

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Maeghan Welford](#); [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Kennealy, Michael \(EOHED\)](#); [Henderson, Richard](#); [Brett Campbell](#); [Brian Noyes](#); [Kathryn Murphy](#)
Subject: Re: Technology Photos
Date: Monday, October 09, 2017 8:16:25 AM

Hi Maeghan,

VHB is particularly interested in MassTLC's flickr page. Is it ok for them to use the photos?

Thanks!
Devon

From: Goodall, Devon L. (MOBD)
Sent: Thursday, October 5, 2017 3:43 PM
To: Maeghan Welford; Ward Weeden, Aimee (EOHED)
Cc: Kennealy, Michael (EOHED); Henderson, Richard; Brett Campbell; Brian Noyes; Kathryn Murphy
Subject: RE: Technology Photos
Thanks Maeghan! I'll send over to VHB.

From: Maeghan Welford [mailto:welford@masstech.org]
Sent: Thursday, October 05, 2017 1:32 PM
To: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED)
Cc: Kennealy, Michael (EOHED); Henderson, Richard; Brett Campbell; Brian Noyes; Kathryn Murphy
Subject: RE: Technology Photos

Last one: iRobot has a media kit with photos of their campus and products for download here:

<http://media.irobot.com/media-kits>

Maeghan Silverberg Welford
(617) 371-3999, x230
mobile: 
welford@masstech.org

From: Maeghan Welford
Sent: Monday, October 02, 2017 4:28 PM
To: 'Goodall, Devon L. (MOBD)' <Devon.L.Goodall@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>
Cc: Kennealy, Michael (EOHED) <michael.kennealy@state.ma.us>; Henderson, Richard <rhenderson@massdevelopment.com>; Brett Campbell <campbell@masstech.org>; Brian Noyes <noyes@masstech.org>; Kathryn Murphy <kmurphy@masstech.org>
Subject: RE: Technology Photos

Hi all, we just shared a link with each of you to a Dropbox which includes about 30 images. If any of them need further clarity in terms of title or location, please just ask.

Additionally, there are some nice options available for download from the MA Cyber Forum here, especially of Draper Labs:

<https://www.flickr.com/photos/masstechcollaborative/albums/72157688625147716>

Lastly, MassTLC's Flickr Gallery also has many of tech firms and executives:

<https://www.flickr.com/photos/masstlc/albums>

Please let us know if there is a type of image you're not seeing that you'd like and we will poke around.

Maeghan
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: Sunday, October 01, 2017 11:10 AM

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

Cc: Kennealy, Michael (EOHED) <michael.kennealy@state.ma.us>; Henderson, Richard <rhenderson@massdevelopment.com>; Maeghan Welford <welford@masstech.org>

Subject: Re: Technology Photos

There are some good photos for robotics from Gov/LG school visits on their Flickr page - <https://www.flickr.com/photos/massgovernor/albums/72157676262144610/>

I can load any photos to the shared drive when then come across.

Devon Goodall
617-413-6058

On Oct 1, 2017, at 11:03 AM, Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US> wrote:

Looping in Devon, too.

She can help Load them to the shared drive.

Richard - always use me as a resource on time sensitive requests!

Thx

Aimee
617-356-3037

Sent from my iPhone

On Oct 1, 2017, at 10:58 AM, Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US> wrote:

Hi Richard - copied Maeghan from MTC here who I hope can help.
Thanks!

Sent from my iPhone

On Sep 29, 2017, at 4:00 PM, Henderson, Richard <Rhenderson@Massdevelopment.com> wrote:

Hi Aimee and Mike,

I'm passing on a request from Steve Thomas that we ask our technology partners (MTC, High Tech Council etc) for some good tech photos related to software, robotics etc. --we have good bio-related ones but that is less relevant for Rufus. If you could pass that request on, or let me know who I should contact, that would be great. Mike, I left you a couple of voice mails on this.

Thanks!

