tuesday, September 26, 2017 10:36 AM

To: Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Frazier, Ricks (EOHED); Servetnick, Adrian (EOHED); Weikel, Adam (GOV); Lee, Daniel (GOV); Sullivan, Jennifer F. (ANF); Chabot, Emily K. (GOV); Vallarelli, Michael (GOV); Kelleher, Michael (EHS)

Subject: Project Tracker

Hi Team,

This will be distributed at the 11:45 today – it is subject to change, but it is helpful as a reference point for milestones, meetings and deliverables. If there is something missing, please let us know.

Emily – can you make sure Kristen gets a copy too?

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)

-----Original Appointment-----

From: Goodall, Devon L. (MOBD)

Sent: Tuesday, September 19, 2017 2:35 PM

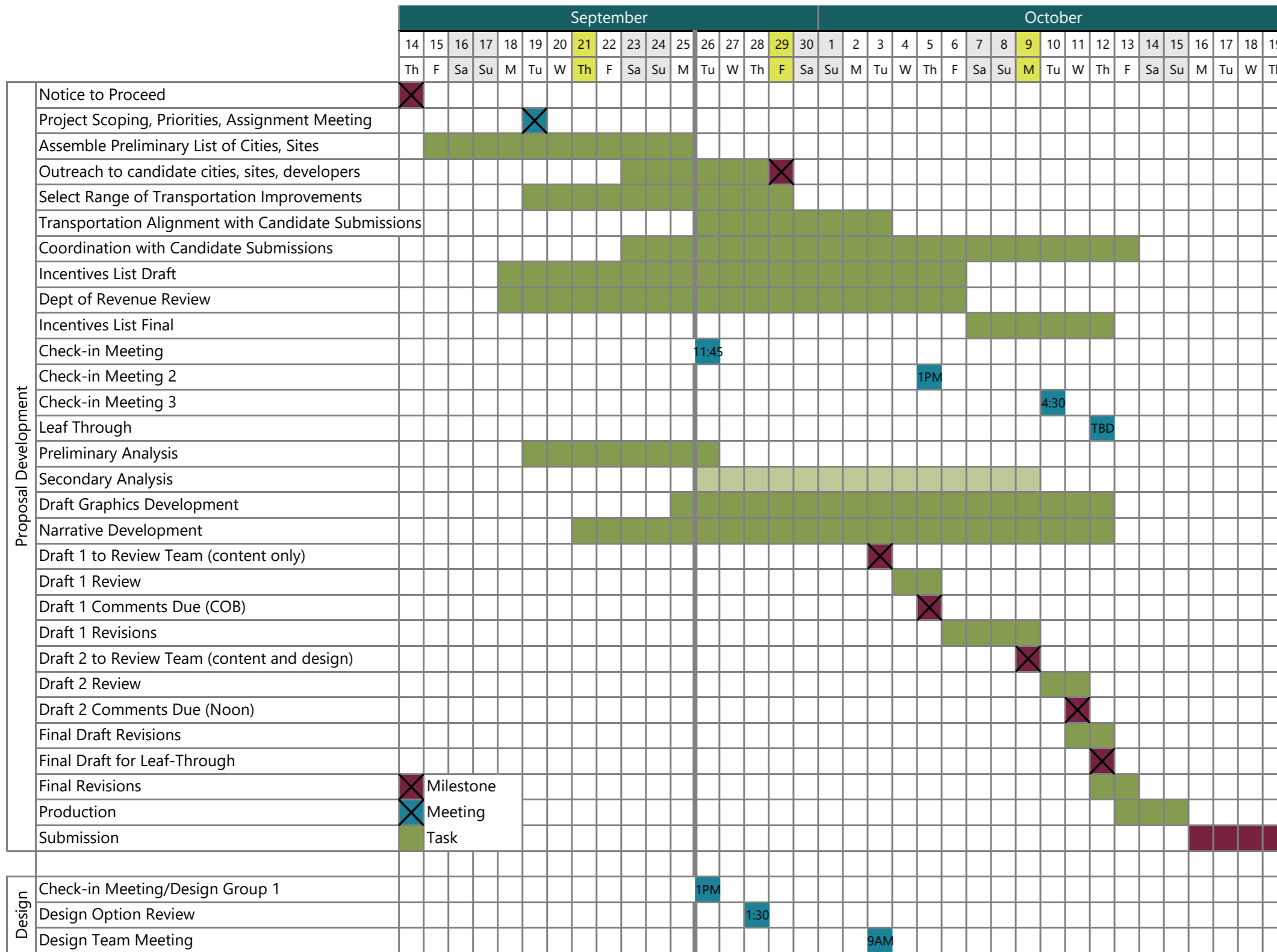
To: Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Servetnick, Adrian (EOHED); Weikel, Adam (GOV); Lee, Daniel (GOV); Sullivan, Jennifer F. (ANF); Chabot, Emily K. (GOV); Vallarelli, Michael (GOV); Kelleher, Michael (EHS)

Subject: Daily Check-in Call

When: Wednesday, September 27, 2017 8:15 AM-8:45 AM (UTC-05:00) Eastern Time (US & Canada).

Where: Dial in: **Exemption (c)**

Amazon HQ2 Proposal Development



Scheduled Meetings

| Date | DOW | Time | Location | What | Teams |
|-------|-----|----------|----------|-------------------------------|--------------|
| 9/19 | Tue | 10:00 AM | MD | Kick-Off | MD, HED, VHB |
| 9/26 | Tue | 1:00 PM | MD | Check In 1 | MD, HED, VHB |
| 9/26 | Tue | 1:00 PM | MD | Design | MD, HED, VHB |
| 9/28 | Thu | 1:30 PM | VHB | Design | MD, HED, VHB |
| 10/3 | Tue | 9:00 AM | VHB | Design | MD, HED, VHB |
| 10/5 | Thu | 1:00 PM | MD | Check In 2 | MD, HED, VHB |
| 10/10 | Tue | 4:30 PM | MD | Check In 3 | MD, HED, VHB |
| 10/12 | Thu | TBD | TBD | Leaf Through | MD, HED, VHB |
| TBD | | | | Transport Projects Discussion | MaDOT, VHB |

- HED Exec. Office of Housing and Econ. Dev.
- MD MassDevelopment (99 High, 11th Fl)
- VHB Vanasse Hangen Brustlin (101 Walnut St. Watertown)
- MaDOT MassDOT

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Maeghan Welford](#); [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Tim Connelly](#); [Brian Noyes](#); [Dan Haro](#)
Subject: RE: Industry Letter draft for review
Date: Tuesday, September 26, 2017 11:23:33 AM
Attachments: [Industry Letter V2_DG.docx](#)
[Amazon Industry Support Letter Outline_DLG.docx](#)

Hi Maeghan,

Thank you for putting the letter together! I've made a few edits (attached) to the letter. It would be great if you could also include MACP and MA Business Roundtable in the outreach for signatories. I've also reattached the support letter outline. We are still hoping to get 5 solid testimonials from companies in Boston that are between 250-500 words each. Could you send us a list by this afternoon of 10 suggested ones and we'll run it by Jay before beginning outreach on this piece of testimonials?

Devon

From: Maeghan Welford [mailto:welford@masstech.org]
Sent: Monday, September 25, 2017 8:44 AM
To: Ward Weeden, Aimee (EOHED)
Cc: Tim Connelly; Brian Noyes; Dan Haro; Goodall, Devon L. (MOBD)
Subject: Industry Letter draft for review

Aimee:

Draft group industry testimonial letter attached for your review (thank you Brian!)

Once we have an HED-approved draft, we will contact for signatories through GBCC, MassTLC, and MHTC.

IF you would like us to also contact MACP and Mass Business Roundtable we are happy to include as well – just let us know.

Thank you,

Maeghan

Maeghan Silverberg Welford
Chief of Staff, Massachusetts Technology Collaborative &
Senior Advisor, Massachusetts eHealth Institute at MassTech

Office: (617) 371-3999, x230

Cell: **(Exemption (c))**

welford@masstech.org

www.masstech.org

@Mass_Tech

Join the [Massachusetts Digital Health Initiative](#) and [Mass Digital Health LinkedIn group](#)

Amazon.com
Office of Economic Development
C/O Holly Sullivan
~~c/o Site Manager Golden~~
2121 7th Ave
Seattle, WA 98121

Dear ~~[NAME]~~, Ms. Sullivan,

As Amazon.com searches for its new “HQ2”, we collectively encourage you to consider sites within the Commonwealth of Massachusetts. ~~As 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, ~~as it will bring Amazon even closer 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 ~~even~~ 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, ~~not to mention the~~ 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,

[UNDERSIGNED]

Amazon Industry Support Letter Outline:

- Please aim to keep between 250-500 words
- Letters should be on your letterhead and addressed to:

Amazon.com
Office of Economic Development
C/O Holly Sullivan
2121 7th Ave
Seattle, WA 98121

- Kindly note that this letter will ultimately become a public record.
- Please submit to Aimee Ward (Aimee.Ward@state.ma.us) by Friday, September 29.
- Please focus on the question of **why you chose Massachusetts and would encourage Amazon to consider the Commonwealth as an ideal location for its second headquarters.**
- Please feel free to draw upon your personal experience or perspective.
- Potential factors for emphasis may include:
 - **Best-in-Class Available Talent:** The opportunity for industries to grow here based upon the availability and density of our skilled workforce. Massachusetts has the greatest concentration of institutions of higher education in the United States – 140 colleges and universities, 55 within Greater Boston
 - **Public-Private Collaboration Drives Growth:** Strong leadership from the Governor allowing for the ability of our public officials and industry leadership to communicate, partner, and work together to achieve a shared economic development strategy; the stability of the regulatory environment and openness to government dialogue with industry;
 - **The #1 Technology Ecosystem:** The national/global competitiveness and collaborative nature of our local innovation ecosystem; our multi-cluster density, our opportunity to lead in the future digital revolution, and inherent strengths from start-up to scale-up; and/or
 - **Live-Work-Play:** Balance of working and living in a world class state with great culture, top healthcare institutions, museums, theatres, history, recreation and festivals.

For your Information:

- Link to the RFP: https://images-na.ssl-images-amazon.com/images/G/01/Anything/test/images/usa/RFP_3_V516043504_.pdf

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Ash, Jay \(EOHED\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Deadline response for Globe
Date: Tuesday, September 26, 2017 12:26:00 PM

Adding Aimee
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)
Sent: Tuesday, September 26, 2017 12:24 PM
To: Ash, Jay (EOHED)
Subject: Deadline response for Globe
Importance: High

Hi Jay,

This is for the Josh Miller story I talked to you about last night. Gov's office wants to provide this quote with your approval in response to his question **"Does the administration believe it currently has the tools to put forward a credible offer to entice AMZN to put HQ2 in Massachusetts? If not, what statutory tools does the administration seek from the Legislature?"**

"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. While it is too early to rule any element of the still developing bid in or out, the Administration is open to working with the legislature on economic development tools as part of the Amazon bid process."

Thanks,
Michelle

From: Hillman, Michelle M. (EOHED)
Sent: Monday, September 25, 2017 5:30 PM
To: Pitman, William (GOV); Guyton, Elizabeth (GOV)
Cc: Moss, Brendan C. (GOV); Buckley, Timothy (GOV)
Subject: FW: information for josh miller
Importance: High

Information for Josh Miller/Globe

Please find attached:

- Excel spreadsheet containing data related to requests 4&5 re: EDIP program
- PDF with the top ten MassWorks awards in the last five years, request #6

(all awards can be found here:

<http://www.mass.gov/hed/economic/eohed/pro/infrastructure/massworks/round-results/>)

Additionally, below please find language to his questions 2&3 about the economic development bill:

2. Can you send over a plain language summary of what

the Extraordinary Economic Development Opportunity (EEDO) language in 2016 economic development bill filed by the governor meant?

3. What changes were actually made to the EDIP statute in the law that the governor signed?

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On the changes to the EDIP program:

- The bill necessitated the promulgation of new regulations, which are currently under review.
- One of the things the legislative changes this summer did was to clarify language around decertification and clawbacks.
 - o Previously for a company to be considered noncompliant it had to have demonstrated "material" noncompliance, which didn't have an exact definition, beyond noting that material noncompliance included creating less than 50% of the jobs promised.
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- The administration also changed the process for clawing back tax credits to make it much more effective. Previously, the state had to essentially sue the company to retrieve any tax credits they had already been awarded if they were later decertified. Now, we are able to go directly to DOR, who can add the amount to the company's next tax "bill" instead.
- The legislative changes also strengthened the "but, for" clause, creating a much stronger tie between the granting of tax credits, and proof that job creation would not happen absent the incentives. .

From: Anthony Flint
To: [Kennealy, Michael \(EOHED\)](#)
Subject: Disaster recovery, and how the property tax funds schools: At Lincoln House September 2017
Date: Tuesday, September 26, 2017 12:40:45 PM

Email not displaying correctly? [View it in your browser.](#)



At Lincoln House

The monthly e-newsletter of the Lincoln Institute of Land Policy



IN THIS ISSUE

Research provides roadmap for hurricane, earthquake recoveries
The property tax for public school funding
Land Matters

Research provides roadmap for hurricane, earthquake recoveries

Amid one of the worst hurricane seasons in history, and in the wake of a devastating earthquake in Mexico City, communities need to plan their recoveries carefully so they can emerge stronger and more resilient than before. That's the message of the [report](#) *After Great Disasters* and the companion [book](#), which the Lincoln Institute is providing free to those in the affected areas.

The report and book, by Laurie Johnson and Robert Olshansky, draw on the authors' deep experience as advisors who have helped places recover from disasters around the world, from the 1995 earthquake in Kobe to Hurricane Sandy

in 2012. They have studied best practices in the United States, Japan, China, New Zealand, Indonesia, India, and several other countries around the world.

[Read On >](#)

The property tax for public school funding

The property tax accounts for more than a third of public school funding in the United States, and it is a much more stable source of revenue than income and sales taxes. However, it is constantly under attack, and often entangled in debates about educational equity.

In a new policy brief, Lincoln Institute Research Fellow Andrew Reschovsky explains the importance of the property tax and proposes ways to improve its performance, ease burdens on taxpayers, and reform state funding mechanisms to reduce disparities between school districts.

[Read On >](#)

Land Matters

As cities weigh incentives for Amazon, [research raises questions](#) about the effectiveness of tax breaks ... Our report on smaller legacy cities has generated media coverage in cities like [Albany](#), New York, [Lancaster](#), Pennsylvania and [Gary](#), Indiana, and in national outlets like [CityLab](#) and [Next City](#). We look forward to a productive roundtable with our partners the Greater Ohio Policy Center on building civic capacity ... It's time for cities to [think more creatively](#) about alternative sources of funding, writes Senior Fellow Martim Smolka ... Senior Fellow Armando Carbonell joined the timely [Blue Ribbon Panel](#) on Climate Change and Resilience ... Martim Smolka [discussed land value capture](#) at the International Congress on Urbanism and Mobility in Buenos Aires, Argentina (text in Spanish) ... Three authors of our book [Nature and Cities](#) are [on Planetizen's ballot](#) for "Most Influential Urbanists" of all time ... With our Sonoran Institute partners, we will help train leaders in how to [use land efficiently and conserve water](#) as communities grow ... [Georgism as a philosophy](#) for Silicon Valley billionaires ... Our researchers broke down the complexities of property tax limitations at the [International Conference on Assessment Administration](#), where Steve Eisman of Big Short fame spoke about the 2008 financial crisis to some 1,500 assessors and others ... This month's highlighted Working Paper: [Financial Sustainability Index: A Self-Assessment Tool for Financial Sustainability](#), by Shayne Kavanagh, Mark Pisano, Shui Yan Tang, Michael F. McGrath, Doug Linkhart, Monika Hudson, and Erik Colon.

--ANTHONY FLINT & WILL JASON

Photo: iStock.com/Karl Spencer



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Our mailing address is:

LINCOLN INSTITUTE OF LAND POLICY
113 Brattle Street | Cambridge, MA 02138

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From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Logan, Timothy](#); [Guyton, Elizabeth \(GOV\)](#)
Subject: RE: DOR Amazon Lawsuit
Date: Tuesday, September 26, 2017 12:50:27 PM

Hi Tim,

Please contact Nathalie Dailida at DOR -- dailidan@dor.state.ma.us

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: Tuesday, September 26, 2017 12:33 PM

To: Guyton, Elizabeth (GOV) ; Hillman, Michelle M. (EOHED)

Subject: DOR Amazon Lawsuit

Hey,

Doing a story on the lawsuit filed yesterday by Department of Revenue against Amazon, in light of the headquarters competition. Hoping to talk with someone in the Administration about timing, and if/how this might influence that process. Anyone you can connect me with?

Thanks,

Tim

--

Tim Logan

Business Reporter

Boston Globe

617-929-2869

314-681-1818 (cell)

Twitter: @bytimlogan

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Ash, Jay \(EOHED\)](#)
Subject: RE: Deadline response for Globe
Date: Tuesday, September 26, 2017 1:12:49 PM

The last sentence is incomplete. Did you mean to add something else there?

"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 is the best fit for Amazon's second headquarters. **While it is too early to rule any element of the still developing bid in or out.**"

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: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, September 26, 2017 1:08 PM
To: Hillman, Michelle M. (EOHED)
Cc: Ash, Jay (EOHED)
Subject: Re: Deadline response for Globe

Edited below per Jay.

Who will it be attributed to?

Make sure GOV office sees this edited version before we respond.

Thx!

Aimee
617-356-3037
Sent from my iPhone

On Sep 26, 2017, at 12:26 PM, Hillman, Michelle M. (EOHED)
<michelle.m.hillman@MassMail.State.MA.US> wrote:

Adding Aimee
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)
Sent: Tuesday, September 26, 2017 12:24 PM
To: Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US>

Subject: Deadline response for Globe

Importance: High

Hi Jay,

This is for the Josh Miller story I talked to you about last night. Gov's office wants to provide this quote with your approval in response to his question "Does the administration believe it currently has the tools to put forward a credible offer to entice AMZN to put HQ2 in Massachusetts? If not, what statutory tools does the administration seek from the Legislature?"

"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 is the best fit for Amazon's second headquarters. While it is too early to rule any element of the still developing bid in or out."

Thanks,

Michelle

From: Hillman, Michelle M. (EOHED)

Sent: Monday, September 25, 2017 5:30 PM

To: Pitman, William (GOV); Guyton, Elizabeth (GOV)

Cc: Moss, Brendan C. (GOV); Buckley, Timothy (GOV)

Subject: FW: information for josh miller

Importance: High

Information for Josh Miller/Globe

Please find attached:

- Excel spreadsheet containing data related to requests 4&5 re: EDIP program
- PDF with the top ten MassWorks awards in the last five years, request #6

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2. Can you send over a plain language summary of what the Extraordinary Economic Development Opportunity (EEDO) language in 2016 economic development bill filed by the governor meant?
3. What changes were actually made to the EDIP statute in the law that the governor signed?

Background on the EEDO proposal:

The Governor's Economic Development Bill promoting the Opportunities For All plan proposed that EOHED be able to exceed the EDIP program's statutory cap for a truly "extraordinary opportunity." The EEDO section of the bill would have allowed EOHED, with ANF's approval, to grant an additional \$20M per year of EDIP tax credits to attract an extraordinary opportunity, which the bill defined as a project locating from out of state and creating at least 400 new jobs, or 200 new jobs in a gateway city. ANF's role in the designation of an extraordinary opportunity project would have been to ensure the investment was one the Commonwealth could afford, and would provide an adequate return to the taxpayers. **The EEDO credit was ultimately not included by the legislature in the final economic development legislation sent to Governor Baker's**

desk in 2016.

On the changes to the EDIP program:

- The bill necessitated the promulgation of new regulations, which are currently under review.
- One of the things the legislative changes this summer did was to clarify language around decertification and clawbacks.
 - o Previously for a company to be considered noncompliant it had to have demonstrated “material” noncompliance, which didn’t have an exact definition, beyond noting that material noncompliance included creating less than 50% of the jobs promised.
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- The legislative changes also strengthened the “but, for” clause, creating a much stronger tie between the granting of tax credits, and proof that job creation would not happen absent the incentives. .

From: [Dailida, Nathalie \(DOR\)](#)
To: [Hillman, Michelle M. \(EOHED\)](#)
Subject: RE: DOR Amazon Lawsuit
Date: Tuesday, September 26, 2017 1:56:09 PM

Thanks Michelle!

From: Hillman, Michelle M. (EOHED) [mailto:michelle.m.hillman@MassMail.State.MA.US]
Sent: Tuesday, September 26, 2017 12:48 PM
To: Finlaw, Sarah (ANF)
Cc: Guyton, Elizabeth (GOV); Dailida, Nathalie (DOR)
Subject: RE: DOR Amazon Lawsuit

Yes, that's right! Hi Nathalie – fyi on inquiry 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: Finlaw, Sarah (ANF)
Sent: Tuesday, September 26, 2017 12:47 PM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Dailida, Nathalie (DOR) <dailidan@dor.state.ma.us>
Subject: RE: DOR Amazon Lawsuit

Thanks, Michelle. Nathalie Dailida is the new press contact over at DOR -- dailidan@dor.state.ma.us

From: Hillman, Michelle M. (EOHED)
Sent: Tuesday, September 26, 2017 12:43 PM
To: Finlaw, Sarah (ANF)
Cc: Guyton, Elizabeth (GOV)
Subject: FW: DOR Amazon Lawsuit

Hey Sarah,

I hope you're doing well. I was going to send Tim over to DOR – are you the contact for them or do they have their own Comms person?

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: Tuesday, September 26, 2017 12:33 PM
To: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Subject: DOR Amazon Lawsuit

Hey,

Doing a story on the lawsuit filed yesterday by Department of Revenue against Amazon, in light of the headquarters competition. Hoping to talk with someone in the Administration about timing, and if/how this might influence that process. Anyone you can connect me with?

Thanks,

Tim

--

Tim Logan

Business Reporter

Boston Globe

617-929-2869

314-681-1818 (cell)

Twitter: @bytimlogan

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Moss, Brendan C. \(GOV\)](#); [Pitman, William \(GOV\)](#); [Guyton, Elizabeth \(GOV\)](#)
Cc: [Buckley, Timothy \(GOV\)](#)
Subject: RE: information for josh miller
Date: Tuesday, September 26, 2017 2:36:18 PM

Those are the Secretary's edits – if you want to add that back in it's your call but he's in meetings the rest of the day.

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: Moss, Brendan C. (GOV)
Sent: Tuesday, September 26, 2017 2:32 PM
To: Hillman, Michelle M. (EOHED) ; Pitman, William (GOV) ; Guyton, Elizabeth (GOV)
Cc: Buckley, Timothy (GOV)
Subject: RE: information for josh miller
[Why are we taking out schools and skilled workforce?](#)

From: Hillman, Michelle M. (EOHED)
Sent: Tuesday, September 26, 2017 2:30 PM
To: Pitman, William (GOV); Guyton, Elizabeth (GOV)
Cc: Moss, Brendan C. (GOV); Buckley, Timothy (GOV)
Subject: RE: information for josh miller
Revised:

"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 is the best fit for Amazon's second headquarters. It is too early to rule any element of the still developing bid in or out."

Who is this from?

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: Pitman, William (GOV)
Sent: Tuesday, September 26, 2017 12:08 PM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>; Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>
Cc: Moss, Brendan C. (GOV) <Brendan.C.Moss@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Pitman, William (GOV) <william.pitman@MassMail.State.MA.US>
Subject: RE: information for josh miller

Can you run this by Jay, Michelle:

“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. While it is too early to rule any element of the still developing bid in or out, the Administration is open to working with the legislature on economic development tools as part of the Amazon bid process.”

From: Hillman, Michelle M. (EOHED)
Sent: Tuesday, September 26, 2017 11:45 AM
To: Guyton, Elizabeth (GOV); Pitman, William (GOV)
Cc: Moss, Brendan C. (GOV); Buckley, Timothy (GOV)
Subject: RE: information for josh miller

Yes, it is public. Call me please when you have a moment. Thanks.

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: Guyton, Elizabeth (GOV)
Sent: Monday, September 25, 2017 5:52 PM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>; Pitman, William (GOV) <william.pitman@MassMail.State.MA.US>
Cc: Moss, Brendan C. (GOV) <Brendan.C.Moss@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>
Subject: RE: information for josh miller

The spreadsheet is all public info, correct?

This looks OK to me- important that we are back in touch with Josh later tonight or tomorrow to figure out where he is going w this info

Thanks

From: Hillman, Michelle M. (EOHED)
Sent: Monday, September 25, 2017 5:30 PM
To: Pitman, William (GOV); Guyton, Elizabeth (GOV)
Cc: Moss, Brendan C. (GOV); Buckley, Timothy (GOV)
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Importance: High

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From: Kevin Shea
To: [Kennealy, Michael \(EOHED\)](#)
Cc: [Mayor Tom Hoye](#)
Subject: Taunton Amazon Site
Date: Tuesday, September 26, 2017 2:47:32 PM
Attachments: [Municipality Application Template.docx](#)

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

Municipality

TAUNTON, MASSACHUSETTS



Site Size (Acres) 146.88

Full Buildout Capacity (Sq. Ft) 1,352,782

Proximity to:

Major Highway Routes 140 & 24

Regional Train NO

International Airport NO

Local Tax Relief Available (Y/N) YES

Ownership : Silver City Galleria Mall 4 Parcels

Parcel A:

Map ID 126/5 9.90 acres 106,053 square feet

US Bank Trust National Associates Trust

333 Beverly Road

Hoffman Estates, IL 60179

Parcel B:

Map 118/39 12.20 acres 148,572 square feet

The May Department Stores Company

7 W Seventh Street

Cincinnati, Ohio 45202

Parcel C:

Map 118/41 100.52 acres 1,032,334 square feet

CREFII Silver City LLC

C/O Mall Management Office

2 Galleria Mall Drive

East Taunton, Massachusetts 02718

Parcel D:

Map 118/8 24.26 acres vacant land

CREFII Silver City LLC

C/O Mall Management Office

2 Galleria Mall Drive

East Taunton, Massachusetts 02718

From: [Pitman, William \(GOV\)](#)
To: [Hillman, Michelle M. \(EOHED\)](#)
Subject: FW: amazon
Date: Tuesday, September 26, 2017 3:28:54 PM

From: Moss, Brendan C. (GOV)
Sent: Tuesday, September 26, 2017 3:24 PM
To: Gregory Ryan (gryan@bizjournals.com)
Cc: Pitman, William (GOV)
Subject: amazon

Hey Greg, (think you were emailing old A&F email, btw),

See below for a statement from the Governor's office regarding Amazon. I'll refer you to DOR for any agency specific comment on the topic, Nathalie Dailida is best person there:

dailidan@dor.state.ma.us

Thanks,

"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.

Brendan Moss

Deputy Communications Director

Governor Charlie Baker

o: (617) 725-4025 ext. 35482

c: (617) 352-6880

@BMossMA

From: [Pitman, William \(GOV\)](#)
To: [Hillman, Michelle M. \(EOHED\)](#)
Subject: FW: Response
Date: Tuesday, September 26, 2017 3:29:45 PM

From: Finlaw, Sarah (ANF)
Sent: Tuesday, September 26, 2017 2:32 PM
To: Moss, Brendan C. (GOV); Guyton, Elizabeth (GOV); Pitman, William (GOV)
Cc: Dailida, Nathalie (DOR)
Subject: RE: Response
Ok, just let me know when we're good to send.

From: Moss, Brendan C. (GOV)
Sent: Tuesday, September 26, 2017 2:29 PM
To: Finlaw, Sarah (ANF); Guyton, Elizabeth (GOV); Pitman, William (GOV)
Cc: Dailida, Nathalie (DOR)
Subject: RE: Response
Just the people who reached out to us

From: Finlaw, Sarah (ANF)
Sent: Tuesday, September 26, 2017 2:27 PM
To: Moss, Brendan C. (GOV); Guyton, Elizabeth (GOV); Pitman, William (GOV)
Cc: Dailida, Nathalie (DOR)
Subject: RE: Response
Ok, we will add in that bullet when DOR sends.

Are you sending the statement from Billy to everyone on the list? And then DOR can send our statement/background/copy of filing 10/15 mins after that to everyone on that list as well?

From: Moss, Brendan C. (GOV)
Sent: Tuesday, September 26, 2017 2:24 PM
To: Finlaw, Sarah (ANF); Guyton, Elizabeth (GOV); Pitman, William (GOV)
Cc: Dailida, Nathalie (DOR)
Subject: RE: Response

Alright, DOR need to add a background bullet on the "routine" part of it.

On background: DOR typically issues more than 20 summons a year.

I'll send this from our office in next 10min or so. From Pitman.

"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." – PITMAN

From: Finlaw, Sarah (ANF)
Sent: Tuesday, September 26, 2017 2:19 PM
To: Moss, Brendan C. (GOV); Guyton, Elizabeth (GOV); Pitman, William (GOV)
Cc: Dailida, Nathalie (DOR)
Subject: RE: Response

Here is updated statement.

"The Department of Revenue filed a motion to enforce a routine summons for information related to certain third-party vendors engaged in business with the defendant. The filings and requests are matters of public record. Under state law, DOR may not comment further on any underlying tax matters related to these third-party vendors or any tax filers." – Nathalie Dailida, DOR spokesperson

Updated list of inquiries with emails:

- Reuters – Nate Raymond – contacted DOR for comment - Nate.Raymond@thomsonreuters.com
- BBJ – Greg Ryan – contacted GOV and DOR – wants Gov comment and DOR comment - gryan@bizjournals.com

- Globe – Jon Chesto – contacted DOR and A&F – gave copy of filing, need to get back to him with comment – jon.chesto@globe.com
- Herald – Jordan Graham – contacted DOR and GOV – wants copy - jordan.graham@bostonherald.com
- WBUR- Jon Cain – contacted DOR – wants copy and comment from DOR - joncain@bu.edu
- Courthouse News – Zach Huffman - contacted GOV – forwarded to A&F – wants comment from Gov - boston@courthousenews.com
- Law360 – Brian Amaral – contacted DOR – wants copy - brian.amaral@law360.com
- Globe – Tim Logan – contacted DOR – wants comment - timothy.logan@globe.com
- Fox 25 – David Rothstein – contacted AGO and DOR – wants BBJ article content confirmed - David.Rothstein@coxinc.com

From: Finlaw, Sarah (ANF)

Sent: Tuesday, September 26, 2017 12:40 PM

To: Moss, Brendan C. (GOV); Guyton, Elizabeth (GOV); Pitman, William (GOV)

Cc: Dailida, Nathalie (DOR)

Subject: RE: Response

Sorry – this is the final statement. Just added one word in last line. We’re holding.

“The Department of Revenue filed a routine motion to enforce a summons for information related to certain third-party vendors engaged in business with the defendant. The filings and requests are matters of public record. Under state law, DOR may not comment further on any underlying tax matters related to these third-party vendors or any **tax** filers.” – Nathalie Dailida, DOR spokesperson

From: Finlaw, Sarah (ANF)

Sent: Tuesday, September 26, 2017 12:39 PM

To: Moss, Brendan C. (GOV); Guyton, Elizabeth (GOV); Pitman, William (GOV)

Cc: Dailida, Nathalie (DOR)

Subject: RE: Response

Will do.

From: Moss, Brendan C. (GOV)

Sent: Tuesday, September 26, 2017 12:38 PM

To: Finlaw, Sarah (ANF); Guyton, Elizabeth (GOV); Pitman, William (GOV)

Cc: Dailida, Nathalie (DOR)

Subject: RE: Response

Hold until we’re coordinated.

From: Finlaw, Sarah (ANF)

Sent: Tuesday, September 26, 2017 12:37 PM

To: Guyton, Elizabeth (GOV); Pitman, William (GOV); Moss, Brendan C. (GOV)

Cc: Dailida, Nathalie (DOR)

Subject: Response

This is the final response DOR will send with the attached filing.

“The Department of Revenue filed a routine motion to enforce a summons for information related to certain third-party vendors engaged in business with the defendant. The filings and requests are matters of public record. Under state law, DOR may not comment further on any underlying tax matters related to these third-party vendors or any filers.” – Nathalie Dailida, DOR spokesperson

This is the list of inquiries I have that were either sent to DOR/A&F or forwarded from you. Let me know when and who we should respond to.

- Reuters – Nate Raymond – contacted DOR for comment
- BBJ – Greg Ryan – contacted GOV and DOR – wants Gov comment and DOR comment
- Globe – Jon Chesto – contacted DOR and A&F – wants copy and comment from DOR
- Herald – Jordan Graham – contacted DOR and GOV – wants copy

- WBUR- Jon Cain – contacted DOR – wants copy and comment from DOR
- Courthouse News – contacted GOV – forwarded to A&F – wants comment from Gov

Sarah Finlaw

Communications Director

Executive Office for Administration and Finance

Sarah.Finlaw@state.ma.us

Office: (617) 727-2040 ext. 35415

Cell: (857) 262-7102

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Ash, Jay \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Deadline response for Globe
Date: Tuesday, September 26, 2017 3:43:34 PM

Thank 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: Ash, Jay (EOHED)
Sent: Tuesday, September 26, 2017 3:43 PM
To: Hillman, Michelle M. (EOHED) ; Ward Weeden, Aimee (EOHED)
Subject: Re: Deadline response for Globe

Spoke with Boston Business Journal and WBUR. Told him I couldn't give them any specifics. Told them that we are focused on a Massachusetts story that will highlight many communities and what they have to offer.

Sent from my Verizon, Samsung Galaxy smartphone

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

From: "Hillman, Michelle M. (EOHED)" <michelle.m.hillman@MassMail.State.MA.US>
Date: 9/26/17 2:33 PM (GMT-05:00)
To: "Ward Weeden, Aimee (EOHED)" <aimee.ward@MassMail.State.MA.US>
Cc: "Ash, Jay (EOHED)" <jay.ash@MassMail.State.MA.US>
Subject: RE: Deadline response for Globe

Hi – Just making sure you saw my text that BBJ will be attending MassBenchmarks and would like to speak with Jay.

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)
Sent: Tuesday, September 26, 2017 2:29 PM
To: Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>
Cc: Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US>
Subject: RE: Deadline response for Globe

Yup, got it. Thanks!

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: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, September 26, 2017 2:02 PM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Cc: Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US>
Subject: Re: Deadline response for Globe

Can you update to make it complete and end at that thought...just take out the while...

it is too early to rule any element of the still developing bid in or out."

Aimee
617-356-3037
Sent from my iPhone

On Sep 26, 2017, at 1:12 PM, Hillman, Michelle M. (EOHED)
<michelle.m.hillman@MassMail.State.MA.US> wrote:

The last sentence is incomplete. Did you mean to add something else there?
"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 is the best fit for Amazon's second headquarters. While it is too early to rule any element of the still developing bid in or out."

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: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, September 26, 2017 1:08 PM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Cc: Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US>
Subject: Re: Deadline response for Globe

Edited below per Jay.

Who will it be attributed to?

Make sure GOV office sees this edited version before we respond.

Thx!

Aimee
617-356-3037
Sent from my iPhone

On Sep 26, 2017, at 12:26 PM, Hillman, Michelle M. (EOHED)
<michelle.m.hillman@MassMail.State.MA.US> wrote:

Adding Aimee
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)
Sent: Tuesday, September 26, 2017 12:24 PM
To: Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US>
Subject: Deadline response for Globe
Importance: High

Hi Jay,

This is for the Josh Miller story I talked to you about last night. Gov's office wants to provide this quote with your approval in response to his question "Does the administration believe it currently has the tools to put forward a credible offer to entice AMZN to put HQ2 in Massachusetts? If not, what statutory tools does the administration seek from the Legislature?"

"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 is the best fit for Amazon's second headquarters. While it is too early to rule any element of the still developing bid in or out."

Thanks,
Michelle

From: Hillman, Michelle M. (EOHED)
Sent: Monday, September 25, 2017 5:30 PM
To: Pitman, William (GOV); Guyton, Elizabeth (GOV)
Cc: Moss, Brendan C. (GOV); Buckley, Timothy (GOV)
Subject: FW: information for josh miller
Importance: High

Information for Josh Miller/Globe

Please find attached:

- Excel spreadsheet containing data related to requests 4&5 re: EDIP program
- PDF with the top ten MassWorks awards in the last five years, request #6

(all awards can be found here:

<http://www.mass.gov/hed/economic/eohed/pro/infrastructure/massworks/round-results/>)

Additionally, below please find language to his questions 2&3 about the

economic development bill:

2. Can you send over a plain language summary of what the Extraordinary Economic Development Opportunity (EEDO) language in 2016 economic development bill filed by the governor meant?

3. What changes were actually made to the EDIP statute in the law that the governor signed?

Background on the EEDO proposal:

The Governor's Economic Development Bill promoting the Opportunities For All plan proposed that EOED be able to exceed the EDIP program's statutory cap for a truly "extraordinary opportunity." The EEDO section of the bill would have allowed EOED, with ANF's approval, to grant an additional \$20M per year of EDIP tax credits to attract an extraordinary opportunity, which the bill defined as a project locating from out of state and creating at least 400 new jobs, or 200 new jobs in a gateway city. ANF's role in the designation of an extraordinary opportunity project would have been to ensure the investment was one the Commonwealth could afford, and would provide an adequate return to the taxpayers. **The EEDO credit was ultimately not included by the legislature in the final economic development legislation sent to Governor Baker's desk in 2016.**

On the changes to the EDIP program:

- The bill necessitated the promulgation of new regulations, which are currently under review.
- One of the things the legislative changes this summer did was to clarify language around decertification and clawbacks.
 - o Previously for a company to be considered noncompliant it had to have demonstrated "material" noncompliance, which didn't have an exact definition, beyond noting that material noncompliance included creating less than 50% of the jobs promised.
 - o The administration clarified this section so that companies are now in noncompliance if they haven't created the promised jobs on schedule, but that the board will take mitigating factors into consideration before they decertify a company and potentially enact clawback procedures.
 - o Additionally, the EACC board will be able to employ other options in addition to decertification (ex: reducing the amount of credits or changing the schedule, etc).
- The administration also changed the process for clawing back tax credits to make it much more effective. Previously, the state had to essentially sue the company to retrieve any tax credits they had already been awarded if they were later decertified. Now, we are able to go directly to DOR, who can add the amount to the company's next tax "bill" instead.

- The legislative changes also strengthened the “but, for” clause, creating a much stronger tie between the granting of tax credits, and proof that job creation would not happen absent the incentives. .

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Kaufman, Samantha \(EOHED\)](#)
Subject: For EOD - Jay Amazon
Date: Tuesday, September 26, 2017 3:45:55 PM

Sam – Please include this as its own item.

BBJ, WBUR

(Today) BBJ and WBUR attended the MassBenchmarks event and asked Secretary Ash about its application/bid for Amazon. Secretary Ash told the reporters that the state is focused on a “Massachusetts story that will highlight many communities and what they have to offer.”

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: [Saia, Susan \(EOHED\)](mailto:Saia.Susan@EOHED)
To: [Ash, Jay \(EOHED\)](mailto:Ash.Jay@EOHED)
Subject: Call with Marty Schmidt tomorrow- Amazon: how can MIT help?
Date: Tuesday, September 26, 2017 3:47:49 PM

You are confirmed to speak with Marty tomorrow morning at 7:30 pm (for about 20 minutes). His scheduler and I compared calendars and tomorrow morning was the only time that worked. You sent me the email below the other night about phone calls. I know you wanted the call scheduled either today or tomorrow. I hope this works.

(Ok to keep – just an FYI that calls while I'm in the car for a short period of time are a bit tough; let's talk about it for the future.)

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

From: Martin Arnold Schmidt [<mailto:maschmid@mit.edu>]
Sent: Monday, September 25, 2017 9:46 PM
To: Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US>
Cc: Saia, Susan (EOHED) <ssaia@MassMail.State.MA.US>; Chase Bronstein <chasebr@mit.edu>
Subject: Re: Amazon: how can MIT help?

Of course. Copying Chase to help with schedule.

> On Sep 25, 2017, at 7:46 PM, Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US> wrote:

>

> Got time late afternoon Tuesday or Wednesday for a follow-up?

>

> -----Original Message-----

> From: Martin Arnold Schmidt [<mailto:maschmid@mit.edu>]

> Sent: Monday, September 18, 2017 6:27 PM

> To: Ash, Jay (EOHED)

> Subject: Re: Amazon: how can MIT help?

>

> Yes - see you tomorrow night!

>

>> On Sep 18, 2017, at 6:22 PM, Ash, Jay (SEA) <jay.ash@state.ma.us> wrote:

>>

>> You going to be at the Engine Tuesday night? Love to talk through what we are thinking.

>>

>> -----Original Message-----

>> From: Martin Arnold Schmidt [<mailto:maschmid@mit.edu>]

>> Sent: Friday, September 08, 2017 9:55 AM

>> To: Ash, Jay (EOHED)

>> Subject: Amazon: how can MIT help?

>>

>> Jay,

>>

>> Just spoke with Rafael and Israel this morning. We would like to help in any way that makes sense in bringing Amazon to MA. It seems to us to be a huge opportunity to strengthen our innovation ecosystem in the entirety of the Commonwealth. Please let me know if you see a role we can play.

>>

>> Best,

>>

>> Marty

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Pitman, William \(GOV\)](#)
Subject: FW: Herald Amazon questions
Date: Tuesday, September 26, 2017 4:54:27 PM
Importance: High

Giving him this: OK?

- There is a cap of \$30 million per year for a single company (G.L. c. 62, §6(g)(3) for income tax and c. 63, §38N(c) for corporate excise tax
- Of the \$30 million, \$10 million is reserved for the Housing Development Infrastructure Program (HDIP) G.L. c. 62, §6(g)(3) for income tax and c. 63, §38BB(5) for corporate excise tax
- Essentially, the state does not award more than \$20 million per year through the EDIP program.

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)
Sent: Tuesday, September 26, 2017 2:48 PM
To: Guyton, Elizabeth (GOV) ; Pitman, William (GOV)
Cc: Buckley, Timothy (GOV) ; Moss, Brendan C. (GOV)
Subject: Herald Amazon questions

Hey – Please see Jordan’s question below. I want to give him this part of what was sent last night to Globe.

Background on the EEDO proposal:

The Governor’s Economic Development Bill promoting the Opportunities For All plan proposed that EOHED be able to exceed the EDIP program’s statutory cap for a truly “extraordinary opportunity.” The EEDO section of the bill would have allowed EOHED, with ANF’s approval, to grant an additional \$20M per year of EDIP tax credits to attract an extraordinary opportunity, which the bill defined as a project locating from out of state and creating at least 400 new jobs, or 200 new jobs in a gateway city. ANF’s role in the designation of an extraordinary opportunity project would have been to ensure the investment was one the Commonwealth could afford, and would provide an adequate return to the taxpayers. **The EEDO credit was ultimately not included by the legislature in the final economic development legislation sent to Governor Baker’s desk in 2016.**

On the changes to the EDIP program:

- The bill necessitated the promulgation of new regulations, which are currently under review.
- One of the things the legislative changes this summer did was to clarify language around decertification and clawbacks.
 - o Previously for a company to be considered noncompliant it had to have demonstrated “material” noncompliance, which didn’t have an exact definition, beyond noting that material noncompliance included creating less than 50% of the jobs promised.
 - o The administration clarified this section so that companies are now in noncompliance if they haven’t created the promised jobs on schedule, but that the board will take

mitigating factors into consideration before they decertify a company and potentially enact clawback procedures.

- o Additionally, the EACC board will be able to employ other options in addition to decertification (ex: reducing the amount of credits or changing the schedule, etc).
- The administration also changed the process for clawing back tax credits to make it much more effective. Previously, the state had to essentially sue the company to retrieve any tax credits they had already been awarded if they were later decertified. Now, we are able to go directly to DOR, who can add the amount to the company's next tax "bill" instead.
- The legislative changes also strengthened the "but, for" clause, creating a much stronger tie between the granting of tax credits, and proof that job creation would not happen absent the incentives. .

From: Jordan Graham [<mailto:jordan.graham@bostonherald.com>]

Sent: Tuesday, September 26, 2017 2:42 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Amazon questions

Hey Michelle, here are a couple questions related to the Amazon effort:

Has the state reached out to Amazon at all?

Is there any cap on the amount of tax incentives a single company can receive?

Thanks,

Jordan

--

Business and Technology Reporter

The Boston Herald

617-619-6377

415-265-3209 (cell)

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Kaufman, Samantha \(EOHED\)](#)
Subject: Associated Press interview request
Date: Tuesday, September 26, 2017 5:01:21 PM
Importance: High

FYI – for EOD. Jay was not available.

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: Saia, Susan (EOHED)
Sent: Tuesday, September 26, 2017 2:25 PM
To: Hillman, Michelle M. (EOHED)
Subject: FW: Associated Press interview request
Importance: High

From: OBrien, Matt [<mailto:MOBrien@ap.org>]
Sent: Tuesday, September 26, 2017 1:57 PM
To: Saia, Susan (EOHED) <ssaia@MassMail.State.MA.US>
Subject: Associated Press interview request

I'm a business and technology reporter for The Associated Press writing about Amazon's HQ2 search process and hoping I could talk about it with Secretary Ash today about the approach that Massachusetts is taking.

I can be reached at 401-490-7103.

Thank you,

AP

Matt O'Brien
Reporter
The Associated Press
Office: 401-490-7103 (U.S. Eastern time)
Twitter: [@mattoyeah](#)
Email: mobrien@ap.org
Website: www.ap.org

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From: [Pitman, William \(GOV\)](#)
To: [Hillman, Michelle M. \(EOHED\)](#)
Subject: RE: Herald Amazon questions
Date: Tuesday, September 26, 2017 5:07:44 PM

Yes you can refer him to the Gov office statement. Thanks.

From: Hillman, Michelle M. (EOHED)
Sent: Tuesday, September 26, 2017 5:07 PM
To: Pitman, William (GOV)
Subject: RE: Herald Amazon questions

What about today's statement for his first question – if we've reached out?

"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.

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)
Sent: Tuesday, September 26, 2017 4:54 PM
To: Pitman, William (GOV)
Subject: FW: Herald Amazon questions

Importance: High
Giving him this: OK?

- There is a cap of \$30 million per year for a single company (G.L. c. 62, §6(g)(3) for income tax and c. 63, §38N(c) for corporate excise tax
- Of the \$30 million, \$10 million is reserved for the Housing Development Infrastructure Program (HDIP) G.L. c. 62, §6(g)(3) for income tax and c. 63, §38BB(5) for corporate excise tax
- Essentially, the state does not award more than \$20 million per year through the EDIP program.

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)
Sent: Tuesday, September 26, 2017 2:48 PM
To: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Pitman, William (GOV) <william.pitman@MassMail.State.MA.US>
Cc: Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Moss, Brendan C. (GOV)

<Brendan.C.Moss@MassMail.State.MA.US>

Subject: Herald Amazon questions

Hey – Please see Jordan’s question below. I want to give him this part of what was sent last night to Globe.

Background on the EEDO proposal:

The Governor’s Economic Development Bill promoting the Opportunities For All plan proposed that EOHEC be able to exceed the EDIP program’s statutory cap for a truly “extraordinary opportunity.” The EEDO section of the bill would have allowed EOHEC, with ANF’s approval, to grant an additional \$20M per year of EDIP tax credits to attract an extraordinary opportunity, which the bill defined as a project locating from out of state and creating at least 400 new jobs, or 200 new jobs in a gateway city. ANF’s role in the designation of an extraordinary opportunity project would have been to ensure the investment was one the Commonwealth could afford, and would provide an adequate return to the taxpayers. **The EEDO credit was ultimately not included by the legislature in the final economic development legislation sent to Governor Baker’s desk in 2016.**

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- The bill necessitated the promulgation of new regulations, which are currently under review.
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 - o Previously for a company to be considered noncompliant it had to have demonstrated “material” noncompliance, which didn’t have an exact definition, beyond noting that material noncompliance included creating less than 50% of the jobs promised.
 - o The administration clarified this section so that companies are now in noncompliance if they haven’t created the promised jobs on schedule, but that the board will take mitigating factors into consideration before they decertify a company and potentially enact clawback procedures.
 - o Additionally, the EACC board will be able to employ other options in addition to decertification (ex: reducing the amount of credits or changing the schedule, etc).
- The administration also changed the process for clawing back tax credits to make it much more effective. Previously, the state had to essentially sue the company to retrieve any tax credits they had already been awarded if they were later decertified. Now, we are able to go directly to DOR, who can add the amount to the company’s next tax “bill” instead.
- The legislative changes also strengthened the “but, for” clause, creating a much stronger tie between the granting of tax credits, and proof that job creation would not happen absent the incentives. .

From: Jordan Graham [<mailto:jordan.graham@bostonherald.com>]

Sent: Tuesday, September 26, 2017 2:42 PM

To: Hillman, Michelle M. (EOHEC) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Amazon questions

Hey Michelle, here are a couple questions related to the Amazon effort:

Has the state reached out to Amazon at all?

Is there any cap on the amount of tax incentives a single company can receive?

Thanks,

Jordan

--

Business and Technology Reporter
The Boston Herald

617-619-6377
415-265-3209 (cell)

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Jordan Graham](#)
Subject: RE: Amazon questions
Date: Tuesday, September 26, 2017 5:14:46 PM

EDIP is the Economic Development Incentive Program

<http://www.mass.gov/hed/economic/eohed/bd/econ-development/>

Most recent press release here: <http://www.mass.gov/hed/press-releases/administration-announces-edip-for-14-projects.html>

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: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 5:11 PM

To: Hillman, Michelle M. (EOHED)

Subject: Re: Amazon questions

Great, thanks Michelle. The EDIC program is what job creation grants fall under, right?

On Tue, Sep 26, 2017 at 5:09 PM, Hillman, Michelle M (SEA)

<michelle.m.hillman@state.ma.us> wrote:

Hi Jordan,

“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

Here’s what I can give you on background regarding the cap:

- There is a cap of \$30 million per year for a single company (G.L. c. 62, §6(g)(3) for income tax and c. 63, §38N(c) for corporate excise tax
- Of the \$30 million, \$10 million is reserved for the Housing Development Infrastructure Program (HDIP) G.L. c. 62, §6(g)(3) for income tax and c. 63, §38BB(5) for corporate excise tax
- Essentially, the state does not award more than \$20 million per year through the EDIP program

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](tel:617-788-3652) (office)
[857-895-1162](tel:857-895-1162) (cell)

From: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 4:51 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Re: Amazon questions

Thanks!

On Tue, Sep 26, 2017 at 4:50 PM, Hillman, Michelle M (SEA)

<michelle.m.hillman@state.ma.us> wrote:

I should answers for you soon

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)

[857-895-1162](tel:857-895-1162) (cell)

From: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 2:42 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Amazon questions

Hey Michelle, here are a couple questions related to the Amazon effort:

Has the state reached out to Amazon at all?

Is there any cap on the amount of tax incentives a single company can receive?

Thanks,

Jordan

--

Business and Technology Reporter

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--

Business and Technology Reporter

The Boston Herald

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[415-265-3209](tel:415-265-3209) (cell)

--

Business and Technology Reporter

The Boston Herald

617-619-6377

415-265-3209 (cell)

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Pitman, William \(GOV\)](#)
Subject: RE: AP Amazon
Date: Tuesday, September 26, 2017 5:16:58 PM

Ok, then I'll give him yours. 😊

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: Pitman, William (GOV)
Sent: Tuesday, September 26, 2017 5:17 PM
To: Hillman, Michelle M. (EOHED)
Subject: RE: AP Amazon
Just one

From: Hillman, Michelle M. (EOHED)
Sent: Tuesday, September 26, 2017 5:16 PM
To: Pitman, William (GOV)
Subject: RE: AP Amazon
And today's from you. OK?
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)
Sent: Tuesday, September 26, 2017 5:09 PM
To: Pitman, William (GOV) <william.pitman@MassMail.State.MA.US>
Subject: AP Amazon
FYI – giving him our previous statement

“Massachusetts is home to a highly skilled and talented workforce, the world’s leading educational institutions and a thriving innovation economy that continues to attract companies like Amazon, and new investments and job opportunities from around the globe. We look forward to engaging stakeholders and presenting a convincing argument as to why Amazon should choose Massachusetts for its second U.S. headquarters.” – Michelle Hillman, Housing and Economic Development spokesperson.

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: [Hillman, Michelle M. \(EOHED\)](#)
To: [OBrien, Matt](#)
Bcc: [Kaufman, Samantha \(EOHED\)](#); [Kaufman, Samantha \(EOHED\)](#)
Subject: RE: your inquiry
Date: Tuesday, September 26, 2017 5:17:31 PM

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)

Cc: Kaufman, Samantha (EOHED)

Subject: RE: your inquiry

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Those are some of my questions.

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Sent: Tuesday, September 26, 2017 5:04 PM

To: OBrien, Matt

Cc: Kaufman, Samantha (EOHED)

Subject: RE: your inquiry

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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

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Michelle

Michelle Hillman

Director of Communications and Media Relations

Executive Office of Housing and Economic Development

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Boston, MA 02108

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From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Kaufman, Samantha \(EOHED\)](#)
Subject: RE: Associated Press interview request
Date: Tuesday, September 26, 2017 5:18:43 PM

Ending up giving him Billy's statement:

"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

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)
Sent: Tuesday, September 26, 2017 5:01 PM
To: Kaufman, Samantha (EOHED)
Subject: Associated Press interview request

Importance: High

FYI – for EOD. Jay was not available.

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: Saia, Susan (EOHED)
Sent: Tuesday, September 26, 2017 2:25 PM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Subject: FW: Associated Press interview request
Importance: High

From: OBrien, Matt [<mailto:MOBrien@ap.org>]
Sent: Tuesday, September 26, 2017 1:57 PM
To: Saia, Susan (EOHED) <ssaia@MassMail.State.MA.US>
Subject: Associated Press interview request

I'm a business and technology reporter for The Associated Press writing about Amazon's HQ2 search process and hoping I could talk about it with Secretary Ash today about the approach that Massachusetts is taking.

I can be reached at 401-490-7103.

Thank you,



Matt O'Brien

Reporter

The Associated Press

Office: 401-490-7103 (U.S. Eastern time)

Twitter: [@mattoyeah](https://twitter.com/mattoyeah)

Email: mobrien@ap.org

Website: www.ap.org

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From: Michael Costello
To: [Ash, Jay \(EOHED\)](#)
Subject: Fwd: Amazon - South Station
Date: Tuesday, September 26, 2017 6:16:32 PM
Attachments: [SSAR Amazon Presentation 09-26-17.pdf](#)
[ATT00001.htm](#)

Mr. Secretary:

I am forwarding you the attached email and plan outlining our project and the unique opportunity it would present for Amazon. As you know this site would provide a premiere location in the heart of downtown at our transportation hub. The selling points are endless and I will not begin to try and list them. Having watched you build up Chelsea and our state I know that the possible benefits and selling points of this site are not at all lost on you. As you know the state controls the property to the south and that could be added in for scope. In addition in a final phase we could hopefully work out something with the postal service property to the east. In any event the project as it sits now would provide a dynamic phase 1 and provide a strong pitch for the state. If you have any questions please give me a call or feel free to have your team reach out directly to David Perry who I am copying on this email. One last thing... notice the Amazon logo above the skyline in slide 1.

All the best,

Mike

Michael Costello
Smith, Costello & Crawford
Attorneys at Law
50 Congress Street, Suite 420
Boston, MA 02109
www.publicpolicylaw.com
office: 617-523-0600
cell: **Exemption (c)**

Begin forwarded message:

From: "Perry, David" <David.Perry@hines.com>
To: "Michael Costello" <MCostello@publicpolicylaw.com>
Subject: Amazon - South Station

Mike,

Following up on your conversation with Secretary Ash, attached is a slide deck describing the compelling attributes of the South Station Air Rights project location and architectural design, as well as the approved scope and uses planned for the project. Unlike other large scale projects that might accommodate Amazon, our project is MEPA and Article 80 approved. Construction documents

for the 1 million sf first phase are complete and we plan to be under construction in Q2 2018.

In the event that Amazon wanted to create more office area on this site (instead of residential area), we could amend our permits to provide approximately 2 million square feet of office space in our project.

This is intended to be a preliminary draft. We look forward to working with the state and the city to refine this presentation as necessary to satisfy Amazon's needs at South Station, starting with this site.

Regards,

David

Security settings or invalid file format do not permit using SSAR Amazon Presentation 09-26-17.pdf (2298257 Bytes).

From: Peter Evangelakis
To: [Ash, Jay \(EOHED\)](#)
Subject: 10/4 Amazon HQ 2.0 Encore Webinar
Date: Tuesday, September 26, 2017 6:32:37 PM

Dear Jay,

Our "Amazon HQ 2.0" inspired a great deal of interest - so much so that we are pleased to announce an encore presentation.

We invite you to join us for a webinar on [Wednesday, October 4th, from 2 to 3 p.m. EST](#) as we take another look at the economic impact of Amazon's second headquarters to a regional economy.

The online sales giant recently announced they are seeking a site for a second headquarters. They are looking for a new location with a diverse population and a wide range of amenities. As part of its search, Amazon also wants to know about traffic congestion, lists of universities and statistics on the qualifications of local workers.

A winning city may have to offer a package of tax incentives as part of the deal. The question for elected officials and economic development professionals: Is attracting Amazon to your region worth the investment and cost? For this presentation, we will demonstrate how to assess the costs and benefits of luring a major employer such as Amazon.

Following the presentation, you will have an opportunity to engage in a Q&A.

The presentation will be approximately one hour in length, and we offer it at no charge via the Citrix GotoWebinar web conferencing platform. Advanced registration is required; please click [here](#) to register.

We hope you can join us for this webinar.

Best regards,

Peter Evangelakis, Ph.D.
Economist

REMI

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Main: 202-469-7861

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From: [Servetnick, Adrian \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#); [Kelleher, Michael \(EHS\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#); [Kennealy, Michael \(EOHED\)](#)
Subject: Talent & NAICS Codes - Project Rufus
Date: Tuesday, September 26, 2017 6:32:56 PM
Attachments: [Amazon - NAICS Code Empl Growth.xlsx](#)

Mike-

Attached is a review of some NAICS code growth, along with a graph that is semi-useful.

Take-away:

- MA has seen a 41,061-employee growth in software employment 2007-2016. This is a low estimate, because it only pulls from certain NAICS codes.
- MA has seen a drop in legal employment, and a slight growth in accounting employment. They basically balance out, and this administrative/ legal category has basically flat-lined.
- The graph looks at the required software workforce if you add amazon employment on to the current numbers. It's useful because it gives an idea of when our current growth trajectory doesn't create enough talent, but it doesn't account for:
 - o People who move to MA for Amazon
 - o People who are currently in the workforce that switch jobs to work for Amazon
 - o Other companies will be recruiting new talent in the next 30 years, and their requirements aren't accounted for here

All that being said, I'll also work on pipeline and training data tomorrow

Adrian Servetnick

Policy and Research Associate

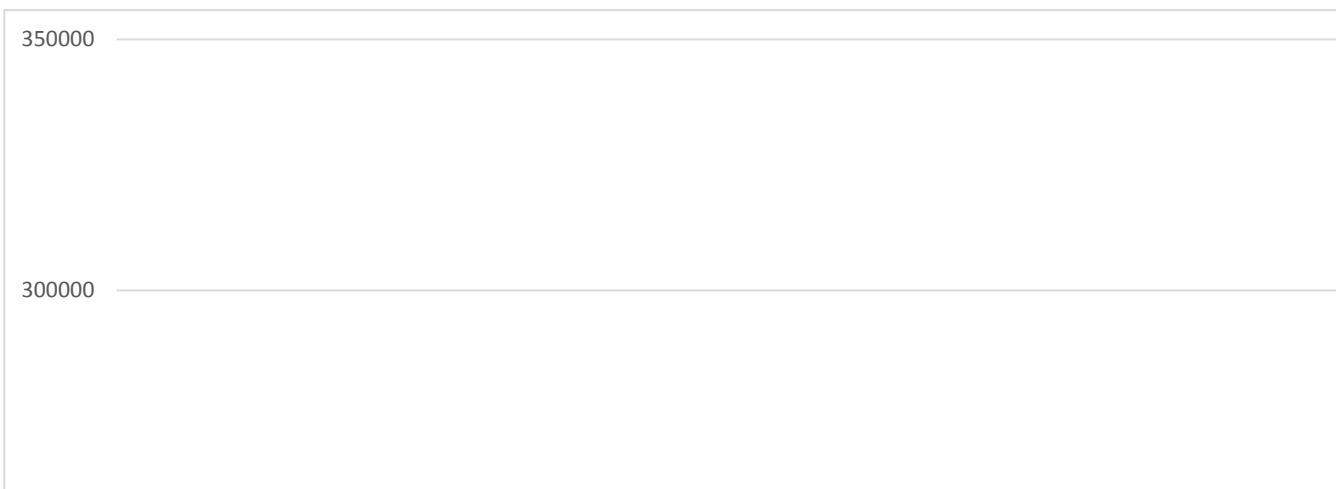
Executive Office of Housing and Economic Development

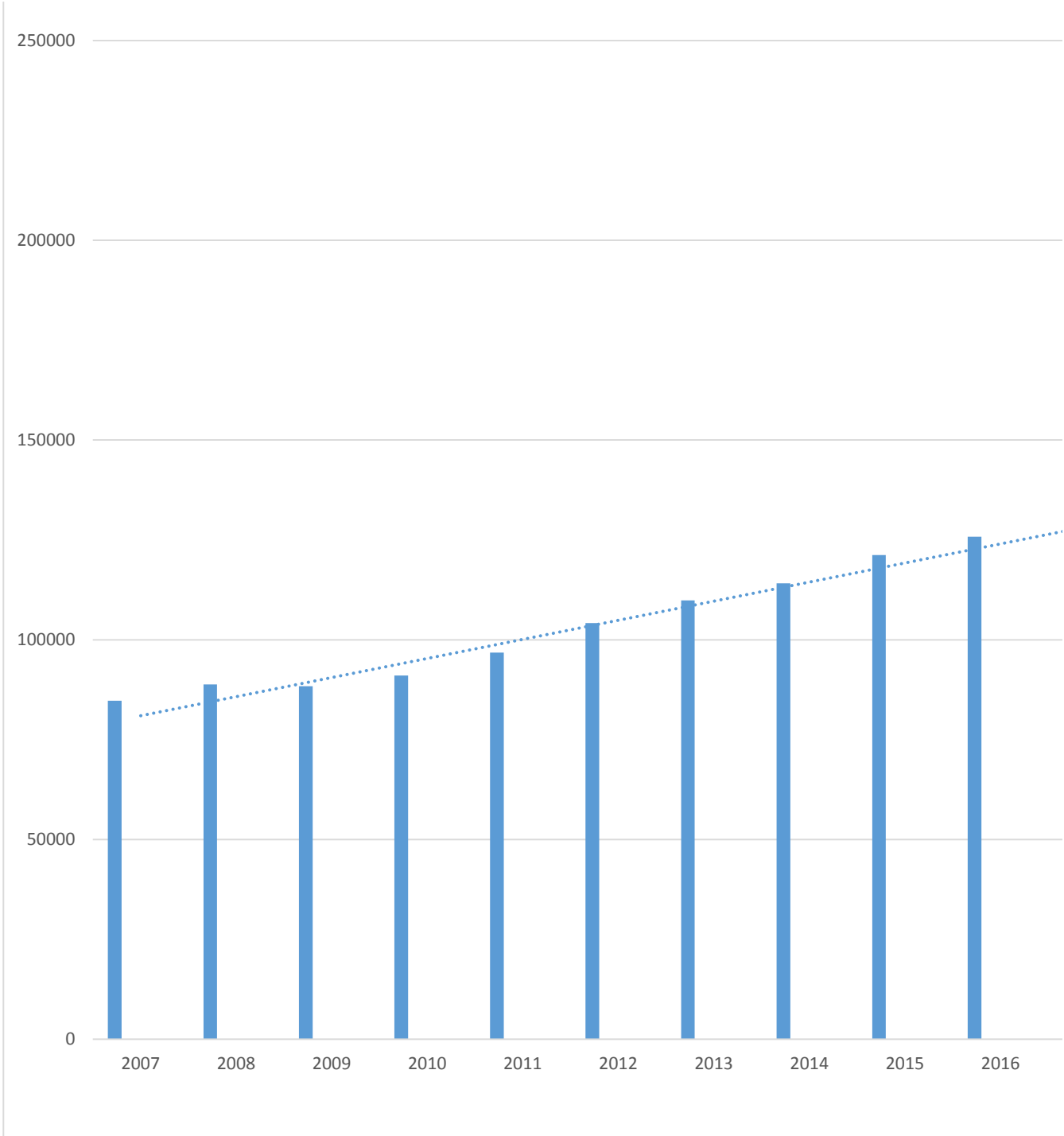
e: adrian.servetnick@state.ma.us

p: 617-788-3615

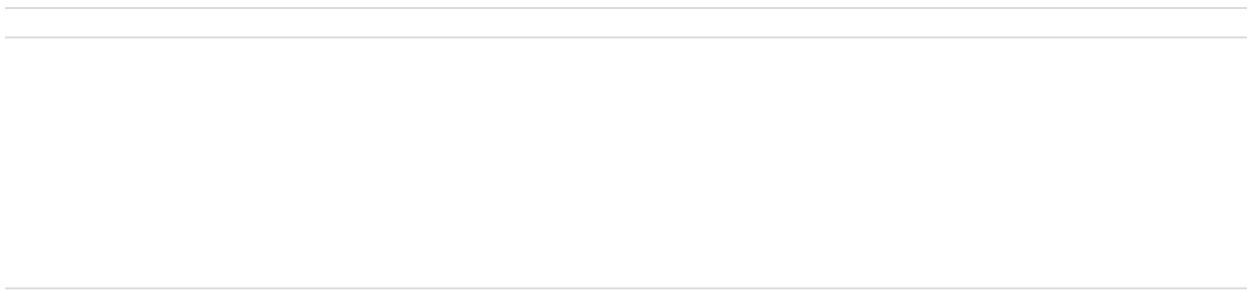
t: @MassEOHED

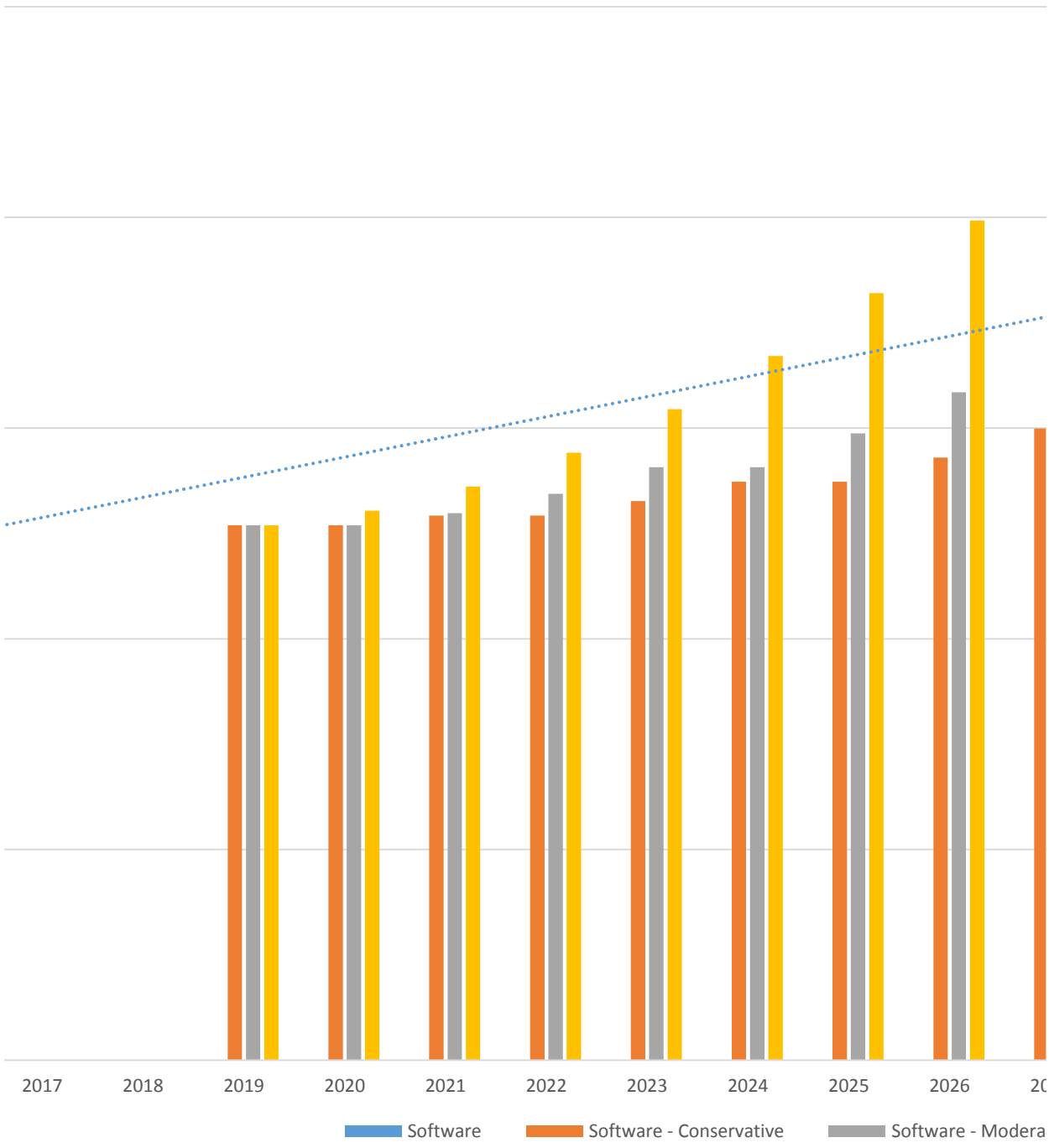
| NAICS Code | Occupation | 2007 | 2008 |
|--------------------------|---|-------|-------|
| | 5112 Software Publishers | 21929 | 22541 |
| | 518 Data Processing, Hosting, and Related Services | 7421 | 6828 |
| | 51913 Internet publishing and web search portals | 3928 | 4825 |
| | 5411 Legal Services | 30923 | 30665 |
| | 5412 Accounting and Bookkeeping | 21691 | 22128 |
| | 5415 Computer System Design & Related Services | 51480 | 54646 |
| COMB | Software | 84758 | 88840 |
| Amazon Growth Prediction | Total - Conservative | | |
| Amazon Growth Prediction | Software - Conservative | | |
| Required Total | Software - Conservative | | |
| Amazon Growth Prediction | Total - Moderate | | |
| Amazon Growth Prediction | Software - Moderate | | |
| Required Total | Software - Moderate | | |
| Amazon Growth Prediction | Total - Aggressive | | |
| Amazon Growth Prediction | Software - Aggressive | | |
| Required Total | Software - Aggressive | | |





| 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 22006 | 23317 | 24544 | 25881 | 26291 | 27041 | 28671 | 29174 | |
| 6554 | 6548 | 6505 | 6735 | 6940 | 6892 | 7518 | 8778 | |
| 4575 | 6012 | 6410 | 7529 | 7694 | 8087 | 8637 | 8045 | |
| 29118 | 29043 | 28574 | 28705 | 28665 | 28036 | 27892 | 28283 | |
| 21518 | 20635 | 20710 | 22080 | 22914 | 23761 | 25171 | 24589 | |
| 55218 | 55206 | 59331 | 64029 | 68932 | 72094 | 76381 | 79822 | |
| 88353 | 91083 | 96790 | 104174 | 109857 | 114114 | 121207 | 125819 | |



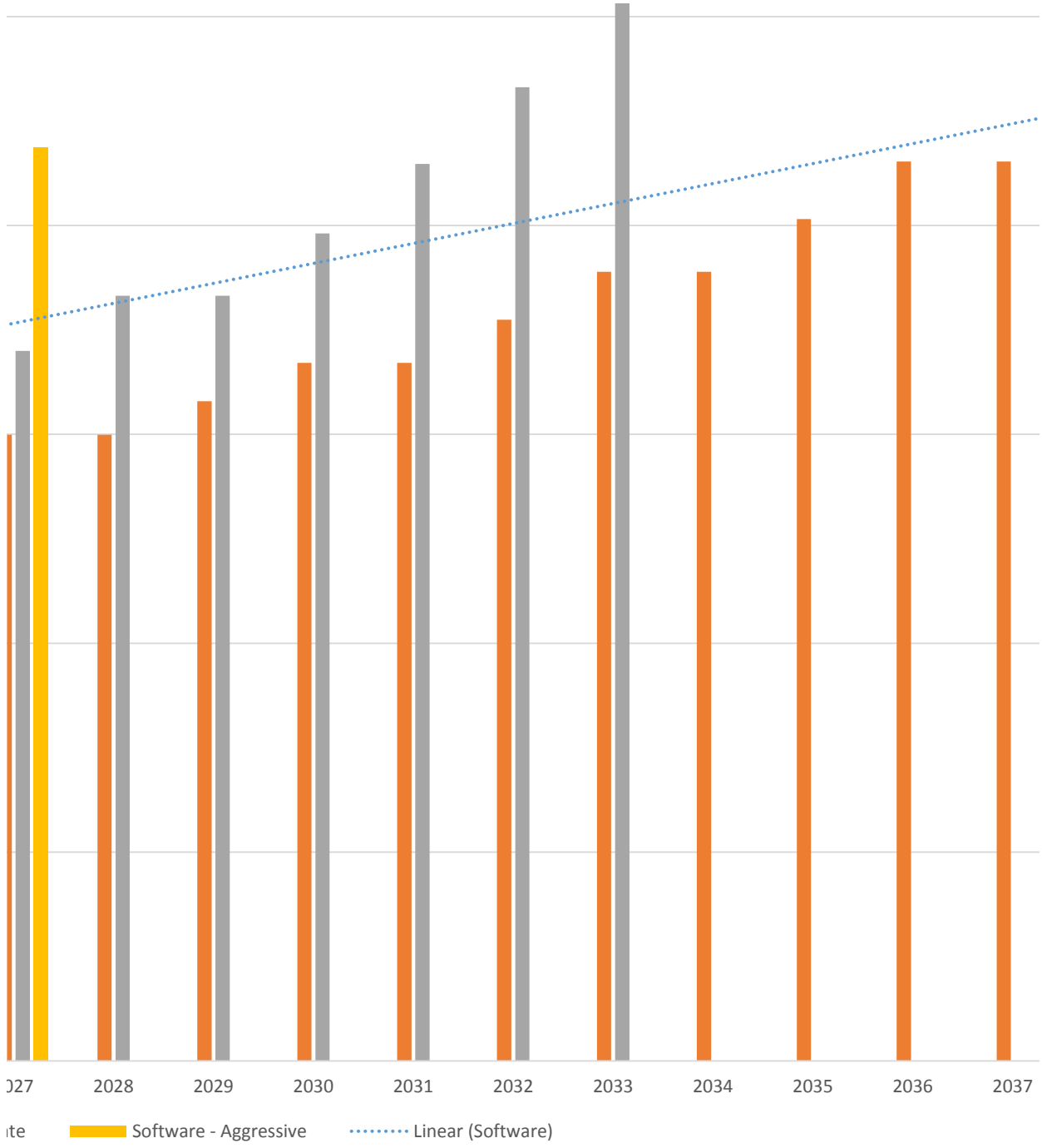


2018 2019 2020 2021 2022 2023 2024 2025 2026

| | | | | | | | |
|---------|--------|---------|--------|----------|----------|----------|----------|
| 2941 | | 5882 | | 8823 | 11764 | | 14705 |
| 1146.99 | | 2293.98 | | 3440.97 | 4587.96 | | 5734.95 |
| 126966 | 126966 | 129260 | 129260 | 132700.9 | 137288.9 | 137288.9 | 143023.9 |

| | | | | | | | |
|---------|--------|----------|----------|----------|----------|----------|----------|
| 2941 | | 7352.941 | 11764.71 | 16176.47 | | 20588.24 | 25000 |
| 1146.99 | | 2867.647 | 4588.235 | 6308.824 | | 8029.412 | 9750 |
| 126966 | 126966 | 129833.6 | 134421.9 | 140730.7 | 140730.7 | 148760.1 | 158510.1 |

| | | | | | | | |
|---------|----------|----------|----------|----------|----------|----------|----------|
| 2941 | 8823.529 | 14705.88 | 20588.24 | 26470.59 | 32352.94 | 38235.29 | 44117.65 |
| 1146.99 | 3441.176 | 5735.294 | 8029.412 | 10323.53 | 12617.65 | 14911.76 | 17205.88 |
| 126966 | 130407.2 | 136142.5 | 144171.9 | 154495.4 | 167113 | 182024.8 | 199230.7 |

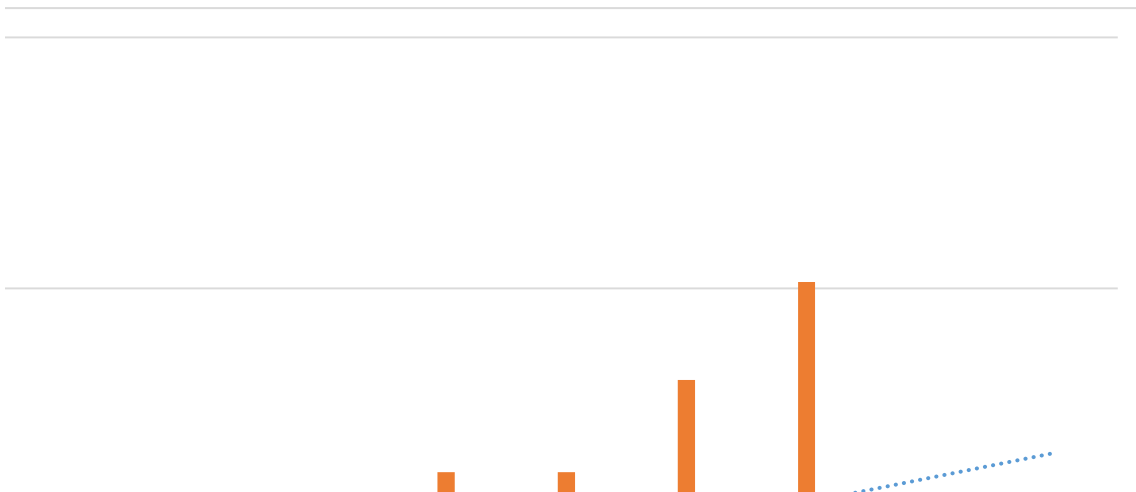


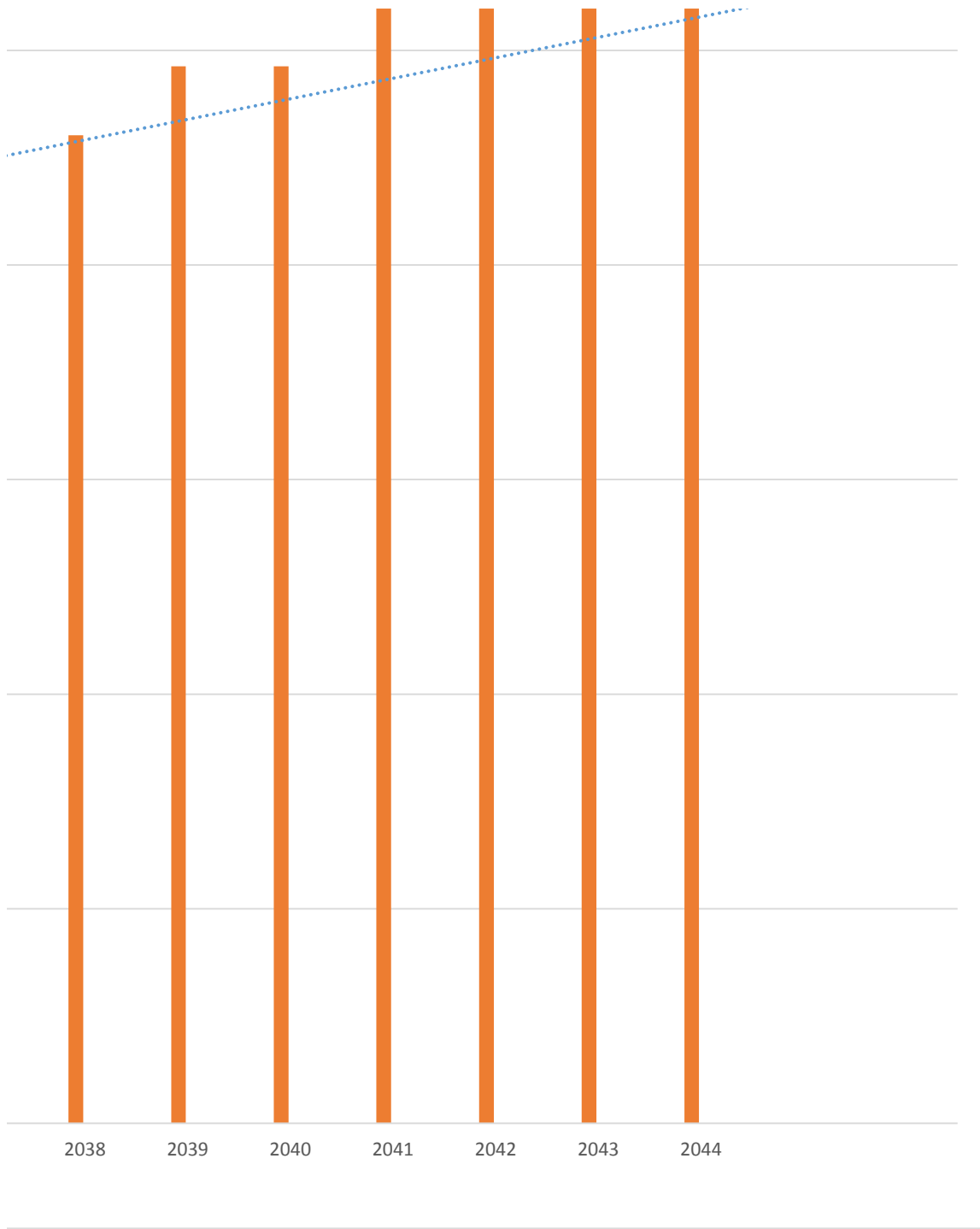
2027 2028 2029 2030 2031 2032 2033 2034 2035

17647 20588 23529 26470 29411 32352
6882.33 8029.32 9176.31 10323.3 11470.29 12617.28
149906.2 149906.2 157935.5 167111.8 167111.8 177435.1 188905.4 188905.4 201522.7

29411.76 33823.53 38235.29 42647.06 47058.82 51470.59
11470.59 13191.18 14911.76 16632.35 18352.94 20073.53
169980.7 183171.9 183171.9 198083.6 214716 233068.9 253142.5

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2036 2037 2038 2039 2040 2041 2042 2043 2044

| | | | | | | | | |
|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| 35294 | | 38235 | 41176 | | 44117 | | 47058 | 50000 |
| 13764.66 | | 14911.65 | 16058.64 | | 17205.63 | | 18352.62 | 19500 |
| 215287.3 | 215287.3 | 230199 | 246257.6 | 246257.6 | 263463.3 | 263463.3 | 281815.9 | 301315.9 |

From: Joe Pasquale
To: [Mayor](#)
Cc: [Ash, Jay \(EOHED\)](#); [Mike Cantalupa](#)
Subject: RE: Amazon RFP responses
Date: Wednesday, September 27, 2017 8:50:25 AM
Attachments: [image001.png](#)
[image002.png](#)

Jeannette

Can you please get clarification from the State if they expect the City of Waltham to respond directly to the RFP that Amazon provided??

Boston Properties will be assembling multiple parcel for various property owners in the immediate vicinity of our core properties that will accommodate over 7m SF. If they need to provide a response specifically to the RFP we need to know this well in advance of the mid October deadline.

We are under the impression that the Sate was submitting a short list of sites to consider.

Please advise. I will also check with Jay.



881 East St Tewksbury, MA 01876

978.851.0200 t 978.851.4962 f

jpasquale@rmd-inc.net

From: Mayor [<mailto:mayor@city.waltham.ma.us>]

Sent: Friday, September 22, 2017 4:05 PM

To: Joe Pasquale

Subject: FW: Amazon RFP responses

FYI

JAM

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

Sent: Friday, September 22, 2017 3:45 PM

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



rmd

retail mgmt & development

From: [Kelleher, Michael \(EHS\)](#)
To: [Lee, Daniel \(GOV\)](#); [Servetnick, Adrian \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#); [Kennealy, Michael \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Frazier, Ricks \(EOHED\)](#); [Weikel, Adam \(GOV\)](#); [Sullivan, Jennifer F. \(ANF\)](#); [Vallarelli, Michael \(GOV\)](#); [Chabot, Emily K. \(GOV\)](#); [Vladeck, Abigail \(GOV\)](#); [Kaneb, Michael \(GOV\)](#)
Subject: RE: draft " 2-pager overview"
Date: Wednesday, September 27, 2017 9:46:24 AM
Attachments: [Our Storyv5.docx](#)

Hello all,

Please see a draft for the overview section, "*Our Story, Why Massachusetts*" for our meeting this afternoon. As discussed, these two pages are intended to be a high-level overview into the rest of the document. So once we are able to land on this overview as a group, it will give us the ability to begin drafting the more detailed subsequent chapters.

Looking forward to talking at 1pm.

Thanks,

Michael

Our Story, Why Massachusetts

We are 351 cities and towns with a global reach. We have the finest educational institutions in the U.S. from pre-kindergarten through post-doc. We are the cradle of the revolution and a hotbed of innovation. We have cosmopolitan cities, quaint towns, quiet beaches, and majestic mountaintops.

From at least as early as the firing of the first musket shot in 1775, Massachusetts has been committed to revolutionary ideas. Today, revolutionary ideas are what drive Massachusetts's innovation economy. The Commonwealth of Massachusetts is home to the world's top universities, hospitals, thought leaders, researchers, educators, inventors, and innovators. And our commitment to innovation supports an unusually high quality of life: from our transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has for hundreds of years been a trailblazer in the things that matter most.

Collaboration is the main ingredient: collaboration between public and private institutions, between state and local governments, between centuries-old universities and startups on the cutting edge. Our health care system delivers the most advanced medical care in the world both for our own residents and for patients from all corners of the globe. Our financial institutions provide the investment capital that entrepreneurs and start-up companies rely on to take discoveries made in Massachusetts classrooms, laboratories, and hospitals from great ideas to world-changing products and services.

Amazon is perfectly suited to take advantage of the opportunities that Massachusetts and the Massachusetts innovation economy presents. Because of our unparalleled education systems, our history of thinking big, and our track record of working together to get stuff done, Massachusetts is uniquely poised to provide Amazon with the environment and the resources it needs to continue evolving at breakneck speed.

And whatever kind of physical site Amazon is looking for, we have it here. We have infill opportunities in the dense urban core, where public transit is a way of life and [statistic about white collar jobs]. We have attractive redevelopment opportunities in the outer edge of the urban ring, or even along transit corridors that move [tens of thousands of people each day]. We have greenfields in suburban communities on the cusp of transformation. We have old mill sites ready to be converted into chic, industrial campuses. And all across the Commonwealth, we have opportunities for Amazon to co-locate with expanding colleges and universities that are re-thinking what it means to provide higher education in the 21st century. [etc.]

WE'RE WICKED SMART

It's no secret that Massachusetts is home to MIT, Harvard, and X hundred other colleges and universities or that we have more post-secondary degrees per capita than any other state [#, source]. Massachusetts produces the greatest density of science and technology graduates in the U.S. Our colleges and universities are both laboratories of discovery for revolutionary new ideas and training academies for the skilled workforce required to carry those ideas forward to their full potential. And it's not just advanced degrees: Massachusetts consistently tops national rankings in K-12 education, too. Centuries of investment in education supports the growth of a twenty-first century economy.

Maybe it's less well known that we're also using our educational institutions to create pathways to good-paying jobs that don't flow through four-year institutions. Massachusetts recently committed \$45 million in new capital spending to upgrade equipment at vocational schools and community colleges, strengthening and expanding their capacity to prepare students for high-demand jobs. Companies that are located here undoubtedly benefit from this rich, diverse workforce – and there are also ample opportunities (and even expectations!) to help shape that talent pool. One example is the new STEM Starter Academy partnership we recently launched to enhance coordination between our community colleges and businesses looking for specially trained workers. [corp Another is _____ [corp partnership example 2]

WE GET STUFF DONE

We have a strong tradition of local governance and leaders who actually do come together across party lines to get things done. (Yes, blue Massachusetts has a Republican Governor!) In recent years, this spirit of collaboration has led to trailblazing legislation guaranteeing pay equity between men and women; an economic development bill that bets \$1b on the idea that any city or town can compete for _____{?}; and landmark climate change legislation that will diversify the Commonwealth's energy portfolio and stabilize electric rates. Our close collaboration with cities and towns is exemplified by the Community Compact Cabinet, and has led to the Municipal Modernization Bill, which loosened the state's grip on local governance. In the past two years, we took on the challenge of cutting red tape in favor of progress and streamlined or eliminated [x] outdated regulations across all areas of State government.

WE GET AROUND

[we will add/collecting more regional/statewide data] [Statistics about mass transit, transportation, etc.] Greater Boston's Mass Transit system has been ranked as the third best in the country and 34% of Boston-area commuters rely on public transit to get to work, the fifth highest percentage in the U.S. When the destination is out of state or out of the country, we also have you covered. [Something about trains, highways, and then Logan]

WE LIVE WELL

[we will add/collecting more regional/statewide data]. Boston metropolitan area ranked seventh out of 50 fittest cities in the U.S., according to the 2016 American Fitness Index. In May 2017 Deutsche Bank named Boston as the eighth best city in the world in terms of quality of life - *the highest ranking US city on list*. With [x] acres of parkland designed by Fredrick Law Olmsted, [y] miles of the Appalachian trail, the country's first public beach, and landmark environmental laws protecting open space, wetlands, and public waterfront access, Massachusetts has some of the best public spaces in the country. There are lots of theatres and museums.... Delicious food....

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Kennealy, Michael \(EOHED\)](#); [Vallarelli, Michael \(GOV\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#); [Rosenberg, Shelby \(GOV\)](#)
Subject: Testimonials
Date: Wednesday, September 27, 2017 10:16:49 AM
Attachments: [Amazon Industry Support Letter Outline DLG.docx](#)

Hi Mike and Vallarelli –

We are planning to do outreach to the following companies for a testimonial. They will be asked to write 250 – 500 words using the attached prompts.

In outreach, we will be making it clear that the testimonials might not be used during the first round of this process.

Below is the list of companies to review. Please let me know if you have any questions or additions. Also, please feel free to do the outreach to a specific company if you have a strong connection. We are hoping to begin outreach by the end of the day today.

Thanks!

- Gillette
- Akamai
- Draper Labs
- TripAdvisor
- Wayfair
- GE
- State Street
- Liberty Mutual
- Rapid7
- LevelUp
- Quiet Logistics
- NuTonomy
- IBM
- MassMutual
- Kronos
- iRobot
- Houghton Mifflin
- Dana Farber
- Drizly
- Catalant

Devon Goodall

Devon.L.Goodall@state.ma.us

Amazon Industry Support Letter Outline:

- Please aim to keep between 250-500 words
- Letters should be on your letterhead and addressed to XXXX
- Kindly note that this letter will ultimately become a public record.
- Please submit to XXXX by Friday, September 29.
- Please focus on the question of **why you chose Massachusetts and would encourage Amazon to consider the Commonwealth as an ideal location for its second headquarters.**
- Please feel free to draw upon your personal experience or perspective.
- Potential factors for emphasis may include:
 - **Best-in-Class Available Talent:** The opportunity for industries to grow here based upon the availability and density of our skilled workforce. Massachusetts has the greatest concentration of institutions of higher education in the United States – 140 colleges and universities, 55 within Greater Boston
 - **Public-Private Collaboration Drives Growth:** Strong leadership from the Governor allowing for the ability of our public officials and industry leadership to communicate, partner, and work together to achieve a shared economic development strategy; the stability of the regulatory environment and openness to government dialogue with industry;
 - **The #1 Technology Ecosystem:** The national/global competitiveness and collaborative nature of our local innovation ecosystem; our multi-cluster density, our opportunity to lead in the future digital revolution, and inherent strengths from start-up to scale-up; and/or
 - **Live-Work-Play:** Balance of working and living in a world class state with great culture, top healthcare institutions, museums, theatres, history, recreation and festivals.

For your Information:

- Link to the RFP: [https://images-na.ssl-images-amazon.com/images/G/01/Anything/test/images/usa/RFP_3_V516043504 .pdf](https://images-na.ssl-images-amazon.com/images/G/01/Anything/test/images/usa/RFP_3_V516043504.pdf)

From: [Henderson, Richard](#)
To: "alec@DiscoverASG.com"
Cc: [Goodall, Devon L. \(MOBD\)](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Progressive MA facts
Date: Wednesday, September 27, 2017 10:18:46 AM
Attachments: [Progressive Massachusetts.doc](#)

Hi Alec,

It was great to meet you and Josiane yesterday. Per our discussion, here's a list of cultural firsts from the 1600s through 1900, mostly culled from the Secretary of State's website list found here:

<https://www.sec.state.ma.us/cis/cismaf/mf4.htm>. His 20th century facts seemed more technologically oriented, but clearly you will be able to highlight a number of recent things like universal healthcare, same sex marriage etc.

Some of these may be particularly pertinent to Amazon: first public park, school, library, newspaper (alas, apparently not the first bookstore...). Hope this is helpful.

Richard

Richard Henderson

Executive Vice President, Real Estate

MassDevelopment

99 High Street

Boston, MA 02110

617-330-2096 (land)

Exemption (c) (cell)

Progressive Massachusetts: the first 4 centuries.

1634 Boston Common became the first public park in America.

1635 The first American public secondary school, Boston Latin Grammar School, was founded in Boston.

1636 Harvard, the first American university, was founded in Newtowne (now Cambridge).

1638 The first American printing press was set up in Cambridge by Stephen Daye.

1639 The first free American public school, the Mather school, was founded in Dorchester.

1704 The first regularly issued American newspaper, "The Boston News-Letter", was published in Boston.

1790 The first American public library was founded in Franklin, MA.

1806 The first church built by free blacks in America, the African Meeting House, opened on Joy Street in Boston.

1831 The first abolitionist newspaper, "The Liberator", was published in Boston by William Lloyd Garrison.

1850 The first National Women's Rights Convention convenes in Worcester.

1852 Massachusetts becomes the first U.S. state to pass a universal public education law. In particular, the law required every town to create and operate a grammar school.

1863 The 54th Regiment of the Massachusetts Volunteer Infantry, the first black regiment of the American Civil War, was recruited at the African Meeting House by African American abolitionist Frederick Douglass.

1877 Helen Magill White becomes the first woman to earn a Ph.D in the U.S., at Boston University.

1896 Revere Beach developed as the first public beach in America.

From: [Brown, Kevin W \(DOR\)](#)
To: [Frazier, Ricks \(EOHED\)](#)
Subject: Re: Scanned document from delosa <delosa@dor.state.ma.us>
Date: Wednesday, September 27, 2017 10:44:48 AM

Sorry this took a little time to get to you. It got hung up by the spell check when I hit send earlier and I didn't realize it.

Sent from my iPhone

> On Sep 27, 2017, at 10:15 AM, Brown, Kevin W. (DOR) <brownk@dor.state.ma.us> wrote:
>
> Court documents as requested.
>
> Kevin
>
> From: Brown, Kevin W. (DOR)
> Sent: Tuesday, September 26, 2017 11:00 AM
> To: Ross, Robert (ANF); McNamara, William J. (DOR)
> Cc: Dailida, Nathalie (DOR); Ianno, Dominick (ANF)
> Subject: FW: Scanned document from delosa <delosa@dor.state.ma.us>
>
> Bob,
>
> Attached are the documents filed in Superior Court yesterday, including a copy of the earlier summonses issued to Amazon, asking for third party information.
>
> I'll get you a scanned copy of the signed order shortly. (The unsigned order is in the package above – no changes were made by the court.)
>
> Kevin
>
> From: Stille, Timothy R. (DOR)
> Sent: Tuesday, September 26, 2017 10:41 AM
> To: Brown, Kevin W. (DOR)
> Subject: FW: Scanned document from delosa <delosa@dor.state.ma.us<<mailto:delosa@dor.state.ma.us>>>
>
> Hey Kevin,
>
> This is a copy of the entire filing at Superior Court. The Clerk's Office assigned the Docket No 17-3065E. The Judge signed the Order... Please let me know if you have any other questions.
>
> Tim
>
>
>
>
> <amazon.pdf.awsec>

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Rosenberg, Shelby \(GOV\)](#)
Subject: FW: draft " 2-pager overview"
Date: Wednesday, September 27, 2017 11:06:04 AM
Attachments: [Amazon HQ2 welcome letter GOV LG draft 4.docx](#)
[Our Storyv5.docx](#)

There is a 1pm meeting today at the state house (I was wrong) if you want to join!

From: Lee, Daniel (GOV)
Sent: Wednesday, September 27, 2017 10:17 AM
To: Kelleher, Michael (EHS); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Chabot, Emily K. (GOV); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)
Subject: RE: draft " 2-pager overview"
Also attaching the rough draft of the Welcome Letter. Looking forward to the 1pm discussion.

From: Kelleher, Michael (EHS)
Sent: Wednesday, September 27, 2017 9:46 AM
To: Lee, Daniel (GOV) <daniel.m.lee@MassMail.State.MA.US>; Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>; Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>; Weikel, Adam (GOV) <adam.weikel@MassMail.State.MA.US>; Sullivan, Jennifer F. (ANF) <Jennifer.F.Sullivan@MassMail.State.MA.US>; Vallarelli, Michael (GOV) <michael.vallarelli@MassMail.State.MA.US>; Chabot, Emily K. (GOV) <Emily.K.Chabot@MassMail.State.MA.US>; Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>; Kaneb, Michael (GOV) <michael.kaneb@MassMail.State.MA.US>

Subject: RE: draft " 2-pager overview"

Hello all,

Please see a draft for the overview section, "*Our Story, Why Massachusetts*" for our meeting this afternoon. As discussed, these two pages are intended to be a high-level overview into the rest of the document. So once we are able to land on this overview as a group, it will give us the ability to begin drafting the more detailed subsequent chapters.

Looking forward to talking at 1pm.

Thanks,

Michael

<< File: Our Storyv5.docx >>



OFFICE OF THE GOVERNOR
COMMONWEALTH OF MASSACHUSETTS
STATE HOUSE • BOSTON, MA 02133
(617) 725-4000

CHARLES D. BAKER
GOVERNOR

KARYN E. POLITO
LIEUTENANT GOVERNOR

October 2017

Greetings:

On behalf of the Commonwealth of Massachusetts, we are proud to submit this invitation for Amazon to locate its HQ2 in the Bay State.

Why should Amazon put its second headquarters in Massachusetts? In three words: innovation, collaboration, and ecosystems. From the earliest moments in our history, Massachusetts has been a place of discovery and commitment to new ideas. This boldness to innovate is at the heart of everything we do, whether it is in technology, science, education, or culture. But we don't stop at just great ideas. Massachusetts capitalizes on the promise of bold, new ideas by acting with 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.

Commented [ANF1]: Tough word. Hard not to seem like a too easy buzzword. What else works here?

Underlying all of our State's success in technology, business, and health care is our world-leading constellation of colleges and universities. This is our indispensable resource. We understand that great things happen when these engines of innovation get connected with an engaged workforce and with entrepreneurs, innovative business leaders, and hospitals and science companies searching for solutions. We hope that you strongly consider us as your next home. There is a lot more to come in Massachusetts.

The fabric of our state serves as a catalyzing force for change, and we have been at the forefront of countless revolutionary transformations. We welcome Amazon to come and partner with us as we write the next chapter in our history and build upon what makes us great. We hope you join us for the ride!

Commented [ANF2]: Perhaps this should be about the next chapter in Amazon's story.

Sincerely,

CHARLES D. BAKER
GOVERNOR

KARYN E. POLITO
LIEUTENANT GOVERNOR

Our Story, Why Massachusetts

We are 351 cities and towns with a global reach. We have the finest educational institutions in the U.S. from pre-kindergarten through post-doc. We are the cradle of the revolution and a hotbed of innovation. We have cosmopolitan cities, quaint towns, quiet beaches, and majestic mountaintops.

From at least as early as the firing of the first musket shot in 1775, Massachusetts has been committed to revolutionary ideas. Today, revolutionary ideas are what drive Massachusetts's innovation economy. The Commonwealth of Massachusetts is home to the world's top universities, hospitals, thought leaders, researchers, educators, inventors, and innovators. And our commitment to innovation supports an unusually high quality of life: from our transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has for hundreds of years been a trailblazer in the things that matter most.

Collaboration is the main ingredient: collaboration between public and private institutions, between state and local governments, between centuries-old universities and startups on the cutting edge. Our health care system delivers the most advanced medical care in the world both for our own residents and for patients from all corners of the globe. Our financial institutions provide the investment capital that entrepreneurs and start-up companies rely on to take discoveries made in Massachusetts classrooms, laboratories, and hospitals from great ideas to world-changing products and services.

Amazon is perfectly suited to take advantage of the opportunities that Massachusetts and the Massachusetts innovation economy presents. Because of our unparalleled education systems, our history of thinking big, and our track record of working together to get stuff done, Massachusetts is uniquely poised to provide Amazon with the environment and the resources it needs to continue evolving at breakneck speed.

And whatever kind of physical site Amazon is looking for, we have it here. We have infill opportunities in the dense urban core, where public transit is a way of life and [statistic about white collar jobs]. We have attractive redevelopment opportunities in the outer edge of the urban ring, or even along transit corridors that move [tens of thousands of people each day]. We have greenfields in suburban communities on the cusp of transformation. We have old mill sites ready to be converted into chic, industrial campuses. And all across the Commonwealth, we have opportunities for Amazon to co-locate with expanding colleges and universities that are re-thinking what it means to provide higher education in the 21st century. [etc.]

WE'RE WICKED SMART

It's no secret that Massachusetts is home to MIT, Harvard, and X hundred other colleges and universities or that we have more post-secondary degrees per capita than any other state [#, source]. Massachusetts produces the greatest density of science and technology graduates in the U.S. Our colleges and universities are both laboratories of discovery for revolutionary new ideas and training academies for the skilled workforce required to carry those ideas forward to their full potential. And it's not just advanced degrees: Massachusetts consistently tops national rankings in K-12 education, too. Centuries of investment in education supports the growth of a twenty-first century economy.

Maybe it's less well known that we're also using our educational institutions to create pathways to good-paying jobs that don't flow through four-year institutions. Massachusetts recently committed \$45 million in new capital spending to upgrade equipment at vocational schools and community colleges, strengthening and expanding their capacity to prepare students for high-demand jobs. Companies that are located here undoubtedly benefit from this rich, diverse workforce – and there are also ample opportunities (and even expectations!) to help shape that talent pool. One example is the new STEM Starter Academy partnership we recently launched to enhance coordination between our community colleges and businesses looking for specially trained workers. [corp Another is _____ [corp partnership example 2]

WE GET STUFF DONE

We have a strong tradition of local governance and leaders who actually do come together across party lines to get things done. (Yes, blue Massachusetts has a Republican Governor!) In recent years, this spirit of collaboration has led to trailblazing legislation guaranteeing pay equity between men and women; an economic development bill that bets \$1b on the idea that any city or town can compete for _____{?}; and landmark climate change legislation that will diversify the Commonwealth's energy portfolio and stabilize electric rates. Our close collaboration with cities and towns is exemplified by the Community Compact Cabinet, and has led to the Municipal Modernization Bill, which loosened the state's grip on local governance. In the past two years, we took on the challenge of cutting red tape in favor of progress and streamlined or eliminated [x] outdated regulations across all areas of State government.

WE GET AROUND

[we will add/collecting more regional/statewide data] [Statistics about mass transit, transportation, etc.] Greater Boston's Mass Transit system has been ranked as the third best in the country and 34% of Boston-area commuters rely on public transit to get to work, the fifth highest percentage in the U.S. When the destination is out of state or out of the country, we also have you covered. [Something about trains, highways, and then Logan]

WE LIVE WELL

[we will add/collecting more regional/statewide data]. Boston metropolitan area ranked seventh out of 50 fittest cities in the U.S., according to the 2016 American Fitness Index. In May 2017 Deutsche Bank named Boston as the eighth best city in the world in terms of quality of life - *the highest ranking US city on list*. With [x] acres of parkland designed by Fredrick Law Olmsted, [y] miles of the Appalachian trail, the country's first public beach, and landmark environmental laws protecting open space, wetlands, and public waterfront access, Massachusetts has some of the best public spaces in the country. There are lots of theatres and museums.... Delicious food....

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Kersten, Annamarie \(MOBD\)](#)
Cc: [Giovino, Joey \(MOBD\)](#); [Kaufman, Samantha \(EOHED\)](#)
Subject: RE: Amazon questions
Date: Wednesday, September 27, 2017 11:13:51 AM

Well that was easy. Thanks!

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: Kersten, Annamarie (MOBD)
Sent: Wednesday, September 27, 2017 11:14 AM
To: Hillman, Michelle M. (EOHED)
Cc: Giovino, Joey (MOBD) ; Kaufman, Samantha (EOHED)
Subject: RE: Amazon questions

No, they did not apply for anything from the EDIP for the Boston expansion.

Annamarie Kersten

Senior EDIP Director

Massachusetts Office of Business Development

136 Blackstone Street, 5th floor

Boston, MA 02109

Phone: 617-973-8534

Fax: 617-973-8554

annamarie.kersten@state.ma.us

Please note our offices moved on September 8, 2017. Our new address is 136 Blackstone St., 5th Floor, Boston, MA 02109. My phone number and e-mail address will stay the same.

This communication and any communication incorporated herein, including attachments, may be subject to public disclosure as a "public record," as defined by M. G. L. c. 4, § 7, and subject to public inspection, examination and copying pursuant to M. G. L. c. 66, § 10. Any communication with this agency whether in response to this communication or otherwise may itself be subject to public inspection and copying pursuant to M. G. L. c. 66, § 10, unless protected by statutory exemption.

From: Hillman, Michelle M. (EOHED)
Sent: Wednesday, September 27, 2017 11:13 AM
To: Kersten, Annamarie (MOBD)
Cc: Giovino, Joey (MOBD); Kaufman, Samantha (EOHED)
Subject: FW: Amazon questions

Hello friends,

Can you tell me the answer to Jordan's question below?

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: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Wednesday, September 27, 2017 11:07 AM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Re: Amazon questions

Has Amazon applied for any EDIP grants for its Boston expansion that it announced earlier this summer?

On Tue, Sep 26, 2017 at 5:18 PM Jordan Graham <jordan.graham@bostonherald.com> wrote:

Thanks!

On Tue, Sep 26, 2017 at 5:14 PM, Hillman, Michelle M (SEA)

<michelle.m.hillman@state.ma.us> wrote:

EDIP is the Economic Development Incentive Program

<http://www.mass.gov/hed/economic/eohed/bd/econ-development/>

Most recent press release here: <http://www.mass.gov/hed/press-releases/administration-announces-edip-for-14-projects.html>

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)

[857-895-1162](tel:857-895-1162) (cell)

From: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 5:11 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Re: Amazon questions

Great, thanks Michelle. The EDIC program is what job creation grants fall under, right?