Richard

Sent from my iPhone

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Albert Ng](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Updated Storyboard
Date: Monday, October 09, 2017 11:36:58 AM
Attachments: [Project RUFUS storyboard v8.pdf](#)
[ATT00001.txt](#)

Hi Albert,

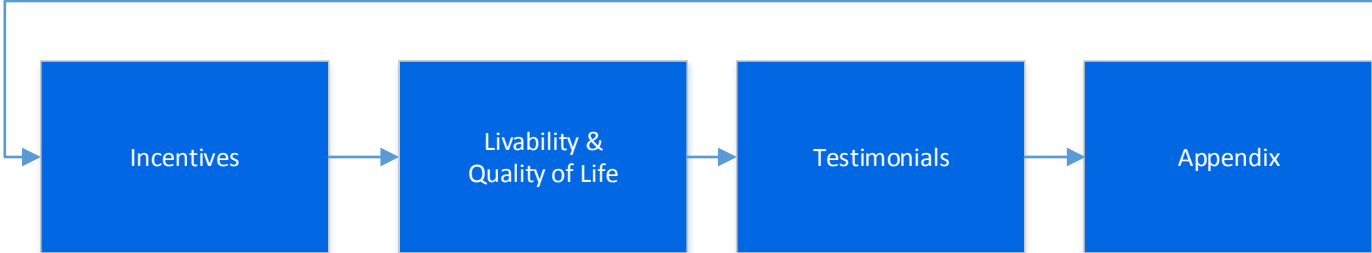
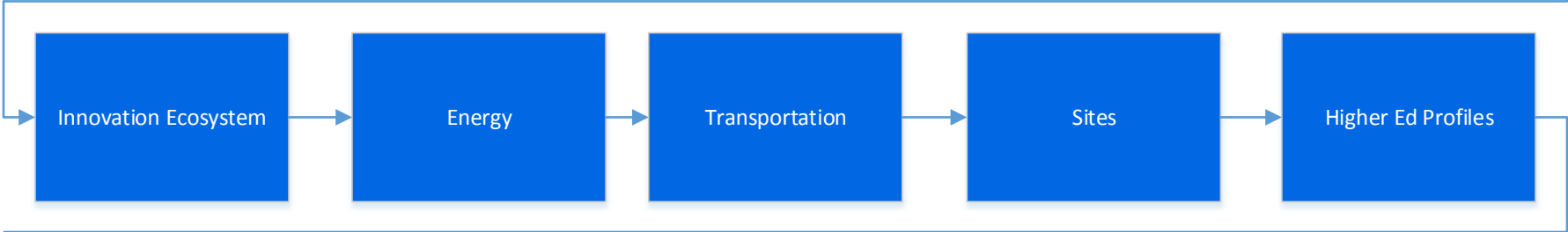
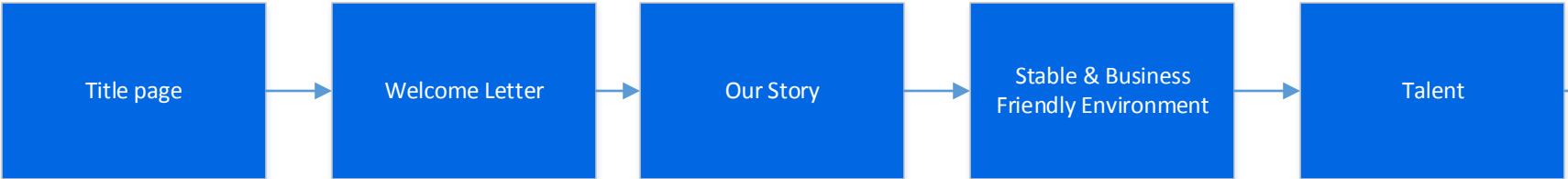
See attached for an updated storyboard. There are changes in the flow of the document. Let us know if you have any questions.