On Tue, Sep 26, 2017 at 5:09 PM, Hillman, Michelle M (SEA)

<michelle.m.hillman@state.ma.us> wrote:

Hi Jordan,

“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

Here’s what I can give you on background regarding the cap:

- There is a cap of \$30 million per year for a single company (G.L. c. 62, §6(g)(3) for income tax and c. 63, §38N(c) for corporate excise tax
- Of the \$30 million, \$10 million is reserved for the Housing Development

Infrastructure Program (HDIP) G.L. c. 62, §6(g)(3) for income tax and c. 63, §38BB(5) for corporate excise tax

- Essentially, the state does not award more than \$20 million per year through the EDIP program

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](tel:617-788-3652) (office)

[857-895-1162](tel:857-895-1162) (cell)

From: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 4:51 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Re: Amazon questions

Thanks!

On Tue, Sep 26, 2017 at 4:50 PM, Hillman, Michelle M (SEA)

<michelle.m.hillman@state.ma.us> wrote:

I should answers for you soon

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)

[857-895-1162](tel:857-895-1162) (cell)

From: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 2:42 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Amazon questions

Hey Michelle, here are a couple questions related to the Amazon effort:

Has the state reached out to Amazon at all?

Is there any cap on the amount of tax incentives a single company can receive?

Thanks,

Jordan

--

Business and Technology Reporter

The Boston Herald

[617-619-6377](tel:617-619-6377)

[415-265-3209](tel:415-265-3209) (cell)

--

Business and Technology Reporter

The Boston Herald

[617-619-6377](tel:617-619-6377)

[415-265-3209](tel:415-265-3209) (cell)

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The Boston Herald

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--

Business and Technology Reporter

The Boston Herald

617-619-6377

415-265-3209 (cell)

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Jordan Graham](#)
Subject: RE: Amazon questions
Date: Wednesday, September 27, 2017 11:14:03 AM

No, they did not apply for anything from the EDIP for the Boston expansion.

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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Most recent press release here: <http://www.mass.gov/hed/press-releases/administration-announces-edip-for-14-projects.html>

Michelle Hillman

Director of Communications and Media Relations
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Boston, MA 02108
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- Essentially, the state does not award more than \$20 million per year through the EDIP program

Thanks,

Michelle

Michelle Hillman

Director of Communications and Media Relations

Executive Office of Housing and Economic Development

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Sent: Tuesday, September 26, 2017 4:51 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Re: Amazon questions

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I should answers for you soon

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](tel:857-895-1162) (cell)

From: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 2:42 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Amazon questions

Hey Michelle, here are a couple questions related to the Amazon effort:

Has the state reached out to Amazon at all?

Is there any cap on the amount of tax incentives a single company can receive?

Thanks,

Jordan

--

Business and Technology Reporter
The Boston Herald

[617-619-6377](tel:617-619-6377)

[415-265-3209](tel:415-265-3209) (cell)

--

Business and Technology Reporter
The Boston Herald

[617-619-6377](tel:617-619-6377)

[415-265-3209](tel:415-265-3209) (cell)

--

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[617-619-6377](tel:617-619-6377)

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--

Business and Technology Reporter
The Boston Herald

617-619-6377

415-265-3209 (cell)

--

Business and Technology Reporter
The Boston Herald

617-619-6377

415-265-3209 (cell)

From: [Giovino, Joey \(MOBD\)](#)
To: [Kersten, Annamarie \(MOBD\)](#); [Hillman, Michelle M. \(EOHED\)](#)
Cc: [Kaufman, Samantha \(EOHED\)](#)
Subject: RE: Amazon questions
Date: Wednesday, September 27, 2017 11:34:13 AM

I do not know how to find them, nor do I have copies.

Joey Giovino

EDIP Program Manager
Massachusetts Office of Business Development
136 Blackstone Street, 5th Floor
Boston, MA 02109
(617) 973-8536
joey.giovino@state.ma.us
<http://www.mass.gov/mobd>

This communication and any communication incorporated herein, including attachments, may be subject to public disclosure as a "public record," as defined by M. G. L. c. 4, § 7, and subject to public inspection, examination and copying pursuant to M. G. L. c. 66, § 10. Any communication with this agency whether in response to this communication or otherwise may itself be subject to public inspection and copying pursuant to M. G. L. c. 66, § 10, unless protected by statutory exemption.

From: Kersten, Annamarie (MOBD)
Sent: Wednesday, September 27, 2017 11:29 AM
To: Hillman, Michelle M. (EOHED)
Cc: Giovino, Joey (MOBD); Kaufman, Samantha (EOHED)
Subject: RE: Amazon questions

No because this Administration took down all previous press links to old announcements. Unless, Joey do you know how to find them? I probably have a draft of what we said in 2014. I will look.

Annamarie Kersten

Senior EDIP Director
Massachusetts Office of Business Development
136 Blackstone Street, 5th floor
Boston, MA 02109
Phone: 617-973-8534
Fax: 617-973-8554
annamarie.kersten@state.ma.us

Please note our offices moved on September 8, 2017. Our new address is 136 Blackstone St., 5th Floor, Boston, MA 02109. My phone number and e-mail address will stay the same.

This communication and any communication incorporated herein, including attachments, may be subject to public disclosure as a "public record," as defined by M. G. L. c. 4, § 7, and subject to public inspection, examination and copying pursuant to M. G. L. c. 66, § 10. Any communication with this agency whether in response to this communication or otherwise may itself be subject to public inspection and copying pursuant to M. G. L. c. 66, § 10, unless protected by statutory exemption.

From: Hillman, Michelle M. (EOHED)
Sent: Wednesday, September 27, 2017 11:28 AM
To: Kersten, Annamarie (MOBD)
Cc: Giovino, Joey (MOBD); Kaufman, Samantha (EOHED)

Subject: RE: Amazon questions

Thanks – do you have a link for the press release with the \$600K. I can't find it...

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: Kersten, Annamarie (MOBD)

Sent: Wednesday, September 27, 2017 11:27 AM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Cc: Giovino, Joey (MOBD) <joey.giovino@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: RE: Amazon questions

BTW for Fall River their award was \$3.25 not \$3.5 million.

Annamarie Kersten

Senior EDIP Director

Massachusetts Office of Business Development

136 Blackstone Street, 5th floor

Boston, MA 02109

Phone: 617-973-8534

Fax: 617-973-8554

annamarie.kersten@state.ma.us

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From: Hillman, Michelle M. (EOHED)

Sent: Wednesday, September 27, 2017 11:25 AM

To: Kersten, Annamarie (MOBD)

Cc: Giovino, Joey (MOBD); Kaufman, Samantha (EOHED)

Subject: RE: Amazon questions

Cool, thanks

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: Kersten, Annamarie (MOBD)
Sent: Wednesday, September 27, 2017 11:25 AM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Cc: Giovino, Joey (MOBD) <joey.giovino@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>
Subject: RE: Amazon questions
Correct. A press release announced all the \$ values after the vote was taken.

Annamarie Kersten

Senior EDIP Director

Massachusetts Office of Business Development

136 Blackstone Street, 5th floor

Boston, MA 02109

Phone: 617-973-8534

Fax: 617-973-8554

annamarie.kersten@state.ma.us

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From: Hillman, Michelle M. (EOHED)
Sent: Wednesday, September 27, 2017 11:24 AM
To: Kersten, Annamarie (MOBD)
Cc: Giovino, Joey (MOBD); Kaufman, Samantha (EOHED)
Subject: RE: Amazon questions
And this has all been made public previously, correct?
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: Kersten, Annamarie (MOBD)
Sent: Wednesday, September 27, 2017 11:22 AM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Cc: Giovino, Joey (MOBD) <joey.giovino@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>
Subject: RE: Amazon questions
Nothing for Kiva Systems. They do have a facility in Stoughton that came to the December 2014 EACC meeting. They were awarded \$600,000.

Annamarie Kersten

Senior EDIP Director

Massachusetts Office of Business Development

136 Blackstone Street, 5th floor

Boston, MA 02109

Phone: 617-973-8534

Fax: 617-973-8554

annamarie.kersten@state.ma.us

Please note our offices moved on September 8, 2017. Our new address is 136 Blackstone St., 5th Floor, Boston, MA 02109. My phone number and e-mail address will stay the same.

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From: Hillman, Michelle M. (EOHED)

Sent: Wednesday, September 27, 2017 11:17 AM

To: Kersten, Annamarie (MOBD)

Cc: Giovino, Joey (MOBD); Kaufman, Samantha (EOHED)

Subject: RE: Amazon questions

I'm just the middle man here – and here's his follow up Q

Ok. I know they have \$3.5 million from the Fall River project, is there anything else they are receiving? Anything for Kiva Systems? Thanks!

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: Kersten, Annamarie (MOBD)

Sent: Wednesday, September 27, 2017 11:14 AM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Cc: Giovino, Joey (MOBD) <joey.giovino@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: RE: Amazon questions

No, they did not apply for anything from the EDIP for the Boston expansion.

Annamarie Kersten

Senior EDIP Director

Massachusetts Office of Business Development

136 Blackstone Street, 5th floor

Boston, MA 02109

Phone: 617-973-8534

Fax: 617-973-8554

annamarie.kersten@state.ma.us

Please note our offices moved on September 8, 2017. Our new address is 136 Blackstone St., 5th Floor, Boston, MA 02109. My phone number and e-mail address will stay the same.

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From: Hillman, Michelle M. (EOHED)
Sent: Wednesday, September 27, 2017 11:13 AM
To: Kersten, Annamarie (MOBD)
Cc: Giovino, Joey (MOBD); Kaufman, Samantha (EOHED)
Subject: FW: Amazon questions

Hello friends,

Can you tell me the answer to Jordan's question below?

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: Jordan Graham [<mailto:jordan.graham@bostonherald.com>]
Sent: Wednesday, September 27, 2017 11:07 AM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Subject: Re: Amazon questions

Has Amazon applied for any EDIP grants for its Boston expansion that it announced earlier this summer?

On Tue, Sep 26, 2017 at 5:18 PM Jordan Graham <jordan.graham@bostonherald.com> wrote:

Thanks!

On Tue, Sep 26, 2017 at 5:14 PM, Hillman, Michelle M (SEA)
<michelle.m.hillman@state.ma.us> wrote:

EDIP is the Economic Development Incentive Program
<http://www.mass.gov/hed/economic/eohed/bd/econ-development/>
Most recent press release here: <http://www.mass.gov/hed/press-releases/administration-announces-edip-for-14-projects.html>

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)
[857-895-1162](tel:857-895-1162) (cell)

From: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 5:11 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Re: Amazon questions

Great, thanks Michelle. The EDIC program is what job creation grants fall under, right?

On Tue, Sep 26, 2017 at 5:09 PM, Hillman, Michelle M (SEA)

<michelle.m.hillman@state.ma.us> wrote:

Hi Jordan,

“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

Here’s what I can give you on background regarding the cap:

- There is a cap of \$30 million per year for a single company (G.L. c. 62, §6(g)(3) for income tax and c. 63, §38N(c) for corporate excise tax
 - Of the \$30 million, \$10 million is reserved for the Housing Development Infrastructure Program (HDIP) G.L. c. 62, §6(g)(3) for income tax and c. 63, §38BB(5) for corporate excise tax
- Essentially, the state does not award more than \$20 million per year through the EDIP program

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](tel:617-788-3652) (office)

[857-895-1162](tel:857-895-1162) (cell)

From: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 4:51 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Re: Amazon questions

Thanks!

On Tue, Sep 26, 2017 at 4:50 PM, Hillman, Michelle M (SEA)

<michelle.m.hillman@state.ma.us> wrote:

I should answers for you soon

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)

[857-895-1162](tel:857-895-1162) (cell)

From: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 2:42 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Amazon questions

Hey Michelle, here are a couple questions related to the Amazon effort:

Has the state reached out to Amazon at all?

Is there any cap on the amount of tax incentives a single company can receive?

Thanks,

Jordan

--

Business and Technology Reporter

The Boston Herald

[617-619-6377](tel:617-619-6377)

[415-265-3209](tel:415-265-3209) (cell)

--

Business and Technology Reporter

The Boston Herald

[617-619-6377](tel:617-619-6377)

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Business and Technology Reporter

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617-619-6377

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--

Business and Technology Reporter

The Boston Herald

617-619-6377

415-265-3209 (cell)

From: Alec Loftus
To: [Henderson, Richard](#); [Josiane Martinez](#)
Cc: [Goodall, Devon L. \(MOBD\)](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Re: Progressive MA facts
Date: Wednesday, September 27, 2017 11:57:13 AM

Hi Richard,

Yes, Josiane and I enjoyed meeting you and the whole crew at MassDevelopment yesterday. We're very excited to be a part of this project! And thank you for sending the "Massachusetts Firsts"... very helpful as we get into our work on the narrative.

I'm looping Josiane into this chain for any follow ups.
-Alec

On Wed, Sep 27, 2017 at 10:15 AM, Henderson, Richard
<Rhenderson@massdevelopment.com> wrote:

Hi Alec,

It was great to meet you and Josiane yesterday. Per our discussion, here's a list of cultural firsts from the 1600s through 1900, mostly culled from the Secretary of State's website list found here: <https://www.sec.state.ma.us/cis/cismaf/mf4.htm>. His 20th century facts seemed more technologically oriented, but clearly you will be able to highlight a number of recent things like universal healthcare, same sex marriage etc.

Some of these may be particularly pertinent to Amazon: first public park, school, library, newspaper (alas, apparently not the first bookstore...). Hope this is helpful.

Richard

Richard Henderson

Executive Vice President, Real Estate

MassDevelopment

99 High Street

Boston, MA 02110

[617-330-2096](tel:617-330-2096) (land)

Exemption (c) (cell)

--

Alec Loftus
Vice President
Archipelago Strategies Group (ASG)

Alec@DiscoverASG.com

617-595-8872

www.DiscoverASG.com

From: [Kennealy, Michael \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: FW: Osgood Landing, North Andover - Amazon HQ2
Date: Wednesday, September 27, 2017 1:37:31 PM
Attachments: [image004.png](#)
[Municipality Application - North Andover.docx](#)

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: Andrew Maylor [mailto:amaylor@northandoverma.gov]
Sent: Monday, September 25, 2017 5:14 PM
To: Kennealy, Michael (EOHED)
Cc: Orit Goldstein ; Karen Conard ; Eric Kfoury ; dkehlhem@massecon.com; Ash, Jay (EOHED)
Subject: Osgood Landing, North Andover - Amazon HQ2

Mr. Kennealy,

Attached please find the requested form as confirmation that Osgood Landing in North Andover will be the centerpiece of a regional proposal for the Amazon HQ2 site. The town's Director of Community and Economic Development, Eric Kfoury, is spearheading the application process along with Karen Conard the Director of the Merrimack Valley Planning Commission. Mr. Kfoury has been cc'd on this email. Please contact him directly if you need additional information.

Regards,

Andrew W. Maylor

Town Manager

Town of North Andover

120 Main Street

North Andover, MA 01845

Phone [978.688.9510](tel:978.688.9510)

Fax [978.688.9556](tel:978.688.9556)

Email amaylor@northandoverma.gov

Web www.northandoverma.gov

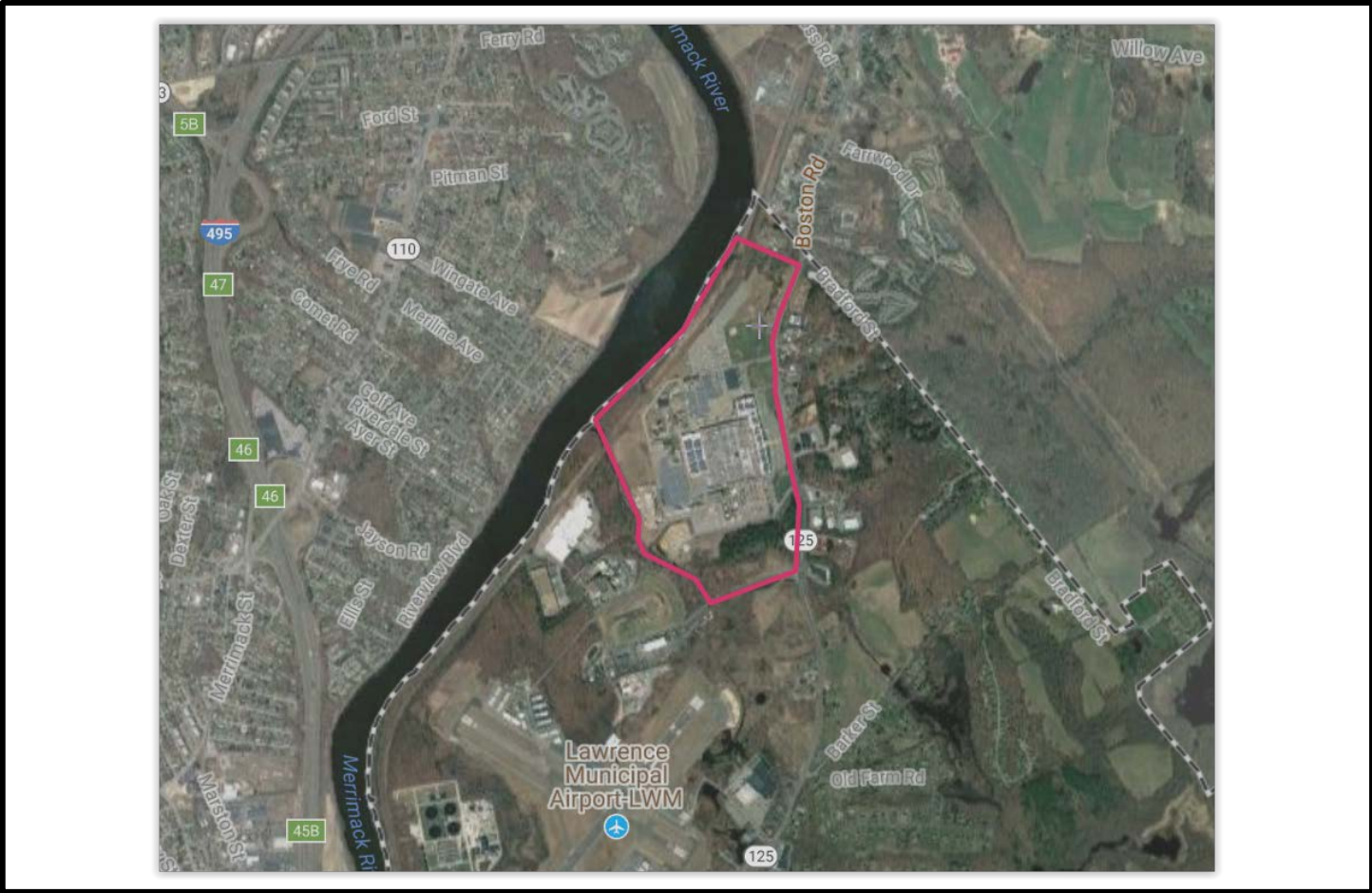


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Visit us online at www.northandoverma.gov.



Municipality North Andover *



Site Size (Acres) 168.3 Acres
 Full Buildout Capacity (Sq. Ft) 10 million SF

Proximity to:
 Major Highway 1.8 miles to I-495
 Regional Train 2.9 miles** (rail line runs through site)
 International Airport 32 miles***

Local Tax Relief Available (Y/N) Yes

Ownership Private Owner – 1600 Osgood Street LLC

* North Andover submitting on behalf of itself and Andover, Lawrence, Methuen and Haverhill
 ** in either direction to both McGovern Transportation Center (Lawrence) and Bradford Station (Haverhill)
 *** in either direction to both Logan International and Manchester International airports

From: [Kennealy, Michael \(EOHED\)](#)
To: [Kevin Shea](#)
Cc: [Mayor Tom Hoye](#)
Subject: RE: Taunton Amazon Site
Date: Wednesday, September 27, 2017 1:38:03 PM

Thanks! Will let you know if we have questions.

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: Kevin Shea [mailto:kshea@taunton-ma.gov]
Sent: Tuesday, September 26, 2017 2:44 PM
To: Kennealy, Michael (EOHED)
Cc: Mayor Tom Hoye
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: [Kennealy, Michael \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: FW: Taunton Amazon Site
Date: Wednesday, September 27, 2017 1:38:11 PM
Attachments: [Municipality Application Template.docx](#)

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: Kevin Shea [mailto:kshea@taunton-ma.gov]
Sent: Tuesday, September 26, 2017 2:44 PM
To: Kennealy, Michael (EOHED)
Cc: Mayor Tom Hoye
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

Municipality

TAUNTON, MASSACHUSETTS



| | |
|---------------------------------|-----------------|
| Site Size (Acres) | 146.88 |
| Full Buildout Capacity (Sq. Ft) | 1,352,782 |
| Proximity to: | |
| Major Highway | Routes 140 & 24 |
| Regional Train | NO |
| International Airport | NO |

Local Tax Relief Available (Y/N) YES

Ownership : Silver City Galleria Mall 4 Parcels

Parcel A:

Map ID 126/5 9.90 acres 106,053 square feet

US Bank Trust National Associates Trust

333 Beverly Road

Hoffman Estates, IL 60179

Parcel B:

Map 118/39 12.20 acres 148,572 square feet

The May Department Stores Company

7 W Seventh Street

Cincinnati, Ohio 45202

Parcel C:

Map 118/41 100.52 acres 1,032,334 square feet

CREFII Silver City LLC

C/O Mall Management Office

2 Galleria Mall Drive

East Taunton, Massachusetts 02718

Parcel D:

Map 118/8 24.26 acres vacant land

CREFII Silver City LLC

C/O Mall Management Office

2 Galleria Mall Drive

East Taunton, Massachusetts 02718

From: [Kennealy, Michael \(EOHED\)](#)
To: [Nicholas Milano](#)
Cc: [Meredith Harris](#)
Subject: RE: Amazon RFP responses
Date: Wednesday, September 27, 2017 1:39:04 PM

Great, 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: Nicholas Milano [mailto:nmilano@marlborough-ma.gov]
Sent: Monday, September 25, 2017 1:34 PM
To: Kennealy, Michael (EOHED) ; Ward Weeden, Aimee (EOHED)
Cc: Meredith Harris
Subject: RE: Amazon RFP responses

Good afternoon Mike –

Mayor Vigeant asked me to follow up with you. The Marlborough Economic Development Corporation is coordinating our response to the RFP. I copied MEDC's Executive Director, Meredith Harris, on this e-mail.

We will work to get you site information by this Friday.

Thanks,

Nick

Nicholas Milano
Executive Aide to the Mayor
City of Marlborough
140 Main Street
Marlborough, MA 01752
o: 508-460-3770
c: 774-245-8539

From: Kennealy, Michael (EOHED) [<mailto:Michael.kennealy@MassMail.State.MA.US>]
Sent: Friday, September 22, 2017 3:45 PM
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: [Kennealy, Michael \(EOHED\)](#)
To: [Kennealy, Michael \(EOHED\)](#)
Bcc: jcurran@town.billerica.ma.us; BOS@town.canton.ma.us; bos@town.canton.ma.us;
"jcurran@town.billerica.ma.us"
Subject: FW: Amazon RFP responses
Date: Wednesday, September 27, 2017 1:47:59 PM
Attachments: [Municipality Application Template.docx](#)
[AmazonHQ2_RFP_September 7, 2017.docx](#)

Sending this now to a few towns/town managers who have expressed interest – please let me know if you have questions.

From: Kennealy, Michael (EOHED)
Sent: Friday, September 22, 2017 3:45 PM
To: Ward Weeden, Aimee (EOHED)
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.

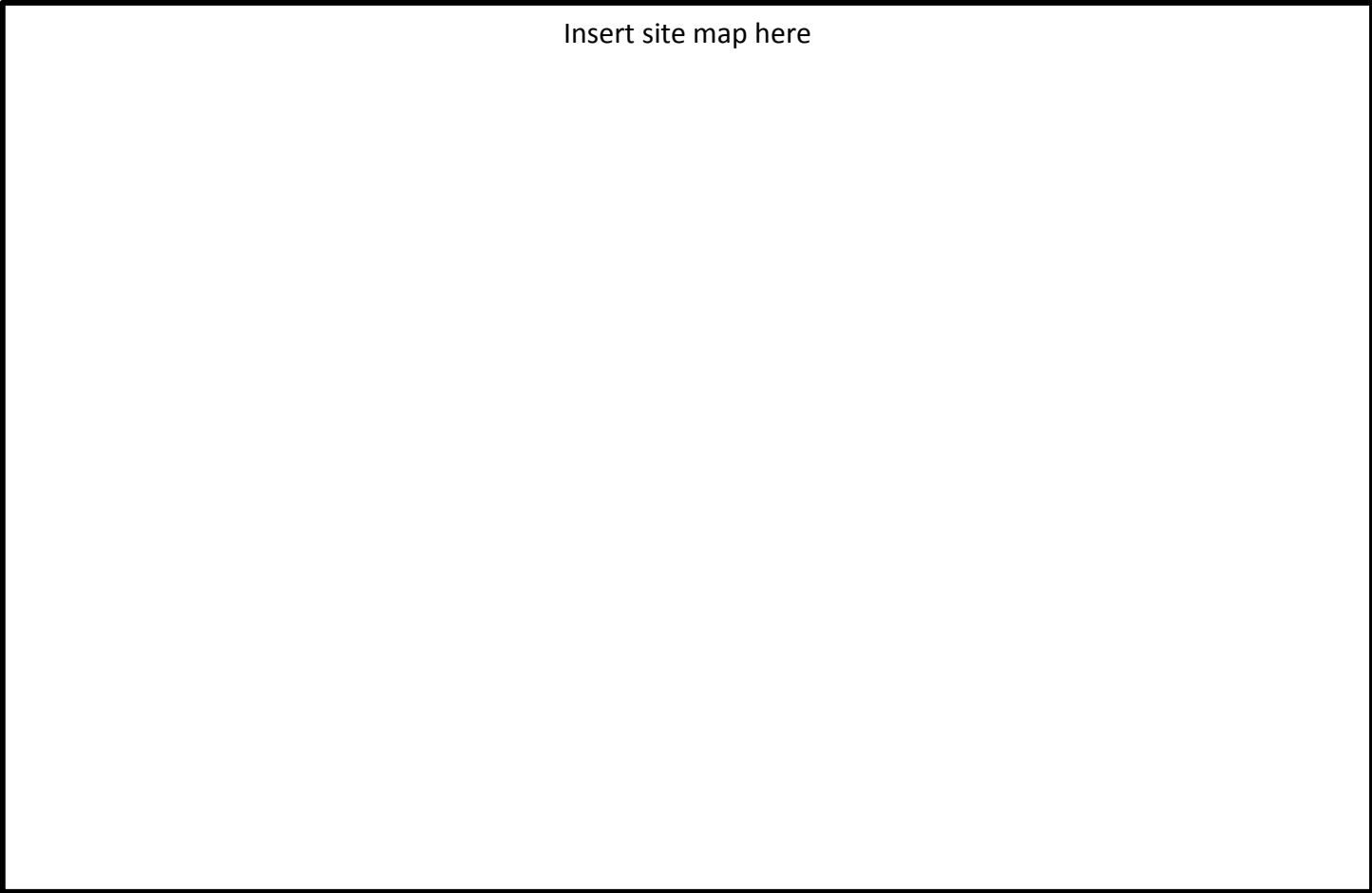
All the best,

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

Municipality _____



Site Size (Acres) _____

Full Buildout Capacity (Sq. Ft) _____

Proximity to:

Major Highway _____

Regional Train _____

International Airport _____

Local Tax Relief Available (Y/N) _____

Ownership _____

Amazon HQ2 RFP

INSTRUCTIONS TO RESPONDENTS

Amazon invites you to submit a response to this Request for Proposal (“RFP”) in conjunction with and on behalf of your metropolitan statistical area (MSA), state/province, county, city and the relevant localities therein. Amazon is performing a competitive site selection process and is considering metro regions in North America for its second corporate headquarters. We encourage states, provinces and metro areas to coordinate with relevant jurisdictions to submit one (1) RFP for your MSA. The RFP may contain multiple real estate sites in more than one jurisdiction, but we do encourage you to submit your best sites to meet or exceed the needs of our Project described in this RFP. Any questions regarding the information or items requested in this document can be submitted using the email below. We encourage you to go through the process as outlined in the RFP and ask questions of the team using the email provided below.

PROPOSAL REQUIREMENTS

Please provide an electronic copy and five (5) hard copies of your responses by **October 19, 2017** to amazonhq2@amazon.com. Please send hard copies marked “confidential” between the dates of October 16th – 19th to:

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

For electronic submittals, please send a password-protected website URL or a USB only. If using a password-protected website, the submitting agency should also submit written responses to the RFP questions (Information Requested section).

TIMELINE

September 7, 2017
October 19, 2017
2018

RFP Phase I Available
RFP Phase I Response Deadline
Final Site Selection and Announcement

OVERVIEW

Background: The purpose of this RFP is to describe the Project and provide a framework for soliciting specific information that will allow Amazon to determine the ideal location for our Project.

The Project is a second corporate headquarters (HQ2), at which Amazon will hire as many as fifty thousand (50,000) new full-time employees with an average annual total compensation exceeding one hundred thousand dollars (\$100,000) over the next ten to fifteen years, following commencement of operations. The Project is expected to have over \$5 billion in capital expenditures as described in more detail in this RFP.

Amazon is a publicly traded U.S. corporation and is a leading internet retailer and technology company. Amazon is guided by four principles: customer obsession rather than competitor focus, passion for invention, commitment to operational excellence, and long-term thinking. The Company presently maintains more than 380,000 employees at multiple facilities in North America and throughout the world. Due to the successful growth of the Company, it now requires a second corporate headquarters in North America.

Amazon's current headquarters is located in downtown Seattle, Washington. This urban campus employs tens of thousands of employees. Amazon has been a catalyst for development in downtown Seattle with an abundance of restaurants, services, coffee shops, and for the redevelopment of South Lake Union and Denny Triangle with its sustainable buildings and open spaces. In 2017, Amazon was awarded the "City Maker" award by the Downtown Seattle Association.

Amazon estimates its investments in Seattle from 2010 through 2016 resulted in an additional \$38 billion to the city's economy – every dollar invested by Amazon in Seattle generated an additional \$1.4 for the city's economy overall. Find more information at: www.amazon.com/amazonHQ2.

We look forward to working with you and your team to find a suitable site and establish a cost structure with a stable business climate for growth and innovation that would encourage Amazon to locate this high-profile Project in your community.

In choosing the location for HQ2, Amazon has a preference for:

- Metropolitan areas with more than one million people
- A stable and business-friendly environment
- Urban or suburban locations with the potential to attract and retain strong technical talent
- Communities that think big and creatively when considering locations and real estate options

HQ2 could be, but does not have to be:

- An urban or downtown campus
- A similar layout to Amazon's Seattle campus
- A development-prepped site. We want to encourage states/provinces and communities to think creatively for viable real estate options, while not negatively affecting our preferred timeline

PROJECT FACTS

Employment: The Project is expected to create as many as fifty thousand (50,000) new full-time jobs with an average annual compensation exceeding one hundred thousand dollars (\$100,000) per employee. We will begin sourcing for talent at Amazon HQ2 upon final site selection. Please note that the actual average wage rate may vary from the projected wage rate depending upon prevailing rates at the final location. Amazon also provides a highly competitive benefits package including a retirement plan, health insurance, and maternity/paternity leave, featuring Amazon’s [Leave Share and Ramp Back](#) program. All job numbers, categories, and salaries contained herein are estimates/projections and are subject to change. The jobs will likely be broken down into the following categories: executive/management, engineering with a preference for software development engineers (SDE), legal, accounting, and administrative. Amazon is an equal opportunity employer.

Building/Site Requirements: Amazon is considering greenfield sites, infill sites, existing buildings, or a combination for the Project. If existing buildings are available that can be retrofitted/expanded within an acceptable budget and time schedule, Amazon may consider this option; however, the company acknowledges that existing buildings may not be available to meet its requirements. As such, Amazon will prioritize certified or shovel-ready greenfield sites and infill opportunities with appropriate infrastructure and ability to meet the Project’s timeline and development demands, as set forth below.

The following is a summary of the Project’s ideal site and building requirements:

| <u>Core Preferences</u> | <u>Quantity</u> | <u>Units</u> | <u>Description</u> |
|--|------------------------|---------------------|---|
| Site Requirements | | | |
| Proximity to population center | 30 | Miles | |
| Proximity to International airport | Within approx. 45 | Minutes | |
| Proximity to major highways and arterial roads | Not more than 1-2 | Miles | Close to major arterial roads to provide optimal access |
| Access to mass transit | At site | | Direct access to rail, train, subway/metro, bus routes |
| Building Requirements | | | |
| Initial Square Foot Requirement | 500,000+ | Sq. Ft. | Phase I (2019) |
| Total Square Foot Requirement | Up to 8,000,000 | Sq. Ft. | Beyond 2027 |

Details of Amazon’s Seattle headquarters:

| Amazon Seattle HQ | | |
|-----------------------|--|---|
| Direct ¹ | Number of buildings | 33 |
| | Square feet | 8.1 million |
| | Local retail within Amazon headquarters | 24 restaurants/cafes + 8 other services |
| | Amazon Employees | 40,000+ |
| | Capital investment (buildings & infrastructure) | \$3.7 billion |
| | Operational expenditures (utilities & maintenance) | \$1.4 billion |
| | Compensation to employees | \$25.7 billion |
| | Number of annual hotel nights by visiting Amazonians and guests | 233,000 (2016) |
| | Amount paid into the city’s public transportation system as employees’ transportation benefit | \$43 million |
| Indirect ² | Additional jobs created in the city as a result of Amazon’s direct investments | 53,000 |
| | Additional investments in the local economy as a result of Amazon’s direct investments | \$38 billion |
| | Increase in personal income by non-Amazon employees as a result of Amazon’s direct investments | \$17 billion |
| | Increase in Fortune 500 companies with engineering/R&D centers in Seattle | From 7 in 2010 to 31 in 2017 |

¹From 2010 (when Amazon moved its headquarters to downtown Seattle) to June 2017.

²From 2010-2016. Calculated using Input-Output methodology and multipliers developed by the U.S. Bureau of Economic Analysis.

Priority for Consideration (in no particular order):

Amazon will consider the following site/building categories for the Project:

1. Existing buildings of at least 500,000+ sq. ft., meeting the core requirements described above and that are expandable or have additional options for development nearby.
2. A greenfield site of approximately 100 acres certified or pad ready, with utility infrastructure in place. The sites do not have to be contiguous, but should be in proximity to each other to foster a sense of place and be pedestrian-friendly.
3. Other infill, existing buildings, including opportunities for renovation/redevelopment and greenfield sites, meeting the proximity and logistics requirements of the Project. This can also be a combination of the above.

4. Please also consider the overall proximity of the buildings at full build-out as you are making recommendations.

Capital Investment: The Project could be over \$5 billion in capital investment over the initial 15-17 years of the Project. Please note the capital investment required to acquire and retrofit an existing building is dependent upon the condition and nature of that building. As such, the following capital investment estimates will vary depending upon site requirements and actual construction costs, particularly with respect to an existing building.

| <u>Building Phase</u> | <u>Estimated Capital Investment</u> |
|---|-------------------------------------|
| Phase I Building (500,000-1,000,000 sf) | \$300,000,000-\$600,000,000 |
| Phase II Building (1,000,000-2,000,000 sf) | \$600,000,000-\$1,260,000,000 |
| Phase III Building (2,000,000-3,000,000 sf) | \$1,260,000,000-\$1,985,000,000 |

Phase IV and beyond will grow organically. At full build-out, the campus or park may exceed 8 million square feet and over \$5 billion in total capital investment. Amazon will continue to invest in its facilities to ensure we offer a state-of-the-art workplace for our employees. States, provinces and metro economic development organizations should consider this as they suggest potential sites. Be sure to include opportunities to cultivate local culture and creativity into the Amazon HQ2 site. Also, include connectivity options: sidewalks, bike lanes, trams, metro, bus, light rail, train, and additional creative options to foster connectivity between buildings/facilities.

Additional Information:

Sustainability: Amazon is committed to sustainability efforts. Amazon’s buildings in its current Seattle campus are sustainable and energy-efficient. The buildings’ interiors feature salvaged and locally sourced woods, energy-efficient lighting, composting and recycling alternatives as well as public plazas and pockets of green space. Twenty of the buildings in our Seattle campus were built using LEED standards. Additionally, Amazon’s newest buildings use a ‘District Energy’ system that utilizes recycled heat from a nearby non-Amazon data center to heat millions of square feet of office space – a system that is about 4x more efficient than traditional heating. This system is designed to allow Amazon to warm just over 4 million square feet of office space on Amazon’s four-block campus, saving 80 million kilowatt-hours over 20 years, or about 4 million kilowatt-hours a year. We also invest in large solar and wind operations and were the largest corporate purchaser of renewable energy in the U.S. in 2016. Amazon will develop HQ2 with a dedication to sustainability.

Connectivity: Ensuring optimal fiber connectivity is paramount at our HQ2 location. Please demonstrate the fiber connectivity on all submitted sites. Also, demonstrate multiple cellular phone coverage maps to ensure optimal service.

KEY PREFERENCES AND DECISION DRIVERS

The below are our preferences and are not in a ranking order. We want to encourage you to think big and be creative as you are collaborating to respond. Please address the drivers discussed below in your RFP submittals.

Site/Building – As described herein, finding suitable buildings/sites is of paramount importance. Amazon HQ2 is a transformational Project, and we must ensure we have the best real estate options available whether this be a redevelopment opportunity, a partnership with the state, province, local government, or new buildings. All options are under consideration.

Capital and Operating Costs – A stable and business-friendly environment and tax structure will be high-priority considerations for the Project. Incentives offered by the state/province and local communities to offset initial capital outlay and ongoing operational costs will be significant factors in the decision-making process.

Incentives – Identify incentive programs available for the Project at the state/province and local levels. Outline the type of incentive (i.e. land, site preparation, tax credits/exemptions, relocation grants, workforce grants, utility incentives/grants, permitting, and fee reductions) and the amount. The initial cost and ongoing cost of doing business are critical decision drivers.

Labor Force – The Project includes significant employment requirements at the threshold compensation levels described herein and with corresponding educational attainment of the available workforce. The Project must be sufficiently close to a significant population center, such that it can fill the 50,000 estimated jobs that will be required over multiple years. A highly educated labor pool is critical and a strong university system is required.

Logistics – Personnel travel and logistics needs, both from population centers to the Project site, as well as between company facilities, are critically important. As such, travel time to a major highway corridor and arterial roadway capacity potential are key factors. The highway corridors must provide direct access to significant population centers with eligible employment pools. Travel time to an international airport with daily direct flights to Seattle, New York, San Francisco/Bay Area, and Washington, D.C. is also an important consideration.

Time to Operations – The Project requires an expeditious timetable for the location decision and the commencement of construction. Given this, sites with the requisite access, utility infrastructure, and zoning are critical. Please outline the permitting process and estimated timetable to initiate Phase I of our operations.

Cultural Community Fit – The Project requires a compatible cultural and community environment for its long-term success. This includes the presence and support of a diverse population, excellent institutions of higher education, local government structure and elected officials eager and willing to work with the company, among other attributes. A stable and consistent business climate is important to Amazon. Please demonstrate characteristics of this in your response. We encourage testimonials from other large companies.

Community/Quality of Life – The Project requires a significant number of employees. We want to invest in a community where our employees will enjoy living, recreational opportunities, educational opportunities, and an overall high quality of life. Tell us what is unique about your community.

INFORMATION REQUESTED

1. Please provide information regarding potential buildings/sites that meet the criteria described herein. Along with general site information, please provide the current ownership structure of the property, whether the state/province, or local governments control the property, the current zoning of the site, and the utility infrastructure present at the site.
2. Please provide a 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. Please describe any specific or unique eligibility requirements mandated by each incentive item. With respect to tax credits, please indicate whether credits are refundable, transferable, or may be carried forward for a specific period of time. If the incentive includes free or reduced land costs, include the mechanism and approvals that will be required. Please also include all timelines associated with the approvals of each incentive. 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.
3. 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. Please also describe any applicable claw backs or recapture provisions required for each incentive item.
4. Please provide a timetable for incentive approvals at the state/province and local levels, including any legislative approvals that may be required.
5. Please provide labor and wage rate information in the general job categories described. Please provide relevant labor pool information and your ability to attract talent regionally. Also, include specific opportunities to hire software development engineers and recurring sourcing opportunities for this type of employment. Please include all levels of talent available in the MSA, including executive talent and the ability to recruit talent to the area.
6. Please include programs/partnerships currently available and potential creative programs with higher education institutions in the region in your response. Please also 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. Additionally, include information on your local/regional K-12 education programs related to computerscience.
7. Please provide highway, airport, and related travel and logistics information for all proposed sites. Please also include transit and transportation options for commuting employees living in the region. For each proposed site in your region, identify all transit options, including bike lanes and pedestrian access to the site(s). Also, list the ranking of traffic congestion for your community and/or region during peak commuting times.

8. Please include information on your community with respect to daily living, recreational opportunities, diversity of housing options, availability of housing near potential sites for HQ2, and pricing, among other information. Please also include relevant crime data and cost of living data.
9. Please use your response as an opportunity to present any additional items and intangible considerations with respect to your state/province and community that Amazon should include in its analysis.

While the existence of the Project is not confidential, certain aspects of the Project and details regarding the company are confidential, proprietary, and constitute trade secrets. Amazon will deliver a Confidentiality and Non-Disclosure Agreement for execution at the appropriate time.

Conclusion: As this is a competitive Project, Amazon welcomes the opportunity to engage with you in the creation of an incentive package, real estate opportunities, and cost structure to encourage the company's location of the Project in your state/province. Please contact amazonhq2@amazon.com for questions while responding to this RFP.

This RFP is only an invitation for proposals, the substance of which may be memorialized in a binding, definitive agreement or agreements if any proposal is selected. Amazon may select one or more proposals and negotiate with the parties submitting such proposals before making an award decision, or it may select no proposals and enter into no agreement.

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Kaufman, Samantha \(EOHED\)](#)
Subject: EOD - boston herald
Date: Wednesday, September 27, 2017 2:00:58 PM

FOR EOD

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)
Sent: Wednesday, September 27, 2017 11:31 AM
To: 'Jordan Graham'
Subject: RE: Amazon questions

Nothing for Kiva Systems. They do have a facility in Stoughton that came to the December 2014 EACC meeting. They were awarded \$600,000.
BTW, for Fall River their award was \$3.25 not \$3.5 million.
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: Jordan Graham [<mailto:jordan.graham@bostonherald.com>]
Sent: Wednesday, September 27, 2017 11:16 AM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Subject: Re: Amazon questions

Ok. I know they have \$3.5 million from the Fall River project, is there anything else they are receiving? Anything for Kiva Systems? Thanks!

On Wed, Sep 27, 2017 at 11:14 AM Hillman, Michelle M (SEA)
<michelle.m.hillman@state.ma.us> wrote:

No, they did not apply for anything from the EDIP for the Boston expansion.

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: Jordan Graham [<mailto:jordan.graham@bostonherald.com>]
Sent: Wednesday, September 27, 2017 11:07 AM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Re: Amazon questions

Has Amazon applied for any EDIP grants for its Boston expansion that it announced earlier this summer?

On Tue, Sep 26, 2017 at 5:18 PM Jordan Graham <jordan.graham@bostonherald.com> wrote:

Thanks!

On Tue, Sep 26, 2017 at 5:14 PM, Hillman, Michelle M (SEA)

<michelle.m.hillman@state.ma.us> wrote:

EDIP is the Economic Development Incentive Program

<http://www.mass.gov/hed/economic/eohed/bd/econ-development/>

Most recent press release here: <http://www.mass.gov/hed/press-releases/administration-announces-edip-for-14-projects.html>

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](tel:857-895-1162) (cell)

From: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 5:11 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Re: Amazon questions

Great, thanks Michelle. The EDIC program is what job creation grants fall under, right?

On Tue, Sep 26, 2017 at 5:09 PM, Hillman, Michelle M (SEA)

<michelle.m.hillman@state.ma.us> wrote:

Hi Jordan,

“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
Here’s what I can give you on background regarding the cap:

- There is a cap of \$30 million per year for a single company (G.L. c. 62, §6(g)(3) for income tax and c. 63, §38N(c) for corporate excise tax
- Of the \$30 million, \$10 million is reserved for the Housing Development Infrastructure Program (HDIP) G.L. c. 62, §6(g)(3) for income tax and c. 63, §38BB(5) for corporate excise tax
- Essentially, the state does not award more than \$20 million per year through the EDIP program

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](tel:617-788-3652) (office)
[857-895-1162](tel:857-895-1162) (cell)

From: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 4:51 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Re: Amazon questions

Thanks!

On Tue, Sep 26, 2017 at 4:50 PM, Hillman, Michelle M (SEA)
<michelle.m.hillman@state.ma.us> wrote:

I should answers for you soon

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)

[857-895-1162](tel:857-895-1162) (cell)

From: Jordan Graham [mailto:jordan.graham@bostonherald.com]

Sent: Tuesday, September 26, 2017 2:42 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Subject: Amazon questions

Hey Michelle, here are a couple questions related to the Amazon effort:

Has the state reached out to Amazon at all?

Is there any cap on the amount of tax incentives a single company can receive?

Thanks,

Jordan

--

Business and Technology Reporter

The Boston Herald

[617-619-6377](tel:617-619-6377)

[415-265-3209](tel:415-265-3209) (cell)

--

Business and Technology Reporter

The Boston Herald

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The Boston Herald
617-619-6377
415-265-3209 (cell)

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Kennealy, Michael \(EOHED\)](#)
Cc: [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: Info about creative economy - for Thurs.
Date: Wednesday, September 27, 2017 3:01:43 PM

Thanks! Good to send to ASG as FYI as they develop 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)
[Cell: 617-356-3037](tel:617-356-3037)

From: Kennealy, Michael (EOHED)
Sent: Wednesday, September 27, 2017 1:36 PM
To: Ward Weeden, Aimee (EOHED)
Subject: FW: Info about creative economy - for Thurs.
[Good content for whoever is writing, or ASG?](#)

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: Ash, Jay (EOHED)
Sent: Monday, September 25, 2017 6:12 PM
To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>
Subject: FW: Info about creative economy - for Thurs.

FYI

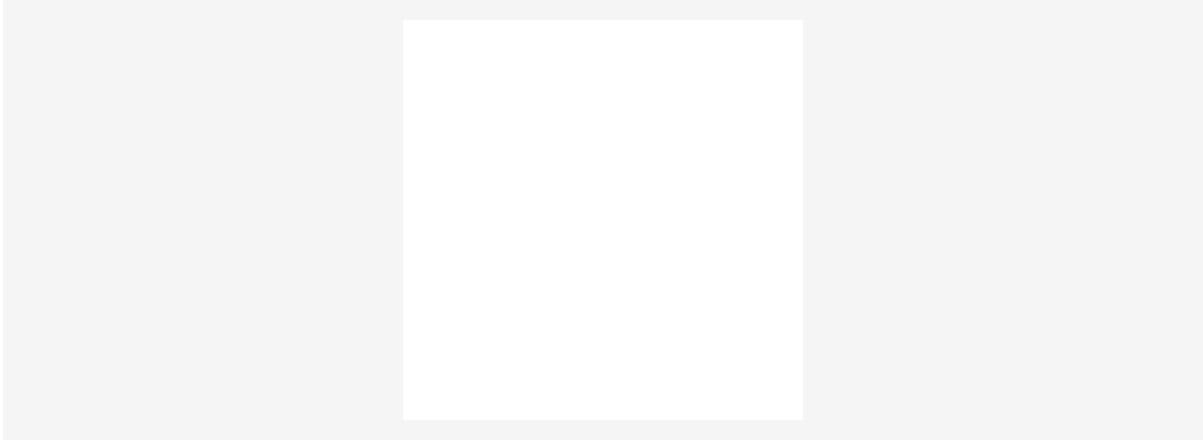
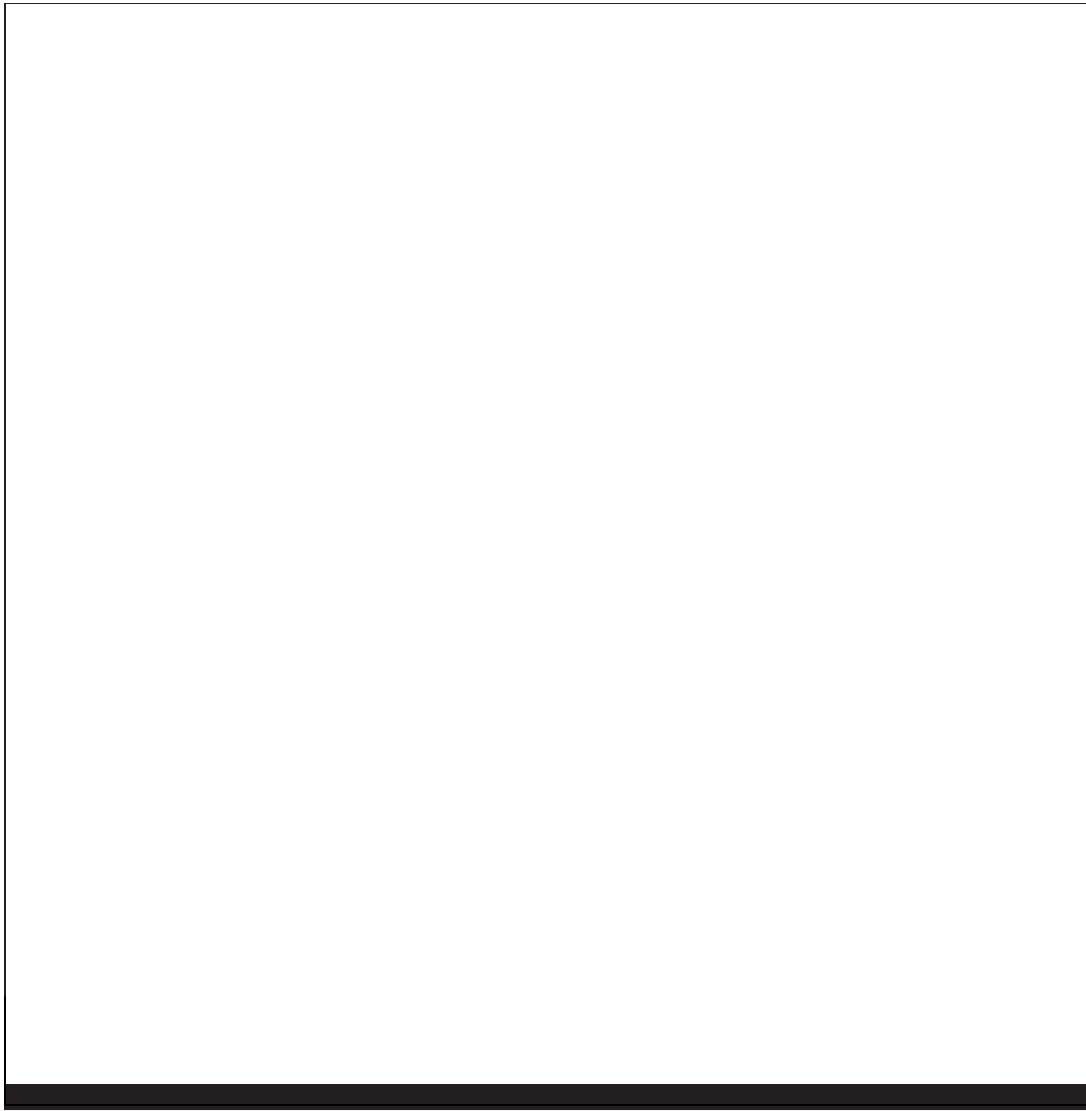
From: Hillman, Michelle M. (EOHED)
Sent: Monday, September 25, 2017 6:05 PM
To: Ash, Jay (EOHED)
Subject: Info about creative economy - for Thurs.

Hi Jay,

This is Chesto's newsletter today – not sure if you get this but he's tying the creative economy to Amazon bid...some interesting stats below.

[View web version](#)





Good afternoon and welcome to Talking Points for Sept. 25.

Chesto Means Business

Banking on the arts: The numbers sure seem impressive: Nearly 310,000 people work in New England's "creative economy," collectively earning some \$17 billion a year.

But the sector's impact goes well beyond [the numbers](#).

During an event held today in Boston to highlight two arts-related economic surveys, Greater Boston Chamber of Commerce CEO Jim Rooney pointed to [the sector's importance](#) for attracting and retaining talented workers and the employers chasing that talent. Its relevance goes far beyond its role as a job creator, although this broader impact is obviously tough to measure.

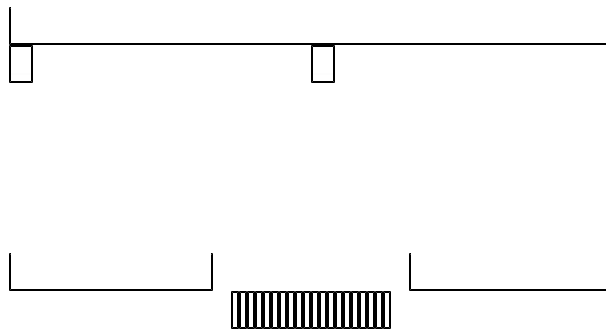
Arts can help lift a community. Witness how oversized murals are [changing the conversation](#) in Lynn, for example.

For more successful cities like Boston, there's the big risk: that a vibrant arts scene gets stamped out by the inevitable real estate juggernaut, as groups find it increasingly hard to find or keep the space they need and independent artists consider decamping to less expensive cities. The [tug of war](#) over theater seats in the Seaport exemplifies the challenge of this balancing act.

Today's event was billed as the launch of an ["Arts Means Business" campaign](#) to raise awareness about the sector's economic importance. But the campaign still seems nascent, offering little beyond discussions about the two reports.

The [Amazon courtship](#) underscores what's at stake. The online retail giant wants the cities competing for its second headquarters [to demonstrate](#) what makes their respective communities unique. Culture can be the big differentiator. Sure, Amazon wants tax breaks. But its execs know they will have trouble attracting employees if they pick a sterile, boring place for a new home.

Jon Chesto is a Globe reporter. Reach him at jon.chesto@globe.com and follow him on Twitter [@jonchesto](https://twitter.com/jonchesto).



Market Wrap

| | | Change |
|------------------|----------|--------|
| Dow Jones | 22296.09 | -0.24% |
| S&P 500 | 2496.66 | -0.22% |
| Nasdaq | 6370.59 | -0.88% |
| Mass. stocks* | 784.78 | 0.42% |
| 10-year Treasury | 2.22% | -0.042 |
| Nymex crude | \$52.14 | 2.94% |
| Dollar index* | 92.667 | 0.54% |

* Bloomberg

Executive Summary

Obamacare repeal continues: Earlier today, Republican senators [revised their plan](#) to scrap the Affordable Care Act. The latest GOP effort includes shifting money to Alaska and Maine, whose senators are undecided and whose votes are needed to pass the bill.

It also would let states set their own coverage standards (for instance, allowing insurers not to cover mental health care). Insurers could also limit out-of-pocket costs. (New York Times)

Opening Day: Cambridge Innovation Center is among the early tenants

signed up for the Wexford Technology Innovation Center, a 19-acre site in Rhode Island where a [groundbreaking](#) was held today.

CIC is slated to take up 63,000 square feet. Brown University's School of Professional Studies and Johnson & Johnson's Health Technology Center are the other signed tenants. The innovation center is being built on what used to be Interstate 195 land. Rhode Island officials estimate it will generate about \$100 million in revenue over the next 20 years. (Providence Journal)

Press the right buttons: An 85-year-old Brighton condo resident struggles with stairs due to a broken elevator that's [taking forever to get fixed](#). She contacted the Globe's consumer advocate, who took the complaint all the way to the top.

Inflategate: When temperatures yesterday soared to an unseasonable 86 degrees, Gillette Stadium ran short of bottled water. Fans who wanted to wet their parched throats [were charged](#) \$4.50 for tap water in soda cups. Team spokesman Stacey James has apologized, but not before Pats fans let loose a torrent of anger on Twitter.

Trending Pick

Deloitte hacked: Government, corporate clients hit in [cyberattack](#) targeting the accounting and consulting firm. (CBS News)

Line Items

Target aims to pay \$15 minimum wage by 2020

[Associated Press](#)

Uber CEO apologizes for bad behavior

[Associated Press](#)

CFTC -- watchdog or lapdog?

[New York Times](#)

GE agrees to sell industrial unit for \$2.6B

[Wall Street Journal](#)

UberEats stands out as a success at troubled company

[New York Times](#)

ICYMI

Bad reputation: Columnist Evan Horowitz writes in today's Globe that Massachusetts [has an undeserved reputation](#) as a high-tax state, one that's hard to kick. Perhaps because Taxachusetts sounds so clever?

While it's true taxes once were burdensome here, the Bay State has been serious about tax cutting since the late 1990s, leaving us right in the middle of the pack. So serious, that approving the [millionaires tax](#) at the ballot would move the state up just a tick to 15th most heavily taxed.

The Talking Points newsletter is compiled by Edward Mason. Follow him on Twitter at [@EBMason](#). If you liked what you've read, please tell your friends to [sign up](#).



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Boston, MA 02109-2132

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From: [Goodall, Devon L. \(MOBD\)](#)
To: [St. Clair, Holly \(EOTSS\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Meeting with VHB re: Design Options
Date: Wednesday, September 27, 2017 4:17:38 PM

Hi Holly,

The meeting tomorrow is important for someone from your team to be included in. We will be reviewing the design options for Project Rufus with VHB and it will be very helpful for an EOTSS Team Member to be looped in for the secure URL aspect of our submission.

There is an option to use skype for business or a dial in. I understand that if you are in another meeting, this isn't entirely helpful!

.....
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Join by phone

Exemption (c) (Massachusetts) English (United States)
Exemption (c) (Massachusetts) English (United States)

[Find a local number](#)

Conference ID: **Exemption (c)**

[Forgot your dial-in PIN?](#) | [Help](#) | [Legal](#)

From: St. Clair, Holly (EOTSS)
Sent: Wednesday, September 27, 2017 4:14 PM
To: Goodall, Devon L. (MOBD)
Subject: Re: Meeting with VHB re: Design Options

Hi Devon,

Can you clarify what this meeting is about tomorrow or the agenda? I have a conflict that I can't move. I am trying to figure out if another member of my team should participate?

Thanks you,

Holly

From: "Goodall, Devon L. (MOBD)" <Devon.L.Goodall@MassMail.State.MA.US>
Date: Wednesday, September 27, 2017 at 3:49 PM
To: "Lee, Daniel (GOV)" <daniel.m.lee@MassMail.State.MA.US>, "Ward Weeden, Aimee (EOHED)" <aimee.ward@MassMail.State.MA.US>, "Servetnick, Adrian (EOHED)" <Adrian.Servetnick@MassMail.State.MA.US>, "Vladeck, Abigail (GOV)" <Abigail.Vladeck@MassMail.State.MA.US>, ANF <holly.stclair@massmail.state.ma.us>
Cc: "Kennealy, Michael (EOHED)" <Michael.kennealy@MassMail.State.MA.US>, "Kelleher, Michael (EHS)" <Michael.Kelleher2@MassMail.State.MA.US>
Subject: Meeting with VHB re: Design Options

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Pitman, William \(GOV\)](#)
Subject: Re: AMAZON
Date: Wednesday, September 27, 2017 4:26:14 PM
Attachments: [image003.png](#)

TY

Sent from my iPhone

On Sep 27, 2017, at 4:23 PM, Pitman, William (GOV)
<william.pitman@MassMail.State.MA.US> wrote:

Hey Blair – see below from our folks at Housing/Economic development.
“Massachusetts is home to a highly skilled and talented workforce, the world’s leading educational institutions and a thriving innovation economy that continues to attract companies like Amazon, and new investments and job opportunities from around the globe. We look forward to engaging stakeholders and presenting a convincing argument as to why Amazon should choose Massachusetts for its second U.S. headquarters.” – Michelle Hillman, Housing and Economic Development spokesperson.

On background:

- We have spoken to interested officials across the state and have encouraged them to apply if they believe they meet the RFP criteria.
- RFP Criteria here: https://images-na.ssl-images-amazon.com/images/G/01/Anything/test/images/usa/RFP_3._V516043504_.pdf

Sent from my iPhone

Begin forwarded message:

From: "Miller, Blair (CMG-Boston)" <Blair.Miller@coxinc.com>
Date: September 27, 2017 at 3:32:48 PM EDT
To: "Moss, Brendan C (GOV)" <brendan.c.moss@massmail.state.ma.us>
Subject: AMAZON

Hey Brendan...
I hope you're doing well.
Is the Gov's office involved in this effort to get Amazon here, at all?
Incentives or anything?
Blair Miller
Fox 25 Boston
(781) 708-3698
[@BlairMillerTV](#)
[Blair Miller Anchor/Reporter](#)

25 Fox Drive
Dedham, MA 02026



From: [Servetnick, Adrian \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#); [Frazier, Ricks \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Kennealy, Michael \(EOHED\)](#)
Subject: RE: draft " 2-pager overview"
Date: Wednesday, September 27, 2017 4:42:23 PM
Attachments: [Amazon HQ2 welcome letter GOV LG DLG AS edits.docx](#)

My edits.

From: Goodall, Devon L. (MOBD)
Sent: Wednesday, September 27, 2017 4:12 PM
To: Frazier, Ricks (EOHED) ; Ward Weeden, Aimee (EOHED) ; Kennealy, Michael (EOHED) ; Servetnick, Adrian (EOHED)
Subject: RE: draft " 2-pager overview"
[My edits are attached](#)

From: Frazier, Ricks (EOHED)
Sent: Wednesday, September 27, 2017 3:48 PM
To: Ward Weeden, Aimee (EOHED); Kennealy, Michael (EOHED); Goodall, Devon L. (MOBD); Servetnick, Adrian (EOHED)
Subject: RE: draft " 2-pager overview"
[w/attach.](#)
Ricks

From: Frazier, Ricks (EOHED)
Sent: Wednesday, September 27, 2017 3:46 PM
To: Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>; Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>
Subject: RE: draft " 2-pager overview"
My additional comments. Agree with 1-page and see my suggested deletion.
Ricks

From: Ward Weeden, Aimee (EOHED)
Sent: Wednesday, September 27, 2017 3:33 PM
To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>; Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>; Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>
Subject: FW: draft " 2-pager overview"
My edits are attached. Please add on/edit – I think we should keep to 1-page. Need all input ASAP to get back to drafting team.
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

Cell: 617-356-3037

From: Lee, Daniel (GOV)

Sent: Wednesday, September 27, 2017 10:17 AM

To: Kelleher, Michael (EHS); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Chabot, Emily K. (GOV); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)

Subject: RE: draft " 2-pager overview"

Also attaching the rough draft of the Welcome Letter. Looking forward to the 1pm discussion.

From: Kelleher, Michael (EHS)

Sent: Wednesday, September 27, 2017 9:46 AM

To: Lee, Daniel (GOV) <daniel.m.lee@MassMail.State.MA.US>; Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>; Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>; Weikel, Adam (GOV) <adam.weikel@MassMail.State.MA.US>; Sullivan, Jennifer F. (ANF) <Jennifer.F.Sullivan@MassMail.State.MA.US>; Vallarelli, Michael (GOV) <michael.vallarelli@MassMail.State.MA.US>; Chabot, Emily K. (GOV) <Emily.K.Chabot@MassMail.State.MA.US>; Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>; Kaneb, Michael (GOV) <michael.kaneb@MassMail.State.MA.US>

Subject: RE: draft " 2-pager overview"

Hello all,

Please see a draft for the overview section, "*Our Story, Why Massachusetts*" for our meeting this afternoon. As discussed, these two pages are intended to be a high-level overview into the rest of the document. So once we are able to land on this overview as a group, it will give us the ability to begin drafting the more detailed subsequent chapters.

Looking forward to talking at 1pm.

Thanks,

Michael

<< File: Our Storyv5.docx >>



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 (617) 725-4000

CHARLES D. BAKER
 GOVERNOR

KARYN E. POLITO
 LIEUTENANT GOVERNOR

October 2017

~~Greetings~~ Dear Mr. Bezos:

On behalf of the Commonwealth of Massachusetts, we are proud to submit this invitation proposal for Amazon.com to locate its HQ2 second headquarters in the Bay State.

Since the request for proposal was announced, we have been actively engaging our municipal leaders, our business community, and other key stakeholders to develop a compelling response to this incredible transformative opportunity. We hope to demonstrate why Massachusetts, with our world-class talent, top-tier universities, and thriving innovation ecosystem, is the best place for Amazon.com's new second headquarters. Massachusetts The Commonwealth is pleased to be home to thousands of Amazon.com employees already, and we are excited to continue to engage with you on this opportunity. there is great excitement across the Commonwealth as we learn more about this opportunity continue to engage with you on this opportunity and the company's goals through this process.

Why should Amazon put its second headquarters in Massachusetts? In three words: innovation, collaboration, and ecosystems. From the earliest moments in our history, Massachusetts has always been a place of discovery and with a deep appreciation for steadfast commitment to new ideas continuous improvement, and a steadfast commitment to collaboration between public and private sectors, and with our educational institutions. This boldness to innovate Innovation, and collaboration, are is at the heart of everything we do, and they drive our success in education, science, and technology, whether it is be in education, technology, science, education, public policy or culture. Our thriving private sector works with our public sector, our educational institutions work with state government and collaboration is encouraged across all industries. Massachusetts, like Amazon.com, is a pioneer, a disruptor and, a leader. Underlying all of our State's success in technology, business, and health care is our world leading constellation of colleges and universities. This is our indispensable resource. We understand that great things happen when these engines of innovation get

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Commented [WWA(1)]: Should we use HQ2 or second headquarters?

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Commented [ANF2]: Tough word. Hard not to seem like a too easy buzzword. What else works here?



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KARYN E. POLITO
LIEUTENANT GOVERNOR

~~connected with an engaged workforce and with entrepreneurs, innovative business leaders, and hospitals and science companies searching for solutions.~~

Commented [FR3]: As it stands, this is too long. It needs to be one page. This is the text that I would recommend cutting.

~~A significant amount of this success is rooted in But we don't stop at just great ideas. Massachusetts's capitalizes on the promise of bold, new ideas by acting with a genuine commitment to civic cooperation. Our thriving private sector Our private sector works with our public sector, our educational institutions work with private industry state government, our dDemocrats and rRepublicans even work together! It is a shared belief across the state's leaders that diverse views, disagreement and eventual compromise are key to success. and together we pursue the shared goal of a more successful Commonwealth.~~

~~Underlying all of our State's success in technology, business, and health care is our world leading constellation of colleges and universities. This is our indispensable resource. We understand that great things happen when these engines of innovation get connected with an engaged workforce and with entrepreneurs, innovative business leaders, and hospitals and science companies searching for solutions. We hope that you strongly consider us as your next home.~~

~~Massachusetts will surely celebrate many more successes in the coming decades. We hope that Amazon establishing a second headquarters in the Commonwealth will be one of them, and look forward to future collaboration. There certainly will be a lomanyt more firsts and successes to be celebrated in to come in Massachusetts. We hope that Amazon.com opening up its second headquarters here is among them those successes, helping us to build upon our commitment to discovery and disruption.~~

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~~The fabric of our state serves as a catalyzing force for change, and we have been at the forefront of countless revolutionary transformations. We welcome a Amazon to come and partner like Amazon to help us with us as we write the next chapter in our history and build upon what makes us great. We hope you join us for the ride!~~

Commented [ANF4]: Perhaps this should be about the next chapter in Amazon's story.

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Sincerely,

CHARLES D. BAKER
GOVERNOR

KARYN E. POLITO
LIEUTENANT GOVERNOR



CHARLES D. BAKER
GOVERNOR

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KARYN E. POLITO
LIEUTENANT GOVERNOR

DRAFT

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Lee, Daniel \(GOV\)](#); [Kelleher, Michael \(EHS\)](#); [Servetnick, Adrian \(EOHED\)](#); [Kennealy, Michael \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Frazier, Ricks \(EOHED\)](#); [Weikel, Adam \(GOV\)](#); [Sullivan, Jennifer F. \(ANF\)](#); [Vallarelli, Michael \(GOV\)](#); [Vladeck, Abigail \(GOV\)](#); [Kaneb, Michael \(GOV\)](#)
Subject: RE: draft " 2-pager overview"
Date: Wednesday, September 27, 2017 4:47:27 PM
Attachments: [Amazon HQ2 welcome letter GOV LG HED edits.docx](#)

Hi all –

Attached is the welcome letter with HED edits.

From: Lee, Daniel (GOV)

Sent: Wednesday, September 27, 2017 10:17 AM

To: Kelleher, Michael (EHS); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Chabot, Emily K. (GOV); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)

Subject: RE: draft " 2-pager overview"

Also attaching the rough draft of the Welcome Letter. Looking forward to the 1pm discussion.

From: Kelleher, Michael (EHS)

Sent: Wednesday, September 27, 2017 9:46 AM

To: Lee, Daniel (GOV) <daniel.m.lee@MassMail.State.MA.US>; Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>; Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>; Weikel, Adam (GOV) <adam.weikel@MassMail.State.MA.US>; Sullivan, Jennifer F. (ANF) <Jennifer.F.Sullivan@MassMail.State.MA.US>; Vallarelli, Michael (GOV) <michael.vallarelli@MassMail.State.MA.US>; Chabot, Emily K. (GOV) <Emily.K.Chabot@MassMail.State.MA.US>; Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>; Kaneb, Michael (GOV) <michael.kaneb@MassMail.State.MA.US>

Subject: RE: draft " 2-pager overview"

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Looking forward to talking at 1pm.

Thanks,

Michael

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KARYN E. POLITO
LIEUTENANT GOVERNOR

October 2017

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Since the request for proposal was announced, we have been actively engaging our municipal leaders, business community, and other key stakeholders to develop a compelling response to this transformative opportunity. We hope to demonstrate why Massachusetts, with our world-class talent, top-tier universities, and thriving innovation ecosystem, is the best place for Amazon's second headquarters. Massachusetts is pleased to be home to thousands of Amazon employees already, and we are excited to continue to engage with you on this opportunity.

Massachusetts has always been a place of discovery with a deep appreciation for to continuous improvement, and a steadfast commitment to collaboration between public and private sectors, and with our educational institutions. Innovation, and collaboration, are at the heart of everything we do, and they drive our success in education, science, and technology.

Massachusetts will surely celebrate many more successes in the coming decades. We hope that Amazon establishing a second headquarters in the Commonwealth will be one of them, and look forward to future collaboration.

Sincerely,

CHARLES D. BAKER
GOVERNOR

KARYN E. POLITO
LIEUTENANT GOVERNOR

From: [Kelleher, Michael \(EHS\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: Re: draft " 2-pager overview"
Date: Wednesday, September 27, 2017 4:50:07 PM

Will be sending you a two page for "drafting assignments" in a little bit. Thanks

On Sep 27, 2017, at 4:47 PM, Goodall, Devon L. (MOBD)
<Devon.L.Goodall@MassMail.State.MA.US> wrote:

Hi all –

Attached is the welcome letter with HED edits.

From: Lee, Daniel (GOV)

Sent: Wednesday, September 27, 2017 10:17 AM

To: Kelleher, Michael (EHS); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Chabot, Emily K. (GOV); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)

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Sent: Wednesday, September 27, 2017 9:46 AM

To: Lee, Daniel (GOV) <daniel.m.lee@MassMail.State.MA.US>; Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>; Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>; Weikel, Adam (GOV) <adam.weikel@MassMail.State.MA.US>; Sullivan, Jennifer F. (ANF) <Jennifer.F.Sullivan@MassMail.State.MA.US>; Vallarelli, Michael (GOV) <michael.vallarelli@MassMail.State.MA.US>; Chabot, Emily K. (GOV) <Emily.K.Chabot@MassMail.State.MA.US>; Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>; Kaneb, Michael (GOV) <michael.kaneb@MassMail.State.MA.US>

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Looking forward to talking at 1pm.

Thanks,

Michael

<< File: Our Storyv5.docx >>

From: Alec Loftus
To: [Goodall, Devon L. \(MOBD\)](#)
Cc: [Josiane Martinez](#)
Subject: Re: FW: VIOLENT CRIME RATE IN MASS. FALLS FOR SIXTH STRAIGHT YEAR
Date: Wednesday, September 27, 2017 4:51:49 PM

Hi Devon,

This is very helpful. Thanks for sending! I encourage you and Jabes to continue to share liberally with us.

Also please cc: Josiane@DiscoverASG.com

Thanks!
-Alec

On Wed, Sep 27, 2017 at 3:56 PM, Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us> wrote:

Hi Alec,

It was great to meet you yesterday and we are excited to have you and Josiane on board! Below are two articles that we thought you might find interesting in your research. The first is from Jon Chesto's newsletter today and the second is from the State House News Service.

As we see articles like these, we might forward them over but please don't feel any pressure to build upon them. We are just trying to be as helpful as possible and sending them as an FYI!

On a similar note, Jabes [sent this link](#) to me and we both thought the data was very interesting.

Devon

Banking on the arts: The numbers sure seem impressive: Nearly 310,000 people work in New England's "creative economy," collectively earning some \$17 billion a year.

But the sector's impact goes well beyond [the numbers](#).

During an event held today in Boston to highlight two arts-related economic surveys, Greater Boston Chamber of Commerce CEO Jim Rooney pointed to [the sector's importance](#) for attracting and retaining talented workers and the employers chasing that talent. Its relevance goes far beyond its role as a job creator, although this broader impact is obviously tough to measure.

Arts can help lift a community. Witness how oversized murals are [changing the conversation](#) in Lynn, for example.

For more successful cities like Boston, there's the big risk: that a vibrant arts scene gets stamped out by the inevitable real estate juggernaut, as groups find it increasingly hard to find or keep the space they need and independent artists consider decamping to less expensive cities. The [tug of war](#) over theater seats in the Seaport exemplifies the challenge of this balancing act.

Today's event was billed as the launch of an "[Arts Means Business](#)" campaign to raise awareness about the sector's economic importance. But the campaign still seems nascent, offering little beyond discussions about the two reports.

The [Amazon courtship](#) underscores what's at stake. The online retail giant wants the cities competing for its second headquarters [to demonstrate](#) what makes their respective communities unique. Culture can be the big differentiator. Sure, Amazon wants tax breaks. But its execs know they will have trouble attracting employees if they pick a sterile, boring place for a new home.

From: State House News Service [<mailto:news@statehousenews.com>]

Sent: Wednesday, September 27, 2017 2:52 PM

To: State House News Service

Subject: VIOLENT CRIME RATE IN MASS. FALLS FOR SIXTH STRAIGHT YEAR



[VIOLENT CRIME RATE IN MASS. FALLS FOR SIXTH STRAIGHT YEAR](#)

By Katie Lannan
STATE HOUSE NEWS SERVICE

STATE HOUSE, BOSTON, SEPT. 27, 2017....The rate of violent crime in Massachusetts dropped in 2016 while it increased nationally, new figures show.

[Click here to read more](#)

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For assistance with your subscription to the State House News Service, reply to this message or e-mail news@statehousenews.com.

--

Alec Loftus
Vice President
Archipelago Strategies Group (ASG)
Alec@DiscoverASG.com
[617-595-8872](tel:617-595-8872)
www.DiscoverASG.com

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Maeghan Welford](#); [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Tim Connelly](#); [Brian Noyes](#); [Dan Haro](#)
Subject: RE: Industry Letter draft for review
Date: Wednesday, September 27, 2017 6:02:45 PM
Attachments: [Amazon Industry Support Letter Outline_DLG.docx](#)
[Industry Letter V2_DG.docx](#)

Hi Maeghan,

Sorry that I missed you at our office this afternoon! Below is the list of companies that we would like you to move forward with on soliciting 250-500 word testimonials. For the larger industry support letter, please feel free to contact GBCC, MassTLC, MHTC, MACP and MA Business Roundtable for signatories.

I'm also reattaching the industry support letter outline. This version adds a line stipulating that we might not use every testimonial in the first round. If they could get these back to you by 9/29, that would be great. I know it's an abbreviated timeline and we might not get responses from everyone on this list. The latest we would like to receive this information is 10/3.

Thank you!!

Major Companies:

1. Gillette
2. Akamai
3. Fidelity
4. Trip Advisor
5. Wayfair
6. Draper Labs
7. State Street
8. Liberty Mutual
9. Dana Farber
10. MassMutual
11. National Grid
12. Eversource
13. Boston Foundation
14. Red Sox
15. Patriots
16. Celtics
17. Bruins
18. Partners Healthcare

Tech Companies:

1. Rapid7
2. LevelUp
3. Quiet Logistics
4. Drizly
5. Catalant
6. athenahealth
7. iRobot
8. Kronos
9. NuTonomy

Cyber Companies:

1. Cisco
 2. iBoss
 3. IBM Security
 4. Red Hat
-

From: Goodall, Devon L. (MOBD)

Sent: Wednesday, September 27, 2017 10:30 AM

To: 'Maeghan Welford'; Ward Weeden, Aimee (EOHED)

Cc: Tim Connelly; Brian Noyes; Dan Haro

Subject: RE: Industry Letter draft for review

Hi Maeghan,

We're reviewing this list and will get you a response on the companies to proceed with by the end of the day. Thank you for your patience!

A quick question: why did you recommend Draper Labs and not Lincoln Labs?

Devon

From: Maeghan Welford [<mailto:welford@masstech.org>]

Sent: Tuesday, September 26, 2017 5:48 PM

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

Cc: Tim Connelly; Brian Noyes; Dan Haro

Subject: RE: Industry Letter draft for review

Devon:

Thank you – will get to work!

Here are our industry recommendations. There are more here than you could use in order to allow you to choose priorities.

- Gillette – big employer downtown – current adds tout Boston workforce
- Akamai
- PTC
- Draper Labs
- TripAdvisor
- Google (?)
- Wayfair (?)
- Carbon Black
- Rapid7
- CarGurus
- Formlabs
- Toast
- C Space
- Rethink Robotics
- LevelUp
- AI/TRANSP*
- Neurala – AI
- NuTonomy – Transportation, AI
- CYBER*

- Cybereason – Cyber
- iboss – Cyber, moved HQ here from California.
- Cyberark – public company and Udi is a strong advocate
- IBM – focus on X Force Command Center – good story of site selection due to talent considerations
OUTSIDE 128
- MassMutual – WMass
- AbbVie - Growth in Worcester County
- BJs Wholesale – Worcester County - Would they welcome a competitor? Or see it as a talent driver?)
- Kronos – Expansion in Lowell
- iRobot
AMAZON CLOUD PARTNERS
- Red Hat - Even though not HQ'd here, growing presence in Mass. and an AWS partner - <https://aws.amazon.com/partners/redhat/>
- Markley Group - Announced recent partnership with AWS - <https://www.linkedin.com/feed/update/urn:li:activity:6314487773663358976>. Boston and Lowell data centers.

Maeghan Silverberg Welford

(617) 371-3999, x230

mobile: **Exemption (c)**

welford@masstech.org

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

Sent: Tuesday, September 26, 2017 11:24 AM

To: Maeghan Welford <welford@masstech.org>; Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>

Cc: Tim Connelly <connelly@masstech.org>; Brian Noyes <noyes@masstech.org>; Dan Haro <haro@masstech.org>

Subject: RE: Industry Letter draft for review

Hi Maeghan,

Thank you for putting the letter together! I've made a few edits (attached) to the letter. It would be great if you could also include MACP and MA Business Roundtable in the outreach for signatories. I've also reattached the support letter outline. We are still hoping to get 5 solid testimonials from companies in Boston that are between 250-500 words each. Could you send us a list by this afternoon of 10 suggested ones and we'll run it by Jay before beginning outreach on this piece of testimonials?

Devon

From: Maeghan Welford [<mailto:welford@masstech.org>]

Sent: Monday, September 25, 2017 8:44 AM

To: Ward Weeden, Aimee (EOHED)

Cc: Tim Connelly; Brian Noyes; Dan Haro; Goodall, Devon L. (MOBD)

Subject: Industry Letter draft for review

Aimee:

Draft group industry testimonial letter attached for your review (thank you Brian!)

Once we have an HED-approved draft, we will contact for signatories through GBCC, MassTLC, and

MHTC.

IF you would like us to also contact MACP and Mass Business Roundtable we are happy to include as well – just let us know.

Thank you,

Maeghan

Maeghan Silverberg Welford

Chief of Staff, Massachusetts Technology Collaborative &

Senior Advisor, Massachusetts eHealth Institute at MassTech

Office: (617) 371-3999, x230

Cell: **Exemption (c)**

welford@masstech.org

www.masstech.org

@Mass_Tech

Join the [Massachusetts Digital Health Initiative](#) and [Mass Digital Health LinkedIn group](#)

Amazon Industry Support Letter Outline:

- Please aim to keep between 250-500 words
- Letters should be on your letterhead and addressed to XXXX
- Kindly note that this letter will ultimately become a public record.
- Please also note that this letter might not be used in our initial RFP response.
- Please submit to XXXX by Friday, September 29.
- Please focus on the question of **why you chose Massachusetts and would encourage Amazon to consider the Commonwealth as an ideal location for its second headquarters.**
- Please feel free to draw upon your personal experience or perspective.
- Potential factors for emphasis may include:
 - **Best-in-Class Available Talent:** The opportunity for industries to grow here based upon the availability and density of our skilled workforce. Massachusetts has the greatest concentration of institutions of higher education in the United States – 140 colleges and universities, 55 within Greater Boston
 - **Public-Private Collaboration Drives Growth:** Strong leadership from the Governor allowing for the ability of our public officials and industry leadership to communicate, partner, and work together to achieve a shared economic development strategy; the stability of the regulatory environment and openness to government dialogue with industry;
 - **The #1 Technology Ecosystem:** The national/global competitiveness and collaborative nature of our local innovation ecosystem; our multi-cluster density, our opportunity to lead in the future digital revolution, and inherent strengths from start-up to scale-up; and/or
 - **Live-Work-Play:** Balance of working and living in a world class state with great culture, top healthcare institutions, museums, theatres, history, recreation and festivals.

For your Information:

- Link to the RFP: https://images-na.ssl-images-amazon.com/images/G/01/Anything/test/images/usa/RFP_3_V516043504_.pdf

Amazon.com
Office of Economic Development
C/O Holly Sullivan
~~c/o Site Manager Golden~~
2121 7th Ave
Seattle, WA 98121

Dear ~~[NAME]~~, Ms. Sullivan,

As Amazon.com searches for its new “HQ2”, we collectively encourage you to consider sites within the Commonwealth of Massachusetts. ~~As 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, ~~as it will bring Amazon even closer 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 ~~even~~ 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, ~~not to mention the~~ 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,

[UNDERSIGNED]

From: [Kelleher, Michael \(EHS\)](#)
To: [Goodall, Devon L. \(MOBD\)](#); [Lee, Daniel \(GOV\)](#); [Servetnick, Adrian \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Vladeck, Abigail \(GOV\)](#); [Kaneb, Michael \(GOV\)](#)
Subject: RE: draft writing instructions/schedule
Date: Wednesday, September 27, 2017 6:07:12 PM
Attachments: [writing schedulev5.docx](#)

Per our conversation this afternoon, please find a draft document providing writing instructions and drafting schedule.

Thanks,
Michael

Drafting Instructions

- Need a solid summary of the work ongoing by your assigned topic which would be a draw for a company like Amazon (“the best of the best stuff going on”)
- Sub-bullets below are potential topics, not required subtopics
- Please provide several “best” details (i.e., spending commitments, national rankings, improvement of service/capacity, etc.) to support the initiative or undertaking (note, assume all data will eventually be made public)
- 2-3 pages word document, single spaced, 11 point font, calibri font, normal margins
- Within text, please provide ideas for visuals (i.e, photo, “call-out” box, graphs, infographic, etc.) to support project/effort (*please note if this visual exists or would need to be created from scratch*) highlight this **yellow**
- Within text, if using a figure/data point that is agency-owned please include the **source reference and send along the document for our files**, if using an external figure/data point please include the **website or report** so it can be independently confirmed
- Themes to touch on: “every day is day one”, “MA is revolutionary”, “MA is transformational”
- See draft Introduction: “ Our Story, Why Massachusetts” attached for summary of major themes
- Try to embed the following elements in your content section
 - Political unity/ability to work together to get things done
 - Aligned with economic competitiveness agenda
 - Aligned with Amazon’s agenda of being “first”, “disruptive”, “not resting on laurels”, “national leader”
- **Final drafts from topic owners due Friday 6pm, 9/29**
- **Review of final topic drafts (voice consistency, appropriate length, etc) before submitted to QC Monday, 5pm, 10/2**

Culture/Community

Content developer: **Archipelago Strategy Group**

Chapter owner/First pass author: **D. Lee**

Data/sourcing check: **Rachel Sang**

Quality Control Reviewer: **M. Kaneb**

- Livability (rankings)
- Diverse housing types
- Philanthropic and volunteering
- Hotel availability
- Recreation, beaches, islands, NH/VT/Newport, Museums, Berkshires
- Performing Arts
- Top sports teams

Talent

Chapter owner/First pass author: **M. Kelleher**

Data/sourcing check: **Rachel Sang**

Quality Control Reviewer: **M. Kaneb**

- Base of education (K-12)
- Pipeline and pipeline growth
- Recognized achievement (nationally)

- #1 destination for students
- Major Universities
- Fuel for expanding economy

Innovation

Chapter owner/First pass author: **A. Vladeck**

Data/sourcing check: **Rachel Sang**

Quality Control Reviewer: **M. Kaneb**

- Tech transfer
- Self-organizing key sectors
- State government as “active participant”
 - Economic Development Bill
 - Workforce Skills Cabinet
 - Last Mile
 - Energy Legislation
- Forward-thinking regulation (ride share, study of drones, autonomous vehicles)
- Research centers

Transportation

Chapter owner/First pass author: **Phil Primack/Scott Bosworth (DOT)**

Data/sourcing check: **Rachel Sang**

Quality Control Reviewer: **M. Kaneb**

- Capital planning (DOT, MBTA, MassPort, Convention Center)
- Highway network
- Mass Transit and commuter rail corridor
- Logan Airport (current capacity, expansion plans, future expected growth)
- Success of MBTA reform (fiscal management)

From: [Ash, Jay \(EOHED\)](#)
To: [Sullivan, Marian](#); [Kennedy, Kevin](#); "Rick Sullivan"
Subject: RE: Secretary Ash - Amazon
Date: Wednesday, September 27, 2017 6:07:51 PM

Agreed – thx!

From: Sullivan, Marian [mailto:MSullivan@springfieldcityhall.com]

Sent: Wednesday, September 27, 2017 6:07 PM

To: Kennedy, Kevin; 'Rick Sullivan'

Cc: Ash, Jay (EOHED)

Subject: Secretary Ash - Amazon

Kevin and Rick,

Mayor Sarno just got off of the phone with Mike from Secretary Ash's office and would like for you both to be advised that he will be reaching out to you both soon with more information on the Amazon pitch.

Thank you,

Marian

Marian K. Sullivan

Communications Director

Office of Mayor Domenic J. Sarno

36 Court Street, Room 214

Springfield, MA 01103

Phone (413) 886-5166

Cell (413) 265-6751

Fax (413) 787-6104

Follow us on:



From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: style guide
Date: Wednesday, September 27, 2017 6:08:19 PM
Attachments: [PROJECT RUFUS STYLE GUIDE.docx](#)

Devon Goodall

Devon.L.Goodall@state.ma.us

PROJECT RUFUS STYLE GUIDE

Using AP Style

Font: Garamond

Font Size: 11 pt.

Color: Black

Paragraph: 1.0 spacing

Styles: No spacing

Margins: Normal (1" left, right, top and bottom)

Commas: No oxford comma

Sentence Spacing: One after a period

Academic degrees:

- Use an apostrophe and spell out academic degrees.
- Use abbreviations for degrees only when you need to include a list of credentials after a name; set them off with commas.

Acronyms:

- Spell out on the first mention
- Use abbreviation on subsequent mentions only when necessary:
 - The Massachusetts Technology Collaborative (MassTech) organized a cybersecurity forum in September 2017. A member of the Governor's Trade Mission to Israel in 2016, MassTech is uniquely qualified to be a leader in this emerging sector.

Addresses:

- Spell out all generic parts of street names (avenue, north, road)

Capitalization:

- Do not capitalize federal, state, department, division, board, program, section, unit, etc., unless the word is part of a formal name.
- Capitalize common nouns when they are part of a proper name (i.e. the Housatonic River).
- Lowercase directional indicators except when they refer to specific geographical regions (i.e. the Pacific Northwest) or popularized names for those regions.
- Capitalize formal titles that come directly before a name (Governor Charlie Baker).
- Lowercase formal titles that appear on their own or follow a name (Jay Ash is the secretary of housing and economic development).
- Never capitalize job descriptions (lawyer, software developer).

Days, Dates and Times:

- Always use Arabic figures, without st, nd, rd or th.
- Spell out the month and do not separate the month and the year with commas.
- When a phrase refers to a month, day and year, set off the year with commas.
- Use figures except for noon and midnight.
- Use a.m. or p.m. (with periods).

Names:

- Use a person's first and last names the first time he or she is mentioned. On second reference, use a courtesy title (Mr., Mrs., Ms., Dr., etc.) before the last name.

Numbers:

- Spell out numbers one through nine and use figures for numbers 10 and higher.
 - Exceptions for this rule include:
 - Addresses
 - Ages
 - Cents
 - Dollars (do not include a period and two zeroes when referring to an even dollar figure)
 - Dates
 - Dimensions
 - Highways
 - Millions, billions
 - Percentages
 - Speed
 - Temperature
 - Time – do use a colon and two zeroes when referring to an even hour
- Use commas to set off each group of three digits in numerals higher than 999 (except for years and addresses).
- Add an s but no apostrophe to a number to make it plural. The same rule applies to decades.
- Use a parenthesis and hyphen for phone numbers (i.e. (617) 788-3605).

Punctuation, quotation:

- Apostrophe:
 - For plural nouns ending in s, add only an apostrophe.
 - For singular common nouns ending in s, add 's.
 - For singular proper names ending in s, use only an apostrophe.
 - For singular proper names ending in s sounds such as x, ce and z, use 's.
 - For plurals of a single letter, add 's.
 - Do not use 's for plurals of numbers or multiple letter combinations
- Colon:
 - Capitalize the first word after a colon only if it is a proper noun or the start of a complete sentence.
 - Colons go outside quotation marks unless they are part of the quoted material.
- Comma:
 - Don't use a comma before a conjunction in a simple series.
 - Use a comma for a series that included elements containing and or or.
- Hyphen:
 - Use hyphens to link all the words in a compound adjective.
 - Do not use a hyphen if the construction includes very or an adverb ending in -ly.
- Parentheses:
 - If the parenthetical is a complete, independent sentence, place the period inside the parentheses; if not, the period goes outside.
- Period:
 - Use only one space after the end of a sentence.
- Quotation marks:
 - Single quotation marks should be used only for a quote within a quote.
 - The period and the comma always go within the quotation marks.

- The dash, semicolon, question mark and exclamation point go within the quotation marks when they apply to the quoted matter only. They go outside when they apply to the whole sentence.
- Semicolon:
 - Use a semicolon to clarify a series that includes a number of commas. Include a semicolon before the conjunction.
- Spacing:
 - Use only one space between sentences.

Titles:

- Formal titles are capitalized and abbreviated when used before a name (i.e. Lt. Gov.).
- Generally, capitalize formal titles when they appear before a person's name (i.e. Gov. Charlie Baker).
- Lowercase titles if they are informal, appear without a person's name, follow a person's name or are set off before a name by commas.
- Lowercase adjectives that designate the status of a title.
- If a title is long, place it after the person's name or set it off with commas before the person's name (i.e. Jennifer Sullivan, assistant secretary of Administration and Finance).
- Lowercase formal titles that appear on their own or follow a name.
- Never capitalize job descriptions.
- Titles of books, movies, recordings, television shows and similar works are set off in quotation marks, with all principal words capitalized (i.e. "Grey's Anatomy").

Citation Styles:

- APA

From: [Sullivan, Jennifer F. \(ANF\)](#)
To: [Goodall, Devon L. \(MOBD\)](#); [Lee, Daniel \(GOV\)](#); [Kelleher, Michael \(EHS\)](#); [Servetnick, Adrian \(EOHED\)](#); [Kennealy, Michael \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Frazier, Ricks \(EOHED\)](#); [Weikel, Adam \(GOV\)](#); [Vallarelli, Michael \(GOV\)](#); [Vladeck, Abigail \(GOV\)](#); [Kaneb, Michael \(GOV\)](#)
Subject: RE: draft " 2-pager overview"
Date: Wednesday, September 27, 2017 6:24:59 PM
Attachments: [Amazon HQ2 welcome letter GOV LG HED edits anf.docx](#)

Added our edits/rearranged the order. Thanks.

From: Goodall, Devon L. (MOBD)
Sent: Wednesday, September 27, 2017 4:47 PM
To: Lee, Daniel (GOV); Kelleher, Michael (EHS); Servetnick, Adrian (EOHED); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)
Subject: RE: draft " 2-pager overview"
Hi all –

Attached is the welcome letter with HED edits.

From: Lee, Daniel (GOV)
Sent: Wednesday, September 27, 2017 10:17 AM
To: Kelleher, Michael (EHS); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Chabot, Emily K. (GOV); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)
Subject: RE: draft " 2-pager overview"

Also attaching the rough draft of the Welcome Letter. Looking forward to the 1pm discussion.

From: Kelleher, Michael (EHS)
Sent: Wednesday, September 27, 2017 9:46 AM
To: Lee, Daniel (GOV) <daniel.m.lee@MassMail.State.MA.US>; Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>; Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>; Weikel, Adam (GOV) <adam.weikel@MassMail.State.MA.US>; Sullivan, Jennifer F. (ANF) <Jennifer.F.Sullivan@MassMail.State.MA.US>; Vallarelli, Michael (GOV) <michael.vallarelli@MassMail.State.MA.US>; Chabot, Emily K. (GOV) <Emily.K.Chabot@MassMail.State.MA.US>; Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>; Kaneb, Michael (GOV) <michael.kaneb@MassMail.State.MA.US>

Subject: RE: draft " 2-pager overview"

Hello all,

Please see a draft for the overview section, "*Our Story, Why Massachusetts*" for our meeting this afternoon. As discussed, these two pages are intended to be a high-level overview into the rest of the document. So once we are able to land on this overview as a group, it will give us the ability to begin drafting the more detailed subsequent chapters.

Looking forward to talking at 1pm.

Thanks,
Michael

<< File: Our Storyv5.docx >>



OFFICE OF THE GOVERNOR
COMMONWEALTH OF MASSACHUSETTS
 STATE HOUSE • BOSTON, MA 02133
 (617) 725-4000

CHARLES D. BAKER
 GOVERNOR

KARYN E. POLITO
 LIEUTENANT GOVERNOR

October 16, 2017

Dear Mr. Bezos:

On behalf of the Commonwealth of Massachusetts, we are proud-honored to submit this proposal for Amazon to locate its second headquarters in the Bay State.

Massachusetts offers world-class talent, top-tier universities, and a thriving innovation ecosystem, all within a stable and supportive business climate. Massachusetts has long been a place of discovery, with a willingness to embrace bold ideas and new ventures, welcome newcomers, and pursue excellence. We have a profound appreciation for the wisdom of long-term decision making that comes from our deep history. Not content to celebrate the past, however, we constantly strive to create the brightest future for our people and our economy. We hope that welcoming Amazon HQ2 to the Commonwealth will be a part of that future.

Since the request for proposals was announced, we have been actively engaging our municipal leaders, the business community, and other key stakeholders to develop a compelling response to this transformative opportunity. We hope-intend to demonstrate why Massachusetts, with our world-class talent, top-tier universities, and thriving innovation ecosystem, is the best place for Amazon's second headquarters, Amazon HQ2. Massachusetts is pleased to be home to thousands of Amazon employees already, and we are excited to continue to engage with you on this opportunity.

Collaboration among the public and private sectors, our workforce, our business community, and our institutions has defined our achievements in education, science, and technology. We are focused on the challenges and opportunities of the next century, working together to execute a growth strategy. Massachusetts is pleased to be home to thousands of Amazonians already, and we are excited to [continue to engage with you on this opportunity]. We look forward to future collaboration. Thank you.

Massachusetts has always been a place of discovery with a deep appreciation for to continuous improvement, and a -steadfast commitment to collaboration between public and private sectors, and with our educational institutions.

- Formatted: Indent: First line: 0"
- Commented [SJF1]: Higher Ed is part of the "talent" prong. Also, everyone knows about Harvard & MIT. We need to promote the depth of our talent pool, in addition to what is already known. Suggest deleting.
- Formatted: Font: (Default) Times New Roman
- Formatted: Font: (Default) Times New Roman, 12 pt
- Formatted: Font: (Default) Times New Roman
- Commented [SJF2]: Does this leave the impression that we just started thinking about our growth strategy a few weeks ago? Maybe want to reinforce that this is something we are working on all the time. That's why I rearranged the order. Our pitch should be first line, what we've been doing the past two weeks is subsidiary.
- Formatted: Indent: First line: 0"
- Commented [SJF3]: I lean toward echoing the language they use to describe the project ("HQ2").
- Formatted: Font: (Default) Times New Roman
- Formatted: Default
- Formatted: Font: (Default) Times New Roman, Font color: Auto
- Formatted: Font: (Default) Times New Roman
- Formatted: Font: (Default) Times New Roman, Font color: Auto
- Formatted: Font: (Default) Times New Roman
- Commented [SJF4]: Same as above.
- Commented [SJF5]: You've already used "opportunity" a few times. Suggest replacing it with an alternative, such as "engage with you on investing in the growth and strength of our partnership."
- Formatted: Indent: First line: 0"



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(617) 725-4000

CHARLES D. BAKER
GOVERNOR

KARYN E. POLITO
LIEUTENANT GOVERNOR

~~Innovation, and collaboration, are at the heart of everything we do, and because they drive our success in education, science, and technology.~~

Commented [SJF6]: Is this a true statement? I'm not sure.

~~Massachusetts will surely celebrate many more successes in the coming decades. We hope that Amazon establishing a second headquarters in the Commonwealth will be one of them, and look forward to future collaboration.~~

Formatted: Indent: First line: 0"

Sincerely,

CHARLES D. BAKER
GOVERNOR

KARYN E. POLITO
LIEUTENANT GOVERNOR

DRAFT

From: Ng, Albert
To: [Goodall, Devon L. \(MOBD\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Thomas, Steve](#)
Cc: [Liss, Lauren](#); [Henderson, Richard](#)
Subject: RE: Project Updates
Date: Wednesday, September 27, 2017 9:23:14 PM
Attachments: [20170927 Proposal Schedule.pdf](#)

Devon,

I've attached the latest schedule including an update of the meeting with MassDOT on Friday. I have also uploaded this to the ShareFile service.

Regards,

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: Tuesday, September 26, 2017 11:13 AM

To: Ward Weeden, Aimee (EOHED) ; Ng, Albert ; Thomas, Steve

Cc: Liss, Lauren ; Henderson, Richard

Subject: RE: Project Updates

Hi Albert,

A few more edits to the project tracker: we have meetings confirmed on Thurs. October 5 at 1:00pm and Tues. October 10 at 4:30pm (no meeting on 10/12). There should also be a milestone for September 29 on "Coordination with Candidate Submissions" because the sites are due to us on that day. Otherwise it looks great!

Thanks,

Devon

From: Ward Weeden, Aimee (EOHED)

Sent: Tuesday, September 26, 2017 10:34 AM

To: Ng, Albert; Thomas, Steve

Cc: Liss, Lauren; Henderson, Richard; Goodall, Devon L. (MOBD)

Subject: RE: Project Updates

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

Sent: Tuesday, September 26, 2017 10:30 AM

To: Ward Weeden, Aimee (EOHED); Thomas, Steve

Cc: Liss, Lauren; Henderson, Richard; Goodall, Devon L. (MOBD)

Subject: RE: Project Updates

Aimee,

Here you go. See you at 11:45.

Albert

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: Tuesday, September 26, 2017 10:17 AM

To: Ng, Albert <ANG@VHB.com>; Thomas, Steve <STHOMAS@VHB.com>

Cc: Liss, Lauren <Liss@Massdevelopment.com>; Henderson, Richard <rhenderson@massdevelopment.com>; Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>

Subject: RE: Project Updates

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: Tuesday, September 26, 2017 9:41 AM

To: Ward Weeden, Aimee (EOHED); Thomas, Steve

Cc: Liss, Lauren; Henderson, Richard; Goodall, Devon L. (MOBD)

Subject: RE: Project Updates

Aimee,

I updated the schedule per your comments. I've booked conference rooms for the design meetings at VHB and have sent out meeting notices. Do you want me to send out meeting invites for the two upcoming design meetings (9/28 and 10/3)? Yes that would be helpful. If you can send to me and Devon we can forward to the appropriate Commonwealth folks.

Also...just a point of clarification. The next meeting with Sec. Ash (after today) is tentatively scheduled for Thursday, October 5th. You reference a meeting on the 4th below in your comments. It might just have been a typo but I wanted to make sure. Yes – it is the 5th! I was noting that on the prior version of the timeline it was the 4th. Thank you!

Let me know if you have any additional changes. I can print this out and bring copies today for the meeting. **Quick updates:**

Add a milestone on sites from communities for 9/29 – please.

Meeting on the 5th with Jay is scheduled for 1pm on our calendars.

We have a meeting for the 10th with Jay from 4:30-5:30pm – we do not have one scheduled for the 12th.

Albert

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

From: Ward Weeden, Aimee (EOHED) [<mailto:aimee.ward@MassMail.State.MA.US>]

Sent: Monday, September 25, 2017 1:07 PM

To: Ng, Albert <ANG@VHB.com>; Thomas, Steve <STHOMAS@VHB.com>

Cc: Liss, Lauren <Liss@Massdevelopment.com>; Henderson, Richard <rhenderson@massdevelopment.com>; Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>

Subject: RE: Project Updates

Comments below. Will you update the project timeline accordingly? It may be helpful to have graphic timeline in a different color than project/site/incentive timeline items.

Also – I think DOR review and incentive list is happening simultaneously also so we can amend those items.

Really appreciate your help!!!

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, September 24, 2017 9:32 AM

To: Ward Weeden, Aimee (EOHED); Thomas, Steve

Cc: Liss, Lauren; Henderson, Richard; Goodall, Devon L. (MOBD)

Subject: RE: Project Updates

Aimee,

Please find attached the revised schedule per your comments. In the update, I've included:

- An additional design meeting the week of the 2nd (Tentatively for Tuesday, Oct 3rd) to review design based on feedback from the Sept. 28th design meeting...the idea is to present design to the Secretary at the check-in meeting on Oct 5 – Okay – this sounds good. For the 10/3 design team meeting at VHB – does 9am work for the team?

On the attached scheduled it looks like there is a meeting for the 4th. I have 1-2pm confirmed on the Secretary's calendar for that day. I will check-in with his scheduler to see if we can maybe start 30 minutes earlier to allow for enough time. I will confirm.

- I've shortened the production schedule to 3 days with the expectation that we'll need to work through the weekend prior to the submission on the 16th. Note:
 - Draft 1 will be content only given that I don't think we'll have resolution on design prior to sending Draft 1 out Okay but we should be pretty close and able to get final sign-off from Secretary in 10/5 meeting. You should have been added to all the meetings we have confirmed on the Secretary's calendar now. Sorry for delay on that!
 - I stole a day from Draft 1 Review
 - I added time to Draft 1 Revisions since we'll be flowing the content into the new design template
 - Draft 2 will include revised content and design.
 - I stole a day from the Draft 2 Review

- I substituted a leaf-through for the final check in
 - Leaf-through will provide final revisions to final draft
- A table listing out future meetings – Very Helpful! Should we confirm this Thursday in Watertown for 1:30-2:30?

Clearly the schedule is tight, particularly the week prior to delivery.

- Do you think the short review windows are an issue on your side? **They should not be.**
 - For Draft 1, you'll have 2 days to review content
 - For Draft 2, you'll have 1.5 days to review content + design This may be tight but hopefully because we will have vetted content here it will be manageable.

Let me know if you have any questions or comments.

Regards,

Albert

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: Friday, September 22, 2017 2:09 PM

To: Thomas, Steve <STHOMAS@VHB.com>; Ng, Albert <ANG@VHB.com>

Cc: Liss, Lauren <LLiss@Massdevelopment.com>; Henderson, Richard <rhenderson@massdevelopment.com>; Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>

Subject: Project Updates

Hi Steve and Albert,

After talking with our internal team here and MassDevelopment, I am hoping you can help with a few things:

1. Set-up access to a secure drop-box where we can share content (storyboard, photos, other documents) with you.
2. Update the project timeline that you handed out the meeting with the following:
 - Updated meeting dates/times (including design team meetings)
 - Moving draft reviews up based on a 10/13 production date and 10/16 submission

Additionally as follow-up to our conversation on design, can we confirm the following meetings:

9/26 – 1pm – Design Group meeting at MassDevelopment

9/28 – Confirm a time for Richard, myself and a few other folks to come out to Watertown to really look at design options

- After a conversation with the Secretary, I will be engaging him as needed on design review, but we think these two meetings should occur before he is brought-in.

Happy to discuss if that is helpful!