Thank you!
Devon

Storyboard for Project RUFUS

10/9/17 v.8

Working Theme: "Massachusetts is an innovation engine fueled by an unmatched talent pool"



From: [Lee, Daniel \(GOV\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Kelleher, Michael \(EHS\)](#); [Kaneb, Michael \(GOV\)](#); [Vladeck, Abigail \(GOV\)](#)
Subject: Amazon pharmacy
Date: Monday, October 09, 2017 12:24:05 PM

Proximity to Boston's biotech/pharma talent would make sense if this happens.
Amazon is on the brink of deciding if it will make a big move into selling drugs online:
https://www.cnbc.com/2017/10/06/amazon-considering-selling-online-prescriptions-decision-coming-soon.html?utm_source=Rock+Weekly&utm_campaign=26e30dc8e8-Rock_Weekly_10_9&utm_medium=email&utm_term=0_e44ef774d4-26e30dc8e8-92182949&mc_cid=26e30dc8e8&mc_eid=5f6077335a

Daniel M. Lee
Office of the Governor
Cell: **Exemption (c)**
daniel.m.lee@state.ma.us

From: Susan Houston
To: [Ash, Jay \(EOHED\)](#)
Cc: [Kennealy, Michael \(EOHED\)](#)
Subject: Re: Potential Sites for Amazon
Date: Monday, October 09, 2017 3:13:51 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

Our pleasure!
S

Susan Houston
Executive Director
MassEcon
617-924-4600 X11
www.massecon.com
<https://twitter.com/massecon>

Sent from my iPhone

On Oct 9, 2017, at 12:19 PM, Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US> wrote:

Thx very much. Very helpful!

From: Susan Houston [<mailto:shouston@massecon.com>]

Sent: Friday, September 29, 2017 4:19 PM

To: Kennealy, Michael (EOHED)

Cc: Ash, Jay (EOHED)

Subject: Potential Sites for Amazon

Mike,

I hope you and Jay find the attached document helpful. We'll get hard copies over to you on Monday. We've attempted to aggregate some of the sites that have been discussed publicly, with our real estate members volunteering their knowledge of these properties, their relationships to one another, and how they relate to Amazon's criteria. We'd be happy to discuss further if you'd like. Have a great week-end!

Best,

Susan

Susan Houston

Executive Director | **MassEcon**



101 Walnut Street | Watertown, MA 02472

617-924-4600 x11 | shouston@massecon.com

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From: [Ash, Jay \(EOHED\)](#)
To: robin.craver@townofcharlton.net
Subject: Amazon
Date: Monday, October 09, 2017 3:28:27 PM

Thanks for your recent letter regarding Charlton and the Amazon possibilities. We have encouraged all communities that are interesting in pursuing the opportunity to respond directly to Amazon with a development opportunity package. In turn, we would then reference the opportunity should you provide us with a site map and general description of the site (including square footage and amount of building that can be developed upon it), information on proximity to public transportation, the regional highway network and an international airport, and your willingness, yes or no, to provide municipal incentives in the form of property tax relief. That information is required to us by Wednesday.

Yes, it will be a challenge to compete nationally and internationally for the opportunity. As I noted at our meeting, even in not being selected, you will learn a lot about what your community has and needs to compete in the future for other exciting opportunities. Looking at the Amazon check-list of requirements should help guide you.

We'll certainly keep Charlton on our lists of places looking to encourage development. I'd suggest that you present the same information as I requested above, even if you don't move forward on formally responding to Amazon, so that I can include all of it in the folder of opportunities that I regularly share with others.

Cheers,

Jay

Don't hesitate to call if you need me.

From: Ng, Albert
To: [Goodall, Devon L. \(MOBD\)](mailto:Goodall_Devon.L_(MOBD)@MassMail.State.MA.US)
Cc: [Ward Weeden, Aimee \(EOHED\); Thomas, Steve](mailto:Ward.Weeden_Aimee_(EOHED)_Thomas_Steve@MassMail.State.MA.US)
Subject: RE: A Few Outstanding pieces
Date: Monday, October 09, 2017 4:00:13 PM
Attachments: [image003.png](#)
[image001.png](#)
[FlightInfo_Oct09_v2.pdf](#)

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

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

From: Goodall, Devon L. (MOBD) [mailto:Devon.L.Goodall@MassMail.State.MA.US]
Sent: Monday, October 9, 2017 10:23 AM
To: Ng, Albert
Cc: Ward Weeden, Aimee (EOHED); Thomas, Steve
Subject: Re: A Few Outstanding pieces

Albert -

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

Devon

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

Thanks, Devon.