Thanks,

Aimee

Aimee Ward Weeden

Chief of Staff and Director of Policy

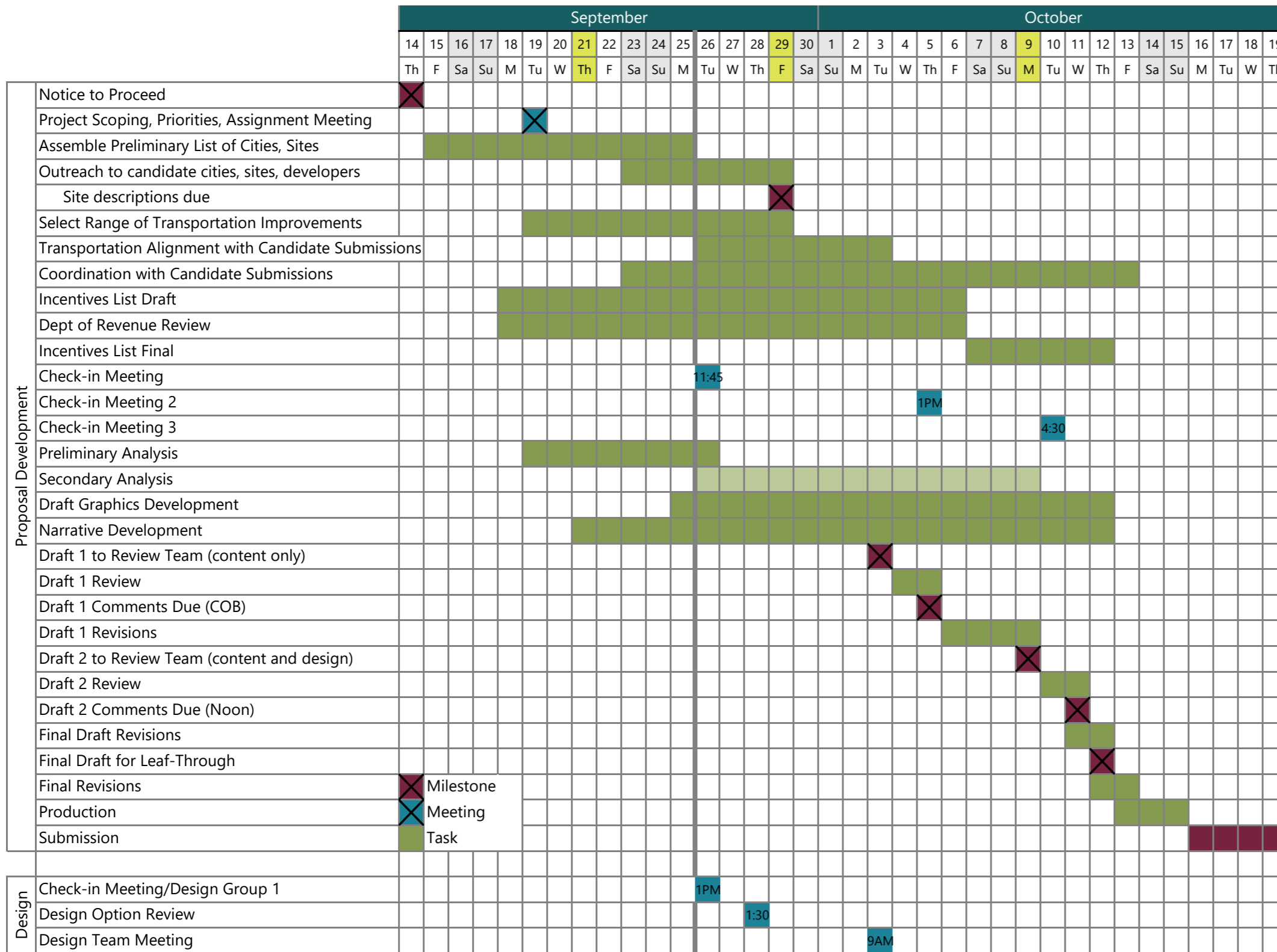
Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
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Vanasse Hangen Brustlin, Inc. | info@vhb.com

Amazon HQ2 Proposal Development



Scheduled Meetings

| Date | DOW | Time | Location | What | Teams |
|-------|-----|----------|----------|-------------------------------|---------------------------|
| 9/19 | Tue | 10:00 AM | MD | Kick-Off | MD, HED, VHB |
| 9/26 | Tue | 11:45 AM | MD | Check In 1 | MD, HED, VHB |
| 9/26 | Tue | 1:00 PM | MD | Design | MD, HED, VHB |
| 9/28 | Thu | 1:30 PM | VHB | Design | MD, HED, VHB |
| 9/29 | Fri | 8:30 AM | MaDOT | Transport Proj | ANF, HED, VHB, MaDOT, GOV |
| 10/3 | Tue | 9:00 AM | VHB | Design | MD, HED, VHB |
| 10/5 | Thu | 1:00 PM | MD | Check In 2 | MD, HED, VHB |
| 10/10 | Tue | 4:30 PM | MD | Check In 3 | MD, HED, VHB |
| TBD | | | | Transport Projects Discussion | MaDOT, VHB |

- HED Exec. Office of Housing and Econ. Dev.
- MD MassDevelopment (99 High, 11th Fl)
- VHB Vanasse Hangen Brustlin (101 Walnut St. Watertown)
- MaDOT MassDOT
- GOV Governor's Office

From: [Vladeck, Abigail \(GOV\)](#)
To: [Goodall, Devon L. \(MOBD\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Sullivan, Jennifer F. \(ANF\)](#)
Subject: RE: Redline
Date: Wednesday, September 27, 2017 10:25:22 PM
Attachments: [Our Storyv6.docx](#)

Here it is, also in the DropBox as v6 under Why MA. Not much shorter, but hopefully more of what you're looking for, and just one good edit away from hitting the right tone.
Forgive me, but am I supposed to send it to everyone tonight or just you three?

From: Goodall, Devon L. (MOBD)
Sent: Wednesday, September 27, 2017 8:39 PM
To: Vladeck, Abigail (GOV); Ward Weeden, Aimee (EOHED); Sullivan, Jennifer F. (ANF)
Subject: Re: Redline

We had been waiting to see your next draft before doing redlines because it was going to be different following the feedback given during today's meeting. It didn't seem productive to also send redlines on top of the other feedback, so I would say go ahead and do another iteration and we'll quickly send back redlines tomorrow when you have it!

From: Vladeck, Abigail (GOV)
Sent: Wednesday, September 27, 2017 8:26 PM
To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD); Sullivan, Jennifer F. (ANF)
Subject: Redline

I'm still waiting on people's redlines for "our story" before doing another iteration, correct?
Can I get those by 9.30?

Abi Vladeck, AICP
Program Director, Real Estate Assets
Office of Governor Charlie Baker
abigail.vladeck@state.ma.us
o: [617-725-4000](tel:617-725-4000) ext. 35357
c: [617-483-2292](tel:617-483-2292)
www.mass.gov/anf/openforbusiness

Our Story, Why Massachusetts

~~We are 351 cities and towns with a global reach. We have the finest educational institutions in the U.S. from pre-kindergarten through post-doc. We are the cradle of the revolution and a hotbed of innovation. We have cosmopolitan cities, quaint towns, quiet beaches, and majestic mountaintops.~~

From at least as early as the firing of the first musket shot in 1775, Massachusetts has been committed to revolutionary ideas. Today, revolutionary ideas are what drive Massachusetts's innovation economy. The Commonwealth of Massachusetts is home to the world's top universities, hospitals, thought leaders, researchers, educators, inventors, and innovators – but we never stop striving to remain on the cutting edge. ~~And our commitment to innovation supports an unusually high quality of life: from~~ From ~~ur~~ transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has for hundreds of years been a trailblazer in the things that matter most.

Collaboration is the main ingredient~~We do this through collaboration:~~ collaboration between public and private institutions, between state and local governments, between centuries-old universities and ~~startups on the cutting edge~~ fledgling startups. Because the home of the world's oldest annual marathon ~~never settles for good enough, our partners in Massachusetts are on the cutting edge of~~ healthcare delivery, technological innovation, and education. As worldwide leaders in digital health, cyber security, and robotics, we're at the forefront of tomorrow's revolutions. ~~Our health care system delivers the most advanced medical care in the world both for our own residents and for patients from all corners of the globe. Our financial institutions provide the investment capital that entrepreneurs and start-up companies rely on to take discoveries made in Massachusetts classrooms, laboratories, and hospitals from great ideas to world-changing products and services.~~

~~Amazon is perfectly suited to take advantage of the opportunities that Massachusetts and the Massachusetts innovation economy presents. Because of our unparalleled education systems, our history of thinking big, and our track record of working together to get stuff done, Massachusetts is uniquely poised to provide Amazon with the environment and the resources it needs to continue evolving at breakneck speed.~~

~~And whatever kind of physical site Amazon is looking for, we have it here. We're a small state, but our diverse geography offers endless varieties of sites for Amazon's HQ2.~~ We have infill opportunities in the dense urban core, where public transit is a way of life and [statistic about white collar jobs]. We have attractive redevelopment opportunities in the outer edge of the urban ring, or even along transit corridors that move [tens of thousands of people each day]. We have greenfields in suburban communities on the cusp of transformation. We have old mill sites ready to be converted into chic, industrial campuses. And all across the Commonwealth, we have opportunities for Amazon to co-locate with expanding colleges and universities that are re-thinking what it means to provide higher education in the 21st century. [etc.]

GETTING YOU THERE

Wherever you choose to locate in Massachusetts, we have plenty of ways to get you there: two international airports (with three more close to our borders). X miles or roadway. Y # of transit stations. [Three] stops on the Northeast Corridor, the country's busiest interstate passenger rail line. Complete Streets projects underway in [y] cities and towns. A cruiseport, a carport, fishing piers, and regional busses. We have some of the country's first regulations for autonomous vehicle testing companies and

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ride-sharing services – driving vehicles on streets running above the oldest subway tunnel in North America.

Commented [ANF2]: Direct Wikipedia quote

WE'RE WICKED SMART GETTING PEOPLE READY

It's no secret that Massachusetts is home to MIT, Harvard, and X hundred other colleges and universities, or that we have more post-secondary degrees per capita than any other state [#, source]. ~~Massachusetts produces the greatest density of science and technology graduates in the U.S. Our colleges and universities are both laboratories of discovery for revolutionary new ideas and training academies for the skilled workforce required to carry those ideas forward to their full potential.~~ And it's not just advanced degrees: Massachusetts consistently tops national rankings in K-12 education, too. ~~Centuries of investment in education supports the growth of a twenty first century economy.~~

Maybe it's less well known that we're also using our educational institutions to create pathways to good-paying jobs that don't flow through four-year institutions. Massachusetts recently committed \$45 million in new capital spending ~~to upgrade for~~ equipment at vocational schools and community colleges, strengthening and expanding their capacity to prepare students for high-demand jobs.

Companies that are located here undoubtedly benefit from this rich, diverse workforce – and there are also ample opportunities (and even expectations!) to help shape that talent pool. One example is the new STEM Starter Academy partnership we recently launched to enhance coordination between our community colleges and businesses looking for specially trained workers. ~~[corp Another is _____ [corp partnership example 2]~~

WE GET GETTING STUFF DONE

~~We have~~ Massachusetts has a strong tradition of local governance and leaders ~~who actually do come~~ coming together across party lines to get things done. (Yes, blue Massachusetts has a Republican Governor!) In recent years, this spirit of collaboration has led to trailblazing legislation guaranteeing pay equity between men and women; an economic development bill that bets \$1b on the idea that any city or town can compete for ____ {?}; and landmark climate change legislation that will diversify the Commonwealth's energy portfolio and stabilize electric rates. Our close collaboration with cities and towns is exemplified by the Community Compact Cabinet, and has led to the Municipal Modernization Bill, which loosened the state's grip on local governance. In the past two years, we took on the challenge of cutting red tape in favor of progress and streamlined or eliminated [x] outdated regulations across all areas of State government.

WE GET AROUND

~~(we will add/collecting more regional/statewide data)~~
~~[Statistics about mass transit, transportation, etc.] Greater Boston's Mass Transit system has been ranked as the third best in the country and 34% of Boston area commuters rely on public transit to get to work, the fifth highest percentage in the U.S. When the destination is out of state or out of the country, we also have you covered. [Something about trains, highways, and then Logan]~~

WE LIVE WELL GETTING TO ENJOY IT ALL

(we will add/collecting more regional/statewide data). Boston metropolitan area ranked seventh out of 50 fittest cities in the U.S., according to the 2016 American Fitness Index. In May 2017 Deutsche Bank named Boston as the eighth best city in the world in terms of quality of life ~~the highest ranking US city on list.~~ With [x] acres of parkland designed by Fredrick Law Olmsted, [y] miles of the Appalachian train, the country's first public beach, and landmark environmental laws protecting open space, wetlands, and public waterfront access, Massachusetts has some of the best public spaces in the country. There are lots of theatres and museums.... Delicious food....

CONCLUSION

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From: [Vladeck, Abigail \(GOV\)](#)
To: [Lee, Daniel \(GOV\)](#); [Servetnick, Adrian \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#); [Kennealy, Michael \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Frazier, Ricks \(EOHED\)](#); [Weikel, Adam \(GOV\)](#); [Sullivan, Jennifer F. \(ANF\)](#); [Vallarelli, Michael \(GOV\)](#); [Kelleher, Michael \(EHS\)](#); [Chabot, Emily K. \(GOV\)](#)
Subject: RE: Project RUFUS Week 2 Check in
Date: Wednesday, September 27, 2017 10:46:09 PM
Attachments: [Our Storyv6.docx](#)

All—

Here is a new version of the “Our Story” documents, ready for redlining. Also available on the Dropbox.

Abi

-----Original Appointment-----

From: Lee, Daniel (GOV)
Sent: Tuesday, September 26, 2017 8:55 PM
To: Lee, Daniel (GOV); Vladeck, Abigail (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)
Subject: FW: Project RUFUS Week 2 Check in
When: Wednesday, September 27, 2017 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: State House 488

-----Original Appointment-----

From: Lee, Daniel (GOV)
Sent: Thursday, September 21, 2017 9:25 AM
To: Lee, Daniel (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)
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From: [Ash, Jay \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Fwd: Proposed approach to housing for Amazon response
Date: Thursday, September 28, 2017 7:32:46 AM

The group assigned to think about housing related to the project is meeting with me Monday afternoon.

Sent from my Verizon, Samsung Galaxy smartphone

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

From: "Kornegay, Chrystal (OCD)"
Date: 9/28/17 7:19 AM (GMT-05:00)
To: "Sullivan, Timothy" , Clark Ziegler , "Ward Weeden, Aimee (EOHED)" , "Kennealy, Michael (EOHED)"
Cc: "Ash, Jay (EOHED)" , "Saia, Susan (EOHED)"
Subject: Proposed approach to housing for Amazon response

On Monday, October 2nd at 2:30pm, Jay and I will be meeting to discuss a proposed strategy to include in the response for Amazon. Jay has requested that you join us. Please let me know if you can do so.

Thx and have a great day.

Chrystal Kornegay
Undersecretary, Department of Housing and Community Development
100 Cambridge Street, Suite 300
617-573-1100
chrystal.kornegay@state.ma.us

From: [Ash, Jay \(EOHED\)](#)
To: [Martin Arnold Schmidt](#)
Subject: Re: Monday morning
Date: Thursday, September 28, 2017 7:39:53 AM

I'll make it work. Thx!

Sent from my Verizon, Samsung Galaxy smartphone

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

From: Martin Arnold Schmidt
Date: 9/28/17 6:31 AM (GMT-05:00)
To: "Ash, Jay (EOHED)"
Subject: Monday morning

Jay,

I need to check with Harvard, but would a meeting at 8AM on Monday work for you to discuss a Harvard/MIT role in the Amazon bid?

Marty

From: [Sullivan, Timothy](#)
To: [Clark Ziegler](#)
Cc: [Kornegay, Chrystal \(OCD\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Kennealy, Michael \(EOHED\)](#); [Ash, Jay \(EOHED\)](#); [Saia, Susan \(EOHED\)](#)
Subject: Re: Proposed approach to housing for Amazon response
Date: Thursday, September 28, 2017 7:49:15 AM

Looking forward to it.

Sent from my iPhone

> On Sep 28, 2017, at 7:27 AM, Clark Ziegler <cziegler@mhp.net> wrote:
>
> Happy to join you.
>
> On Sep 28, 2017 7:18 AM, "Kornegay, Chrystal (OCD)" <Chrystal.Kornegay@MassMail.State.MA.US> wrote:
>
> On Monday, October 2nd at 2:30pm, Jay and I will be meeting to discuss a proposed strategy to include in the response for Amazon. Jay has requested that you join us. Please let me know if you can do so.
>
>
>
> Thx and have a great day.
>
>
> Chrystal Kornegay
> Undersecretary, Department of Housing and Community Development
> 100 Cambridge Street, Suite 300
> 617-573-1100
> chrystal.kornegay@state.ma.us<<mailto:chrystal.kornegay@state.ma.us>>
>

From: [Ash, Jay \(EOHED\)](#)
To: [Saia, Susan \(EOHED\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#); [Kennealy, Michael \(EOHED\)](#)
Subject: Scheduling
Date: Thursday, September 28, 2017 7:51:56 AM

Can we move the EBSCO meeting this Monday to the 23rd or 30th? Same time. Have a 8a at MIT this Monday on Amazon. I'll give you more details about the Amazon meeting. Mike and Aimee should plan on attending.

Sent from my Verizon, Samsung Galaxy smartphone

From: Joe Pasquale
To: [Ash, Jay \(EOHED\)](#)
Cc: [Mike Cantalupa](#)
Subject: RE: Amazon RFP responses
Date: Thursday, September 28, 2017 8:04:42 AM
Attachments: [image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Got it...Waltham will be teed up....buy yourself a large vanilla cone!!


rmd
retail mgmt & development
881 East Street
Tewksbury, MA 01876
978.851.0200
www.rmd-inc.net

From: Ash, Jay (SEA) [<mailto:jay.ash@state.ma.us>]
Sent: Wednesday, September 27, 2017 6:15 PM
To: Joe Pasquale ; Mayor
Cc: Mike Cantalupa
Subject: RE: Amazon RFP responses

It is our expectation that cities will submit their own responses, and provide us with a site plan/rendering and short description of acreage, s.f. to be constructed, proximity to regional highway, international airport, public transportation, so that we can make reference to the project in our application. We are looking for that information by this Friday.

All, please do not hesitate to call if I can be of any additional help.

Thanks for being part of this exciting opportunity, as well as all that excites us about Massachusetts!
Jay

From: Joe Pasquale [<mailto:jpasquale@rmd-inc.net>]
Sent: Wednesday, September 27, 2017 8:50 AM
To: Mayor
Cc: Ash, Jay (EOHED); Mike Cantalupa
Subject: RE: Amazon RFP responses

Jeannette

Can you please get clarification from the State if they expect the City of Waltham to respond directly to the RFP that Amazon provided??

Boston Properties will be assembling multiple parcel for various property owners in the immediate vicinity of our core properties that will accommodate over 7m SF. If they need to provide a response specifically to the RFP we need to know this well in advance of the mid October deadline.

We are under the impression that the Sate was submitting a short list of sites to consider.

Please advise. I will also check with Jay.


rmd
retail mgmt & development

881 East St Tewksbury, MA 01876
978.851.0200 t 978.851.4962 f
jpasquale@rmd-inc.net

From: Mayor [<mailto:mayor@city.waltham.ma.us>]
Sent: Friday, September 22, 2017 4:05 PM
To: Joe Pasquale <jpasquale@rmd-inc.net>
Subject: FW: Amazon RFP responses

FYI
JAM

From: Kennealy, Michael (EOHED) [<mailto:Michael.kennealy@MassMail.State.MA.US>]
Sent: Friday, September 22, 2017 3:45 PM
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

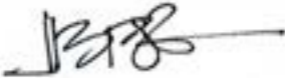
Mike Kennealy

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



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From: [Goodall, Devon L. \(MOBD\)](#)
To: [Alec Loftus](#)
Cc: [Josiane Martinez](#)
Subject: Re: FW: VIOLENT CRIME RATE IN MASS. FALLS FOR SIXTH STRAIGHT YEAR
Date: Thursday, September 28, 2017 8:30:42 AM

Hi Alec and Josiane,

Do you have time to talk this morning? Our schedule has been pushed up a few days, and I'd like to share the new details with you.

Thanks,
Devon

From: Alec Loftus
Sent: Wednesday, September 27, 2017 4:51 PM
To: Goodall, Devon L. (MOBD)
Cc: Josiane Martinez
Subject: Re: FW: VIOLENT CRIME RATE IN MASS. FALLS FOR SIXTH STRAIGHT YEAR
Hi Devon,

This is very helpful. Thanks for sending! I encourage you and Jabes to continue to share liberally with us.

Also please cc: Josiane@DiscoverASG.com

Thanks!
-Alec

On Wed, Sep 27, 2017 at 3:56 PM, Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us> wrote:

Hi Alec,

It was great to meet you yesterday and we are excited to have you and Josiane on board! Below are two articles that we thought you might find interesting in your research. The first is from Jon Chesto's newsletter today and the second is from the State House News Service.

As we see articles like these, we might forward them over but please don't feel any pressure to build upon them. We are just trying to be as helpful as possible and sending them as an FYI!

On a similar note, Jabes [sent this link](#) to me and we both thought the data was very interesting.

Devon

Banking on the arts: The numbers sure seem impressive: Nearly 310,000 people work in New England's "creative economy," collectively earning some \$17 billion a year.

But the sector's impact goes well beyond [the numbers](#).

During an event held today in Boston to highlight two arts-related economic surveys, Greater Boston Chamber of Commerce CEO Jim Rooney pointed to [the sector's importance](#) for attracting and retaining talented workers and the employers chasing that talent. Its relevance goes far beyond its role as a job creator, although this broader impact is obviously tough to measure.

Arts can help lift a community. Witness how oversized murals are [changing the conversation](#) in Lynn, for example.

For more successful cities like Boston, there's the big risk: that a vibrant arts scene gets stamped out by the inevitable real estate juggernaut, as groups find it increasingly hard to find or keep the space they need and independent artists consider decamping to less expensive cities. The [tug of war](#) over theater seats in the Seaport exemplifies the challenge of this balancing act.

Today's event was billed as the launch of an ["Arts Means Business" campaign](#) to raise awareness about the sector's economic importance. But the campaign still seems nascent, offering little beyond discussions about the two reports.

The [Amazon courtship](#) underscores what's at stake. The online retail giant wants the cities competing for its second headquarters [to demonstrate](#) what makes their respective communities unique. Culture can be the big differentiator. Sure, Amazon wants tax breaks. But its execs know they will have trouble attracting employees if they pick a sterile, boring place for a new home.

From: State House News Service [<mailto:news@statehousenews.com>]

Sent: Wednesday, September 27, 2017 2:52 PM

To: State House News Service

Subject: VIOLENT CRIME RATE IN MASS. FALLS FOR SIXTH STRAIGHT YEAR



VIOLENT CRIME RATE IN MASS. FALLS FOR SIXTH STRAIGHT YEAR

By Katie Lannan

STATE HOUSE NEWS SERVICE

STATE HOUSE, BOSTON, SEPT. 27, 2017....The rate of violent crime in Massachusetts dropped in 2016 while it increased nationally, new figures show.

[Click here to read more](#)

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news@statehousenews.com.

--

Alec Loftus

Vice President

Archipelago Strategies Group (ASG)

Alec@DiscoverASG.com

[617-595-8872](tel:617-595-8872)

www.DiscoverASG.com

From: Josiane Martinez
To: [Goodall, Devon L. \(MOBD\)](mailto:Goodall.Devon.L.(MOBD)@state.ma.us)
Cc: [Alec Loftus](mailto:Alec.Loftus@discoverasg.com)
Subject: Re: VIOLENT CRIME RATE IN MASS. FALLS FOR SIXTH STRAIGHT YEAR
Date: Thursday, September 28, 2017 8:56:26 AM

Exemption (c)

Sent from my iPhone

On Sep 28, 2017, at 8:36 AM, Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us> wrote:

Yes - 10 is great. What is the best number to call?

Thank you!

Devon

From: Josiane Martinez <josiane@discoverasg.com>
Sent: Thursday, September 28, 2017 8:32 AM
To: Alec Loftus
Cc: Goodall, Devon L. (MOBD)
Subject: Re: VIOLENT CRIME RATE IN MASS. FALLS FOR SIXTH STRAIGHT YEAR
Hi good morning- Can you do 10?

Sent from my iPhone

On Sep 27, 2017, at 4:51 PM, Alec Loftus <alec@discoverasg.com> wrote:

Hi Devon,

This is very helpful. Thanks for sending! I encourage you and Jabes to continue to share liberally with us.

Also please cc: Josiane@DiscoverASG.com

Thanks!
-Alec

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--

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Vice President
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[617-595-8872](tel:617-595-8872)
www.DiscoverASG.com

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Maeghan Welford](#); [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Tim Connelly](#); [Brian Noyes](#); [Dan Haro](#)
Subject: RE: Industry Letter draft for review
Date: Thursday, September 28, 2017 9:15:55 AM

Maeghan –

Jay would like to add MassChallenge (Scott Bailey), the Cambridge Innovation Center (Tim Rowe), EforAll (Desh Despande) and Tech Foundry (Jonathan Edwards) to the testimonial outreach list.

Thank you!

Devon

From: Goodall, Devon L. (MOBD)
Sent: Wednesday, September 27, 2017 6:03 PM
To: 'Maeghan Welford'; Ward Weeden, Aimee (EOHED)
Cc: 'Tim Connelly'; 'Brian Noyes'; 'Dan Haro'
Subject: RE: Industry Letter draft for review

Hi Maeghan,

Sorry that I missed you at our office this afternoon! Below is the list of companies that we would like you to move forward with on soliciting 250-500 word testimonials. For the larger industry support letter, please feel free to contact GBCC, MasTLC, MHTC, MACP and MA Business Roundtable for signatories.

I'm also reattaching the industry support letter outline. This version adds a line stipulating that we might not use every testimonial in the first round. If they could get these back to you by 9/29, that would be great. I know it's an abbreviated timeline and we might not get responses from everyone on this list. The latest we would like to receive this information is 10/3.

Thank you!!

Major Companies:

1. Gillette
2. Akamai
3. Fidelity
4. Trip Advisor
5. Wayfair
6. Draper Labs
7. State Street
8. Liberty Mutual
9. Dana Farber
10. MassMutual
11. National Grid
12. Eversource
13. Boston Foundation
14. Red Sox
15. Patriots
16. Celtics
17. Bruins
18. Partners Healthcare

Tech Companies:

1. Rapid7
2. LevelUp
3. Quiet Logistics
4. Drizly
5. Catalant
6. athenahealth
7. iRobot
8. Kronos
9. NuTonomy

Cyber Companies:

1. Cisco
2. iBoss
3. IBM Security
4. Red Hat

From: Goodall, Devon L. (MOBD)

Sent: Wednesday, September 27, 2017 10:30 AM

To: 'Maeghan Welford'; Ward Weeden, Aimee (EOHED)

Cc: Tim Connelly; Brian Noyes; Dan Haro

Subject: RE: Industry Letter draft for review

Hi Maeghan,

We're reviewing this list and will get you a response on the companies to proceed with by the end of the day. Thank you for your patience!

A quick question: why did you recommend Draper Labs and not Lincoln Labs?

Devon

From: Maeghan Welford [<mailto:welford@masstech.org>]

Sent: Tuesday, September 26, 2017 5:48 PM

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

Cc: Tim Connelly; Brian Noyes; Dan Haro

Subject: RE: Industry Letter draft for review

Devon:

Thank you – will get to work!

Here are our industry recommendations. There are more here than you could use in order to allow you to choose priorities.

- Gillette – big employer downtown – current adds tout Boston workforce
- Akamai
- PTC
- Draper Labs
- TripAdvisor
- Google (?)
- Wayfair (?)
- Carbon Black
- Rapid7
- CarGurus

- Formlabs
- Toast
- C Space
- Rethink Robotics
- LevelUp
 - AI/TRANSP0*
- Neurala – AI
- NuTonomy – Transportation, AI
 - CYBER*
- Cybereason – Cyber
- iboss – Cyber, moved HQ here from California.
- Cyberark – public company and Udi is a strong advocate
- IBM – focus on X Force Command Center – good story of site selection due to talent considerations
 - OUTSIDE 128*
- MassMutual – WMass
- AbbVie - Growth in Worcester County
- BJs Wholesale – Worcester County - Would they welcome a competitor? Or see it as a talent driver?)
- Kronos – Expansion in Lowell
- iRobot
 - AMAZON CLOUD PARTNERS*
- Red Hat - Even though not HQ'd here, growing presence in Mass. and an AWS partner - <https://aws.amazon.com/partners/redhat/>
- Markley Group - Announced recent partnership with AWS - <https://www.linkedin.com/feed/update/urn:li:activity:6314487773663358976>. Boston and Lowell data centers.

Maeghan Silverberg Welford

(617) 371-3999, x230

mobile: **Exemption (c)**

welford@masstech.org

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

Sent: Tuesday, September 26, 2017 11:24 AM

To: Maeghan Welford <welford@masstech.org>; Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>

Cc: Tim Connelly <connelly@masstech.org>; Brian Noyes <noyes@masstech.org>; Dan Haro <haro@masstech.org>

Subject: RE: Industry Letter draft for review

Hi Maeghan,

Thank you for putting the letter together! I've made a few edits (attached) to the letter. It would be great if you could also include MACP and MA Business Roundtable in the outreach for signatories. I've also reattached the support letter outline. We are still hoping to get 5 solid testimonials from companies in Boston that are between 250-500 words each. Could you send us a list by this afternoon of 10 suggested ones and we'll run it by Jay before beginning outreach on this piece of testimonials?

Devon

From: Maeghan Welford [<mailto:welford@masstech.org>]

Sent: Monday, September 25, 2017 8:44 AM

To: Ward Weeden, Aimee (EOHED)

Cc: Tim Connelly; Brian Noyes; Dan Haro; Goodall, Devon L. (MOBD)

Subject: Industry Letter draft for review

Aimee:

Draft group industry testimonial letter attached for your review (thank you Brian!)

Once we have an HED-approved draft, we will contact for signatories through GBCC, MassTLC, and MHTC.

IF you would like us to also contact MACP and Mass Business Roundtable we are happy to include as well – just let us know.

Thank you,

Maeghan

Maeghan Silverberg Welford

Chief of Staff, Massachusetts Technology Collaborative &

Senior Advisor, Massachusetts eHealth Institute at MassTech

Office: (617) 371-3999, x230

Cell: (Exemption (c))

welford@masstech.org

www.masstech.org

@Mass_Tech

Join the [Massachusetts Digital Health Initiative](#) and [Mass Digital Health LinkedIn group](#)

From: [Goodall, Devon L. \(MOBD\)](mailto:Goodall.Devon.L.(MOBD)@aicum.org)
To: richard.doherty@aicum.org
Cc: [Ward Weeden, Aimee \(EOHED\)](mailto:Ward.Weeden.Aimee.(EOHED)@aicum.org)
Subject: AICUM Testimonial
Date: Thursday, September 28, 2017 9:20:17 AM
Attachments: [Industry Letter V2_DG.docx](#)

Hi Richard,

I hope this email finds you well. Thank you for sending over the information on computer science degrees awarded by colleges and universities in Massachusetts. It has been so helpful as we put together information!

I'm reaching out today with another favor to ask. Would it be possible for the board of AICUM to sign a letter of support to be included in our HQ2 proposal?

Attached is the letter we are asking corporations to sign. Please feel free to use this letter as well or draft something else using this as a prompt.

Thank you,

Devon

From: Richard Doherty [<mailto:richard.doherty@aicum.org>]
Sent: Tuesday, September 19, 2017 12:21 PM
To: Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US>
Cc: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>
Subject: FW: data for Secretary Ash re computer science degrees.xlsx

Dear Jay and Mike,

Please find the attached excel document with a number of subtabs capturing helpful and impressive data about computer science and similar degrees awarded by colleges and universities in Massachusetts. The first tab captures the number of degrees awarded in 2015 in an array of STEM and business majors which think would be relevant to Amazon in its decision-making process re. an East coast headquarters. Clearly, Massachusetts, with the highest percentage of adults in the labor force of any U.S. state with a bachelor's degree and above (50.2% according to the August 2017 MassBudget and Policy Center report), is rich in the talented and highly educated workforce which companies desire.

The second tab provides an overview of the degrees awarded by our public and private institutions in the Computer and Information Science and support services from 2010-2016. This document includes data from AY2015-16 which, while preliminary, is still important, as it most accurately captures the rising trend of MA students in the computer science pipeline—a 91.3% increase in computer science grads over the past five years (2011-2016).

On the third tab, we have included a top ten list of all computer science degrees awarded by AICUM institutions which we think is most impressive.

Finally, we have included 4 tabs with a breakout of computer science degrees awarded by individual institutions, at both the undergraduate and graduate levels.

We hope this is helpful. If there is additional information you would like from our schools, please do not hesitate to contact us.

Rich

Richard Doherty
President

Association of Independent Colleges & Universities in Massachusetts (AICUM)
11 Beacon Street, Suite 1224

Boston, MA 02108
Office: 617-742-5147, Ext. 1060
Email: Richard.Doherty@aicum.org
www.aicum.org

From: Brad Freeman

Sent: Tuesday, September 19, 2017 12:05 PM

To: Richard Doherty <richard.doherty@aicum.org>

Subject: data for Secretary Ash re computer science degrees.xlsx

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,

[UNDERSIGNED]

From: [Frazier, Ricks \(EOHED\)](#)
To: [Cosco, Jonathan \(EOHED\)](#)
Subject: FW: Project RUFUS Week 2 Check in
Date: Thursday, September 28, 2017 10:11:57 AM
Attachments: [Our Storyv6.docx](#)

Ricks

From: Vladeck, Abigail (GOV)
Sent: Wednesday, September 27, 2017 10:46 PM
To: Lee, Daniel (GOV) <daniel.m.lee@MassMail.State.MA.US>; Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>; Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>; Weikel, Adam (GOV) <adam.weikel@MassMail.State.MA.US>; Sullivan, Jennifer F. (ANF) <Jennifer.F.Sullivan@MassMail.State.MA.US>; Vallarelli, Michael (GOV) <michael.vallarelli@MassMail.State.MA.US>; Kelleher, Michael (EHS) <Michael.Kelleher2@MassMail.State.MA.US>; Chabot, Emily K. (GOV) <Emily.K.Chabot@MassMail.State.MA.US>
Subject: RE: Project RUFUS Week 2 Check in

All—

Here is a new version of the “Our Story” documents, ready for redlining. Also available on the Dropbox.

Abi

-----Original Appointment-----

From: Lee, Daniel (GOV)
Sent: Tuesday, September 26, 2017 8:55 PM
To: Lee, Daniel (GOV); Vladeck, Abigail (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)
Subject: FW: Project RUFUS Week 2 Check in
When: Wednesday, September 27, 2017 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: State House 488

-----Original Appointment-----

From: Lee, Daniel (GOV)
Sent: Thursday, September 21, 2017 9:25 AM
To: Lee, Daniel (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED);

Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)

Subject: Project RUFUS Week 2 Check in

When: Wednesday, September 27, 2017 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: State House 488

Our Story, Why Massachusetts

~~We are 351 cities and towns with a global reach. We have the finest educational institutions in the U.S. from pre-kindergarten through post-doc. We are the cradle of the revolution and a hotbed of innovation. We have cosmopolitan cities, quaint towns, quiet beaches, and majestic mountaintops.~~

From at least as early as the firing of the first musket shot in 1775, Massachusetts has been committed to revolutionary ideas. Today, revolutionary ideas are what drive Massachusetts's innovation economy. The Commonwealth of Massachusetts is home to the world's top universities, hospitals, thought leaders, researchers, educators, inventors, and innovators – but we never stop striving to remain on the cutting edge. ~~And our commitment to innovation supports an unusually high quality of life: from~~ From ~~ur~~ transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has for hundreds of years been a trailblazer in the things that matter most.

Collaboration is the main ingredient~~We do this through collaboration:~~ collaboration between public and private institutions, between state and local governments, between centuries-old universities and ~~startups on the cutting edge~~ fledgling startups. Because the home of the world's oldest annual marathon ~~never settles for good enough, our partners in Massachusetts are on the cutting edge of~~ healthcare delivery, technological innovation, and education. As worldwide leaders in digital health, cyber security, and robotics, we're at the forefront of tomorrow's revolutions. ~~Our health care system delivers the most advanced medical care in the world both for our own residents and for patients from all corners of the globe. Our financial institutions provide the investment capital that entrepreneurs and start-up companies rely on to take discoveries made in Massachusetts classrooms, laboratories, and hospitals from great ideas to world-changing products and services.~~

Commented [ANF1]: Direct Wikipedia quote

~~Amazon is perfectly suited to take advantage of the opportunities that Massachusetts and the Massachusetts innovation economy presents. Because of our unparalleled education systems, our history of thinking big, and our track record of working together to get stuff done, Massachusetts is uniquely poised to provide Amazon with the environment and the resources it needs to continue evolving at breakneck speed.~~

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~~And whatever kind of physical site Amazon is looking for, we have it here. We're a small state, but our diverse geography offers endless varieties of sites for Amazon's HQ2.~~ We have infill opportunities in the dense urban core, where public transit is a way of life and [statistic about white collar jobs]. We have attractive redevelopment opportunities in the outer edge of the urban ring, or even along transit corridors that move [tens of thousands of people each day]. We have greenfields in suburban communities on the cusp of transformation. We have old mill sites ready to be converted into chic, industrial campuses. And all across the Commonwealth, we have opportunities for Amazon to co-locate with expanding colleges and universities that are re-thinking what it means to provide higher education in the 21st century. [etc.]

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GETTING YOU THERE

Wherever you choose to locate in Massachusetts, we have plenty of ways to get you there: two international airports (with three more close to our borders). X miles or roadway. Y # of transit stations. [Three] stops on the Northeast Corridor, the country's busiest interstate passenger rail line. Complete Streets projects underway in [y] cities and towns. A cruiseport, a carport, fishing piers, and regional busses. We have some of the country's first regulations for autonomous vehicle testing companies and

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It's no secret that Massachusetts is home to MIT, Harvard, and X hundred other colleges and universities, or that we have more post-secondary degrees per capita than any other state [#, source]. ~~Massachusetts produces the greatest density of science and technology graduates in the U.S. Our colleges and universities are both laboratories of discovery for revolutionary new ideas and training academies for the skilled workforce required to carry those ideas forward to their full potential.~~ And it's not just advanced degrees: Massachusetts consistently tops national rankings in K-12 education, too. ~~Centuries of investment in education supports the growth of a twenty first century economy.~~

Maybe it's less well known that we're also using our educational institutions to create pathways to good-paying jobs that don't flow through four-year institutions. Massachusetts recently committed \$45 million in new capital spending ~~to upgrade for~~ equipment at vocational schools and community colleges, strengthening and expanding their capacity to prepare students for high-demand jobs.

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WE GET GETTING STUFF DONE

~~We have~~ Massachusetts has a strong tradition of local governance and leaders ~~who actually do~~ ~~come~~ coming together across party lines to get things done. (Yes, blue Massachusetts has a Republican Governor!) In recent years, this spirit of collaboration has led to trailblazing legislation guaranteeing pay equity between men and women; an economic development bill that bets \$1b on the idea that any city or town can compete for ____ {?}; and landmark climate change legislation that will diversify the Commonwealth's energy portfolio and stabilize electric rates. Our close collaboration with cities and towns is exemplified by the Community Compact Cabinet, and has led to the Municipal Modernization Bill, which loosened the state's grip on local governance. In the past two years, we took on the challenge of cutting red tape in favor of progress and streamlined or eliminated [x] outdated regulations across all areas of State government.

WE GET AROUND

~~(we will add/collecting more regional/statewide data)~~
~~[Statistics about mass transit, transportation, etc.] Greater Boston's Mass Transit system has been ranked as the third best in the country and 34% of Boston area commuters rely on public transit to get to work, the fifth highest percentage in the U.S. When the destination is out of state or out of the country, we also have you covered. [Something about trains, highways, and then Logan]~~

WE LIVE WELL GETTING TO ENJOY IT ALL

(we will add/collecting more regional/statewide data). Boston metropolitan area ranked seventh out of 50 fittest cities in the U.S., according to the 2016 American Fitness Index. In May 2017 Deutsche Bank named Boston as the eighth best city in the world in terms of quality of life ~~the highest ranking US city on list.~~ With [x] acres of parkland designed by Fredrick Law Olmsted, [y] miles of the Appalachian train, the country's first public beach, and landmark environmental laws protecting open space, wetlands, and public waterfront access, Massachusetts has some of the best public spaces in the country. There are lots of theatres and museums.... Delicious food....

CONCLUSION

We are 351 cities and towns with a global reach. We have the finest educational institutions in the U.S., from pre-kindergarten through post-doc. We are the cradle of the revolution and a hotbed of innovation. We have cosmopolitan cities, quaint towns, quiet beaches, and majestic mountaintops~~proud neighborhoods, and~~ . We know how to use our history to propel us forward, and we hope Amazon comes along with us.

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From: [Frazier, Ricks \(EOHED\)](#)
To: [Cosco, Jonathan \(EOHED\)](#)
Subject: FW: Welcome Letter
Date: Thursday, September 28, 2017 10:12:56 AM
Attachments: [Amazon HQ2 welcome letter GOV LG_HED edits anf.docx](#)

Ricks

From: Sullivan, Jennifer F. (ANF)
Sent: Wednesday, September 27, 2017 6:25 PM
To: Goodall, Devon L. (MOBD) ; Lee, Daniel (GOV) ; Kelleher, Michael (EHS) ; Servetnick, Adrian (EOHED) ; Kennealy, Michael (EOHED) ; Ward Weeden, Aimee (EOHED) ; Frazier, Ricks (EOHED) ; Weikel, Adam (GOV) ; Vallarelli, Michael (GOV) ; Vladeck, Abigail (GOV) ; Kaneb, Michael (GOV)
Subject: RE: draft " 2-pager overview"
[Added our edits/rearranged the order. Thanks.](#)

From: Goodall, Devon L. (MOBD)
Sent: Wednesday, September 27, 2017 4:47 PM
To: Lee, Daniel (GOV); Kelleher, Michael (EHS); Servetnick, Adrian (EOHED); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)
Subject: RE: draft " 2-pager overview"
Hi all –
[Attached is the welcome letter with HED edits.](#)

From: Lee, Daniel (GOV)
Sent: Wednesday, September 27, 2017 10:17 AM
To: Kelleher, Michael (EHS); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Chabot, Emily K. (GOV); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)
Subject: RE: draft " 2-pager overview"
[Also attaching the rough draft of the Welcome Letter. Looking forward to the 1pm discussion.](#)

From: Kelleher, Michael (EHS)
Sent: Wednesday, September 27, 2017 9:46 AM
To: Lee, Daniel (GOV) <daniel.m.lee@MassMail.State.MA.US>; Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>; Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>; Weikel, Adam (GOV) <adam.weikel@MassMail.State.MA.US>; Sullivan, Jennifer F. (ANF) <Jennifer.F.Sullivan@MassMail.State.MA.US>; Vallarelli, Michael (GOV) <michael.vallarelli@MassMail.State.MA.US>; Chabot, Emily K. (GOV) <Emily.K.Chabot@MassMail.State.MA.US>; Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>; Kaneb, Michael (GOV) <michael.kaneb@MassMail.State.MA.US>
Subject: RE: draft " 2-pager overview"

Hello all,

Please see a draft for the overview section, "*Our Story, Why Massachusetts*" for our meeting this afternoon. As discussed, these two pages are intended to be a high-level overview into the rest of the document. So once we are able to land on this overview as a group, it will give us the ability to begin drafting the more detailed subsequent chapters.

Looking forward to talking at 1pm.

Thanks,

Michael

<< File: Our Storyv5.docx >>



OFFICE OF THE GOVERNOR
COMMONWEALTH OF MASSACHUSETTS
 STATE HOUSE • BOSTON, MA 02133
 (617) 725-4000

CHARLES D. BAKER
 GOVERNOR

KARYN E. POLITO
 LIEUTENANT GOVERNOR

October 16, 2017

Dear Mr. Bezos:

On behalf of the Commonwealth of Massachusetts, we are proud-honored to submit this proposal for Amazon to locate its second headquarters in the Bay State.

Massachusetts offers world-class talent, top-tier universities, and a thriving innovation ecosystem, all within a stable and supportive business climate. Massachusetts has long been a place of discovery, with a willingness to embrace bold ideas and new ventures, welcome newcomers, and pursue excellence. We have a profound appreciation for the wisdom of long-term decision making that comes from our deep history. Not content to celebrate the past, however, we constantly strive to create the brightest future for our people and our economy. We hope that welcoming Amazon HQ2 to the Commonwealth will be a part of that future.

Since the request for proposals was announced, we have been actively engaging our municipal leaders, the business community, and other key stakeholders to develop a compelling response to this transformative opportunity. We hope-intend to demonstrate why Massachusetts, with our world-class talent, top-tier universities, and thriving innovation ecosystem, is the best place for Amazon's second headquarters, Amazon HQ2. Massachusetts is pleased to be home to thousands of Amazon employees already, and we are excited to continue to engage with you on this opportunity.

Collaboration among the public and private sectors, our workforce, our business community, and our institutions has defined our achievements in education, science, and technology. We are focused on the challenges and opportunities of the next century, working together to execute a growth strategy. Massachusetts is pleased to be home to thousands of Amazonians already, and we are excited to [continue to engage with you on this opportunity]. We look forward to future collaboration. Thank you.

Massachusetts has always been a place of discovery with a deep appreciation for to continuous improvement, and a -steadfast commitment to collaboration between public and private sectors, and with our educational institutions.

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- Commented [SJF1]: Higher Ed is part of the "talent" prong. Also, everyone knows about Harvard & MIT. We need to promote the depth of our talent pool, in addition to what is already known. Suggest deleting.
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- Commented [SJF2]: Does this leave the impression that we just started thinking about our growth strategy a few weeks ago? Maybe want to reinforce that this is something we are working on all the time. That's why I rearranged the order. Our pitch should be first line, what we've been doing the past two weeks is subsidiary.
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- Commented [SJF3]: I lean toward echoing the language they use to describe the project ("HQ2").
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- Commented [SJF4]: Same as above.
- Commented [SJF5]: You've already used "opportunity" a few times. Suggest replacing it with an alternative, such as "engage with you on investing in the growth and strength of our partnership."
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CHARLES D. BAKER
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LIEUTENANT GOVERNOR

~~Innovation, and collaboration, are at the heart of everything we do, and because they drive our success in education, science, and technology.~~

Commented [SJF6]: Is this a true statement? I'm not sure.

~~Massachusetts will surely celebrate many more successes in the coming decades. We hope that Amazon establishing a second headquarters in the Commonwealth will be one of them, and look forward to future collaboration.~~

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Sincerely,

CHARLES D. BAKER
GOVERNOR

KARYN E. POLITO
LIEUTENANT GOVERNOR

DRAFT

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Frazier, Ricks \(EOHED\)](#); [Servetnick, Adrian \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Kennealy, Michael \(EOHED\)](#)
Subject: FW: Project RUFUS Week 2 Check in
Date: Thursday, September 28, 2017 10:26:12 AM
Attachments: [Our Storyv6.docx](#)
[Our Storyv6_DLG.docx](#)

Redline edits attached

From: Vladeck, Abigail (GOV)
Sent: Wednesday, September 27, 2017 10:46 PM
To: Lee, Daniel (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)
Subject: RE: Project RUFUS Week 2 Check in

All—

Here is a new version of the “Our Story” documents, ready for redlining. Also available on the Dropbox.

Abi

-----Original Appointment-----

From: Lee, Daniel (GOV)
Sent: Tuesday, September 26, 2017 8:55 PM
To: Lee, Daniel (GOV); Vladeck, Abigail (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)
Subject: FW: Project RUFUS Week 2 Check in
When: Wednesday, September 27, 2017 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: State House 488

-----Original Appointment-----

From: Lee, Daniel (GOV)
Sent: Thursday, September 21, 2017 9:25 AM
To: Lee, Daniel (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)
Subject: Project RUFUS Week 2 Check in
When: Wednesday, September 27, 2017 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: State House 488

Our Story, Why Massachusetts

~~We are 351 cities and towns with a global reach. We have the finest educational institutions in the U.S. from pre-kindergarten through post-doc. We are the cradle of the revolution and a hotbed of innovation. We have cosmopolitan cities, quaint towns, quiet beaches, and majestic mountaintops.~~

From at least as early as the firing of the first musket shot in 1775, Massachusetts has been committed to revolutionary ideas. Today, revolutionary ideas are what drive Massachusetts's innovation economy. The Commonwealth of Massachusetts is home to the world's top universities, hospitals, thought leaders, researchers, educators, inventors, and innovators – but we never stop striving to remain on the cutting edge. ~~And our commitment to innovation supports an unusually high quality of life: from~~ From ~~ur~~ transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has for hundreds of years been a trailblazer in the things that matter most.

Collaboration is the main ingredient~~We do this through collaboration:~~ collaboration between public and private institutions, between state and local governments, between centuries-old universities and ~~startups on the cutting edge~~fledgling startups. ~~Because the home of the~~ world's oldest annual marathon ~~never settles for good enough, our partners in Massachusetts are on the cutting edge of~~ healthcare delivery, technological innovation, and education. ~~As worldwide leaders in digital health, cyber security, and robotics, we're at the forefront of tomorrow's revolutions.~~ Our health care system delivers the most advanced medical care in the world both for our own residents and for patients from all corners of the globe. ~~Our financial institutions provide the investment capital that entrepreneurs and start-up companies rely on to take discoveries made in Massachusetts classrooms, laboratories, and hospitals from great ideas to world-changing products and services.~~

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GETTING YOU THERE

Wherever you choose to locate in Massachusetts, we have plenty of ways to get you there: two international airports (with three more close to our borders). X miles or roadway. Y # of transit stations. [Three] stops on the Northeast Corridor, the country's busiest interstate passenger rail line. Complete Streets projects underway in [y] cities and towns. A cruiseport, a carport, fishing piers, and regional busses. We have some of the country's first regulations for autonomous vehicle testing companies and

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Maybe it's less well known that we're also using our educational institutions to create pathways to good-paying jobs that don't flow through four-year institutions. Massachusetts recently committed \$45 million in new capital spending ~~to upgrade for~~ equipment at vocational schools and community colleges, strengthening and expanding their capacity to prepare students for high-demand jobs.

Companies that are located here undoubtedly benefit from this rich, diverse workforce – and there are also ample opportunities (and even expectations!) to help shape that talent pool. One example is the new STEM Starter Academy partnership we recently launched to enhance coordination between our community colleges and businesses looking for specially trained workers. ~~[corp Another is _____ [corp partnership example 2]~~

WE GET GETTING STUFF DONE

~~We have~~ Massachusetts has a strong tradition of local governance and leaders ~~who actually do come~~ coming together across party lines to get things done. (Yes, blue Massachusetts has a Republican Governor!) In recent years, this spirit of collaboration has led to trailblazing legislation guaranteeing pay equity between men and women; an economic development bill that bets \$1b on the idea that any city or town can compete for ____ {?}; and landmark climate change legislation that will diversify the Commonwealth's energy portfolio and stabilize electric rates. Our close collaboration with cities and towns is exemplified by the Community Compact Cabinet, and has led to the Municipal Modernization Bill, which loosened the state's grip on local governance. In the past two years, we took on the challenge of cutting red tape in favor of progress and streamlined or eliminated [x] outdated regulations across all areas of State government.

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Commented [GDL(2)]: Did we want to make this 22nd century to be forward thinking?

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Commented [ANF3]: Direct Wikipedia quote

GETTING PEOPLE READY

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GETTING STUFF DONE

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GETTING TO ENJOY IT ALL

~~(we will add/collecting more regional/statewide data)~~ With [x] acres of parkland designed by Fredrick Law Olmsted, [y] miles of the Appalachian trail, the country's first public beach, and landmark environmental laws protecting open space, wetlands, and public waterfront access, Massachusetts has some of the best public spaces in the country. There are lots of theatres and museums.... Delicious food.... In Massachusetts, we pride ourselves on having a live-work-play motto that permeates the state. On weekends you can find us enjoying [x] acres of parkland designed by Fredrick Law Olmsted, [y] miles of the Appalachian trail, the country's first public beach in Revere and the world-class sounds of the Boston Symphony Orchestra. Our landmark environmental laws protect open space, wetlands and public waterfront access, ensuring that generations to come will enjoy the Rose Kennedy Greenway, Cape Cod National Seashore and Berkshires.

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We also know how to eat well. Massachusetts' history is intertwined with the fishing industry, with the Port of New Bedford reigning as the busiest commercial fishing landing in the country. Our fish stays local and can be found in restaurants across the state. If fish isn't your taste, the North End of Boston has more than [x] Italian restaurants and Worcester's emerging restaurant scene fueling the second largest city in Massachusetts.

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CONCLUSION

We are 351 cities and towns with a global reach. We have the finest educational institutions in the U.S., from pre-kindergarten through post-doc. We are the cradle of the revolution and a hotbed of innovation. We have cosmopolitan cities, quaint towns, proud neighborhoods, and ~~_____~~ coastal villages. We know how to use our history to propel us forward, and we hope Amazon comes along with us.

From: Maeghan Welford
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: joint reference letter
Date: Thursday, September 28, 2017 10:42:52 AM

Thought you'd like to see the nice note from Michael Caljouw.

From: JD Chesloff [mailto:jdchesloff@maroundtable.com]
Sent: Thursday, September 28, 2017 10:24 AM
To: Maeghan Welford
Subject: FW: joint reference letter
FYI

From: Caljouw, Michael [<mailto:Michael.Caljouw@bcbsma.com>]
Sent: Thursday, September 28, 2017 10:23 AM
To: haro@masstech.org
Cc: JD Chesloff <jdchesloff@maroundtable.com>; Andrew Dreyfus <andrew.dreyfus@bcbsma.com>; JD Chesloff <jdchesloff@maroundtable.com>; Chris Kealey <ckealey@maroundtable.com>
Subject: joint reference letter

Dan – Andrew Dreyfus, President and Chief Executive Officer of Blue Cross Blue Shield of Massachusetts, would be proud to be an early signatory to the joint reference letter to Amazon. I will be sending his e-signature. Please let me know if you have any questions or need anything else. This is the type of collaborative leadership that sets Massachusetts apart. Thank you for spearheading these efforts.

Michael T. Caljouw
Vice President, Government and Regulatory Affairs
Blue Cross Blue Shield of Massachusetts
101 Huntington Avenue, Suite 1300
Boston, Massachusetts 02199-7611
Michael.Caljouw@BCBSMA.com
Direct line: 617-246-3499

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Kaufman, Samantha \(EOHED\)](#)
Subject: RE: AMAZON - EOD
Date: Thursday, September 28, 2017 10:54:09 AM
Attachments: [image003.png](#)

yup

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: Kaufman, Samantha (EOHED)
Sent: Thursday, September 28, 2017 10:49 AM
To: Hillman, Michelle M. (EOHED)
Subject: RE: AMAZON - EOD
Never ends!!

From: Hillman, Michelle M. (EOHED)
Sent: Thursday, September 28, 2017 10:48 AM
To: Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>
Subject: FW: AMAZON - EOD
For EOD
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: Miller, Blair (CMG-Boston) [<mailto:Blair.Miller@coxinc.com>]
Sent: Thursday, September 28, 2017 9:59 AM
To: Pitman, William (GOV) <william.pitman@MassMail.State.MA.US>
Cc: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>; Moss, Brendan C. (GOV) <Brendan.C.Moss@MassMail.State.MA.US>
Subject: RE: AMAZON

Thank you very much for this info. Appreciate it.

Blair Miller
Fox 25 Boston
(781) 708-3698
[@BlairMillerTV](#)



[Blair Miller Anchor/Reporter](#)

25 Fox Drive

Dedham, MA 02026



From: Pitman, William (GOV) [<mailto:william.pitman@MassMail.State.MA.US>]
Sent: Wednesday, September 27, 2017 4:23 PM
To: Miller, Blair (CMG-Boston) <Blair.Miller@coxinc.com>
Cc: Hillman, Michelle M. (EOHED) <michelle.m.hillman@state.ma.us>; Moss, Brendan C. (GOV) <brendan.c.moss@state.ma.us>
Subject: RE: AMAZON

Hey Blair – see below from our folks at Housing/Economic development.
“Massachusetts is home to a highly skilled and talented workforce, the world’s leading educational institutions and a thriving innovation economy that continues to attract companies like Amazon, and new investments and job opportunities from around the globe. We look forward to engaging stakeholders and presenting a convincing argument as to why Amazon should choose Massachusetts for its second U.S. headquarters.” – Michelle Hillman, Housing and Economic Development spokesperson.

On background:

- We have spoken to interested officials across the state and have encouraged them to apply if they believe they meet the RFP criteria.
- RFP Criteria here: https://images-na.ssl-images-amazon.com/images/G/01/Anything/test/images/usa/RFP_3._V516043504_.pdf

Sent from my iPhone

Begin forwarded message:

From: "Miller, Blair (CMG-Boston)" <Blair.Miller@coxinc.com>
Date: September 27, 2017 at 3:32:48 PM EDT
To: "Moss, Brendan C (GOV)" <brendan.c.moss@massmail.state.ma.us>
Subject: AMAZON

Hey Brendan...
I hope you're doing well.
Is the Gov's office involved in this effort to get Amazon here, at all? Incentives or anything?

Blair Miller
Fox 25 Boston
(781) 708-3698

 [@BlairMillerTV](https://twitter.com/BlairMillerTV)



[Blair Miller Anchor/Reporter](#)

25 Fox Drive
Dedham, MA 02026



Click [here](#) to report this email as spam.



From: [Goodall, Devon L. \(MOBD\)](#)
To: [Servetnick, Adrian \(EOHED\)](#)
Subject: FW: Progressive MA facts
Date: Thursday, September 28, 2017 11:11:22 AM
Attachments: [Progressive Massachusetts.doc](#)

The 1790 library fact needs to be verified because it is different on the SEC site.

From: Henderson, Richard [mailto:Rhenderson@Massdevelopment.com]

Sent: Wednesday, September 27, 2017 10:15 AM

To: 'alec@DiscoverASG.com'

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

Subject: Progressive MA facts

Hi Alec,

It was great to meet you and Josiane yesterday. Per our discussion, here's a list of cultural firsts from the 1600s through 1900, mostly culled from the Secretary of State's website list found here:

<https://www.sec.state.ma.us/cis/cismaf/mf4.htm>. His 20th century facts seemed more technologically oriented, but clearly you will be able to highlight a number of recent things like universal healthcare, same sex marriage etc.

Some of these may be particularly pertinent to Amazon: first public park, school, library, newspaper (alas, apparently not the first bookstore...). Hope this is helpful.

Richard

Richard Henderson

Executive Vice President, Real Estate

MassDevelopment

99 High Street

Boston, MA 02110

617-330-2096 (land)

Exemption (c) (cell)

Progressive Massachusetts: the first 4 centuries.

1634 Boston Common became the first public park in America.

1635 The first American public secondary school, Boston Latin Grammar School, was founded in Boston.

1636 Harvard, the first American university, was founded in Newtowne (now Cambridge).

1638 The first American printing press was set up in Cambridge by Stephen Daye.

1639 The first free American public school, the Mather school, was founded in Dorchester.

1704 The first regularly issued American newspaper, "The Boston News-Letter", was published in Boston.

1790 The first American public library was founded in Franklin, MA.

1806 The first church built by free blacks in America, the African Meeting House, opened on Joy Street in Boston.

1831 The first abolitionist newspaper, "The Liberator", was published in Boston by William Lloyd Garrison.

1850 The first National Women's Rights Convention convenes in Worcester.

1852 Massachusetts becomes the first U.S. state to pass a universal public education law. In particular, the law required every town to create and operate a grammar school.

1863 The 54th Regiment of the Massachusetts Volunteer Infantry, the first black regiment of the American Civil War, was recruited at the African Meeting House by African American abolitionist Frederick Douglass.

1877 Helen Magill White becomes the first woman to earn a Ph.D in the U.S., at Boston University.

1896 Revere Beach developed as the first public beach in America.

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Maeghan Welford](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: joint reference letter
Date: Thursday, September 28, 2017 11:21:27 AM

This is great! 😊

From: Maeghan Welford [mailto:welford@masstech.org]
Sent: Thursday, September 28, 2017 10:43 AM
To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)
Subject: FW: joint reference letter
Thought you'd like to see the nice note from Michael Caljouw.

From: JD Chesloff [<mailto:jdchesloff@maroundtable.com>]
Sent: Thursday, September 28, 2017 10:24 AM
To: Maeghan Welford <welford@masstech.org>
Subject: FW: joint reference letter
FYI

From: Caljouw, Michael [<mailto:Michael.Caljouw@bcbsma.com>]
Sent: Thursday, September 28, 2017 10:23 AM
To: haro@masstech.org
Cc: JD Chesloff <jdchesloff@maroundtable.com>; Andrew Dreyfus <andrew.dreyfus@bcbsma.com>; JD Chesloff <jdchesloff@maroundtable.com>; Chris Kealey <ckealey@maroundtable.com>
Subject: joint reference letter

Dan – Andrew Dreyfus, President and Chief Executive Officer of Blue Cross Blue Shield of Massachusetts, would be proud to be an early signatory to the joint reference letter to Amazon. I will be sending his e-signature. Please let me know if you have any questions or need anything else. This is the type of collaborative leadership that sets Massachusetts apart. Thank you for spearheading these efforts.

Michael T. Caljouw
Vice President, Government and Regulatory Affairs
Blue Cross Blue Shield of Massachusetts
101 Huntington Avenue, Suite 1300
Boston, Massachusetts 02199-7611
Michael.Caljouw@BCBSMA.com
Direct line: 617-246-3499

From: Karen Tetreault
To: [Knapik, Michael \(GOV\)](#); [Ash, Jay \(EOHED\)](#)
Subject: On Behalf of Rick Sullivan - Amazon Support Letter
Date: Thursday, September 28, 2017 11:41:07 AM
Attachments: [image004.png](#)
[Amazon Letter3.pdf](#)
Importance: High

Good morning,
The attached Amazon letter is being sent to you on behalf of Rick Sullivan.
Have an enjoyable day!
Karen



The Economic Development Council
Of Western Massachusetts

Karen A. Tetreault, Notary Public

Executive Assistant to Rick Sullivan, President & CEO

Ann Burke, Vice President, HomeField Advantage & Business Development

Anne Kandilis, Springfield Works! Working Cities Challenge Director

The Economic Development Council of Western Massachusetts

1441 Main Street

Springfield, MA 01103

413.233.9851

413.755.1371 Fax

k.tetreault@westernmassedc.com

MISSION

The EDC's mission is to stimulate and facilitate a vigorous regional economy, encouraging and sustaining capital investment and quality job growth.

EDC

The Economic Development Council
Of Western Massachusetts

September 26, 2017

Michael Ciriello, MLA, AICP
Director, Development Services
Building, Community Development, Economic Development, and Planning and Zoning Divisions
820 Enfield Street
Enfield, Connecticut 06082

RE: Amazon RFP

Dear Mr. Ciriello,

It is a pleasure to submit this letter, on behalf of the Western Mass Economic Development Council (EDC), in support of the Town of Enfield's proposal to become the site of the new Amazon headquarter complex.

The EDC is a member based, not for profit organization committed to growing the economic development opportunities in Western Massachusetts. Our membership consists of the largest employers in the region and the businesses and institutions that influence and drive our economic development agenda. (Attached is a membership list).

The Knowledge Corridor is our economic region. As a founding member of the Knowledge Corridor initiative, the EDC appreciates and supports the need for regional economic development, understanding that a robust economy along the corridor, in Connecticut and Western Massachusetts, benefits the region. There are no state boundaries for our region's workforce, company supply chains and students. Amazon locating to Enfield will positively impact the Western Mass economy, provide equal access to employment opportunities, attract new talent to the region, many of the employees will choose to live in Western Mass, and Amazon will create a supply chain and attract new companies to the region, many of which will be located in Western Mass. We urge Amazon to think big, not just locating to a single city, but to locate to a region, a region which can meet the needs of Amazon, a region that Amazon can dramatically change for the better with its significant investment.

The Knowledge Corridor understands that the biggest "need" for a company today is finding the employees and talent it needs to grow. Western Mass is home to some of the best universities and colleges in the country ranging from a robust system of technical and community colleges, the Commonwealth's flagship research institution and some of the finest liberal arts colleges in the country. Through Bay Path University, Springfield Technical Community College, American International College,

Western New England University, Westfield State University, Elms College, Mount Holyoke College, University of

Massachusetts Amherst and downtown Springfield campus, Smith College, Springfield, Holyoke and Greenfield Community Colleges, we can supply the talented workforce required by Amazon.

The municipal elected officials, also EDC members, agreed that Western Mass needed to approach the Amazon RFP as a region as no single city could, by itself meet all the stated requirements. It is with that working premise and the appreciation that having Amazon in the region, is an economic opportunity for everyone in the region, that we wholeheartedly support the Enfield proposal.

We anticipate that as a supporting region we will have a seat at the table in future discussions of shared benefits and mitigation of any potential impacts from the Amazon project.

Thank you for your time and consideration. If I can help in any way, please do not hesitate to contact me at r.sullivan@westernmassedc.com or 413.755.1300.

Yours truly,

A handwritten signature in black ink, appearing to read 'Rick Sullivan', with a stylized flourish at the end.

Rick Sullivan, President & CEO

From: [Servetnick, Adrian \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Frazier, Ricks \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#); [Kennealy, Michael \(EOHED\)](#); [Cosco, Jonathan \(EOHED\)](#)
Subject: RE: Project RUFUS Week 2 Check in
Date: Thursday, September 28, 2017 12:25:47 PM
Attachments: [Our Storyv7_AS.docx](#)

Good to know. I re-wrote the piece because I didn't like the structure. Attached, for reference.

From: Ward Weeden, Aimee (EOHED)
Sent: Thursday, September 28, 2017 12:24 PM
To: Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>; Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>; Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>; Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>
Subject: RE: Project RUFUS Week 2 Check in

We can hold off on providing further feedback.

Gov office will be handling this and sending once it is more final.

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: Frazier, Ricks (EOHED)
Sent: Thursday, September 28, 2017 12:18 PM
To: Goodall, Devon L. (MOBD); Servetnick, Adrian (EOHED); Ward Weeden, Aimee (EOHED); Kennealy, Michael (EOHED)
Subject: RE: Project RUFUS Week 2 Check in

My comments. Also adding Jonathan.

<< File: Our Storyv6_RPF edits (002).docx >>

Ricks

From: Goodall, Devon L. (MOBD)
Sent: Thursday, September 28, 2017 10:26 AM
To: Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>; Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>
Subject: FW: Project RUFUS Week 2 Check in

Redline edits attached << File: Our Storyv6.docx >>

From: Vladeck, Abigail (GOV)
Sent: Wednesday, September 27, 2017 10:46 PM
To: Lee, Daniel (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)
Subject: RE: Project RUFUS Week 2 Check in

All—

Here is a new version of the “Our Story” documents, ready for redlining. Also available on the Dropbox.

Abi

<< File: Our Storyv6_DLG.docx >>

-----Original Appointment-----

From: Lee, Daniel (GOV)
Sent: Tuesday, September 26, 2017 8:55 PM
To: Lee, Daniel (GOV); Vladeck, Abigail (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)
Subject: FW: Project RUFUS Week 2 Check in
When: Wednesday, September 27, 2017 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: State House 488

-----Original Appointment-----

From: Lee, Daniel (GOV)
Sent: Thursday, September 21, 2017 9:25 AM
To: Lee, Daniel (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD);

Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)

Subject: Project RUFUS Week 2 Check in

When: Wednesday, September 27, 2017 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: State House 488

Our Story, Why Massachusetts

Massachusetts has always been driven by revolutionary ideas. The first public school in America was founded in Boston in 1635, and Massachusetts became the first state to legalize marriage equality in 2004. A partnership between Lincoln Laboratory and MIT developed the first digital memory¹, and the first woman to earn a Ph.D in the United States did so at Boston University. In 2011, a collaboration between Harvard and the MITRE Corporation developed the first programmable nanoprocessor², and in 2017, Harvard took in a majority-minority freshman class³. The same revolutionary ideas that pushed the commonwealth to the forefront of education in 1635 still drive us.

In Massachusetts, we recognize that in a state driven by innovation we can only grow by creating things no one else can make, and inventing things no one else has thought of. And we know that collaboration – between government, private sector industry, and educational institutions, is the best way to continue our innovation pipeline. This is why we’ve worked, over the past 5 years, to strengthen our marine robotics and autonomous underwater vehicle industry⁴, convened a digital health council to understand how doctors can deliver care more efficiently and effectively to patients⁵, and founded a cybersecurity center in Massachusetts that will deepen the talent pool and strengthen employment pipelines for the industry, protecting consumers and industry.

This focus on talent is a recognition of some of the best-known information about Massachusetts – that Harvard, MIT, and 112 other colleges are universities are within the Commonwealth, educating more than 500,000 students, and that there are more than 110 colleges and universities – educating more than 400,000 students – outside Massachusetts, but within 125 miles of Boston, including Dartmouth, Brown, and Yale.

Our strength is in our workforce. It is the most highly educated state workforce in the country. More than 42% of the workforce, statewide, has a bachelor’s degree, and 19% have graduate or professional degrees. This is why more than 90% of companies surveyed earlier this year cited the Massachusetts workforce as the top factor for their decision to locate in the Commonwealth. This is true for life sciences companies looking to grow in Kendall Square, hardware companies looking at Central Massachusetts, and precision manufacturers looking for a skilled workforce in Western Massachusetts⁶.

The state has also focused on making it easier for businesses to start and grow in Massachusetts. Tax reforms have put reduced Massachusetts’ tax burden down to nearly the U.S. average⁷. From 2015 through 2017 the state underwent a regulatory review, and rescinded or amended

¹ <https://ll.mit.edu/about/History/earlydigitalcomputing.html>

² <https://www.seas.harvard.edu/news/2011/02/researchers-harvard-and-mitre-produce-world-s-first-programmable-nanoprocessor>

³ <http://www.bbc.com/news/world-us-canada-40812196>

⁴ MassTech R&D Grant Award investment in WHOI

⁵ Governor’s Executive Order

⁶ MassEcon report in 2017 – Choosing Massachusetts For Business: Key Factors In Location Decision-Making

⁷ <https://www.bostonglobe.com/news/politics/2015/11/04/taxachusetts-lie-here-why/RSpMkAM9de7uh422nV0oIj/story.html> - haven’t checked the census data, but this is where I got it from. Can also reference the Tax Foundation’s ranking Massachusetts as the 27th best tax climate for businesses (i.e. right in the middle)

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more than two-thirds of state regulations⁸. This has led to an unemployment rate that is consistently lower than the national rate, and record employment levels for 24 of the last 31 months⁹. Within our innovation economy, it has led to [some bragging here].

And, because we understand that addressing problems and seizing opportunities is an important part of supporting businesses and residents in the Commonwealth, we have a strong tradition of coming together across party lines to get work done, including legislation that legalizes certain forms of autonomous vehicle testing, because we recognize the importance of understanding, and embracing, the future.

In recent years, this has led to landmark energy legislation that will diversify the Commonwealth's energy portfolio, stabilize electricity rates, and strengthen our ability to combat climate change; a \$1 billion economic development bill that offers opportunities to every community, and every business, in the state; a Community Compact program that builds capacity and expertise in local governments; and after a [adjective that is both accurate and impressive] winter, state government came together to fix our transit systems.

As a result, the MBTA is currently on-track to [eliminate? Reduce by 90%?] the state of good repair backlog, and ensure that Massachusetts has the best mass-transit system in the country [not sure how to phrase this bc I don't know it intimately, this is more a messaging suggestion]. Logan International Airport, meanwhile is experiencing record passenger volume [need source] and has opened [x] new international routes, and [y] new domestic routes, in the last [z] years. And [Amtrak stats – 3 stations? X miles of routes?]. This infrastructure allows residents to get to where they want to go quickly, whether it's a downtown office, a meeting with a new startup piloting revolutionary technology, or mountains, beaches, and cultural facilities after work and on the weekends.

From at least as early as the firing of the first musket shot in 1775, Massachusetts has been committed to revolutionary ideas. Today, revolutionary ideas are what drive Massachusetts's innovation economy. The Commonwealth of Massachusetts is home to the world's top universities, hospitals, thought leaders, researchers, educators, inventors, and innovators—but we never stop striving to remain on the cutting edge. From transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has for hundreds of years been a trailblazer in the things that matter most.

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We do this through collaboration: collaboration between public and private institutions, between state and local governments, between and between centuries-old universities and fledgling startups. ~~Because the home of the world's oldest annual marathon never settles for good enough, our partners in Massachusetts are on the cutting edge of healthcare delivery, technological innovation, and education. As worldwide leaders in digital health, cyber security, and robotics, we're at the forefront of tomorrow's revolutions.~~

Commented [ANF1]: Direct Wikipedia quote

We're a small state, but our diverse geography offers endless varieties of sites for Amazon's HQ2. We have infill opportunities in the dense urban core, where public transit is a way of life and [statistic about white collar jobs]. We have attractive redevelopment opportunities in the outer edge of the urban ring, or even along transit corridors that move [tens of thousands of people each day]. We

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⁸ Final Report – Regulation Review Project – March 31, 2017 - <http://www.mass.gov/anf/budget-taxes-and-procurement/regulatory-review/final-report.html>

⁹ BLS/ LWD LMI data – record level = most non-farm employment in history.

have greenfields in suburban communities on the cusp of transformation. We have old mill sites ready to be converted into chic, industrial campuses. And all across the Commonwealth, we have opportunities for Amazon to co-locate with expanding colleges and universities that are re-thinking what it means to provide higher education in the 21st century. [etc.]

Commented [GDL(2)]: Did we want to make this 22nd century to be forward thinking?

GETTING YOU THERE

Wherever you choose to locate in Massachusetts, we have plenty of ways to get you there: two international airports (with three more close to our borders). X miles or roadway. Y # of transit stations. [Three] stops on the Amtrak's Northeast Corridor, the country's busiest interstate passenger rail line. Complete Streets projects underway in [y] cities and towns. A cruiseport, a carport, fishing piers, and regional busses. We have some of the country's first regulations for autonomous vehicle testing companies and ride-sharing services — driving vehicles on streets running above the oldest subway tunnel in North America.

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Commented [ANF3]: Direct Wikipedia quote

GETTING PEOPLE READY

It's no secret that Massachusetts is home to MIT, Harvard, and X hundred other colleges and universities, or that we have more post-secondary degrees per capita than any other state. [#, source]. And it's not just advanced degrees: Massachusetts consistently tops national rankings in K-12 education, too.

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Maybe it's less well known that we're also using our educational institutions to create pathways to good-paying jobs that don't flow through four-year institutions. Massachusetts recently committed \$45 million in new capital spending for equipment at vocational schools and community colleges, strengthening and expanding their capacity to prepare students for high-demand jobs.

Companies that are located here undoubtedly benefit from this rich, diverse workforce — and there are also ample opportunities (and even expectations!) to help shape that talent pool. One example is the new STEM Starter Academy partnership we recently launched to enhance coordination between our community colleges and businesses looking for specially trained workers. [corp. Another is _____ [corp partnership example 2]

GETTING STUFF DONE

Massachusetts has a strong tradition of local governance and leaders coming together across party lines to get things done. (Yes, blue Massachusetts has a Republican Governor!) In recent years, this spirit of collaboration has led to trailblazing legislation guaranteeing pay equity between men and women; an economic development bill that bets \$1 billion on the idea that any city or town can compete for the same jobs, bringing opportunities to all across the state; _____ (?); and landmark climate change legislation that will diversify the Commonwealth's energy portfolio and stabilize electric rates. Our close collaboration with cities and towns is exemplified by the Community Compact Cabinet, and has led to the Municipal Modernization Bill, which loosened the state's grip on local governance. In the past two years, we took on the challenge of cutting red tape in favor of progress and streamlined or eliminated [x] outdated regulations across all areas of State government.

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GETTING TO ENJOY IT ALL

[we will add/collecting more regional/statewide data]. With [x] acres of parkland designed by Fredrick Law Olmsted, [y] miles of the Appalachian trail, the country's first public beach, and landmark environmental laws protecting open space, wetlands, and public waterfront access, Massachusetts has some of the best public spaces in the country. There are lots of theatres and museums.... Delicious food.... **In Massachusetts, W**we pride ourselves on having a live-work-play motto that permeates the state. On weekends you can find us enjoying [x] acres of parkland designed by Fredrick Law Olmsted, [y] miles of the Appalachian trail, the country's first public beach in Revere and the world-class sounds of the Boston Symphony Orchestra. Our landmark environmental laws protect open space, wetlands and public waterfront access, ensuring that generations to come will enjoy the Rose Kennedy Greenway, Cape Cod National Seashore and Berkshires.

We also know how to eat well. Massachusetts' history is intertwined with the fishing industry, with the Port of New Bedford reigning as the busiest commercial fishing landing in the country. Our fish stays local and can be found in restaurants across the state. If fish isn't your taste, the North End of Boston has more than [x] Italian restaurants and Worcester's emerging restaurant scene fueling the second largest city in Massachusetts.

CONCLUSION

We're a small state, but our diverse geography offers endless varieties of sites for Amazon's HQ2. We have infill opportunities in the dense urban core, where public transit is a way of life and [statistic about white collar jobs]. We have attractive redevelopment opportunities in the outer edge of the urban ring, or even along transit corridors that move [tens of thousands of people each day]. We have greenfields in suburban communities on the cusp of transformation. We have old mill sites ready to be converted into chic, industrial campuses. And all across the Commonwealth, we have opportunities for Amazon to co-locate with expanding colleges and universities that are re-thinking what it means to provide higher education in the 21st century. We are 351 cities and towns with a global reach. We have the finest educational institutions in the U.S., from pre-kindergarten through post-doc. We are the cradle of the revolution and a hotbed of innovation. We have cosmopolitan cities, quaint towns, proud neighborhoods, and _____. coastal villages. We know how to use our history to propel us forward, and we hope Amazon comes along with us.

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From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Frazier, Ricks \(EOHED\)](#)
Subject: RE: AMZN HQ2
Date: Thursday, September 28, 2017 12:39:51 PM

Thank you Ricks. Very helpful as always.
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: Frazier, Ricks (EOHED)
Sent: Thursday, September 28, 2017 12:39 PM
To: Hillman, Michelle M. (EOHED)
Subject: RE: AMZN HQ2

Exemption (d)

Ricks

From: Hillman, Michelle M. (EOHED)
Sent: Thursday, September 28, 2017 12:31 PM
To: Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>
Subject: FW: AMZN HQ2

Accurate?

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: Miller, Joshua [<mailto:joshua.miller@globe.com>]
Sent: Thursday, September 28, 2017 12:27 PM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>
Subject: Re: AMZN HQ2

Is this tens of millions figure right? Let me know if anything here looks amiss. Eds want to post this afternoon. Put in tmw's paper. Tim, when you're free I can walk you thru the refined premise of the story to make sure I'm getting it right.

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Amazon tens of millions of dollars in grants and tax credits. (By way of comparison, the state snagged the relocation of GE's headquarters with a \$125 million in assistance for company's new Boston campus.)

But the broad sweep of Amazon's proposed second headquarters — HQ2 in the Seattle-based company's argot — will likely demand an even bigger economic package, experts say. And that means the Democratic-controlled Legislature will probably have to get on board.

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“Massachusetts is home to a highly skilled and talented workforce, the world's leading educational institutions and a thriving innovation economy that continues to attract companies like Amazon, and new investments and job opportunities from around the globe. We look forward to engaging stakeholders and presenting a convincing argument as to why Amazon should choose Massachusetts for its second U.S. headquarters.” – Michelle Hillman, Housing and Economic Development spokesperson.

On background:

- We have spoken to interested officials across the state and have encouraged them to apply if they believe they meet the RFP criteria.

- RFP Criteria here: https://images-na.ssl-images-amazon.com/images/G/01/Anything/test/images/usa/RFP_3_V516043504.pdf

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Please find attached:

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On the changes to the EDIP program:

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- One of the things the legislative changes this summer did was to clarify language around decertification and clawbacks.
 - o Previously for a company to be considered noncompliant it had to have demonstrated "material" noncompliance, which didn't have an exact definition, beyond noting that material noncompliance included creating less than 50% of the jobs promised.
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- The administration also changed the process for clawing back tax credits to make it much more effective. Previously, the state had to essentially sue the company to retrieve any tax credits they had already been awarded if they were later decertified. Now, we are able to go directly to DOR, who can add the amount to the company's next tax "bill" instead.
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Subject: RE: AMZN HQ2
Date: Thursday, September 28, 2017 12:41:41 PM

It all looks true from where I sit.

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From: [Kennealy, Michael \(EOHED\)](#)
To: [Kornegay, Chrystal \(OCD\)](#); [Sullivan, Timothy](#); [Clark Ziegler](#); [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Ash, Jay \(EOHED\)](#); [Saia, Susan \(EOHED\)](#)
Subject: RE: Proposed approach to housing for Amazon response
Date: Thursday, September 28, 2017 1:23:14 PM

Great, I'll be there.

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: Kornegay, Chrystal (OCD)
Sent: Thursday, September 28, 2017 7:20 AM
To: Sullivan, Timothy ; Clark Ziegler ; Ward Weeden, Aimee (EOHED) ; Kennealy, Michael (EOHED)
Cc: Ash, Jay (EOHED) ; Saia, Susan (EOHED)
Subject: Proposed approach to housing for Amazon response

On Monday, October 2nd at 2:30pm, Jay and I will be meeting to discuss a proposed strategy to include in the response for Amazon. Jay has requested that you join us. Please let me know if you can do so.

Thx and have a great day.

Chrystal Kornegay
Undersecretary, Department of Housing and Community Development
100 Cambridge Street, Suite 300
617-573-1100
chrystal.kornegay@state.ma.us

From: Thomas, Steve
To: [Josiane Martinez](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#); [Henderson, Richard](#); [Morrison-Logan, Geoffrey](#); [Ng, Albert](#); [Goodall, Devon L. \(MOBD\)](#); [Starzec, Edmund](#)
Subject: Subconsultant Agreement
Date: Thursday, September 28, 2017 1:45:33 PM
Attachments: [1323409 ASG Subconsultant Authorization.pdf](#)

Good afternoon Josiane,

As we discussed a few minutes ago, here is a subconsultant agreement for your work. Please expect a coordination/direction call from Aimee and others from the administration this afternoon or tomorrow morning. Please sign and scan back to me.

Thanks so much to you and Alec for your assistance on this exciting endeavor.

Best regards

Steve

Stephen W. Thomas

Senior Vice President



101 Walnut Street

PO Box 9151

Watertown, MA 02472-4026

P 617.607.2788 | M [REDACTED] | F 617.924.2286

sthomas@vhb.com

Engineers | Scientists | Planners | Designers

www.vhb.com

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



Phone 617.924.1770
 Fax 617.924.2286
 www.vhb.com

Engineers | Scientists | Planners | Designers

101 Walnut Street
 PO Box 9151
 Watertown, MA 02472-4026

SubConsultant Authorization

New Contract Date September 28, 2017

Amendment No. Project No. 13234.09

Project Name Amazon HQ2 Submission

| | | Cost Estimate | |
|-----|--|---------------|-----------------|
| | | | Contract Total |
| To: | Josiane Martinez CEO & Founder Archipelago Strategies Group, (ASG) 51 Melcher St. Boston, MA 02210 | Labor | \$11,000 |
| | | Expenses | |
| | | TOTAL | \$11,000 |

E-mail: Lump Sum Time & Expenses
 Cost + Fixed Fee Labor Multiplier

Phone No: 617-419-6989 **Estimated Date of Completion:**

Project Understanding

ASG will prepare a working paper and related materials that will be used in the preparation of the State of Massachusetts's Amazon HQ2 submission. This effort is being led by the Office of Housing and Economic Development and MassDevelopment. The following Scope of Work outlines the efforts and deliverables that will be undertaken by ASG. All work shall be performed in a confidential manner as non-disclosure is critical to the success of the project.

Scope of Work

Task 1: Draft Working Paper

ASG will prepare a description of diversity, quality of life, cultural highlights, voluntarism, richness, special examples, testimonials, list of "firsts" or unique metrics about Massachusetts. The content of this Working Paper will be suitable as a standalone 4-6-page product. It will serve as source material to be used in either a tighter one to two-page piece/section in the state's proposal, or alternatively as a source for cultural/diversity/community character/specialties examples to be sprinkled throughout the other sections of the proposal.

Deliverable: First Draft Working Paper and related materials [Due October 2, 2017 at Noon].

Task 2: Coordination Meeting

ASG will participate in a review meeting (or call) on October 2, 2017 at location TBD.



Ref: 13234.09
September 28, 2017
Page 2

Task 3: Second Draft Working Paper

ASG will prepare edits based on the Office of Housing and Economic Development's and MassDevelopment's guidance.

Deliverable: Second Draft 2 Working Paper and Related Material [Due October 3, 2017 by 3pm].

Task 4: Coordination Meeting

ASG will participate in a review call, only if needed.

Task 5: Final Draft Working Paper

As determined by the Office of Housing and Economic Development's, ASG will prepare edit to final draft of the working paper, including text/graphics/photos testimonials.

Deliverable: Final Draft Working Paper and related materials [Due October 10]

ASG FEE SCHEDULE FOR STATE PROJECTS

| Team Member | Title | Hourly Rate |
|--------------------|---|--------------------|
| Josiane Martinez | Project Manager, Marketing, and Creative Director | \$250.00 |
| Alec Loftus | Communications Director | \$225.00 |
| Gabriela Quintero | Account manager and client delivery director | \$200.00 |
| Lydia Vega | Ethnic media and community engagement director | \$175.00 |
| Hanoi Reyes | Community engagement and event specialist | \$175.00 |
| Graphic Designer | | \$150.00 |
| Videographer | | \$175.00 |
| Photographer | | \$175.00 |



Ref: 13234.09
September 28, 2017
Page 3

Prepared By: **Steve Thomas**

Department Approval:

Please execute this Subconsultant Agreement to proceed with the outlined scope of services at the stated costs.

Subject to attached terms & conditions.

Subject to terms & conditions in our original agreement dated

Vanasse Hangen Brustlin, Inc. Authorization

SubConsultant Authorization *(Please sign original and return)*

By _____

By _____

Print _____

Print _____

Title _____

Title _____

Date _____

Date _____

PART II

Vanasse Hangen Brustlin, Inc. SUBCONSULTANT TERMS AND CONDITIONS

The engagement of SUBCONSULTANT by Vanasse Hangen Brustlin, Inc. (VHB) is subject to the following terms and conditions which are an integral part of the collective agreement between SUBCONSULTANT and VHB.

1. By entering into this agreement SUBCONSULTANT represents that it is willing and qualified to provide the professional services herein described (the "Services"). Timely performance of the Services is of the essence of this agreement.
2. It is understood and agreed that SUBCONSULTANT shall perform all services under this agreement as an independent contractor and nothing contained herein shall be construed to be inconsistent with this relationship or status. SUBCONSULTANT shall be solely responsible for the methods and means used in performing the professional services herein described, and is neither an employee or agent of, nor a joint venturer with, VHB.
3. All services and work set forth in this agreement shall commence upon receipt of a signed contract by VHB and a written notice to proceed issued to SUBCONSULTANT.
4. Requests for additional services not described herein as part of the Services must be made and authorized in writing prior to commencement of any work related to such additional services. Should SUBCONSULTANT perform said services without prior authorization, SUBCONSULTANT will not be entitled to receive any additional compensation therefor.
5. Invoices may be submitted by SUBCONSULTANT not more than once monthly. VHB will submit SUBCONSULTANT'S invoice together with its invoice to the client on VHB's regularly scheduled invoicing cycle. VHB will pay each invoice received from SUBCONSULTANT within 15 days of receipt of payment from VHB's client. It shall be a condition precedent to VHB's obligation to make payments or reimbursements to SUBCONSULTANT that VHB shall first have received payment from VHB's client for the Services covered by SUBCONSULTANT'S invoice, and SUBCONSULTANT agrees to look only to the amounts actually received by VHB from its client as the source of payments or reimbursement. In case of partial payment by VHB's client, SUBCONSULTANT shall be paid proportionately. VHB reserves the right to defer or refuse to pay any invoice or payment, or part thereof, if in its opinion, the amount submitted is not in reasonable proportion to the percentage of services completed by SUBCONSULTANT. Invoices shall be submitted in a format acceptable to VHB and its client.

Should VHB's client elect to withhold retainage from payments to VHB, then VHB shall have the right to withhold the same percentage of retainage from VHB's payments to SUBCONSULTANT.

Final payment to SUBCONSULTANT for the Services, and acceptance of the payment by SUBCONSULTANT upon completion or termination of this agreement, shall release and forever discharge VHB from all claims, demands, and liabilities of every nature relating to payment for SUBCONSULTANT'S Services.

SUBCONSULTANT shall keep records on a generally recognized accounting basis of its personnel expenses, employees' and principals' time, and any other expenses incurred by SUBCONSULTANT in connection with the performance of Services for this project. These records shall be available to VHB or its authorized representative at reasonable times.

6. SUBCONSULTANT agrees to provide at its own expense the following minimum insurance coverages, or as required by the prime agreement, whichever is greater, for the duration of this agreement:

- a. Workmen's compensation and employee's liability insurance in accordance with statutory limits.
- b. Aircraft liability insurance owned/non-owned in an amount not less than \$5,000,000. (When applicable)
- c. Comprehensive general liability insurance including products completed, contractual, property and personal injury coverage with combined single limits of \$1,000,000 for each occurrence and aggregate amount. Coverage must also include XCU and pollution liability coverage when applicable.
- d. Automobile liability insurance including non-owned and hired autos with the following limits:

| | |
|-----------------|---------------------------|
| Bodily injury | \$500,000 each person |
| | \$500,000 each occurrence |
| Property damage | \$100,000 each occurrence |
- e. Valuable papers insurance coverage for not less than \$100,000 for the restoration of plans, drawings, computations or similar data prepared as part of this agreement.
- f. Excess liability coverage, umbrella form, in an amount not less than \$1,000,000.
- g. Professional liability insurance for negligent acts, errors or omissions of SUBCONSULTANT made in connection with the performance of Services for this project, in the amount of not less than \$1,000,000. Such insurance must be maintained in force for the greater of (i) three (3) years following acceptance of all work under this agreement or (ii) such longer period as is specified in the prime agreement.

- h. VHB shall be named as "additional insured" on all policies except Worker's Compensation and Professional Liability insurance.

SUBCONSULTANT shall provide VHB with a certificate of insurance as evidence of the above described coverage prior to commencing Services under this agreement. Such Certificate shall clearly identify the specific project for which the certificate is being issued and shall contain language requiring a minimum of thirty (30) days written notice before coverage can be changed.

- 7. If VHB's client, any financing institution, private party, or public agency requests VHB or SUBCONSULTANT to provide any certification, approval, statement or representation with respect to the Services (collectively referred to as "Certifications"), then at VHB's election SUBCONSULTANT shall either promptly execute and deliver to the requesting party the Certifications that are required or shall promptly execute and deliver to VHB Certifications substantially similar in content to those requested of VHB and in a form as determined by VHB.
- 8. SUBCONSULTANT shall defend and indemnify, save and hold harmless VHB, its client, and their officers, agents and employees from suits, actions, legal proceedings, claims, damages, liabilities, costs and expenses, including attorney's fees arising out of any claims, damages, personal injuries, property losses, and/or economic or other damages sustained by or alleged to have been sustained by any person or entity, to the extent caused by the negligent acts, errors or omissions of SUBCONSULTANT, its agents, employees or subcontractors in connection with the performance of Services for this project.
- 9. SUBCONSULTANT shall be responsible for the quality, technical accuracy and coordination of all designs, drawings, specifications and all other services furnished by SUBCONSULTANT under this agreement. SUBCONSULTANT shall, without additional compensation, correct or revise any errors or deficiencies in its designs, drawings, specifications and other services performed by SUBCONSULTANT in connection with its performance of the Services.

Neither VHB's review, approval or acceptance of, nor payment for, any of the Services required under this agreement shall be construed to operate as a waiver of any rights under this agreement or of any cause of action arising out of performance of Services of this agreement; and SUBCONSULTANT shall be and remain liable to VHB in accordance with applicable law for all damages to VHB caused by SUBCONSULTANT'S performance of the Services furnished under this agreement.

- 10. VHB may terminate this agreement at any time by giving SUBCONSULTANT ten (10) days prior written notice. In the event that VHB's contract with its client is terminated, this agreement shall simultaneously terminate. In the event of termination, SUBCONSULTANT shall receive compensation for Services satisfactorily performed and accepted by VHB to the date of termination, provided that VHB receives payment for such Services from its client. In no case shall SUBCONSULTANT be entitled to make a claim for lost profits or damages in the event of termination.

VHB shall have the right to suspend all or any part of the Services at any time and for any reason by written notice to SUBCONSULTANT. SUBCONSULTANT shall have the right to terminate the agreement upon ten days prior written notice to VHB only upon VHB's substantial breach of the agreement, provided there has been no breach by SUBCONSULTANT. In case of suspended Services, SUBCONSULTANT shall promptly recommence any suspended Services when and to the extent directed in writing by VHB.

Promptly upon termination of the agreement for whatever reason, SUBCONSULTANT shall deliver to VHB all documents and materials received by SUBCONSULTANT in connection with the project, whether completed or not.

11. All documents, information and other data furnished by SUBCONSULTANT under the terms of this agreement shall be delivered to and become the property of VHB.

SUBCONSULTANT shall not divulge any proprietary or confidential information or material of either VHB or VHB's client without VHB's prior written consent.

12. SUBCONSULTANT shall not subcontract, sell, transfer, assign, or otherwise dispose of this agreement or any portion thereof, or the work provided for therein, or of its right, title, or interest therein, to any person, firm, partnership or corporation without the prior written approval of VHB.
13. SUBCONSULTANT is bound in the same manner and extent as is VHB to all the applicable provisions of the prime agreement between VHB and its client, a copy of which is attached hereto and made part of this agreement. In the event of conflict or silence, the terms which are stricter to the benefit of VHB shall govern.
14. SUBCONSULTANT certifies that it does not maintain, and will not maintain nor provide for its employees, facilities which are segregated on the basis of race, color, religion, or national origin.
15. If any of these conditions shall be determined to be invalid or unenforceable in whole or part, the remaining provisions shall remain in full force and effect, and be binding upon the parties hereto.
16. SUBCONSULTANT binds itself, its partners, successors, assigns, and legal representatives to VHB and to the partners, successors, assigns, and legal representatives of VHB with respect to all terms and conditions of the agreement.
17. The agreement represents the entire and integrated agreement between VHB and SUBCONSULTANT with respect to its subject matter and supersedes all prior negotiations, representations, proposals or agreements, either written or oral. The agreement may be amended only by written instrument signed by both VHB and SUBCONSULTANT.
18. If VHB incurs any expense, including attorneys' fees, in connection with actions or proceedings brought or joined by VHB to enforce any provision, duty or obligation of SUBCONSULTANT under the agreement, SUBCONSULTANT shall compensate

VHB for, and shall indemnify and hold VHB harmless against, all damage, loss, cost, or expense of enforcement.

- 19. None of these terms and conditions, duties and obligations or other parts of the agreement shall be considered waived by VHB, nor shall any action or failure to act by VHB constitute a waiver unless reduced to written form and signed by VHB. No waiver shall be construed as a modification of or an amendment to any of the provisions of the agreement or as an acquiescence in any past or future default or breach of the agreement unless expressly stated in writing by VHB.

- 20. All duties and obligations of SUBCONSULTANT which, by their nature, extend beyond the period of time during which the Services are performed shall survive the completion of the Services and/or the termination of the agreement for any reason.

- 21. Unless otherwise specified, the agreement shall be governed by, and interpreted, construed and enforced in accordance with, the laws of the Commonwealth of Massachusetts, provided, however, that if under the law governing the prime agreement the applicable statute of limitations period is longer than that under the laws of the Commonwealth of Massachusetts, then the longer period shall govern.

AGREED TO AND ACCEPTED BY SUBCONSULTANT

BY: _____
TITLE: _____

From: [Buckley, Timothy \(GOV\)](#)
To: [Miller, Joshua](#); [Hillman, Michelle M. \(EOHED\)](#)
Cc: [Guyton, Elizabeth \(GOV\)](#); [Kaufman, Samantha \(EOHED\)](#)
Subject: RE: AMZN HQ2
Date: Thursday, September 28, 2017 1:45:38 PM

I believe it is HED accurate but grammatically, it's a disaster.

From: Miller, Joshua [mailto:joshua.miller@globe.com]
Sent: Thursday, September 28, 2017 1:38 PM
To: Hillman, Michelle M. (EOHED)
Cc: Guyton, Elizabeth (GOV); Buckley, Timothy (GOV); Kaufman, Samantha (EOHED)
Subject: Re: AMZN HQ2

One final Q in bold below before I hit 'publish.' Is this a fair way to characterize the statutory and appropriational caps?

Aides to Governor Charlie Baker expect the state's Amazon proposal to contain some financial incentives, just like Massachusetts has offered to many companies promising lots of high-quality jobs. And, under current law, the Republican has flexibility to offer Amazon tens of millions of dollars in grants and tax credits. (By way of comparison, the state snagged the relocation of GE's headquarters with the help of \$125 million in assistance for the company's new Boston campus.)

But the broad sweep of Amazon's proposed second headquarters — HQ2 in the Seattle-based company's argot — will likely demand an even bigger economic package, experts say. And that means the Democratic-controlled Legislature will probably have to get on board, **because the governor is limited in the grants and incentives he can give to businesses each year.**

On Thu, Sep 28, 2017 at 12:41 PM, Hillman, Michelle M. (EOHED)

<michelle.m.hillman@massmail.state.ma.us> wrote:

It all looks true from where I sit.

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)
[857-895-1162](tel:857-895-1162) (cell)

From: Miller, Joshua [mailto:joshua.miller@globe.com]
Sent: Thursday, September 28, 2017 12:27 PM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: Re: AMZN HQ2

Is this tens of millions figure right? Let me know if anything here looks amiss. Eds want to post this afternoon. Put in tmw's paper. Tim, when you're free I can walk you thru the refined premise of the story to make sure I'm getting it right.

Aides to Governor Charlie Baker expect the state's Amazon proposal to contain some financial incentives, just like Massachusetts offers to many companies promising lots of high-quality jobs. And, under current law, the Republican has flexibility to offer Amazon tens of millions of dollars in grants and tax credits. (By way of comparison,

the state snagged the relocation of GE's headquarters with a \$125 million in assistance for company's new Boston campus.)

But the broad sweep of Amazon's proposed second headquarters — HQ2 in the Seattle-based company's argot — will likely demand an even bigger economic package, experts say. And that means the Democratic-controlled Legislature will probably have to get on board.

On Tue, Sep 26, 2017 at 10:43 AM, Hillman, Michelle M. (EOHED)

<michelle.m.hillman@massmail.state.ma.us> wrote:

Hi Josh,

Here's the EDIP data I owed you. I got your vm this morning and I don't have anyone available to address your other questions. Here's our previous statement for reference. Let me know what else you need.

“Massachusetts is home to a highly skilled and talented workforce, the world's leading educational institutions and a thriving innovation economy that continues to attract companies like Amazon, and new investments and job opportunities from around the globe. We look forward to engaging stakeholders and presenting a convincing argument as to why Amazon should choose Massachusetts for its second U.S. headquarters.” – Michelle Hillman, Housing and Economic Development spokesperson.

On background:

- We have spoken to interested officials across the state and have encouraged them to apply if they believe they meet the RFP criteria.

- RFP Criteria here: https://images-na.ssl-images-amazon.com/images/G/01/Anything/test/images/usa/RFP_3_V516043504.pdf

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](tel:617-788-3652) (office)

[857-895-1162](tel:857-895-1162) (cell)

From: Hillman, Michelle M. (EOHED)

Sent: Monday, September 25, 2017 6:15 PM

To: 'Miller, Joshua' <joshua.miller@globe.com>

Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: RE: AMZN HQ2

Hi Josh,

More coming later/tomorrow but here's what I can give you right now in response to your request.

Please find attached:

- PDF with the top 10 MassWorks awards in the last five years, request #6 (all awards can be found here:

<http://www.mass.gov/hed/economic/eohed/pro/infrastructure/massworks/round-results/>)

Additionally, below please find language to his questions 2&3 about the economic development bill:

Background on the EEDO proposal:

The Governor's Economic Development Bill promoting the Opportunities For All plan proposed that EOHEC be able to exceed the EDIP program's statutory cap for a truly "extraordinary opportunity." The EEDO section of the bill would have allowed EOHEC, with ANF's approval, to grant an additional \$20M per year of EDIP tax credits to attract an extraordinary opportunity, which the bill defined as a project locating from out of state and creating at least 400 new jobs, or 200 new jobs in a gateway city. ANF's role in the designation of an extraordinary opportunity project would have been to ensure the investment was one the Commonwealth could afford, and would provide an adequate return to the taxpayers. **The EEDO credit was ultimately not included by the legislature in the final economic development legislation sent to Governor Baker's desk in 2016.**

On the changes to the EDIP program:

- The bill necessitated the promulgation of new regulations, which are currently under review.
- One of the things the legislative changes this summer did was to clarify language around decertification and clawbacks.
 - o Previously for a company to be considered noncompliant it had to have demonstrated "material" noncompliance, which didn't have an exact definition, beyond noting that material noncompliance included creating less than 50% of the jobs promised.
 - o The administration clarified this section so that companies are now in noncompliance if they haven't created the promised jobs on schedule, but that the board will take mitigating factors into consideration before they decertify a company and potentially enact clawback procedures.
 - o Additionally, the EACC board will be able to employ other options in addition to decertification (ex: reducing the amount of credits or changing the schedule, etc).
- The administration also changed the process for clawing back tax credits to make it much more effective. Previously, the state had to essentially sue the company to retrieve any tax credits they had already been awarded if they were later decertified. Now, we are able to go directly to DOR, who can add the amount to the company's next tax "bill" instead.
- The legislative changes also strengthened the "but, for" clause, creating a much stronger tie between the granting of tax credits, and proof that job creation would not happen absent the incentives.

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](tel:617-788-3652) (office)
[857-895-1162](tel:857-895-1162) (cell)

From: Hillman, Michelle M. (EOHEC)

Sent: Monday, September 25, 2017 3:50 PM

To: 'Miller, Joshua' <joshua.miller@globe.com>

Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: RE: AMZN HQ2

Ok, working on it...

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)

[857-895-1162](tel:857-895-1162) (cell)

From: Miller, Joshua [<mailto:joshua.miller@globe.com>]

Sent: Monday, September 25, 2017 3:00 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: Re: AMZN HQ2

Thanks. The first question I will definitely need an answer to today because it will inform what I ask DeLeo/Rosenberg. If you can't get the others done today, I can take them by noon tomorrow. Who is the best person to walk be through on background how much political will EOHED has to get this to the Red Zone?

On Mon, Sep 25, 2017 at 1:43 PM, Hillman, Michelle M. (EOHED)

<michelle.m.hillman@massmail.state.ma.us> wrote:

Hi Josh,

Thanks for sending more specific questions. We are working on getting you a response today. If your deadline changes please let us know.

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](tel:617-788-3652) (office)

[857-895-1162](tel:857-895-1162) (cell)

From: Miller, Joshua [<mailto:joshua.miller@globe.com>]

Sent: Monday, September 25, 2017 11:12 AM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: AMZN HQ2

Dear Team,

Happy Monday. Hopefully talking to Speaker Bob and SP Stan today/tmw.

1. Does the administration believe it currently has the tools to put forward a credible offer to entice AMZN to put HQ2 in Massachusetts? If not, what statutory tools does the administration seek from the Legislature?

2

.

Can you send over a plain language summary of what the

Extraordinary Economic Development Opportunity language in 2016 economic development bill filed by the governor meant?

3. What changes were actually made to the EDIP statute in the law that the governor signed?

4. Please provide five years (2012-2016) worth of data on EDIP awards, including every award (company, amount) and mean award amount each year.

5. Please send over a list of the ten largest awards ever given through EDIP.

6. Please send a list of the ten largest MassWorks grants in the last five years.

Deadline: 7pm tonight

From: McGrail, RJ
To: [Henderson, Richard](#); [Starzec, Edmund](#); [Liss, Lauren](#); [Ward Weeden, Aimee \(EOHED\)](#); [Delorier, Meg](#)
Subject: RE: Massachusetts: even more liberal than you thought - The Boston Globe
Date: Thursday, September 28, 2017 1:50:00 PM

Some more informational analysis from out in the field, FYI...

https://urldefense.proofpoint.com/v2/url?u=https-3A__www.citylab.com_transportation_2017_09_amazons-2Dhq2-2Dhunt-2Ddis-2Dda-2Dtransit-2Dreckoning_541296_-3Futm-5Fsource-3Dnl-5F-5Flink3-5F092817-26silverid-3DMzEwMTkwMTUzMjU4S0&d=DwIFAg&c=IDF7oMaPKXpkYvev9V-fVahWL0QWnGCCAfCDz1Bns_w&tr=rc5IWfASVsudZUj7NNTrSiMs8cUMNzsiUBfviP0OodI&m=0SZ_4XADixSw6h-N3zCyBEQd5u5yP_SOL-BjztLGZ5g&s=oUQReObadoTmqU_CMTdHJJtARLIWMPjxRbNN_wqUB00&e=

Found this bit in particular to be interesting -

"Whatever city Amazon chooses may pledge to adjust its transportation infrastructure to better serve the retail behemoth's needs. Their first instinct probably won't be to shine up their grubby old buses. Subways and light rail looks better, like it would draw suburban commuters out of their cars. But that's a bias that might get them in trouble. Transit investments that don't support people who already ride transit rarely deliver meaningful ridership gains. For cities pencilling out tax-abatement courtship plans, eager for Amazon's huge investment, this a lesson in miniature: If those bids undermine the lives of people already living there, the attraction might be fatal."

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

From: Henderson, Richard
Sent: Friday, September 22, 2017 11:06 AM
To: Starzec, Edmund; Liss, Lauren; 'Ward, Aimee (SEA)'
Cc: McGrail, RJ
Subject: RE: Massachusetts: even more liberal than you thought - The Boston Globe

This just in:

https://urldefense.proofpoint.com/v2/url?u=https-3A__www.bostonglobe.com_metro_2017_09_22_how-2Ddoes-2Dboston-2Dstack-2Damazon-2Dsweepstakes-2Ddug-2Dinto-2Dnumbers_i0BCobDUAELWb2dVkvZBVI_story.html-3Fp1-3DArticle-5FRecommended-5FReadMore-5FPos2&d=DwIFAg&c=IDF7oMaPKXpkYvev9V-fVahWL0QWnGCCAfCDz1Bns_w&tr=rc5IWfASVsudZUj7NNTrSiMs8cUMNzsiUBfviP0OodI&m=0SZ_4XADixSw6h-N3zCyBEQd5u5yP_SOL-BjztLGZ5g&s=Bv_NCDGfv7ETvwwY95wwV3KekbJ2smkn9joxm3KIwU&e=

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

From: Starzec, Edmund
Sent: Friday, September 22, 2017 10:40 AM
To: Henderson, Richard; Liss, Lauren
Subject: Massachusetts: even more liberal than you thought - The Boston Globe

https://urldefense.proofpoint.com/v2/url?u=https-3A__www.bostonglobe.com_news_politics_2014_07_31_massachusetts-2Deven-2Dmore-2Dliberal-2Dthan-2Dyou-2Dthought_HCk5j2MZ7b64zmi3SZiKzH_story.html&d=DwIFAg&c=IDF7oMaPKXpkYvev9V-fVahWL0QWnGCCAfCDz1Bns_w&tr=rc5IWfASVsudZUj7NNTrSiMs8cUMNzsiUBfviP0OodI&m=0SZ_4XADixSw6h-N3zCyBEQd5u5yP_SOL-BjztLGZ5g&s=jG2azw8ZCaN3YIY6Uu5IUHp300MIMYuyqZFH7eunSuQ&e=

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Frazier, Ricks \(EOHED\)](#)
Subject: RE: AMZN HQ2
Date: Thursday, September 28, 2017 1:55:01 PM

Thanks again
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: Frazier, Ricks (EOHED)
Sent: Thursday, September 28, 2017 1:53 PM
To: Hillman, Michelle M. (EOHED)
Subject: RE: AMZN HQ2

The new language is accurate. All our programs have limitations of one kind or another.
Ricks

From: Hillman, Michelle M. (EOHED)
Sent: Thursday, September 28, 2017 1:48 PM
To: Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>
Subject: RE: AMZN HQ2

He changed the language – can you look closely at the bold part?