It feels to me that we would want to include both, separately. The US map speaks to a specific request from the RFP (i.e., non-stops to SF, SEA, NY, and DC). I don't think we want to bury that information in the international one. The supplemental information in the table Dan provided is also good information. The international one is great and probably doesn't need any additional information.

As far as "recreating" the graphics...any chance we can get access to the native files? If not, any chance we can get a higher resolution version? If we had to recreate them from scratch, it could take a while. Would you be ok if we used these maps (assuming we have a high enough resolution) and just change the color scheme to match our graphics?

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

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

Here is the graphic Mike Kelleher was referencing:



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

Yes! We want Boston to be center and for travel to be both east and west of us.

Devon – can you get the current graphic being referenced from Mike Kelleher – it is from a prior pitchbook.

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

Tel: 617-788-3658

Cell: 617-356-3037

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

Sent: Monday, October 09, 2017 9:27 AM

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

Cc: Thomas, Steve

Subject: RE: A Few Outstanding pieces

Aimee,

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

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



Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922

www.vhb.com

From: Ward Weeden, Aimee (EOHED) [mailto:aimee.ward@MassMail.State.MA.US]

Sent: Monday, October 9, 2017 9:09 AM

To: Ng, Albert <ANG@VHB.com>; Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>

Cc: Thomas, Steve <STHOMAS@VHB.com>

Subject: RE: A Few Outstanding pieces

See below. And a new one:

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

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

Tel: 617-788-3658

Cell: 617-356-3037

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

Sent: Monday, October 09, 2017 7:32 AM

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

Cc: Thomas, Steve

Subject: A Few Outstanding pieces

Good morning.

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

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

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

Thanks.

Albert

Albert Ng

Senior Transportation Planner/Transportation Technology Leader



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PO Box 9151

Watertown, MA 02472-4026

P 617.607.2922 | M 857.234.1306 | F 617.924.2286

ang@vhb.com

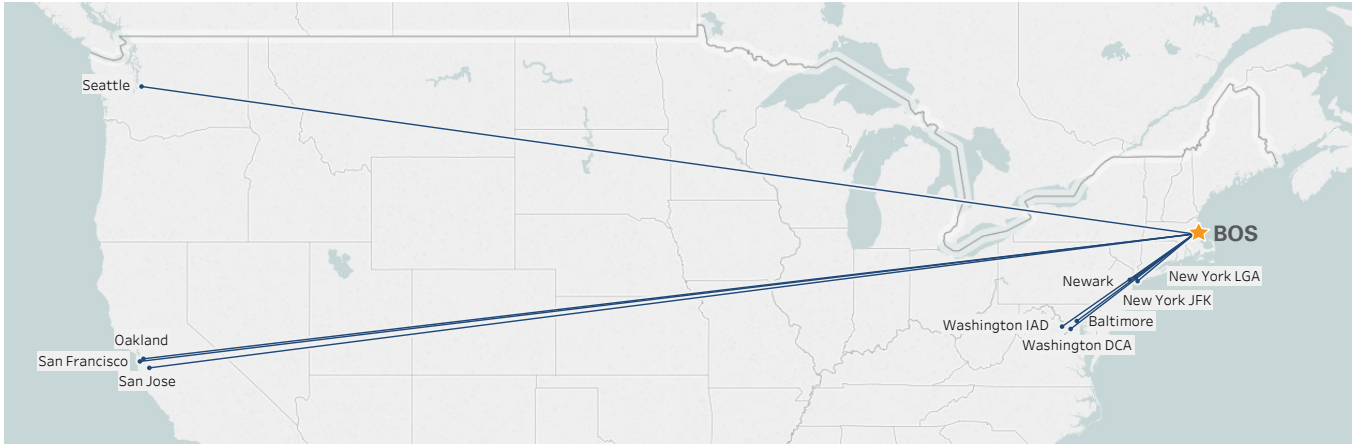
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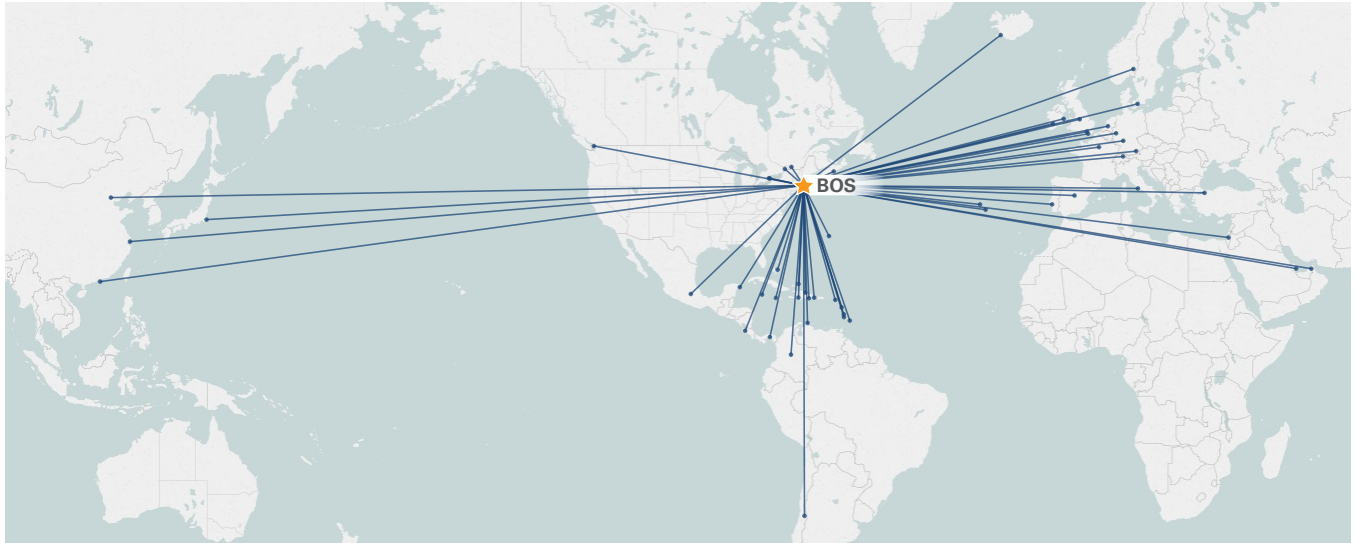
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Domestic Flights from Boston Logan International Airport

Boston Logan International Airport to:	Flight Time	Total Weekly Nonstop Departures
Seattle (SEA)	5.5 hours	56
San Francisco region (SFO/OAK/SJC)	5.5 hours	134
New York region (JFK/LGA/EWR)	1 hour	432
Washington DC region (IAD/DCA/BWI)	1.5 hours	331



Canada

Montreal, Canada
 Ottawa, Canada
 Toronto (YYZ), Canada
 Toronto (YTZ), Canada
 Vancouver, Canada
 Halifax, Canada

South America

Mexico City, Mexico
 Cancun, Mexico
 Grand Cayman, Cayman Islands
 Nassau, The Bahamas
 Santiago, Chile
 Montego Bay, Jamaica
 Liberia, Costa Rica
 Panama City, Panama
 Port-Au-Prince, Haiti

Providenciales, Turks and Caicos
 Puerto Plata, Dominican Republic
 Punta Cana, Dominican Republic
 Santo Domingo, Dominican Republic
 Aruba, ABC Islands
 Bogota, Columbia
 St. Maarten
 Pointe-a-Pitre, Guadeloupe
 St. Lucia, Windward Islands
 Fort de France, Martinique
 Barbados

Atlantic

Bermuda
 Terceira, Portugal
 Ponta Delgada, Portugal

Europe

Reykjavik, Iceland
 Oslo, Norway
 Copenhagen, Denmark
 Manchester, UK
 Dublin, Ireland
 Shannon, Ireland
 Amsterdam, Netherlands
 Dusseldorf, Germany
 London (LHR), UK
 London (LGW), UK
 Frankfurt, Germany
 Munich, Germany
 Zurich, Switzerland
 Paris, France
 Lisbon, Portugal
 Madrid, Spain
 Rome, Italy