Aides to Governor Charlie Baker expect the state's Amazon proposal to contain some financial incentives, just like Massachusetts has offered to many companies promising lots of high-quality jobs. And, under current law, the Republican has flexibility to offer Amazon tens of millions of dollars in grants and tax credits. (By way of comparison, the state snagged the relocation of GE's headquarters with the help of \$125 million in assistance for the company's new Boston campus.)

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From: Frazier, Ricks (EOHED)
Sent: Thursday, September 28, 2017 12:39 PM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Subject: RE: AMZN HQ2

Exemption (d)

Ricks

From: Hillman, Michelle M. (EOHED)
Sent: Thursday, September 28, 2017 12:31 PM
To: Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>
Subject: FW: AMZN HQ2

Accurate?

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)
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From: Miller, Joshua [<mailto:joshua.miller@globe.com>]
Sent: Thursday, September 28, 2017 12:27 PM
To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>
Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: Re: AMZN HQ2

Is this tens of millions figure right? Let me know if anything here looks amiss. Eds want to post this afternoon. Put in tmw's paper. Tim, when you're free I can walk you thru the refined premise of the story to make sure I'm getting it right.

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Amazon should choose Massachusetts for its second U.S. headquarters.” – Michelle Hillman, Housing and Economic Development spokesperson.

On background:

- We have spoken to interested officials across the state and have encouraged them to apply if they believe they meet the RFP criteria.

- RFP Criteria here: https://images-na.ssl-images-amazon.com/images/G/01/Anything/test/images/usa/RFP_3_V516043504.pdf

Thanks,

Michelle

Michelle Hillman

Director of Communications and Media Relations

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Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

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- The bill necessitated the promulgation of new regulations, which are currently under

review.

- One of the things the legislative changes this summer did was to clarify language around decertification and clawbacks.

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- o The administration clarified this section so that companies are now in noncompliance if they haven’t created the promised jobs on schedule, but that the board will take mitigating factors into consideration before they decertify a company and potentially enact clawback procedures.

- o Additionally, the EACC board will be able to employ other options in addition to decertification (ex: reducing the amount of credits or changing the schedule, etc).

- The administration also changed the process for clawing back tax credits to make it much more effective. Previously, the state had to essentially sue the company to retrieve any tax credits they had already been awarded if they were later decertified. Now, we are able to go directly to DOR, who can add the amount to the company’s next tax “bill” instead.

- The legislative changes also strengthened the “but, for” clause, creating a much stronger tie between the granting of tax credits, and proof that job creation would not happen absent the incentives.

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](tel:617-788-3652) (office)

[857-895-1162](tel:857-895-1162) (cell)

From: Hillman, Michelle M. (EOHED)

Sent: Monday, September 25, 2017 3:50 PM

To: 'Miller, Joshua' <joshua.miller@globe.com>

Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: RE: AMZN HQ2

Ok, working on it...

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)

[857-895-1162](tel:857-895-1162) (cell)

From: Miller, Joshua [<mailto:joshua.miller@globe.com>]

Sent: Monday, September 25, 2017 3:00 PM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: Re: AMZN HQ2

Thanks. The first question I will definitely need an answer to today because it will inform what I ask DeLeo/Rosenberg. If you can't get the others done today, I can take them by noon tomorrow. Who is the best person to walk be through on background how much political will EOHED has to get this to the Red Zone?

On Mon, Sep 25, 2017 at 1:43 PM, Hillman, Michelle M. (EOHED)

<michelle.m.hillman@massmail.state.ma.us> wrote:

Hi Josh,

Thanks for sending more specific questions. We are working on getting you a response today. If your deadline changes please let us know.

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](tel:617-788-3652) (office)

[857-895-1162](tel:857-895-1162) (cell)

From: Miller, Joshua [mailto:joshua.miller@globe.com]

Sent: Monday, September 25, 2017 11:12 AM

To: Hillman, Michelle M. (EOHED) <michelle.m.hillman@MassMail.State.MA.US>

Cc: Guyton, Elizabeth (GOV) <elizabeth.guyton@MassMail.State.MA.US>; Buckley, Timothy (GOV) <timothy.buckley@MassMail.State.MA.US>; Kaufman, Samantha (EOHED) <samantha.kaufman@MassMail.State.MA.US>

Subject: AMZN HQ2

Dear Team,

Happy Monday. Hopefully talking to Speaker Bob and SP Stan today/tmw.

1. Does the administration believe it currently has the tools to put forward a credible offer to entice AMZN to put HQ2 in Massachusetts? If not, what statutory tools does the administration seek from the Legislature?

2

.

Can you send over a plain language summary of what the

Extraordinary Economic Development Opportunity language in 2016 economic development bill filed by the governor meant?

3. What changes were actually made to the EDIP statute in the law that the

governor signed?

4. Please provide five years (2012-2016) worth of data on EDIP awards, including every award (company, amount) and mean award amount each year.

5. Please send over a list of the ten largest awards ever given through EDIP.

6. Please send a list of the ten largest MassWorks grants in the last five years.

Deadline: 7pm tonight

From: Hale, Erika
To: [Labich, Kaitlyn](#)
Cc: [Bourque, Molly \(EOHED\)](#); [Hillman, Michelle M. \(EOHED\)](#); [Chesto, Jon](#)
Subject: Re: WeWork Event on Thursday, September 28th
Date: Thursday, September 28, 2017 2:25:18 PM

Hi Molly & Michelle,

Can you please provide a contact number for Secretary Ash for tonight?

Thanks,
Erika

Erika Hale

Senior Event Manager

o: [617.929.7957](tel:617.929.7957) c: **Exemption (c)**



On Tue, Sep 26, 2017 at 12:21 PM, Labich, Kaitlyn <kaitlyn.labich@globe.com> wrote:

Hi All,

I am looking forward to meeting and working with you all on Thursday.

Feel free to reach out with any questions!

Best,
Kaitlyn

On Tue, Sep 26, 2017 at 11:55 AM, Hale, Erika <erika.hale@globe.com> wrote:

Hi everyone,

Looking forward to a great event on Thursday! We currently have 110 RSVP's.

Please note, your on-site contact is Kaitlyn Labich: Exemption (c)

Please let me know if you have any questions as of now.

Thanks!
Erika

Erika Hale

Senior Event Manager

o: [617.929.7957](tel:617.929.7957) c: **Exemption (c)**



On Mon, Sep 25, 2017 at 10:39 AM, Hale, Erika <erika.hale@globe.com> wrote:

Good morning!

Looking forward to a great event on Thursday. Please see below for details.

Date: Thursday, Sept. 28

Time: Panel 6-7, networking 7-7:30pm

Location: WeWork | [745 Atlantic Ave, Boston](#) (across from South Station)

Email link: https://cache.boston.com/advertisers/ads/15964/15964_YoungCEO_Invite_3.html

Direct Registration link: <https://mastartup.eventbrite.com> (feel free to share!)

Parking: There is underground parking in the building at [745 Atlantic Ave.](#) There are also meters around the neighborhood.

Please let me know of any questions or concerns.

Thanks!

Erika

Erika Hale

Senior Event Manager

o: [617.929.7957](tel:617.929.7957) c: Exemption (c)



On Thu, Sep 21, 2017 at 6:46 PM, Leung, Shirley <shirley.leung@globe.com> wrote:

Molly:

I haven't been part of the planning other than getting Jay! I've copied in Erika Hale from our marketing dept who can answer any questions.

I am so glad Jay can make this event. It will be very timely with all this talk about Amazon HQ2 and MA as a place for tech and innovation.

Shirley

--

Kaitlyn Labich

Onsite Event Coordinator Co-op, Event Marketing Department

O: [617.929.2641](tel:617.929.2641)



From: [Vallarelli, Michael \(GOV\)](#)
To: [Vladeck, Abigail \(GOV\)](#); [Lee, Daniel \(GOV\)](#); [Servetnick, Adrian \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#); [Kennealy, Michael \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Frazier, Ricks \(EOHED\)](#); [Weikel, Adam \(GOV\)](#); [Sullivan, Jennifer F. \(ANF\)](#); [Kelleher, Michael \(EHS\)](#); [Chabot, Emily K. \(GOV\)](#)
Subject: RE: Project RUFUS Week 2 Check in
Date: Thursday, September 28, 2017 2:40:24 PM

From today's Globe:

When referring to Bezos:

"The lesson I took away was: substance first, process second." –Stig Leschly

Michael E. Vallarelli

Deputy Chief of Staff

Direct: 617-483-3425

From: Vladeck, Abigail (GOV)
Sent: Wednesday, September 27, 2017 10:46 PM
To: Lee, Daniel (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)
Subject: RE: Project RUFUS Week 2 Check in

All—

Here is a new version of the "Our Story" documents, ready for redlining. Also available on the Dropbox.

Abi

<< File: Our Storyv6.docx >>

-----Original Appointment-----

From: Lee, Daniel (GOV)
Sent: Tuesday, September 26, 2017 8:55 PM
To: Lee, Daniel (GOV); Vladeck, Abigail (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD); Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)
Subject: FW: Project RUFUS Week 2 Check in
When: Wednesday, September 27, 2017 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: State House 488

-----Original Appointment-----

From: Lee, Daniel (GOV)
Sent: Thursday, September 21, 2017 9:25 AM
To: Lee, Daniel (GOV); Servetnick, Adrian (EOHED); Goodall, Devon L. (MOBD);

Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Weikel, Adam (GOV); Sullivan, Jennifer F. (ANF); Vallarelli, Michael (GOV); Kelleher, Michael (EHS); Chabot, Emily K. (GOV)

Subject: Project RUFUS Week 2 Check in

When: Wednesday, September 27, 2017 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: State House 488

From: Jonathan Edwards
To: [Ash, Jay \(EOHED\)](#)
Cc: [greg bialecki](#)
Subject: Thank You
Date: Thursday, September 28, 2017 2:51:48 PM

Secretary Ash—

I want to send a sincere note of thanks for your time on Tuesday to briefly discuss Tech Foundry's interest in helping in any manner you see fit with the state's recruitment effort of Amazon to somewhere in Massachusetts. Please let me know if you have any questions and don't hesitate to reach out to Greg or myself if you need anything at all.

We truly value your support.

Have a great day!

--

Jonathan S. Edwards
Director of Strategic Partnerships
Tech Foundry

1391 Main Street | 9th Floor | Springfield, MA | 01103
O) 413.276.0609 | C) **Exemption (c)**
Email: jedwards@thetechfoundry.org

From: Jeanne Levesque
To: [Kennealy, Michael \(EOHED\)](#)
Cc: [Tom Keady](#)
Subject: Boston College-Info for Amazon Proposal
Date: Thursday, September 28, 2017 3:01:03 PM
Attachments: [BostonCollegeComputerScience.pdf](#)

Hi Michael. Following up on our conversation last week, please find attached information on numbers of undergraduates/trends in computer science majors (we do not offer graduate degrees), areas of study for the degree, as well as some highlights on computer science research that the Chair of the Computer Science department, Professor Sergio Alvarez, put together for me. I hope this information will be helpful to the state in putting together a successful bid for a second Amazon corporate HQ in Massachusetts. Any question, feel free to contact me.

Jeanne

Jeanne Levesque
Director of Government Relations
617-552-4789

Boston College Computer Science Highlights

Academic programs

BS and BA majors in Computer Science, a Minor for Arts and Sciences students, and a Concentration for Management students. **325 undergraduate majors** as of Sept. 2017 (300% growth in past decade); **78 seniors with expected May 2018 graduation date.**

Required CS courses for CS majors

Algorithmics and programming: CS1 (Python), object-oriented programming and data structures (Java), computer systems (C), algorithms.

Theory: discrete mathematics, logic, finite state machines, computability, probability.

Hardware: computer organization (combinational and sequential logic, assembly language).

Electives: include object-oriented software design / software engineering, AI, data mining, machine learning, cryptography, GPU computing, distributed systems, natural language processing, programming languages.

Selected research projects

Design and distributed computation of metrics in graphs (with applications such as graph mining and biological networks).

PI: José Bento (with Stratis Ioannidis & Tina Eliassi-Rad of Northeastern U. NSF award.

Computational modeling of genetic networks in antibiotic resistance

PI: José Bento (with Tim Van Opijnen of BC Biology, and other institutions). NIH award.

Reliable, high-performance distributed systems.

PI: Lewis Tseng.

Algebraic methods for logics on trees.

PI: Howard Straubing. NSF award.

Clustering and deep learning in clinical medicine.

PI: Sergio A. Alvarez.

For more information

<http://www.cs.bc.edu>

From: [Kennealy, Michael \(EOHED\)](#)
To: [McLaughlin, Genevieve \(EOHED\)](#)
Subject: Amazon
Date: Thursday, September 28, 2017 3:10:39 PM
Attachments: [AmazonHQ2_RFP_September_7_2017.docx](#)

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

Amazon HQ2 RFP

INSTRUCTIONS TO RESPONDENTS

Amazon invites you to submit a response to this Request for Proposal (“RFP”) in conjunction with and on behalf of your metropolitan statistical area (MSA), state/province, county, city and the relevant localities therein. Amazon is performing a competitive site selection process and is considering metro regions in North America for its second corporate headquarters. We encourage states, provinces and metro areas to coordinate with relevant jurisdictions to submit one (1) RFP for your MSA. The RFP may contain multiple real estate sites in more than one jurisdiction, but we do encourage you to submit your best sites to meet or exceed the needs of our Project described in this RFP. Any questions regarding the information or items requested in this document can be submitted using the email below. We encourage you to go through the process as outlined in the RFP and ask questions of the team using the email provided below.

PROPOSAL REQUIREMENTS

Please provide an electronic copy and five (5) hard copies of your responses by **October 19, 2017** to amazonhq2@amazon.com. Please send hard copies marked “confidential” between the dates of October 16th – 19th to:

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

For electronic submittals, please send a password-protected website URL or a USB only. If using a password-protected website, the submitting agency should also submit written responses to the RFP questions (Information Requested section).

TIMELINE

September 7, 2017
October 19, 2017
2018

RFP Phase I Available
RFP Phase I Response Deadline
Final Site Selection and Announcement

OVERVIEW

Background: The purpose of this RFP is to describe the Project and provide a framework for soliciting specific information that will allow Amazon to determine the ideal location for our Project.

The Project is a second corporate headquarters (HQ2), at which Amazon will hire as many as fifty thousand (50,000) new full-time employees with an average annual total compensation exceeding one hundred thousand dollars (\$100,000) over the next ten to fifteen years, following commencement of operations. The Project is expected to have over \$5 billion in capital expenditures as described in more detail in this RFP.

Amazon is a publicly traded U.S. corporation and is a leading internet retailer and technology company. Amazon is guided by four principles: customer obsession rather than competitor focus, passion for invention, commitment to operational excellence, and long-term thinking. The Company presently maintains more than 380,000 employees at multiple facilities in North America and throughout the world. Due to the successful growth of the Company, it now requires a second corporate headquarters in North America.

Amazon's current headquarters is located in downtown Seattle, Washington. This urban campus employs tens of thousands of employees. Amazon has been a catalyst for development in downtown Seattle with an abundance of restaurants, services, coffee shops, and for the redevelopment of South Lake Union and Denny Triangle with its sustainable buildings and open spaces. In 2017, Amazon was awarded the "City Maker" award by the Downtown Seattle Association.

Amazon estimates its investments in Seattle from 2010 through 2016 resulted in an additional \$38 billion to the city's economy – every dollar invested by Amazon in Seattle generated an additional \$1.4 for the city's economy overall. Find more information at: www.amazon.com/amazonHQ2.

We look forward to working with you and your team to find a suitable site and establish a cost structure with a stable business climate for growth and innovation that would encourage Amazon to locate this high-profile Project in your community.

In choosing the location for HQ2, Amazon has a preference for:

- Metropolitan areas with more than one million people
- A stable and business-friendly environment
- Urban or suburban locations with the potential to attract and retain strong technical talent
- Communities that think big and creatively when considering locations and real estate options

HQ2 could be, but does not have to be:

- An urban or downtown campus
- A similar layout to Amazon's Seattle campus
- A development-prepped site. We want to encourage states/provinces and communities to think creatively for viable real estate options, while not negatively affecting our preferred timeline

PROJECT FACTS

Employment: The Project is expected to create as many as fifty thousand (50,000) new full-time jobs with an average annual compensation exceeding one hundred thousand dollars (\$100,000) per employee. We will begin sourcing for talent at Amazon HQ2 upon final site selection. Please note that the actual average wage rate may vary from the projected wage rate depending upon prevailing rates at the final location. Amazon also provides a highly competitive benefits package including a retirement plan, health insurance, and maternity/paternity leave, featuring Amazon’s [Leave Share and Ramp Back](#) program. All job numbers, categories, and salaries contained herein are estimates/projections and are subject to change. The jobs will likely be broken down into the following categories: executive/management, engineering with a preference for software development engineers (SDE), legal, accounting, and administrative. Amazon is an equal opportunity employer.

Building/Site Requirements: Amazon is considering greenfield sites, infill sites, existing buildings, or a combination for the Project. If existing buildings are available that can be retrofitted/expanded within an acceptable budget and time schedule, Amazon may consider this option; however, the company acknowledges that existing buildings may not be available to meet its requirements. As such, Amazon will prioritize certified or shovel-ready greenfield sites and infill opportunities with appropriate infrastructure and ability to meet the Project’s timeline and development demands, as set forth below.

The following is a summary of the Project’s ideal site and building requirements:

| <u>Core Preferences</u> | <u>Quantity</u> | <u>Units</u> | <u>Description</u> |
|--|------------------------|---------------------|---|
| Site Requirements | | | |
| Proximity to population center | 30 | Miles | |
| Proximity to International airport | Within approx. 45 | Minutes | |
| Proximity to major highways and arterial roads | Not more than 1-2 | Miles | Close to major arterial roads to provide optimal access |
| Access to mass transit | At site | | Direct access to rail, train, subway/metro, bus routes |
| Building Requirements | | | |
| Initial Square Foot Requirement | 500,000+ | Sq. Ft. | Phase I (2019) |
| Total Square Foot Requirement | Up to 8,000,000 | Sq. Ft. | Beyond 2027 |

Details of Amazon’s Seattle headquarters:

| Amazon Seattle HQ | | |
|-----------------------|--|---|
| Direct ¹ | Number of buildings | 33 |
| | Square feet | 8.1 million |
| | Local retail within Amazon headquarters | 24 restaurants/cafes + 8 other services |
| | Amazon Employees | 40,000+ |
| | Capital investment (buildings & infrastructure) | \$3.7 billion |
| | Operational expenditures (utilities & maintenance) | \$1.4 billion |
| | Compensation to employees | \$25.7 billion |
| | Number of annual hotel nights by visiting Amazonians and guests | 233,000 (2016) |
| | Amount paid into the city’s public transportation system as employees’ transportation benefit | \$43 million |
| Indirect ² | Additional jobs created in the city as a result of Amazon’s direct investments | 53,000 |
| | Additional investments in the local economy as a result of Amazon’s direct investments | \$38 billion |
| | Increase in personal income by non-Amazon employees as a result of Amazon’s direct investments | \$17 billion |
| | Increase in Fortune 500 companies with engineering/R&D centers in Seattle | From 7 in 2010 to 31 in 2017 |

¹From 2010 (when Amazon moved its headquarters to downtown Seattle) to June 2017.

²From 2010-2016. Calculated using Input-Output methodology and multipliers developed by the U.S. Bureau of Economic Analysis.

Priority for Consideration (in no particular order):

Amazon will consider the following site/building categories for the Project:

1. Existing buildings of at least 500,000+ sq. ft., meeting the core requirements described above and that are expandable or have additional options for development nearby.
2. A greenfield site of approximately 100 acres certified or pad ready, with utility infrastructure in place. The sites do not have to be contiguous, but should be in proximity to each other to foster a sense of place and be pedestrian-friendly.
3. Other infill, existing buildings, including opportunities for renovation/redevelopment and greenfield sites, meeting the proximity and logistics requirements of the Project. This can also be a combination of the above.

- Please also consider the overall proximity of the buildings at full build-out as you are making recommendations.

Capital Investment: The Project could be over \$5 billion in capital investment over the initial 15-17 years of the Project. Please note the capital investment required to acquire and retrofit an existing building is dependent upon the condition and nature of that building. As such, the following capital investment estimates will vary depending upon site requirements and actual construction costs, particularly with respect to an existing building.

| <u>Building Phase</u> | <u>Estimated Capital Investment</u> |
|---|-------------------------------------|
| Phase I Building (500,000-1,000,000 sf) | \$300,000,000-\$600,000,000 |
| Phase II Building (1,000,000-2,000,000 sf) | \$600,000,000-\$1,260,000,000 |
| Phase III Building (2,000,000-3,000,000 sf) | \$1,260,000,000-\$1,985,000,000 |

Phase IV and beyond will grow organically. At full build-out, the campus or park may exceed 8 million square feet and over \$5 billion in total capital investment. Amazon will continue to invest in its facilities to ensure we offer a state-of-the-art workplace for our employees. States, provinces and metro economic development organizations should consider this as they suggest potential sites. Be sure to include opportunities to cultivate local culture and creativity into the Amazon HQ2 site. Also, include connectivity options: sidewalks, bike lanes, trams, metro, bus, light rail, train, and additional creative options to foster connectivity between buildings/facilities.

Additional Information:

Sustainability: Amazon is committed to sustainability efforts. Amazon’s buildings in its current Seattle campus are sustainable and energy-efficient. The buildings’ interiors feature salvaged and locally sourced woods, energy-efficient lighting, composting and recycling alternatives as well as public plazas and pockets of green space. Twenty of the buildings in our Seattle campus were built using LEED standards. Additionally, Amazon’s newest buildings use a ‘District Energy’ system that utilizes recycled heat from a nearby non-Amazon data center to heat millions of square feet of office space – a system that is about 4x more efficient than traditional heating. This system is designed to allow Amazon to warm just over 4 million square feet of office space on Amazon’s four-block campus, saving 80 million kilowatt-hours over 20 years, or about 4 million kilowatt-hours a year. We also invest in large solar and wind operations and were the largest corporate purchaser of renewable energy in the U.S. in 2016. Amazon will develop HQ2 with a dedication to sustainability.

Connectivity: Ensuring optimal fiber connectivity is paramount at our HQ2 location. Please demonstrate the fiber connectivity on all submitted sites. Also, demonstrate multiple cellular phone coverage maps to ensure optimal service.

KEY PREFERENCES AND DECISION DRIVERS

The below are our preferences and are not in a ranking order. We want to encourage you to think big and be creative as you are collaborating to respond. Please address the drivers discussed below in your RFP submittals.

Site/Building – As described herein, finding suitable buildings/sites is of paramount importance. Amazon HQ2 is a transformational Project, and we must ensure we have the best real estate options available whether this be a redevelopment opportunity, a partnership with the state, province, local government, or new buildings. All options are under consideration.

Capital and Operating Costs – A stable and business-friendly environment and tax structure will be high-priority considerations for the Project. Incentives offered by the state/province and local communities to offset initial capital outlay and ongoing operational costs will be significant factors in the decision-making process.

Incentives – Identify incentive programs available for the Project at the state/province and local levels. Outline the type of incentive (i.e. land, site preparation, tax credits/exemptions, relocation grants, workforce grants, utility incentives/grants, permitting, and fee reductions) and the amount. The initial cost and ongoing cost of doing business are critical decision drivers.

Labor Force – The Project includes significant employment requirements at the threshold compensation levels described herein and with corresponding educational attainment of the available workforce. The Project must be sufficiently close to a significant population center, such that it can fill the 50,000 estimated jobs that will be required over multiple years. A highly educated labor pool is critical and a strong university system is required.

Logistics – Personnel travel and logistics needs, both from population centers to the Project site, as well as between company facilities, are critically important. As such, travel time to a major highway corridor and arterial roadway capacity potential are key factors. The highway corridors must provide direct access to significant population centers with eligible employment pools. Travel time to an international airport with daily direct flights to Seattle, New York, San Francisco/Bay Area, and Washington, D.C. is also an important consideration.

Time to Operations – The Project requires an expeditious timetable for the location decision and the commencement of construction. Given this, sites with the requisite access, utility infrastructure, and zoning are critical. Please outline the permitting process and estimated timetable to initiate Phase I of our operations.

Cultural Community Fit – The Project requires a compatible cultural and community environment for its long-term success. This includes the presence and support of a diverse population, excellent institutions of higher education, local government structure and elected officials eager and willing to work with the company, among other attributes. A stable and consistent business climate is important to Amazon. Please demonstrate characteristics of this in your response. We encourage testimonials from other large companies.

Community/Quality of Life – The Project requires a significant number of employees. We want to invest in a community where our employees will enjoy living, recreational opportunities, educational opportunities, and an overall high quality of life. Tell us what is unique about your community.

INFORMATION REQUESTED

1. Please provide information regarding potential buildings/sites that meet the criteria described herein. Along with general site information, please provide the current ownership structure of the property, whether the state/province, or local governments control the property, the current zoning of the site, and the utility infrastructure present at the site.
2. Please provide a 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. Please describe any specific or unique eligibility requirements mandated by each incentive item. With respect to tax credits, please indicate whether credits are refundable, transferable, or may be carried forward for a specific period of time. If the incentive includes free or reduced land costs, include the mechanism and approvals that will be required. Please also include all timelines associated with the approvals of each incentive. 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.
3. 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. Please also describe any applicable claw backs or recapture provisions required for each incentive item.
4. Please provide a timetable for incentive approvals at the state/province and local levels, including any legislative approvals that may be required.
5. Please provide labor and wage rate information in the general job categories described. Please provide relevant labor pool information and your ability to attract talent regionally. Also, include specific opportunities to hire software development engineers and recurring sourcing opportunities for this type of employment. Please include all levels of talent available in the MSA, including executive talent and the ability to recruit talent to the area.
6. Please include programs/partnerships currently available and potential creative programs with higher education institutions in the region in your response. Please also 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. Additionally, include information on your local/regional K-12 education programs related to computerscience.
7. Please provide highway, airport, and related travel and logistics information for all proposed sites. Please also include transit and transportation options for commuting employees living in the region. For each proposed site in your region, identify all transit options, including bike lanes and pedestrian access to the site(s). Also, list the ranking of traffic congestion for your community and/or region during peak commuting times.

8. Please include information on your community with respect to daily living, recreational opportunities, diversity of housing options, availability of housing near potential sites for HQ2, and pricing, among other information. Please also include relevant crime data and cost of living data.
9. Please use your response as an opportunity to present any additional items and intangible considerations with respect to your state/province and community that Amazon should include in its analysis.

While the existence of the Project is not confidential, certain aspects of the Project and details regarding the company are confidential, proprietary, and constitute trade secrets. Amazon will deliver a Confidentiality and Non-Disclosure Agreement for execution at the appropriate time.

Conclusion: As this is a competitive Project, Amazon welcomes the opportunity to engage with you in the creation of an incentive package, real estate opportunities, and cost structure to encourage the company's location of the Project in your state/province. Please contact amazonhq2@amazon.com for questions while responding to this RFP.

This RFP is only an invitation for proposals, the substance of which may be memorialized in a binding, definitive agreement or agreements if any proposal is selected. Amazon may select one or more proposals and negotiate with the parties submitting such proposals before making an award decision, or it may select no proposals and enter into no agreement.

From: [Kennealy, Michael \(EOHED\)](#)
To: r.sullivan@westernmassedc.com
Subject: Amazon RFP
Date: Thursday, September 28, 2017 3:13:52 PM
Attachments: [Municipality Application Template.docx](#)
[AmazonHQ2_RFP_September_7_2017.docx](#)

Hi Rick, wanted to pass this along to you after a conversation with Mayor Sarno last night; my original email did not go through. He also asked that I send to Kevin Kennedy but I don't have his email handy – could you send to him? Essentially we are looking to collect some basic information about the sites being proposed by municipalities; please let me know if you have questions.

From: Kennealy, Michael (EOHED)
Sent: Friday, September 22, 2017 3:45 PM
To: Ward Weeden, Aimee (EOHED)
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

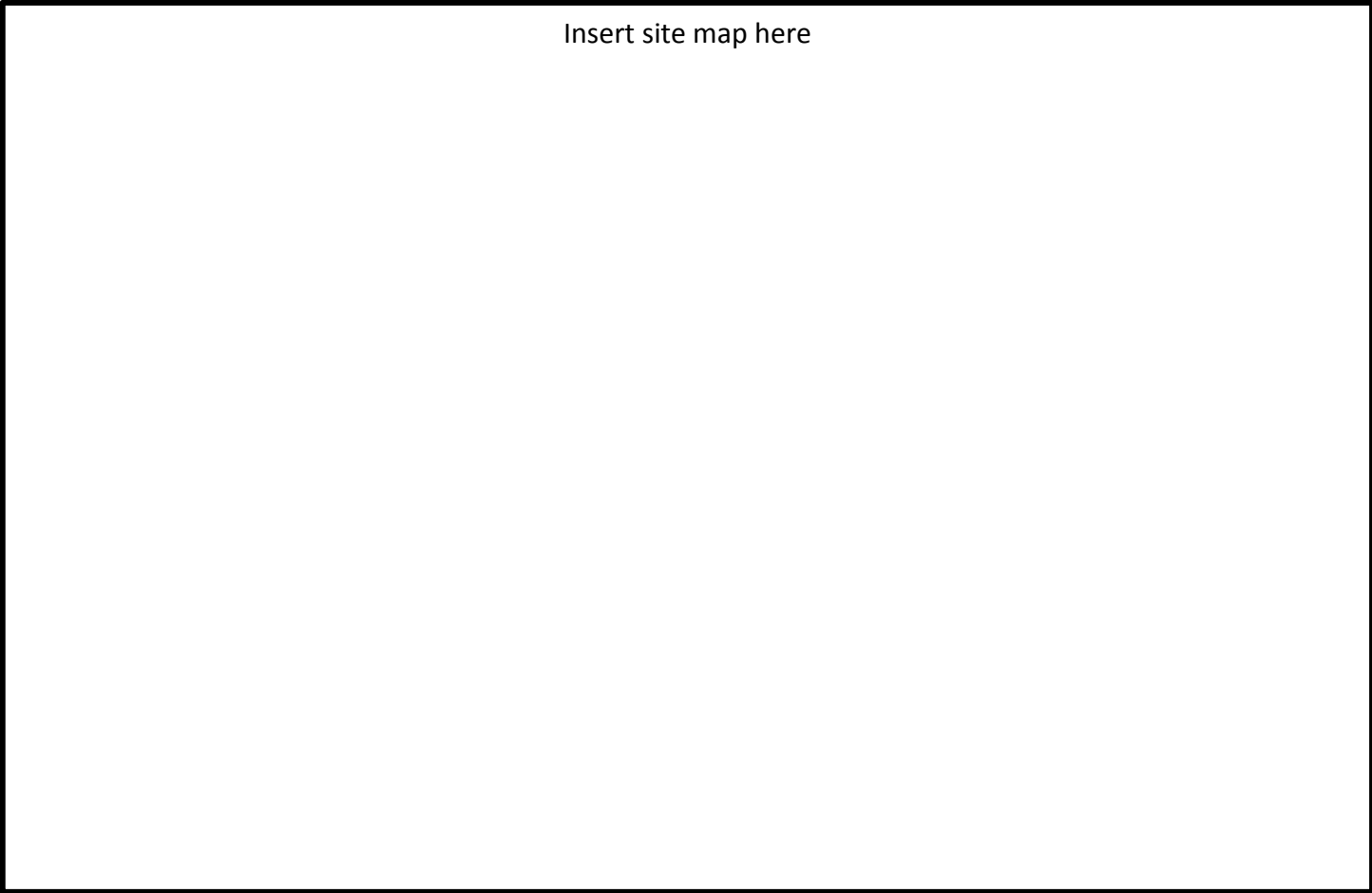
Boston, MA 02108

Office: 617-788-3640

Cell: 617-634-4762

michael.kennealy@state.ma.us

Municipality _____



Site Size (Acres) _____

Full Buildout Capacity (Sq. Ft) _____

Proximity to:

Major Highway _____

Regional Train _____

International Airport _____

Local Tax Relief Available (Y/N) _____

Ownership _____

Amazon HQ2 RFP

INSTRUCTIONS TO RESPONDENTS

Amazon invites you to submit a response to this Request for Proposal (“RFP”) in conjunction with and on behalf of your metropolitan statistical area (MSA), state/province, county, city and the relevant localities therein. Amazon is performing a competitive site selection process and is considering metro regions in North America for its second corporate headquarters. We encourage states, provinces and metro areas to coordinate with relevant jurisdictions to submit one (1) RFP for your MSA. The RFP may contain multiple real estate sites in more than one jurisdiction, but we do encourage you to submit your best sites to meet or exceed the needs of our Project described in this RFP. Any questions regarding the information or items requested in this document can be submitted using the email below. We encourage you to go through the process as outlined in the RFP and ask questions of the team using the email provided below.

PROPOSAL REQUIREMENTS

Please provide an electronic copy and five (5) hard copies of your responses by **October 19, 2017** to amazonhq2@amazon.com. Please send hard copies marked “confidential” between the dates of October 16th – 19th to:

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

For electronic submittals, please send a password-protected website URL or a USB only. If using a password-protected website, the submitting agency should also submit written responses to the RFP questions (Information Requested section).

TIMELINE

September 7, 2017
October 19, 2017
2018

RFP Phase I Available
RFP Phase I Response Deadline
Final Site Selection and Announcement

OVERVIEW

Background: The purpose of this RFP is to describe the Project and provide a framework for soliciting specific information that will allow Amazon to determine the ideal location for our Project.

The Project is a second corporate headquarters (HQ2), at which Amazon will hire as many as fifty thousand (50,000) new full-time employees with an average annual total compensation exceeding one hundred thousand dollars (\$100,000) over the next ten to fifteen years, following commencement of operations. The Project is expected to have over \$5 billion in capital expenditures as described in more detail in this RFP.

Amazon is a publicly traded U.S. corporation and is a leading internet retailer and technology company. Amazon is guided by four principles: customer obsession rather than competitor focus, passion for invention, commitment to operational excellence, and long-term thinking. The Company presently maintains more than 380,000 employees at multiple facilities in North America and throughout the world. Due to the successful growth of the Company, it now requires a second corporate headquarters in North America.

Amazon's current headquarters is located in downtown Seattle, Washington. This urban campus employs tens of thousands of employees. Amazon has been a catalyst for development in downtown Seattle with an abundance of restaurants, services, coffee shops, and for the redevelopment of South Lake Union and Denny Triangle with its sustainable buildings and open spaces. In 2017, Amazon was awarded the "City Maker" award by the Downtown Seattle Association.

Amazon estimates its investments in Seattle from 2010 through 2016 resulted in an additional \$38 billion to the city's economy – every dollar invested by Amazon in Seattle generated an additional \$1.4 for the city's economy overall. Find more information at: www.amazon.com/amazonHQ2.

We look forward to working with you and your team to find a suitable site and establish a cost structure with a stable business climate for growth and innovation that would encourage Amazon to locate this high-profile Project in your community.

In choosing the location for HQ2, Amazon has a preference for:

- Metropolitan areas with more than one million people
- A stable and business-friendly environment
- Urban or suburban locations with the potential to attract and retain strong technical talent
- Communities that think big and creatively when considering locations and real estate options

HQ2 could be, but does not have to be:

- An urban or downtown campus
- A similar layout to Amazon's Seattle campus
- A development-prepped site. We want to encourage states/provinces and communities to think creatively for viable real estate options, while not negatively affecting our preferred timeline

PROJECT FACTS

Employment: The Project is expected to create as many as fifty thousand (50,000) new full-time jobs with an average annual compensation exceeding one hundred thousand dollars (\$100,000) per employee. We will begin sourcing for talent at Amazon HQ2 upon final site selection. Please note that the actual average wage rate may vary from the projected wage rate depending upon prevailing rates at the final location. Amazon also provides a highly competitive benefits package including a retirement plan, health insurance, and maternity/paternity leave, featuring Amazon’s [Leave Share and Ramp Back](#) program. All job numbers, categories, and salaries contained herein are estimates/projections and are subject to change. The jobs will likely be broken down into the following categories: executive/management, engineering with a preference for software development engineers (SDE), legal, accounting, and administrative. Amazon is an equal opportunity employer.

Building/Site Requirements: Amazon is considering greenfield sites, infill sites, existing buildings, or a combination for the Project. If existing buildings are available that can be retrofitted/expanded within an acceptable budget and time schedule, Amazon may consider this option; however, the company acknowledges that existing buildings may not be available to meet its requirements. As such, Amazon will prioritize certified or shovel-ready greenfield sites and infill opportunities with appropriate infrastructure and ability to meet the Project’s timeline and development demands, as set forth below.

The following is a summary of the Project’s ideal site and building requirements:

| <u>Core Preferences</u> | <u>Quantity</u> | <u>Units</u> | <u>Description</u> |
|--|------------------------|---------------------|---|
| Site Requirements | | | |
| Proximity to population center | 30 | Miles | |
| Proximity to International airport | Within approx. 45 | Minutes | |
| Proximity to major highways and arterial roads | Not more than 1-2 | Miles | Close to major arterial roads to provide optimal access |
| Access to mass transit | At site | | Direct access to rail, train, subway/metro, bus routes |
| Building Requirements | | | |
| Initial Square Foot Requirement | 500,000+ | Sq. Ft. | Phase I (2019) |
| Total Square Foot Requirement | Up to 8,000,000 | Sq. Ft. | Beyond 2027 |

Details of Amazon’s Seattle headquarters:

| Amazon Seattle HQ | | |
|-----------------------|--|---|
| Direct ¹ | Number of buildings | 33 |
| | Square feet | 8.1 million |
| | Local retail within Amazon headquarters | 24 restaurants/cafes + 8 other services |
| | Amazon Employees | 40,000+ |
| | Capital investment (buildings & infrastructure) | \$3.7 billion |
| | Operational expenditures (utilities & maintenance) | \$1.4 billion |
| | Compensation to employees | \$25.7 billion |
| | Number of annual hotel nights by visiting Amazonians and guests | 233,000 (2016) |
| | Amount paid into the city’s public transportation system as employees’ transportation benefit | \$43 million |
| Indirect ² | Additional jobs created in the city as a result of Amazon’s direct investments | 53,000 |
| | Additional investments in the local economy as a result of Amazon’s direct investments | \$38 billion |
| | Increase in personal income by non-Amazon employees as a result of Amazon’s direct investments | \$17 billion |
| | Increase in Fortune 500 companies with engineering/R&D centers in Seattle | From 7 in 2010 to 31 in 2017 |

¹From 2010 (when Amazon moved its headquarters to downtown Seattle) to June 2017.

²From 2010-2016. Calculated using Input-Output methodology and multipliers developed by the U.S. Bureau of Economic Analysis.

Priority for Consideration (in no particular order):

Amazon will consider the following site/building categories for the Project:

1. Existing buildings of at least 500,000+ sq. ft., meeting the core requirements described above and that are expandable or have additional options for development nearby.
2. A greenfield site of approximately 100 acres certified or pad ready, with utility infrastructure in place. The sites do not have to be contiguous, but should be in proximity to each other to foster a sense of place and be pedestrian-friendly.
3. Other infill, existing buildings, including opportunities for renovation/redevelopment and greenfield sites, meeting the proximity and logistics requirements of the Project. This can also be a combination of the above.

4. Please also consider the overall proximity of the buildings at full build-out as you are making recommendations.

Capital Investment: The Project could be over \$5 billion in capital investment over the initial 15-17 years of the Project. Please note the capital investment required to acquire and retrofit an existing building is dependent upon the condition and nature of that building. As such, the following capital investment estimates will vary depending upon site requirements and actual construction costs, particularly with respect to an existing building.

| <u>Building Phase</u> | <u>Estimated Capital Investment</u> |
|---|-------------------------------------|
| Phase I Building (500,000-1,000,000 sf) | \$300,000,000-\$600,000,000 |
| Phase II Building (1,000,000-2,000,000 sf) | \$600,000,000-\$1,260,000,000 |
| Phase III Building (2,000,000-3,000,000 sf) | \$1,260,000,000-\$1,985,000,000 |

Phase IV and beyond will grow organically. At full build-out, the campus or park may exceed 8 million square feet and over \$5 billion in total capital investment. Amazon will continue to invest in its facilities to ensure we offer a state-of-the-art workplace for our employees. States, provinces and metro economic development organizations should consider this as they suggest potential sites. Be sure to include opportunities to cultivate local culture and creativity into the Amazon HQ2 site. Also, include connectivity options: sidewalks, bike lanes, trams, metro, bus, light rail, train, and additional creative options to foster connectivity between buildings/facilities.

Additional Information:

Sustainability: Amazon is committed to sustainability efforts. Amazon’s buildings in its current Seattle campus are sustainable and energy-efficient. The buildings’ interiors feature salvaged and locally sourced woods, energy-efficient lighting, composting and recycling alternatives as well as public plazas and pockets of green space. Twenty of the buildings in our Seattle campus were built using LEED standards. Additionally, Amazon’s newest buildings use a ‘District Energy’ system that utilizes recycled heat from a nearby non-Amazon data center to heat millions of square feet of office space – a system that is about 4x more efficient than traditional heating. This system is designed to allow Amazon to warm just over 4 million square feet of office space on Amazon’s four-block campus, saving 80 million kilowatt-hours over 20 years, or about 4 million kilowatt-hours a year. We also invest in large solar and wind operations and were the largest corporate purchaser of renewable energy in the U.S. in 2016. Amazon will develop HQ2 with a dedication to sustainability.

Connectivity: Ensuring optimal fiber connectivity is paramount at our HQ2 location. Please demonstrate the fiber connectivity on all submitted sites. Also, demonstrate multiple cellular phone coverage maps to ensure optimal service.

KEY PREFERENCES AND DECISION DRIVERS

The below are our preferences and are not in a ranking order. We want to encourage you to think big and be creative as you are collaborating to respond. Please address the drivers discussed below in your RFP submittals.

Site/Building – As described herein, finding suitable buildings/sites is of paramount importance. Amazon HQ2 is a transformational Project, and we must ensure we have the best real estate options available whether this be a redevelopment opportunity, a partnership with the state, province, local government, or new buildings. All options are under consideration.

Capital and Operating Costs – A stable and business-friendly environment and tax structure will be high-priority considerations for the Project. Incentives offered by the state/province and local communities to offset initial capital outlay and ongoing operational costs will be significant factors in the decision-making process.

Incentives – Identify incentive programs available for the Project at the state/province and local levels. Outline the type of incentive (i.e. land, site preparation, tax credits/exemptions, relocation grants, workforce grants, utility incentives/grants, permitting, and fee reductions) and the amount. The initial cost and ongoing cost of doing business are critical decision drivers.

Labor Force – The Project includes significant employment requirements at the threshold compensation levels described herein and with corresponding educational attainment of the available workforce. The Project must be sufficiently close to a significant population center, such that it can fill the 50,000 estimated jobs that will be required over multiple years. A highly educated labor pool is critical and a strong university system is required.

Logistics – Personnel travel and logistics needs, both from population centers to the Project site, as well as between company facilities, are critically important. As such, travel time to a major highway corridor and arterial roadway capacity potential are key factors. The highway corridors must provide direct access to significant population centers with eligible employment pools. Travel time to an international airport with daily direct flights to Seattle, New York, San Francisco/Bay Area, and Washington, D.C. is also an important consideration.

Time to Operations – The Project requires an expeditious timetable for the location decision and the commencement of construction. Given this, sites with the requisite access, utility infrastructure, and zoning are critical. Please outline the permitting process and estimated timetable to initiate Phase I of our operations.

Cultural Community Fit – The Project requires a compatible cultural and community environment for its long-term success. This includes the presence and support of a diverse population, excellent institutions of higher education, local government structure and elected officials eager and willing to work with the company, among other attributes. A stable and consistent business climate is important to Amazon. Please demonstrate characteristics of this in your response. We encourage testimonials from other large companies.

Community/Quality of Life – The Project requires a significant number of employees. We want to invest in a community where our employees will enjoy living, recreational opportunities, educational opportunities, and an overall high quality of life. Tell us what is unique about your community.

INFORMATION REQUESTED

1. Please provide information regarding potential buildings/sites that meet the criteria described herein. Along with general site information, please provide the current ownership structure of the property, whether the state/province, or local governments control the property, the current zoning of the site, and the utility infrastructure present at the site.
2. Please provide a 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. Please describe any specific or unique eligibility requirements mandated by each incentive item. With respect to tax credits, please indicate whether credits are refundable, transferable, or may be carried forward for a specific period of time. If the incentive includes free or reduced land costs, include the mechanism and approvals that will be required. Please also include all timelines associated with the approvals of each incentive. 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.
3. 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. Please also describe any applicable claw backs or recapture provisions required for each incentive item.
4. Please provide a timetable for incentive approvals at the state/province and local levels, including any legislative approvals that may be required.
5. Please provide labor and wage rate information in the general job categories described. Please provide relevant labor pool information and your ability to attract talent regionally. Also, include specific opportunities to hire software development engineers and recurring sourcing opportunities for this type of employment. Please include all levels of talent available in the MSA, including executive talent and the ability to recruit talent to the area.
6. Please include programs/partnerships currently available and potential creative programs with higher education institutions in the region in your response. Please also 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. Additionally, include information on your local/regional K-12 education programs related to computerscience.
7. Please provide highway, airport, and related travel and logistics information for all proposed sites. Please also include transit and transportation options for commuting employees living in the region. For each proposed site in your region, identify all transit options, including bike lanes and pedestrian access to the site(s). Also, list the ranking of traffic congestion for your community and/or region during peak commuting times.

8. Please include information on your community with respect to daily living, recreational opportunities, diversity of housing options, availability of housing near potential sites for HQ2, and pricing, among other information. Please also include relevant crime data and cost of living data.
9. Please use your response as an opportunity to present any additional items and intangible considerations with respect to your state/province and community that Amazon should include in its analysis.

While the existence of the Project is not confidential, certain aspects of the Project and details regarding the company are confidential, proprietary, and constitute trade secrets. Amazon will deliver a Confidentiality and Non-Disclosure Agreement for execution at the appropriate time.

Conclusion: As this is a competitive Project, Amazon welcomes the opportunity to engage with you in the creation of an incentive package, real estate opportunities, and cost structure to encourage the company's location of the Project in your state/province. Please contact amazonhq2@amazon.com for questions while responding to this RFP.

This RFP is only an invitation for proposals, the substance of which may be memorialized in a binding, definitive agreement or agreements if any proposal is selected. Amazon may select one or more proposals and negotiate with the parties submitting such proposals before making an award decision, or it may select no proposals and enter into no agreement.

From: [Kennealy, Michael \(EOHED\)](#)
To: [Andrew Maylor](#)
Cc: [Orit Goldstein](#); [Karen Conard](#); [Eric Kfoury](#); dkehlhem@massecon.com; [Ash, Jay \(EOHED\)](#)
Subject: RE: Osgood Landing, North Andover - Amazon HQ2
Date: Thursday, September 28, 2017 3:27:41 PM
Attachments: [image001.png](#)

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: Andrew Maylor [mailto:amaylor@northandoverma.gov]

Sent: Monday, September 25, 2017 5:14 PM

To: Kennealy, Michael (EOHED)

Cc: Orit Goldstein ; Karen Conard ; Eric Kfoury ; dkehlhem@massecon.com; Ash, Jay (EOHED)

Subject: Osgood Landing, North Andover - Amazon HQ2

Mr. Kennealy,

Attached please find the requested form as confirmation that Osgood Landing in North Andover will be the centerpiece of a regional proposal for the Amazon HQ2 site. The town's Director of Community and Economic Development, Eric Kfoury, is spearheading the application process along with Karen Conard the Director of the Merrimack Valley Planning Commission. Mr. Kfoury has been cc'd on this email. Please contact him directly if you need additional information.

Regards,

Andrew W. Maylor

Town Manager

Town of North Andover

120 Main Street

North Andover, MA 01845

Phone [978.688.9510](tel:978.688.9510)

Fax [978.688.9556](tel:978.688.9556)

Email amaylor@northandoverma.gov

Web www.northandoverma.gov



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Visit us online at www.northandoverma.gov.



From: [Kennealy, Michael \(EOHED\)](#)
To: [Eric Kfoury](#)
Subject: RE: Osgood Landing, North Andover - Amazon HQ2
Date: Thursday, September 28, 2017 3:29:17 PM
Attachments: [image001.png](#)

Eric can you call me? Had a question.

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: Andrew Maylor [mailto:amaylor@northandoverma.gov]

Sent: Monday, September 25, 2017 5:14 PM

To: Kennealy, Michael (EOHED)

Cc: Orit Goldstein ; Karen Conard ; Eric Kfoury ; dkehlhem@massecon.com; Ash, Jay (EOHED)

Subject: Osgood Landing, North Andover - Amazon HQ2

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Attached please find the requested form as confirmation that Osgood Landing in North Andover will be the centerpiece of a regional proposal for the Amazon HQ2 site. The town's Director of Community and Economic Development, Eric Kfoury, is spearheading the application process along with Karen Conard the Director of the Merrimack Valley Planning Commission. Mr. Kfoury has been cc'd on this email. Please contact him directly if you need additional information.

Regards,

Andrew W. Maylor

Town Manager

Town of North Andover

120 Main Street

North Andover, MA 01845

Phone [978.688.9510](tel:978.688.9510)

Fax [978.688.9556](tel:978.688.9556)

Email amaylor@northandoverma.gov

Web www.northandoverma.gov



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Visit us online at www.northandoverma.gov.



From: Mayor
To: [Joe Pasquale](#)
Cc: [Mike Cantalupa](#); [Ash, Jay \(EOHED\)](#)
Subject: RE: Amazon RFP responses
Date: Thursday, September 28, 2017 3:43:52 PM
Attachments: [image001.png](#)
[image002.png](#)

I spoke to Jay Ash in person yesterday. Just letting you know.

Thank you,

Mayor McCarthy

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

Sent: Wednesday, September 27, 2017 6:15 PM

To: Joe Pasquale ; Mayor

Cc: Mike Cantalupa

Subject: RE: Amazon RFP responses

It is our expectation that cities will submit their own responses, and provide us with a site plan/rendering and short description of acreage, s.f. to be constructed, proximity to regional highway, international airport, public transportation, so that we can make reference to the project in our application. We are looking for that information by this Friday.

All, please do not hesitate to call if I can be of any additional help.

Thanks for being part of this exciting opportunity, as well as all that excites us about Massachusetts!

Jay

From: Joe Pasquale [<mailto:jpasquale@rmd-inc.net>]

Sent: Wednesday, September 27, 2017 8:50 AM

To: Mayor

Cc: Ash, Jay (EOHED); Mike Cantalupa

Subject: RE: Amazon RFP responses

Jeannette

Can you please get clarification from the State if they expect the City of Waltham to respond directly to the RFP that Amazon provided??

Boston Properties will be assembling multiple parcel for various property owners in the immediate vicinity of our core properties that will accommodate over 7m SF. If they need to provide a response specifically to the RFP we need to know this well in advance of the mid October deadline.

We are under the impression that the Sate was submitting a short list of sites to consider.

Please advise. I will also check with Jay.



881 East St Tewksbury, MA 01876

978.851.0200 t 978.851.4962 f

jpasquale@rmd-inc.net

From: Mayor [<mailto:mayor@city.waltham.ma.us>]

Sent: Friday, September 22, 2017 4:05 PM

To: Joe Pasquale <jpasquale@rmd-inc.net>

Subject: FW: Amazon RFP responses

FYI

JAM

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

Sent: Friday, September 22, 2017 3:45 PM

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



rmd

retail mgmt & development

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Kaufman, Samantha \(EOHED\)](#)
Subject: for EOD
Date: Thursday, September 28, 2017 4:11:16 PM

Hi – for EOD. Thanks!

Boston Globe

(Today, tomorrow) Chesto asked for state tax breaks given to Insulet. HED provided background about the incentive provided by Mass Life Sciences Center and Action TIF approved at June EDIP meeting.

Boston Globe

(Today, tomorrow) Josh Miller posted a story today that will appear in print tomorrow about how big of a financial package should be offered to Amazon. He included information about the state's current cap on incentives.

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: O'Bryan, Brendan
To: [Kennealy, Michael \(EOHED\)](#)
Cc: [Leshan, Tim](#)
Subject: Re: Introduction
Date: Thursday, September 28, 2017 4:25:01 PM
Attachments: [Bezos, Jeff 9.26.17.pdf](#)

Hi Mike,

Sorry again for the delay. Attached here is a letter President Aoun sent yesterday to Jeff Bezos. It includes much of the information that you told Tim would be useful to you guys. We're also putting together a one pager that synthesizes this and more, but it's not quite complete yet. I wanted to make sure we got you something today, as promised. I'll follow up with the other document when it's complete (hopefully tomorrow).

Let us know if you need anything else.

Brendan

Brendan P. O'Bryan

Northeastern University

Government Relations

(617) 373-8709

From: "Kennealy, Michael (SEA)"

Date: Thursday, September 28, 2017 at 1:26 PM

To: "O'Bryan, Brendan"

Subject: RE: Introduction

Great

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: O'Bryan, Brendan [mailto:b.obryan@northeastern.edu]

Sent: Wednesday, September 27, 2017 4:40 PM

To: Kennealy, Michael (EOHED)

Subject: Re: Introduction

Hi Mike,

We're still finishing up a document for you. We should have it over to you tomorrow if that's ok.