Middle East

Istanbul, Turkey
 Tel Aviv, Israel
 Doha, Qatar
 Dubai, United Arab Emirates

Asia

Beijing, China
 Tokyo, Japan
 Shanghai, China
 Hong Kong, China

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Kaneb, Michael \(GOV\)](#)
Cc: [Goodall, Devon L. \(MOBD\)](#)
Subject: Fwd: Bid documents
Date: Monday, October 09, 2017 4:33:38 PM
Attachments: [Amazon Cover Final\[1\].docx](#)
[ATT00001.htm](#)
[MIT Programs and Collaborations\[1\].docx](#)
[ATT00002.htm](#)

From MIT

Aimee
617-356-3037

Sent from my iPhone

Begin forwarded message:

Exemption (d)

Exemption (d)

October 9, 2017

Mr. Jeffrey P. Bezos
Chairman and Chief Executive Officer
Amazon.Com, Inc.

Dear Jeff:

On behalf of the Massachusetts Institute of Technology (MIT), we are extremely excited about the prospect of Amazon coming to Massachusetts. The greater Boston region is an ideal location for Amazon to create its second corporate headquarters, with tremendous opportunities for technological advancement. The region is home to a vast array of world-class universities, hospitals and technology companies with a deep culture of collaboration. These include not only MIT and Harvard, but also over 50 other public and private universities and strong community colleges who are home to approximately 250,000 students. Across all of Massachusetts, our colleges and universities graduate over 118,000 each year. You will find a highly talented workforce here.

MIT has a long-standing tradition of working productively with industry, and we look forward to strengthening our existing relationships with Amazon. We are actively engaged in shaping a regional environment where innovators and companies succeed in translating inventions from the laboratory to commercial products, faster and more effectively. We are rapidly advancing robotics, artificial intelligence, the internet of things, and other areas of technology that are important to Amazon. I include a brief summary of some of MIT's research programs and collaborations that may be of interest in thinking about future collaborations between Amazon and MIT.

MIT is also committed to extending our already robust K-12 educational programs. Working with Cambridge, Boston and other local communities, we aim to increase curiosity and inspire a new pool of STEM talent for the future. Through our programs at the MIT Edgerton Center (over 150 on-campus workshops touching about 3,000 students annually), the Cambridge Science Festival (over 250 events and 100,00 visitors each spring), and Boston STEM Week (reaching 37 middle schools and 6,500 students this fall), we offer hands-on science and engineering experiences to inspire our communities. MIT embraces diversity and inclusiveness, and true to our values, we seek to provide access and opportunities for all. Through MITx and edX, MIT is expanding online learning.

I believe that your search presents Amazon and the region a unique opportunity to build a more exciting future together. MIT wants to play a major role. My colleagues and I are available to provide any additional information that may be helpful as you move forward with the selection process, and we welcome the occasion to talk with you about the tremendous opportunities that lie before us.

Sincerely,

L. Rafael Reif
President
Massachusetts Institute of Technology

Attachment: Summary of MIT research programs and collaborations

Summary of MIT Research Programs and Collaborations

Boston and MIT

The Massachusetts Institute of Technology is a magnet for talent. The Institute attracts people from all over the world to our academic programs and research labs. Once they're here, they tend to stay — and act as one of the most important forces in the Boston economy. The engineers, scientists, and technologists who come to MIT collaborate frequently with their counterparts at many of Boston's 50 local universities. They go to work in our local hospitals, engineering firms, biotech or technology companies, or they create new ventures of their own, in every sector of the marketplace.

MIT's connections and contributions to Boston take four principle forms:

- The **research** of our faculty and investigators
- Our inter-institutional **collaborations**
- Our efforts to cultivate **the next generation** of leaders in technology

RESEARCH PROGRAMS

Artificial intelligence and machine learning

At MIT's Computer Science and Artificial Intelligence Laboratory, more than 115 principal investigators have active research projects in dozens of areas — from [decentralized information](#) to [human-computer interaction](#) to [computer vision](#). At the Institute for Data, Systems, and Society, researchers from all five schools at MIT (from economics and computer science, to math and anthropology) are collaborating on projects that explore the intersections between data, modeling, and society. At the Operations Research Center, founded in 1953, projects range from finance to education to health care. And while researchers in the Institute for Medical Engineering and Science are discovering new avenues for unleashing the power of computation on health care, their colleagues in the Media Lab are modeling human emotional expressions to understand how they impact health, social interaction, learning, memory, and behavior.

Robotics

From the Robust Robotics Group and the Robot Locomotion Group in the Computer Science and Artificial Intelligence Laboratory, to the robotic cheetah from the Biomimetic Robotics Lab in the Department of Mechanical Engineering, to the creation of new miniaturized drones from the Department of Aeronautics and Astronautics, to the Media Lab's "personal robots" that are built with the social savvy, physical adeptness, and common sense to partake in daily life — MIT has long held a leadership role in the field of robotics.

Nanotechnology

More than 20 percent of the researchers at MIT are working on methods and tools to synthesize and manipulate matter at the molecular level. The potential for this research to have an impact in such areas as [computing and communications](#), [energy](#), [health and health care](#), [manufacturing](#), [materials and structures](#), [prototyping](#), [sustainable futures](#), and [toolmaking](#) is revolutionary. In order to satisfy the rapidly expanding (and highly specific) needs related to research on the nano scale, three years ago MIT started construction on [MIT.nano](#), a 200,000-

square-foot laboratory for nanoscience and nanotechnology in the center of campus. The building is scheduled to open in June, 2018.

Manufacturing

Making things has always been at the core of MIT's culture and mission, and our researchers have played a fundamental role in developing many of the technologies driving today's — and tomorrow's — manufacturing industries. From re-inventions of old paradigms and industries like [fabrics](#), [concrete](#), and [steel](#), to novel implementations of 3D-printing for use in the biomedical domain (printing [new organs](#), to novel [forms of drug-delivery](#)), [architecture and construction](#), charting new paths for making the technology [more environmentally sustainable](#), or creating [robots on demand](#), MIT researchers remain committed to finding avenues through which their work can be brought to scale in industry.

Internet of Things

MIT's engineers and scientists are developing the next generation of tools and technologies that will form the connections between people, their devices, and the world they live in. Device research spans low-power chips that could make [speech recognition ubiquitous](#), to others than can [implement neural networks](#), to ones that harvest the [human body's own heat](#) to power themselves. Researchers are also developing security and privacy, from [protecting urban infrastructure](#) to the mapping the [future power grid of Boston](#).

Quantum Engineering

MIT physicists and engineers are working to understand, design, manufacture, and control quantum systems comprising superconducting artificial atoms (qubits) for quantum information science and technology applications. A key focus of our effort across campus is advancing quantum computing. Efforts include [fundamental research to applied physics and systems engineering](#) and the study of [quantum dynamics and control in spin systems](#), with applications to quantum information and precision measurement.

COLLABORATIONS

Manufacturing USA Institutes

MIT catalyzed statewide collaborations in 10 of the 11 new national institutes that are part of the National Network for Manufacturing Innovation (NNMI). This network focuses on developing and commercializing manufacturing technologies through public-private partnerships between U.S. industry, universities, and federal government agencies. Our contributions have included proposals for new technical projects and workforce development programs in manufacturing technologies relevant to production, sensing and automation, physical and cybersecurity, robotic handling, and scaleup technologies. Academic collaborators on these projects include many local universities and community colleges. MIT played a facilitating role in NNMI's American Institute for Manufacturing Integrated Photonics (AIM Photonics), Advanced Robotics for Manufacturing Institute (ARM), the Clean Energy Smart Manufacturing Innovation Institute (CESMII), the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL), and the [Advanced Functional Fabrics of America](#) (AFFOA), which is based in Cambridge and [last summer](#) opened a new center for development of high-tech fibers and fabrics, as well as two products already ready for commercialization. (They also created a [special handout](#) for this year's crop of MIT first-year students.)

The Engine

Built by MIT — but not just *for* MIT — [The Engine](#) seeks to bridge the gap between discovery and commercialization by empowering disruptive technologies with the long-term capital, knowledge, and specialized equipment and labs they need to thrive. The Engine, which has already attracted \$200 million in investment capital, has a mission to help founders bring their scientific discoveries in tough technologies into the world and commercialize them at scale. They provide funding, facilities, services, and partner networks to build the next generation of tough tech companies, which have historically been underserved and underfunded, leaving many breakthrough inventions stuck inside the lab. A first-of-its-kind organization, The Engine [recently announced](#) investments in its first group of startups.