Thanks and sorry for the delay,

Brendan

Brendan P. O'Bryan

Northeastern University

Government Relations

(617) 373-8709

From: "Kennealy, Michael (SEA)" <michael.kennealy@state.ma.us>
Date: Friday, September 22, 2017 at 10:56 AM
To: "Leshan, Tim" <t.leshan@northeastern.edu>
Cc: "Shaheen, Rachel" <r.shaheen@northeastern.edu>, "O'Bryan, Brendan" <b.obryan@northeastern.edu>
Subject: RE: Introduction

Great – 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: Leshan, Tim [<mailto:t.leshan@northeastern.edu>]
Sent: Thursday, September 21, 2017 5:26 PM
To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>
Cc: Shaheen, Rachel <r.shaheen@northeastern.edu>; O'Bryan, Brendan <b.obryan@northeastern.edu>
Subject: Re: Introduction

Mike – thanks for speaking with me earlier. We are working on gathering the materials you ask for. I will be away next week on work travel, but Brendan in my office will be following up. We are excited to be part of the Commonwealth's effort to attract Amazon.

Tim

From: Mike Kennealy <michael.kennealy@state.ma.us>
Date: Thursday, September 21, 2017 at 10:49 AM
To: "Leshan, Tim" <t.leshan@northeastern.edu>
Cc: Rachel Shaheen <r.shaheen@northeastern.edu>
Subject: RE: Introduction

2pm today works great – please call my office number then or let me know the best number to reach you on. Looking forward to speaking – 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: Leshan, Tim [<mailto:t.leshan@northeastern.edu>]

Sent: Thursday, September 21, 2017 10:43 AM

To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>

Cc: Shaheen, Rachel <r.shaheen@northeastern.edu>

Subject: Re: Introduction

Mike - Looks like I'm free from 2-4. Would 2:00 work for you? If not feel free to suggest another time. Thanks

Tim

From: "Kennealy, Michael (EOHED)" <Michael.kennealy@MassMail.State.MA.US>

Date: Thursday, September 21, 2017 at 10:39 AM

To: "Leshan, Tim" <t.leshan@northeastern.edu>, "Ward Weeden, Aimee (EOHED)" <aimee.ward@state.ma.us>

Cc: Rachel Shaheen <r.shaheen@northeastern.edu>

Subject: RE: Introduction

Thanks Tim – can you let me know some times today?

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: Leshan, Tim [<mailto:t.leshan@northeastern.edu>]

Sent: Thursday, September 21, 2017 10:32 AM

To: Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>; Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>

Cc: Shaheen, Rachel <r.shaheen@northeastern.edu>

Subject: Re: Introduction

Thanks Aimee. Mike I'd like to set a time for a quick call this week please. I am headed out of town for work next week.

--

Tim Leshan

Vice President for Government Relations

Northeastern University

617-373-8528(w)

<http://www.northeastern.edu/governmentrelations/>

Follow us on <<http://twitter.com/TIMatNUGov>>

From: "Ward Weeden, Aimee (EOHED)" <aimee.ward@MassMail.State.MA.US>

Date: Thursday, September 21, 2017 at 10:21 AM

To: "Kennealy, Michael (EOHED)" <michael.kennealy@state.ma.us>, "Leshan, Tim" <t.leshan@northeastern.edu>

Subject: Introduction

Hi Tim,

Sorry that we have not been able to connect yet. By way of this email, I would like to introduce you to Mike Kennealy our Asst. Secretary for Business Growth. I am hoping the two of you will be able to talk sometime this week.

I will let you both take it from here!

Thanks,

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)



JOSEPH E. AOUN, PHD
PRESIDENT

COLUMBUS PLACE, SUITE 620
NORTHEASTERN UNIVERSITY
360 HUNTINGTON AVENUE
BOSTON, MASSACHUSETTS 02115

617.373.2101
617.373.5915 FAX
PRESIDENTAOUN@NEU.EDU

September 26, 2017

Mr. Jeff Bezos
Founder, Chairman, and Chief Executive Officer
Amazon.com, Inc.
1200 Twelfth Avenue South, Suite 1200
Seattle, Washington 98144

Dear Mr. Bezos,

As you prepare to review proposals in connection with locating Amazon HQ2, I strongly encourage you to select the Boston metropolitan region. Known for its flourishing hi-tech community, leading medical and scientific institutions, and world-class research universities, Boston is a global city characterized by an unrivaled innovation ecosystem. With ready access to talent, venture capital, and guided by a singular entrepreneurial ethos, Boston is poised to further help Amazon shape the digital economy of the future.

As the recognized global leader in experiential learning, Northeastern University today is the only university with campuses in both Boston and Seattle. Situated directly across from Amazon's Seattle headquarters in South Lake Union, Northeastern-Seattle has tailored its educational and research strengths to be responsive to the needs of Seattle's employers. Through the university's signature ALIGN program, piloted in Seattle, more than 600 professionals seeking to transition into jobs in high-growth industries are currently pursuing accelerated master's degrees in cybersecurity, computer science, data analytics, project management, and engineering.

Moreover, as part of Northeastern's renowned cooperative education program—which integrates real-world professional experience with classroom learning—more than 500 Northeastern students have completed full-time six-month internships at Amazon during the last five years. In Boston and in Seattle, Northeastern is helping to produce a pipeline of talent for firms like Amazon, minting some 5,000 computer science, engineering, business administration, and science graduates annually. Further, an additional three times that number comprise the annual pool of potential co-op placements.

Mr. Jeff Bezos
September 26, 2017
Page Two

In a manner distinct among educational institutions, a priority of Northeastern's use-inspired research mission is to work closely and intentionally with employers to both advance their employees' educational opportunities and to develop the real-time business solutions that are responsive to their customer needs. For example, we have co-located our research faculty side-by-side with the research and development arms of industry and government partners at the Kostas Research Institute on our Burlington, Massachusetts, innovation campus. Situated along the Route 128 hi-tech corridor, this interdisciplinary research center is already producing technological breakthroughs in advanced manufacturing, materials science, and the cybersecurity of drones.

Should Amazon select Boston, Northeastern stands ready to expand its suite of partnerships and close working relationships with the company. Today, some 400 Amazon employees hold degrees from Northeastern, including many senior executives. Several Amazon executives also serve as part-time Northeastern-Seattle faculty, and Northeastern was one of only a handful of institutions to be selected to offer an industry bootcamp as a pilot member of the Amazon Web Services Academy.

Finally, the characteristics you seek in Amazon HQ2's prospective host city are ones Boston is known for worldwide:

- The innovation and entrepreneurship ecosystem provides a wide breadth of support for the next generation of innovators and continues to attract budding startups.
- The city is a leader in sustainability and combating the impacts of climate change. Boston was the first city in the nation to require private developers to meet the standards of the LEED rating system. Northeastern has five LEED-certified buildings on its Boston campus alone.
- Among Boston's universities and colleges, you will find thousands of students and researchers from around the world working tirelessly toward solving global societal challenges to make our communities more livable.

Thank you for your consideration of Boston's siting proposal. I look forward to this and other opportunities to strengthen and grow the Northeastern-Amazon partnership in the months and years ahead.

Sincerely,



Joseph E. Aoun
President

From: [LePage, Robert \(EOE\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Servetnick, Adrian \(EOHED\)](#)
Cc: [Sahni, Aneesh \(EOE\)](#)
Subject: RE: Amazon RFP/ Project Rufus - EoE
Date: Thursday, September 28, 2017 4:47:49 PM
Attachments: [Copy of EOE for EOWLD AZ Private Institution Degrees AS.xlsx](#)

Aimee please see attached.

Agreed - Aneesh is awesome!

Anything else needed immediately?

I will work on highlights as we talked and get with Secretary Peyser to confirm. Timeline needed?

Let us know how we can help.

BL

From: Ward Weeden, Aimee (EOHED)
Sent: Wednesday, September 27, 2017 11:23 AM
To: LePage, Robert (EOE); Servetnick, Adrian (EOHED)
Cc: Sahni, Aneesh (EOE)
Subject: RE: Amazon RFP/ Project Rufus - EoE
Awesome – 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: LePage, Robert (EOE)
Sent: Tuesday, September 26, 2017 12:06 PM
To: Ward Weeden, Aimee (EOHED); Servetnick, Adrian (EOHED)
Cc: Sahni, Aneesh (EOE)
Subject: RE: Amazon RFP/ Project Rufus - EoE
We will send over the private school information as well in the next 48 hrs.
I talked with Senior Staff team and we will also work on the list of items that makes MA education unique.
BL

From: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, September 26, 2017 11:21 AM
To: LePage, Robert (EOE); Servetnick, Adrian (EOHED)
Cc: Sahni, Aneesh (EOE)
Subject: RE: Amazon RFP/ Project Rufus - EoE
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: LePage, Robert (EOE)
Sent: Friday, September 22, 2017 10:20 AM
To: Servetnick, Adrian (EOHED)
Cc: Ward Weeden, Aimee (EOHED); Sahni, Aneesh (EOE)
Subject: RE: Amazon RFP/ Project Rufus - EoE

Good morning Adrian and Aimee,

Follow up as requested. Our new Lee Fellow Aneesh has been working with me to draft a first take. Please see attached a workbook (please note sheet tabs) we assembled for you for public institution graduates by credentials. If on target we will also finish up the another document to provide the data on the private institutions.

We reviewed all program and classified them into categories as noted/requested to give you an ability to sort and summarize. We provide data on 2013,14,15, We provided the information by degree level and also by type of public intuitions. We also provided the raw data in multiple forms in case you want to cut it in a few ways,

We have pulled the private data and worked on assembly but want to make sure you have what you need. Please confirm so we can meet your 9/26 timelines.

If you would like us to use the research we learned in developing LMI for WSC regional planning to make a total number of likely graduates to be available to be employed in MA we can develop a calculations.

Please let us know how we can help on data.

Aimee I am also working on some other education highlights you requested.

Thanks

BL

From: Servetnick, Adrian (EOHED)
Sent: Wednesday, September 20, 2017 3:30 PM
To: LePage, Robert (EOE)
Subject: Amazon RFP/ Project Rufus - EoE

Bob-

Aimee asked me to reach out to you on educational pathways, interesting partnerships, and K-12/ university programs that help build talent pipelines around software engineering, std. engineering, legal, accounting, and executive talent (business school graduates, etc). Unfortunately the timeline on this is rather compressed, and I apologize for that. Can you get us the information by 9/25?

Many thanks for your help, and feel free to call with any questions-

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

Degrees for All Private Institutions

| | |
|-------|--|
| Bus | = Business Related Programs |
| Legal | = Legal related programs |
| Comp | = Computer and IT related programs |
| Eng | = Engineering related programs |
| Other | = Other (not the above codes) programs |

| | 2013 | 2013 | 2013 | 2013 | 2013 | 2013 | 2013 | 2013 |
|-------|------------------------|-------------------------|-------------------------|-----------|----------|------------------------|--------|---------------------------------|
| | Certificate (0-1 Year) | Certificate (1-2 Years) | Certificate (2-4 Years) | Associate | Bachelor | Post-Bacc. Certificate | Master | Certificate of Adv. Grad. Study |
| Bus | 60 | 32 | - | 343 | 8,480 | 119 | 8,395 | 12 |
| Legal | 2 | 36 | - | 21 | 110 | 18 | 432 | - |
| Comp | 82 | 105 | - | 174 | 989 | 1 | 965 | - |
| Eng | 3 | 132 | - | 168 | 2,481 | 8 | 1,876 | 3 |
| Other | 2,416 | 4,249 | 1,003 | 1,567 | 26,096 | 368 | 17,991 | 628 |
| Total | 2,563 | 4,554 | 1,003 | 2,273 | 38,156 | 514 | 29,659 | 643 |

| | 2014 | 2014 | 2014 | 2014 | 2014 | 2014 | 2014 | 2014 |
|-------|------------------------|-------------------------|-------------------------|-----------|----------|------------------------|--------|---------------------------------|
| | Certificate (0-1 Year) | Certificate (1-2 Years) | Certificate (2-4 Years) | Associate | Bachelor | Post-Bacc. Certificate | Master | Certificate of Adv. Grad. Study |
| Bus | 100 | 134 | - | 416 | 8,607 | 151 | 8,617 | 11 |
| Legal | 46 | 19 | - | 9 | 108 | 1 | 460 | - |
| Comp | 138 | 94 | - | 154 | 1,179 | 2 | 1,022 | - |
| Eng | 6 | 193 | - | 172 | 2,696 | 17 | 2,035 | - |
| Other | 3,510 | 3,209 | 937 | 1,473 | 26,374 | 331 | 17,846 | 813 |
| Total | 3,800 | 3,649 | 937 | 2,224 | 38,964 | 502 | 29,980 | 824 |

| | 2015 | 2015 | 2015 | 2015 | 2015 | 2015 | 2015 | 2015 |
|-------|------------------------|-------------------------|-------------------------|-----------|----------|------------------------|--------|---------------------------------|
| | Certificate (0-1 Year) | Certificate (1-2 Years) | Certificate (2-4 Years) | Associate | Bachelor | Post-Bacc. Certificate | Master | Certificate of Adv. Grad. Study |
| Bus | 75 | 117 | - | 306 | 8,873 | 29 | 8,079 | 60 |
| Legal | 14 | 43 | - | 10 | 91 | - | 533 | - |
| Comp | 125 | 127 | - | 142 | 1,424 | 3 | 1,684 | 45 |
| Eng | 6 | 135 | - | 135 | 2,743 | 5 | 2,068 | - |
| Other | 2,262 | 3,238 | 947 | 1,597 | 26,405 | 448 | 17,697 | 555 |
| Total | 2,482 | 3,660 | 947 | 2,190 | 39,536 | 485 | 30,061 | 660 |

Total # of Degrees Awarded over 3 years

| | 2013-15 | 2013-15 | 2013-15 | 2013-15 | 2013-15 | 2013-15 | 2013-15 | 2013-15 |
|-----|------------------------|-------------------------|-------------------------|-----------|----------|------------------------|---------|---------------------------------|
| | Certificate (0-1 Year) | Certificate (1-2 Years) | Certificate (2-4 Years) | Associate | Bachelor | Post-Bacc. Certificate | Master | Certificate of Adv. Grad. Study |
| Bus | 235 | 283 | - | 1,065 | 25,960 | 299 | 25,091 | 83 |

| | | | | | | | | |
|-------|-------|--------|-------|-------|---------|-------|--------|-------|
| Legal | 62 | 98 | - | 40 | 309 | 19 | 1,425 | - |
| Comp | 345 | 326 | - | 470 | 3,592 | 6 | 3,671 | 45 |
| Eng | 15 | 460 | - | 475 | 7,920 | 30 | 5,979 | 3 |
| Other | 8,188 | 10,696 | 2,887 | 4,637 | 78,875 | 1,147 | 53,534 | 1,996 |
| Total | 8,845 | 11,863 | 2,887 | 6,687 | 116,656 | 1,501 | 89,700 | 2,127 |

Average Annual Degees Awarded (Three year)

| | Certificate (0- | Certificate (1- | Certificate (2- | Associate | Bachelor | Post-Bacc. Ce | Master | Certificate of / |
|-------|-----------------|-----------------|-----------------|-----------|----------|---------------|--------|------------------|
| | 4 Years) | 4 Years) | 4 Years) | | | | | |
| Bus | 78 | 94 | - | 355 | 8,653 | 100 | 8,364 | 28 |
| Legal | 21 | 33 | - | 13 | 103 | 6 | 475 | - |
| Comp | 115 | 109 | - | 157 | 1,197 | 2 | 1,224 | 15 |
| Eng | 5 | 153 | - | 158 | 2,640 | 10 | 1,993 | 1 |
| Other | 2,729 | 3,565 | 962 | 1,546 | 26,292 | 382 | 17,845 | 665 |
| Total | 2,948 | 3,954 | 962 | 2,229 | 38,885 | 500 | 29,900 | 709 |

2013 2013 2013

| Doctoral | First- Professional Degree | Total |
|----------|----------------------------------|--------|
| 158 | - | 17,599 |
| 2,525 | - | 3,144 |
| 68 | - | 2,384 |
| 502 | - | 5,173 |
| 4,271 | - | 58,589 |
| 7,524 | - | 86,889 |

2014 2014 2014

| Doctoral | First- Professional Degree | Total |
|----------|----------------------------------|--------|
| 148 | - | 18,184 |
| 2,381 | - | 3,024 |
| 61 | - | 2,650 |
| 547 | - | 5,666 |
| 4,411 | - | 58,904 |
| 7,548 | - | 88,428 |

2015 2015 2015

| Doctoral | First- Professional Degree | Total |
|----------|----------------------------------|--------|
| 157 | - | 17,696 |
| 2,243 | - | 2,934 |
| 76 | - | 3,626 |
| 518 | - | 5,610 |
| 4,656 | - | 57,805 |
| 7,650 | - | 87,671 |

2013-15 2013-15 2013-15

| Doctoral | First- Professional Degree | Total |
|----------|----------------------------------|--------|
| 463 | - | 53,479 |

| | | |
|--------|---|---------|
| 7,149 | - | 9,102 |
| 205 | - | 8,660 |
| 1,567 | - | 16,449 |
| 13,338 | - | 175,298 |
| 22,722 | - | 262,988 |

| Doctoral | First-Professio | Total |
|----------|-----------------|--------|
| 154 | - | 17,826 |
| 2,383 | - | 3,034 |
| 68 | - | 2,887 |
| 522 | - | 5,483 |
| 4,446 | - | 58,433 |
| 7,574 | - | 87,663 |

From: Maria Josefson
To: [Kennealy, Michael \(EOHED\)](#)
Cc: [Tony Sousa](#)
Subject: RE: Amazon RFP responses
Date: Thursday, September 28, 2017 6:13:04 PM
Attachments: [Municipality Application Amazon Everett.docx](#)

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

Municipality City of Everett

Site Map: Exxon Tank Farm



Site Size (Acres) 64.23 acres

Full Buildout Capacity (Sq. Ft) _____

Proximity to:

| | |
|-----------------------|--|
| Population Center | Boston/Somerville: adjacent cities |
| Major Highway | 93 – Expressway: 3.0 miles, 11 minutes (drive time) |
| Regional Train | Pan-AM Rail (South Station): 4.0 miles, 15 minutes (drive time), 30 minute commute (by public transport) |
| International Airport | Boston – Logan: 4.5 miles, 20 minutes (drive time), 40 minute commute* (by public transport) |

* Once Silver Line Extension to Chelsea is completed (Spring 2018), commute time likely to be cut in half.

Local Tax Relief Available (Y/N) Yes

Ownership Exxon

Additional advantages of site location: proximity to Wynn Resort Casino and the Lower Broadway Economic Development District.

From: [Henderson, Richard](#)
To: [Kennealy, Michael \(EOHED\)](#)
Subject: Project Rufus and Housing
Date: Thursday, September 28, 2017 6:40:23 PM
Attachments: [170920 WHTF Proposal for bid for Amazon HQ2 09 20 17.pdf](#)

Hi Mike, passing on the attached from Ted Carman, who writes:

As you know, Eleanor and I have been working for some time on developing and advocating for the Workforce Housing Trust Fund, a program that was passed in the Economic Development bill in 2016, but not yet implemented by the Administration. We believe that the lack of availability of market rate housing will be a major obstacle to Boston's competitiveness in the Amazon bid. The article in the Globe today about Jeff Bezos' connections with and knowledge of the Boston area emphasizes the extent to which he is analytical, focused on the key issues, and is unemotional about decision making. Consequently, we think that not addressing the housing and employment issues up front and head on in the initial bid proposal will significantly reduce the effectiveness of the proposal.

We also believe that the WHTF can be a significant element in the response to that issue. Our studies show that implementing the WHTF at scale is eminently affordable by the State. We, along with Barry Bluestone, have prepared a detailed analysis demonstrating why this is the case. We would be happy to share it with you, if you would like to see it.

The attached document, written by Eleanor, Barry Bluestone and myself makes the case for the WHTF being part of the Amazon Bid. Feel free to use this as you work on the bid, and feel free to pass it along to anyone else who may be interested/involved. If you (or they) have any questions, they can reach Eleanor by email above or at 617-924-7240 x11 or they can reach me by email or at the phone numbers below.

Thought it might be of interest.

Richard

Richard Henderson
Executive Vice President, Real Estate
MassDevelopment
99 High Street
Boston, MA 02110
617-330-2096 (land)
Exemption (c) (cell)

Concord Square Planning & Development, Inc.

How to win the bid for the new Amazon Headquarters

Ted Carman, Concord Square Planning & Development, Inc.

Eleanor White, Housing Partners, Inc.

**Barry Bluestone, Senior Fellow, the Boston Foundation, and
Professor of Political Economy Northeastern University**

September 20, 2017

I. Executive Summary:

A major challenge for a Boston bid for the new Amazon Headquarters is the shortage and high cost of housing in Greater Boston. This paper suggests a commitment to the Workforce Housing Trust Fund as an effective response. The program:

- Is on the books as part of the 2016 Economic Development Bill;
- **Represents a net positive revenue source for the state in both the short and long term;**
- Can be implemented quickly;
- Could finance the production of 50,000 housing units – one for each proposed Amazon job – not directly for Amazon’s new employees, but to normalize the housing markets in Greater Boston and the state.

Boston would appear to be well positioned to compete for the recently announced new headquarters for Amazon – it was one of three finalists in an analysis done by the New York Times. However, there is an Achilles Heel to the Boston proposal, and that is the high cost of housing and the constrained transportation system in Massachusetts. There is a high probability that adding 50,000 new jobs for one employer over the next 15 years will dramatically exacerbate the situation, making the current housing and transportation challenges even greater.

Because Amazon’s workforce is so well-paid, it is likely that its new employees will be able to afford the price of housing and the rents charged in our overheated housing market. But without a greater supply of housing, these new Amazon workers will outcompete those now living in the region for the existing housing, forcing working families to find cheaper housing further and further from the city. Amazon may even have to boost the wages they are offering to attract 50,000 employees to locate here when these highly-skilled workers have good job opportunities in lower housing cost cities.

There is a solution to this problem so that we can both compete to be Amazon’s choice, and welcome Amazon to Boston without creating hardship for many who already live here.

Accordingly, it is proposed that the Commonwealth make a commitment to provide financing for 50,000 new housing units under the Workforce Housing Trust Fund Program (“WHTF”). The idea is that one new housing unit would be financed and created for each new job that Amazon brings. The WHTF program provides the gap financing required in order to build market rate housing in specific districts in the 26 Gateway Communities of the Commonwealth. 21 of the 26 communities lie within the overall Boston economic and housing market. The 50,000 incremental new units will serve to provide housing for working families and therefore limit the upward pressure on home prices and rents throughout the region.

This plan would address the need for housing at the same time as revitalizing one of the great latent, underutilized resources of the Commonwealth, the downtowns of the Gateway Cities – cities such as Lawrence, Lowell, Salem, Worcester and Brockton. It would result in dramatically increasing the sustainability of the Massachusetts Economy as a whole – as the Gateway Cities are revitalized with thousands of units of market rate housing, they become attractive places to live and work, bringing in not only residents, but start-up and small companies into their downtowns. This will spread the benefits of the Boston economy into areas that already have the infrastructure (streets, sidewalks, utilities, wonderful historic buildings) and the intangibles of Main Street America. It will take housing and economic pressure off the inside Route 128 area, thereby reducing congestion and moderating rent and wage increases.

Shirley Leung, in a Boston Globe Column¹, suggests that only by thinking big will Boston be able to prevail in this competition. With regard to a potential Suffolk Downs location, she suggests upgrades to Route 1, and a direct connection between the Blue Line and the Red Line at Charles Street. This will help meet the transportation challenge. Both good, essential ideas. However, **Thinking Big** must also address high housing costs, especially for those already living here.

The WHTF program is an ideal mechanism for this purpose. It qualifies as **Thinking Big**. The legislation for the program is in place. Detailed projections show that the increased taxes and profit-sharing will result in \$5.00 of return for each \$1.00 of initial expenditure. Further, if the initial cost is paid for with the proceeds of taxable bonds, the projections show that the increased benefits are 2.7 times the cost of the debt service on the bonds. **The program pays for itself over time.**

¹ Shirley Leung, Boston Globe Article “To Lure Amazon, Boston must think big, just like Jeff Bezos”
September 13, 2017

II. Background

It has been reported in the press that Suffolk Downs in East Boston could be a strong contender to become the second headquarters for Amazon (“HQ2”). Reviews suggest that it would score well on most of the criteria, including:

1. A large talent pool for executive and tech employees;
2. An exceptionally strong university, technology, and health care environment;
3. The availability of a highly functional and extensive mass transit system – with two Blue Line stops at the site and extensive commuter rail connections;
4. Proximity (next door) to the airport;
5. Stable and well-run government;
6. High quality education and health care systems across the State, making it a desirable place for workers.

In a recent article,² the New York Times went through an evaluation process to identify the most likely winner of the competition, and Boston was one of the final three cities. Boston was eliminated by the authors because “It’s hard to imagine where Boston would find the room for ... 8 million square feet of office space.” They were not aware of the 160 acres at Suffolk Downs, on the T and next to the Airport. They picked Denver as the best, but Denver cannot compare to Boston’s universities, culture, business, and transportation offerings.

The Times put Boston in the category of those cities with the best job growth over the last ten years, which is correct. That is, it is correct for the **last** ten years. However, the Achilles Heel of a potential Boston bid is that projections for the future of Greater Boston show abysmal job growth. The demographic experts agree; job growth between 2015 and 2030 will be practically zero with most of the net population growth being aging baby boomers who are retiring from the labor market. The Metropolitan Area Planning Council in their 2014 report have two scenarios for job growth: their **Status Quo projection is based on a continuation of current trends in population, out-migration, births and deaths and housing occupancy**. Under the Status Quo scenario, the number of people in the Workforce is projected to grow by only .4% over the thirty years from 2010 to 2040. That is four tenths of one percent. And it is not four tenths of one percent per year, but four tenths of one percent for the entire thirty years – about 10,000 more workers than the 2,516,000 who were in the 2010 workforce. **This amounts to zero job growth looking forward.**

Even under the MAPC Stronger Region scenario, the workforce will grow by only 6.9% over that 30-year period, or by 173,000 workers. The Stronger Region estimates also show a 4% growth in the workforce from 2015 to 2030, or 109,000 additional workers.

² Article: “Dear Amazon, We Picked Your New Headquarters for You”, by Emily Badger, Quoc Trung Bui and Clair Cain Miller, September 9, 2017.

This amounts to an annual growth rate of .262%. Still, practically zero, particularly in the context of the Amazon requirement for 50,000 new workers.

Alan Clayton Matthews, a Northeastern University economist, Mass Benchmarks, the New England Economic Partnership, and studies by the Donohue Institute of the University of Massachusetts have all reached the same conclusions.

Multiple studies and analyses have shown that that the problem is one of high housing costs. And it is clear that these high costs are a result of the lack of elasticity in the housing supply in Greater Boston. For instance, according to an analysis by Ed Glaeser and Joe Gyourko³, economics professors at Harvard and the Wharton School, Greater Boston has the second highest cost impact from restrictive housing policies of any metropolitan area in the country, exceeded only by San Francisco.

It is not the case that Greater Boston economy is incapable of generating a large quantity of new jobs; quite the opposite. The State's own website⁴ estimates that there could be 20,000 new jobs created per year between 2014 and 2024. Boston's economy already has a significant capacity to create new jobs. Extrapolations from a paper by Hsieh and Moretti⁵ indicate that the economy could, with a sufficient supply of reasonably priced housing, create jobs at a rate of 37,000 per year. Not the 11,000 for 30 years that MAPC says will be the outcome from a continuation of current trends and policies. Not the 109,000 new jobs from 2015 to 2030 in MAPC's Stronger Region Scenario, but 37,000 jobs per year, each year, and every year. That is the potential.

The Hsieh and Moretti paper also demonstrates that when the economy has the capacity to create a large number of jobs and the housing supply is constrained, the result is both (a) much higher housing costs, and (b) many fewer jobs being filled, at much higher wages.

Thus, if Amazon were to come to Boston, they could probably find the 50,000 workers, and the other aspects of their wish-list would be satisfied. But the impact on the region would be a dramatic further spike in housing costs, and a concurrent increase in the cost of labor – in other words, wages would need to be much higher to attract the 50,000 new workers than would be the case in, for instance, Denver (the winner in the NY Times analysis).

Thus, the shortage of housing in the face of increasing demand (the need for thousands of new employees) will cause a spike in housing costs and will require higher wages to induce Amazon workers to live in the area.

³ Ed Glaeser, economics professor at Harvard, and Joe Gyourko, professor at the Wharton School at the University of Pennsylvania, article in the NY Times by Conor Dougherty, 02-10-17).

⁴ Executive Office of Labor and Workforce Development.

⁵ Chang-Tai Hsieh of the University of Chicago and Enrico Moretti of the University of Chicago: "Why Cities Matter; Local Growth and Aggregate Growth," May 2015

As Amazon reaches this conclusion, which would appear to be inevitable, it is highly likely to disqualify any Boston proposal.

That is, unless we can demonstrate to Amazon that we have a solution to the housing challenge.

III. How to Deal with the Issue of Housing Costs: The Workforce Housing Trust Fund

It is therefore proposed that the Commonwealth make a commitment to Amazon that it will provide the key financing necessary for the construction of one new market rate housing unit for each new job that is brought to Boston by Amazon over the next fifteen years – a total of as many as 50,000 new housing units.

This housing will provide the increased supply necessary to keep housing costs reasonable and to avoid major increases. The new housing will enable workers to move to the region because they will have a place to live that is not exorbitantly expensive and take pressure off the prices and rents of the existing housing stock so as to limit displacement of existing working families in the region.

These new units would be over and above the historic housing production that is financed with State and Federal assistance – which amounts to approximately 1,500 units per year. It will also be over and above the housing production of the private sector.

The proposed financing vehicle for this increased production of housing is the recently enacted Workforce Housing Trust Fund (“WHTF”), which was passed as part of the Economic Development Bill of August 10, 2016.

The WHTF provides “support” for market rate housing in Gateway Cities. The housing must be in a Housing Development Incentive Program (“HDIP”) District. It can be either new construction or renovated units in existing buildings. The support can equal up to 50% of the cost of the housing, and is expected to be in the form of a 30 or 40-year loan with a zero-interest rate that is subordinated to other financing, and which will be non-recourse to the borrower. The loan is to be repaid to the Commonwealth with 25% of the cash flow and 25% of the profits on sale or refinancing of the development. It can be combined with State and Federal Historic Tax Credits in the case of renovated buildings.

This program was intended from its conception to be a “production” program, and has been structured so that the increased taxes and the profit sharing realized by the Commonwealth (solely because of the WHTF housing units) exceed the program’s costs by five times over a projected 30-year period. It is proposed that that the Commonwealth sell taxable bonds to provide the initial funding for the program. The increased State Revenues are projected to be 2.7 times the cost of the debt service. Therefore, this is a program that is affordable by the Commonwealth.

The Gateway Cities are the 26 Cities in the Commonwealth with populations that exceed 35,000, and which have a higher than the State average unemployment rate and a lower than the State average educational attainment. Sixteen of these Cities are connected to downtown Boston by the T – either commuter rail, the subway or bus system. An additional five are in the Route 495 region, and therefore part of the integrated Boston Economy⁶.

It is not suggested that the potential 50,000 housing units to be financed with the WHTF program would be housing in which 50,000 Amazon workers would live. Instead, these units would be additions to the overall supply of housing within the Greater Boston housing market reducing housing price pressures everywhere in the region and for all households.

As an example, consider a doctor working at St. Elizabeth's in downtown Worcester. If high quality market rate housing was available near the hospital, which the WHTF program would make feasible, this doctor could live near his or her job, instead of, for instance, taking an apartment in Natick or Framingham. In Natick or Framingham, as a result, there would be an additional apartment available to the rental stock. And that apartment could be rented to someone working in Boston, and taking the commuter rail line to South Station. The housing built in Worcester, in this case, results in a housing unit being available for someone working in Boston.

Further, some of the new market rate apartments in Worcester would be rented to people who work in Boston, and would get there each day via the commuter rail system from Union Station. The same applies to new apartments that might be built in Brockton, Attleboro, Lowell, Lawrence, and other Gateway Cities.

Because the Gateway Cities, almost without exception, welcome new market rate housing to their downtown areas, it is relatively easy to obtain zoning and other local approvals. Because most of the downtowns are somewhat economically depressed, land and building acquisition costs are reduced. As a result, housing financed with the WHTF will generally be affordable to those in the “workforce.”

This concept would bring thousands of new housing units into the downtowns of the Gateway Cities. It would put people on the streets with money in their pockets (the

⁶ Cities connected to Downtown Boston by Commuter Rail or the T:

16 in total: Attleboro, Chelsea, Leominster, Lynn, Malden, Quincy, Revere, Everett, Peabody, Salem, Brockton, Fitchburg, Haverhill, Lawrence, Lowell, and Worcester.

Those within the Route 495 region:

5 in total: Methuen, Taunton, Fall River, New Bedford, and Barnstable

Those in Western Mass:

5 in total: Springfield, Chicopee, Holyoke, Westfield, and Pittsfield.

program does not have restrictions on incomes of tenants or the level of rents that can be charged). It is anticipated that this will result in dramatic increased investment in the areas, new coffee shops, retail, restaurants and other typical urban amenities that follow new housing. These downtowns will become much more attractive places to live and work.

As a result, it is anticipated that because of the new housing and the upgrades, that startups and small companies looking for less expensive space will be attracted to these downtown centers.

This will act to reduce the competition for office space within the Route 128 area – and therefore will act to reduce the rate of increase in commercial rent levels in the Boston, Cambridge, Somerville markets. It will help absorb the increased business activity that Amazon's new HQ2 will bring to the area, and help moderate commercial rent levels.

The Springfield, Holyoke, Chicopee, Westfield areas could also benefit from a significant quantity of new market rate housing. To the extent that the housing can change the perception of their downtown areas, these areas will attract new investment, and, again, potentially serve as locations for the start-ups and smaller companies that will benefit from the strong economy in Boston. They will, like Worcester, New Bedford and Brockton, be a safety valve for the office / business expansion that can be reasonably expected from adding 50,000 workers at Amazon in downtown Boston.

It should be noted that 50,000 new housing units will provide homes for approximately 83,000 new workers in the Commonwealth's economy. According to MAPC and other analyses, each new home is likely to have 1.67 workers (the headship rate is .6). Accordingly, a commitment to build 50,000 housing units under the program (3,333 per year for 15 years) will provide housing for economic expansion beyond the needs of Amazon.

IV. Sustainability:

The Amazon RFP makes clear that Amazon is committed to sustainability. Typically, these concepts are focused on the buildings and the site. The essence of the WHTF program, carried out at the scale suggested, is that it will enhance true sustainability for the Commonwealth as a whole, over the long term. It will serve to re-integrate the Gateway Cities into the State's economy; their downtowns will become liveable and attractive, spreading wealth throughout the State, and addressing multiple levels of inequality. This is true sustainability, and this is **Thinking Big**, as Shirley Leung suggests is the appropriate way to respond to the Amazon RFP.

V. Enhancements to WHTF to respond to the Amazon Opportunity

As part of this proposal it is suggested that a modification to the WHTF program could be helpful. Since the volume of housing needed is high, and to expand the number of potential housing sites, the program might also be opened up to older industrial communities that meet the unemployment and education requirements for Gateway Cities, but whose populations are too small to meet the 35,000 criteria. This would be a boon for many smaller communities, which have significant quantities of underutilized old industrial buildings that could be renovated. It could lead to the revitalization of their town centers – again contributing to the overall sustainability of the economy of the Commonwealth.

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Ng, Albert](#)
Subject: Re: Revised outline
Date: Thursday, September 28, 2017 7:15:54 PM
Attachments: [Project RUFUS storyboard v4 \(1\).vsdx](#)
[Project RUFUS storyboard v4.pdf](#)

Hi Albert,

The updated storyboard is attached. Let us know if you have any questions.

Thanks!

From: Ward Weeden, Aimee (EOHED)
Sent: Thursday, September 28, 2017 5:50 PM
To: Ng, Albert
Cc: Goodall, Devon L. (MOBD)
Subject: Re: Revised outline

Devon can you follow up with Dan on revised storyboard.

Thriving economy should be take out and energy/environment should be added before transportation.

Thanks!

Aimee
617-356-3037

Sent from my iPhone

On Sep 28, 2017, at 5:48 PM, Ng, Albert <ANG@VHB.com> wrote:

Hi,

Per our conversation, when do you think you'll send the revised outline over? I think we discussed with Mike that it would be some time tonight. When it's available please post and let me know when it's up. Thanks!

Albert

Get [Outlook for iOS](#)

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.

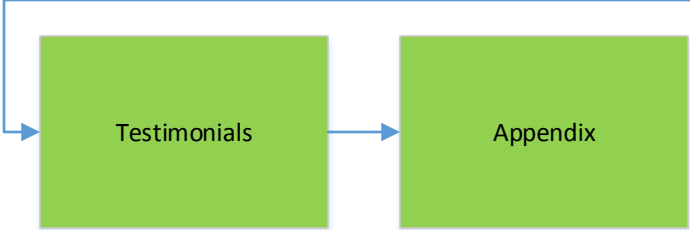
Vanasse Hangen Brustlin, Inc. | info@vhb.com

Attachment Project RUFUS storyboard_v4 (1).vsdx (26220 Bytes) cannot be converted to PDF format.

Storyboard for Project RUFUS

9/28/17 v.4

Working Theme: "Massachusetts is an innovation engine fueled by an unmatched talent pool"



From: [Lepore, Kristen \(GOV\)](#)
To: [Ash, Jay \(EOHED\)](#); [Beaton, Matthew \(EEA\)](#); [Sudders, Marylou \(EHS\)](#); [Peyser, Jim \(EOE\)](#); [Acosta, Rosalin \(EOLWD\)](#); [Pollack, Stephanie \(DOT\)](#); [Bennett, Daniel \(EPS\)](#); [Nunnely, Mark \(EOTSS\)](#); [Heffernan, Michael \(ANF\)](#); [Povich, Lon \(GOV\)](#); [Buckley, Timothy \(GOV\)](#); [Mahoney, Elizabeth K. \(GOV\)](#); [Barrera, Joel \(GOV\)](#); [Weikel, Adam \(GOV\)](#); [Coleman, Ryan \(GOV\)](#); [Sprague, Kaitlyn C. \(GOV\)](#); [Ahern, Scott \(GOV\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Ianno, Dominick \(ANF\)](#); [Reale, Ann \(EOE\)](#); [Neal-Johnson, Stephanie \(EOLWD\)](#); [Tesler, Jamey \(DOT\)](#); [Vallarelli, Michael \(GOV\)](#); [D'Arbeloff, Mindy \(GOV\)](#); [Rojas, Jabes \(GOV\)](#); [Wehrs, Brianna \(GOV\)](#); [Serpa, Dean \(GOV\)](#); [Guyton, Elizabeth \(GOV\)](#); [Pitman, William \(GOV\)](#); [Chabot, Emily K. \(GOV\)](#); [Judd Stein, Cathy \(GOV\)](#); [Darcy, Leslie \(EHS\)](#); [Cahill, Alexandra E. \(GOV\)](#); [Ullman, Rebecca \(EEA\)](#); [Pessah, Laurie \(EOTSS\)](#)
Subject: Cabinet Agenda
Date: Thursday, September 28, 2017 7:40:13 PM

Good Evening,

Below please find tomorrow's cabinet agenda.

1. Welcome
2. Updates (Elizabeth)
 - A. Key Dates and Deadlines
 - B. Key Anniversaries
 - C. Weekly Tracker
3. Amazon (Secretary Ash)
4. New Bedford Cabinet Meeting (Elizabeth and Kristen)
5. Puerto Rico Response (Tim and Kristen)
6. Round the Table

From: [Sullivan, Jennifer F. \(ANF\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Fwd: Rufus Rider #3
Date: Thursday, September 28, 2017 8:00:29 PM
Attachments: [Rufus Rider #3.docx](#)
[ATT00001.htm](#)

This is incentives section so far. Still a draft--I am open to any suggestions on style, length, etc. My boss hasn't signed off so I have to reserve his right to make changes, but I want to move the conversation along and get feedback if you want something different. Thanks for all your work on this. I do appreciate it. I'm just a worrier.

Thanks,

Jen

[7.1] INCENTIVES

The Commonwealth's incentive programs are designed to attract, encourage and promote innovators and job creators in Massachusetts. In concert with our unparalleled talent pool, our thriving ecosystem, our unique culture and quality of life, and the array of desirable sites, we believe Massachusetts is an ideal place in which to locate Amazon HQ2. We look forward to working with you on an incentive package that meets your needs and addresses the specific site and project of your choice.

[7.1.1] Tax Credits

Economic Development Incentive Program (EDIP)

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 state tax incentives in exchange for job creation and private investments. The Economic Assistance Coordinating Council (EACC) is responsible for administering EDIP. Eligibility is project and company specific, but the Project Facts as presented in the RFP suggest that Amazon HQ2 would be eligible for maximum EDIP program awards.

EDIP tax credits are awarded quarterly on a rolling basis and are calculated based on job creation and employer investment levels. They are generally issued in accordance with milestones established in an award agreement. Some EDIP awards are refundable and transferable in accordance with their terms. The capacity of the EDIP tax credit program under current law is [\$__ million]. For more information about EDIP, see:

<http://www.mass.gov/hed/economic/eohed/bd/econ-development/application/>.

[7.1.2] Investment Programs

MassWorks

The MassWorks Program is a flexible grant program to support economic development projects including utilities, transportation, housing and pad-ready development sites. Some examples of MassWorks projects include sewers, utility extensions, streets, roads, traffic signalization, curb-cuts, parking facilities, site preparation and improvements on publicly owned land, demolition, pedestrian walkways, and water treatment systems.

[highlight example/s?]

The Commonwealth has approximately \$125 million in existing capacity, under current law, to invest in infrastructure improvements through MassWorks grants to host municipalities or other eligible development agencies, including MassDevelopment. MassWorks grants are

approved by the Secretary of Housing and Economic Development. Amazon HQ2 could be eligible for support through the MassWorks program for one or more grants over a period of years. In addition, this appropriation is regularly renewed with additional capacity. Grants are issued annually and funds are disbursed during the life of the project. The awards are not formula driven and are discretionary to the Commonwealth. For more information about MassWorks, see: <http://www.mass.gov/hed/economic/eohed/pro/infrastructure/massworks/>.

Infrastructure Investment Incentive (I-Cubed) Program

The I-Cubed program is used to finance significant public infrastructure improvements to support major new private development. I-Cubed projects are approved by the Secretary of Housing and Economic Development. Eligibility is project and company specific,

[highlight existing and planned I-Cubed project/s?]

The Commonwealth has approximately \$380 million in capacity, without further legislation, to invest in infrastructure improvements that lead to major employment or other revenue in Massachusetts. An economic development project must be approved by the host municipality, the Secretary of Administration and Finance and MassDevelopment in order to be eligible for funding. The calculation of benefits is related to the level of new state tax revenue created by the project. The scale of job creation contemplated for Amazon HQ2 is likely sufficient in each phase to support one or more I-Cubed projects. The I-Cubed program may be initiated at any time. The timing of the financing depends on the nature of the economic development project. The Commonwealth will work in partnership with any municipality with proposed economic development projects for I-Cubed financing. In addition, this program can be renewed with additional capacity.

For more information about I-Cubed, see: <http://www.mass.gov/anf/budget-taxes-and-procurement/cap-finance/i-cubed/overview-of-i-cubed.html>

[7.1.3] Infrastructure Enhancements

The Commonwealth has an active capital investment program with over [\$4 billion per year][coordinate with MassDOT to include MBTA capital plan] in expected investments from various sources, including state, federal and other funds. In fiscal 2018, the Commonwealth expects to invest over \$___ in transportation infrastructure [*cross ref transportation section*], over \$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 western Massachusetts.

In order to optimize and integrate a development with the size, scope and transformational potential of Amazon HQ2, the Commonwealth expects to dedicate substantial investment to providing necessary infrastructure improvements to meet housing, multi-modal transportation, recreation, educational, environmental, and other expectations of residents, employees and Amazon's leadership. We will make you welcome and at home.

You will find state and local officials sensitive to both your initial and ongoing cost of doing business as important members of our innovation economy. Massachusetts is a state that invests in growth for shared prosperity and values the continued vitality of our innovation ecosystem.

[cross reference Transportation, Housing]

[7.1.4] **Workforce Skills Grants**

Through the Workforce Skills Grant program, the Commonwealth connects high school and community college students and adults looking for work with the requisite skills needed for jobs in the innovation economy. The grants provide workforce training equipment to high schools, community colleges, and community-based nonprofits. Participating educational institutions collaborate with potential local employers to identify future workforce demands and skill gaps, to better match students with programming preparing them for in-demand jobs, and to provide business with the skilled workforce that meets their needs. Since the program began in fiscal 2016, the grants have impacted a total of over 10,800 students. The Commonwealth and educational institutions actively seek industry partners to identify specific skills and workforce gaps that can be addressed through this program.

[examples?] [Cape Cod Community College created learning partnerships with long-term care facilities, several health centers, and school systems throughout the Cape. Workforce skills grants from the Commonwealth funded the workforce training equipment necessary for students to gain proficiency in areas identified as high need by allied health employers in the region.][can get more information if needed/wanted]

[7.1.5] **Utility Incentives**

[who is writing this?]

[7.1.6] **Streamlined Permitting**

[EEA]

[7.1.7] **Fee Reductions**

[who is writing this?]

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [LePage, Robert \(EOE\)](#); [Servetnick, Adrian \(EOHED\)](#)
Cc: [Sahni, Aneesh \(EOE\)](#); [Lee, Daniel \(GOV\)](#)
Subject: RE: Amazon RFP/ Project Rufus - EoE
Date: Thursday, September 28, 2017 8:33:51 PM

I think we should be good for now. Adrian can you be sure this is all in the dropbox?

Looping in Dan from GOV office – he is coordinating content production.

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: LePage, Robert (EOE)

Sent: Thursday, September 28, 2017 4:48 PM

To: Ward Weeden, Aimee (EOHED) ; Servetnick, Adrian (EOHED)

Cc: Sahni, Aneesh (EOE)

Subject: RE: Amazon RFP/ Project Rufus - EoE

Aimee please see attached.

Agreed - Aneesh is awesome!

Anything else needed immediately?

I will work on highlights as we talked and get with Secretary Peyser to confirm. Timeline needed?

Let us know how we can help.

BL

From: Ward Weeden, Aimee (EOHED)

Sent: Wednesday, September 27, 2017 11:23 AM

To: LePage, Robert (EOE); Servetnick, Adrian (EOHED)

Cc: Sahni, Aneesh (EOE)

Subject: RE: Amazon RFP/ Project Rufus - EoE

Awesome – 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: LePage, Robert (EOE)

Sent: Tuesday, September 26, 2017 12:06 PM

To: Ward Weeden, Aimee (EOHED); Servetnick, Adrian (EOHED)

Cc: Sahni, Aneesh (EOE)

Subject: RE: Amazon RFP/ Project Rufus - EoE

We will send over the private school information as well in the next 48 hrs.

I talked with Senior Staff team and we will also work on the list of items that makes MA education unique.

BL

From: Ward Weeden, Aimee (EOHED)

Sent: Tuesday, September 26, 2017 11:21 AM

To: LePage, Robert (EOE); Servetnick, Adrian (EOHED)

Cc: Sahni, Aneesh (EOE)

Subject: RE: Amazon RFP/ Project Rufus - EoE

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: LePage, Robert (EOE)

Sent: Friday, September 22, 2017 10:20 AM

To: Servetnick, Adrian (EOHED)

Cc: Ward Weeden, Aimee (EOHED); Sahni, Aneesh (EOE)

Subject: RE: Amazon RFP/ Project Rufus - EoE

Good morning Adrian and Aimee,

Follow up as requested. Our new Lee Fellow Aneesh has been working with me to draft a first take. Please see attached a workbook (please note sheet tabs) we assembled for you for public institution graduates by credentials. If on target we will also finish up the another document to provide the data on the private institutions.

We reviewed all program and classified them into categories as noted/requested to give you an ability to sort and summarize. We provide data on 2013,14,15, We provided the information by degree level and also by type of public intuitions. We also provided the raw data in multiple forms in case you want to cut it in a few ways,

We have pulled the private data and worked on assembly but want to make sure you have what you need. Please confirm so we can meet your 9/26 timelines.

If you would like us to use the research we learned in developing LMI for WSC regional planning to make a total number of likely graduates to be available to be employed in MA we can develop a calculations.

Please let us know how we can help on data.

Aimee I am also working on some other education highlights you requested.

Thanks

BL

From: Servetnick, Adrian (EOHED)

Sent: Wednesday, September 20, 2017 3:30 PM

To: LePage, Robert (EOE)

Subject: Amazon RFP/ Project Rufus - EoE

Bob-

Aimee asked me to reach out to you on educational pathways, interesting partnerships, and K-12/ university programs that help build talent pipelines around software engineering, std. engineering, legal, accounting, and executive talent (business school graduates, etc). Unfortunately the timeline on this is rather compressed, and I apologize for that. Can you get us the information by 9/25?

Many thanks for your help, and feel free to call with any questions-

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: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Sullivan, Jennifer F. \(ANF\)](#)
Subject: Re: Rufus Rider #3
Date: Thursday, September 28, 2017 8:49:33 PM

Totally understand! Thanks for this - I'll let you know what feedback my boss has, if any.

Devon sent around some content info earlier - I'll make sure you were on that - its word count per page/paragraph on the 2 design options we are providing to Gov and secys tomorrow.

That should help. VHB said not to worry about format/font. they will Modify into the style we select upon delivery.

Aimee
617-356-3037

Sent from my iPhone

On Sep 28, 2017, at 8:00 PM, Sullivan, Jennifer F. (ANF)
<Jennifer.F.Sullivan@MassMail.State.MA.US> wrote:

This is incentives section so far. Still a draft--I am open to any suggestions on style, length, etc. My boss hasn't signed off so I have to reserve his right to make changes, but I want to move the conversation along and get feedback if you want something different. Thanks for all your work on this. I do appreciate it. I'm just a worrier.

Thanks,
Jen

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Ash, Jay \(EOHED\)](#)
Cc: [Kennealy, Michael \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#); [Servetnick, Adrian \(EOHED\)](#)
Subject: Fwd: Rufus Rider #3
Date: Thursday, September 28, 2017 8:49:59 PM
Attachments: [Rufus Rider #3.docx](#)
[ATT00001.htm](#)

For call tomorrow...

Aimee
617-356-3037

Sent from my iPhone

Begin forwarded message:

From: "Sullivan, Jennifer F. (ANF)"
<Jennifer.F.Sullivan@MassMail.State.MA.US>
Date: September 28, 2017 at 8:00:29 PM EDT
To: "Ward Weeden, Aimee (EOHED)" <aimee.ward@MassMail.State.MA.US>
Subject: Fwd: Rufus Rider #3

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The I-Cubed program is used to finance significant public infrastructure improvements to support major new private development. I-Cubed projects are approved by the Secretary of Housing and Economic Development. Eligibility is project and company specific,

[highlight existing and planned I-Cubed project/s?]

The Commonwealth has approximately \$380 million in capacity, without further legislation, to invest in infrastructure improvements that lead to major employment or other revenue in Massachusetts. An economic development project must be approved by the host municipality, the Secretary of Administration and Finance and MassDevelopment in order to be eligible for funding. The calculation of benefits is related to the level of new state tax revenue created by the project. The scale of job creation contemplated for Amazon HQ2 is likely sufficient in each phase to support one or more I-Cubed projects. The I-Cubed program may be initiated at any time. The timing of the financing depends on the nature of the economic development project. The Commonwealth will work in partnership with any municipality with proposed economic development projects for I-Cubed financing. In addition, this program can be renewed with additional capacity.

For more information about I-Cubed, see: <http://www.mass.gov/anf/budget-taxes-and-procurement/cap-finance/i-cubed/overview-of-i-cubed.html>

[7.1.3] Infrastructure Enhancements

The Commonwealth has an active capital investment program with over [\$4 billion per year][coordinate with MassDOT to include MBTA capital plan] in expected investments from various sources, including state, federal and other funds. In fiscal 2018, the Commonwealth expects to invest over \$___ in transportation infrastructure [*cross ref transportation section*], over \$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 western Massachusetts.

In order to optimize and integrate a development with the size, scope and transformational potential of Amazon HQ2, the Commonwealth expects to dedicate substantial investment to providing necessary infrastructure improvements to meet housing, multi-modal transportation, recreation, educational, environmental, and other expectations of residents, employees and Amazon's leadership. We will make you welcome and at home.

You will find state and local officials sensitive to both your initial and ongoing cost of doing business as important members of our innovation economy. Massachusetts is a state that invests in growth for shared prosperity and values the continued vitality of our innovation ecosystem.

[cross reference Transportation, Housing]

[7.1.4] **Workforce Skills Grants**

Through the Workforce Skills Grant program, the Commonwealth connects high school and community college students and adults looking for work with the requisite skills needed for jobs in the innovation economy. The grants provide workforce training equipment to high schools, community colleges, and community-based nonprofits. Participating educational institutions collaborate with potential local employers to identify future workforce demands and skill gaps, to better match students with programming preparing them for in-demand jobs, and to provide business with the skilled workforce that meets their needs. Since the program began in fiscal 2016, the grants have impacted a total of over 10,800 students. The Commonwealth and educational institutions actively seek industry partners to identify specific skills and workforce gaps that can be addressed through this program.

[examples?] [Cape Cod Community College created learning partnerships with long-term care facilities, several health centers, and school systems throughout the Cape. Workforce skills grants from the Commonwealth funded the workforce training equipment necessary for students to gain proficiency in areas identified as high need by allied health employers in the region.][can get more information if needed/wanted]

[7.1.5] **Utility Incentives**

[who is writing this?]

[7.1.6] **Streamlined Permitting**

[EEA]

[7.1.7] **Fee Reductions**

[who is writing this?]