High-Performance Computing Center (HPCC)

A joint venture between MIT, the University of Massachusetts, Boston University, and Northeastern University, the state of Massachusetts, and a range of industry sponsors, the HPCC is an environmentally friendly high-performance computing center in western Massachusetts. The center houses a wide range of computing resources, from massive clusters of commodity computers to specialized supercomputers, and associated data storage, all connected to each other and to users via high-speed networks. This is critical infrastructure for modern scientific research.

Broad Institute

Launched in 2004 as a partnership between MIT and Harvard, the [Broad Institute](#) seeks to improve human health by using genomics to advance our understanding of the biology and treatment of human disease, and to help lay the groundwork for a new generation of therapies.

Consortia for Improving Medicine with Innovation and Technology (CIMIT)

One of a range of programs through which MIT researchers collaborate with the Massachusetts General Hospital, [CIMIT](#) is a network of academic and medical institutions partnering with industry and government to foster collaboration among clinicians, technologists, and entrepreneurs and accelerate innovation and the discovery, development, and implementation of innovative healthcare technologies.

Woods Hole Oceanographic Institute

MIT also has a range of collaborative efforts with the [Woods Hole Oceanographic Institute](#). They cohost a [joint graduate program](#) in marine science with particular strengths in sensors and robotics. The program brings together experts in applied ocean science and engineering, chemical oceanography, biological oceanography, marine geology and geophysics, and physical oceanography.

MIT Media Lab Cities Partnerships

The Media Lab's [City Science research group](#) develops strategies for creating the places where people live and work, and the mobility systems that connect them. They investigate, for example, how new models for urban architecture and personal vehicles can be more responsive to the unique needs and values of individuals through the application of disentangled systems and smart customization.

MIT Industrial Liaison Program

The [Industrial Liaison Program](#) (ILP) is dedicated to creating and strengthening mutually beneficial relationships between MIT and corporations worldwide. Established in 1948, the ILP provides more than 200 of the world's leading companies with access to MIT faculty and their expertise. The ILP's [Startup Exchange](#) is a web community that lists more than 1,000 MIT-connected startups in various stages of development.

Tata Center for Technology + Design

Researchers at the [Tata Center for Technology + Design](#) at MIT work closely with on-the-ground collaborators and community members to design appropriate, practical solutions to the persistent and emerging challenges of the developing world. They seek novel and creative ways to use sophisticated science and technology to bring the benefits of modernity to resource-constrained communities. Their strategy is to have a large and sustained impact by translating our ideas and discoveries into affordable products and services, scientifically-informed policy tools, and entrepreneurial ventures.

MIT Collaborative Initiatives

Addressing today's most challenging issues requires soliciting input from as wide a range of experts as one can find. Non-traditional viewpoints can broaden debates and lead them in new directions. The [MIT Collaborative Initiatives](#) aims to promote a systems-based approach to solving deep-rooted societal issues by engaging experts from a broad range of disciplines both within and outside the scope of a problem.

EDUCATIONAL OUTREACH AND WORKFORCE DEVELOPMENT

Office of Engineering Outreach Programs

The MIT [Office of Engineering Outreach Programs](#) (OEOP) offers a range of K-12 programs that have proven to be especially effective at diversifying the broader science and engineering community. It's [Saturday Engineering Enrichment and Discovery](#) (SEED) program serves students from Boston, Cambridge, and Lawrence public schools. And since 1975, OEOP has been home to the [MITES](#) program, a national model that has been replicated at universities across the country since it was established.

Edgerton Center

The MIT [Edgerton Center](#) offers hands-on science and engineering challenges to educate and inspire kindergarten through 12th-grade students, aiming to increase their curiosity and desire to pursue these fields in their future. From intensive summer programs to daily classroom visits, the center's activities are focused on the Greater Boston area. The center supports over 150 on-campus classroom workshops annually, plus intensive summer programs, innovative curriculum, and teacher professional development.

Office of Digital Learning

MIT's [Office of Digital Learning](#) is working to transform pre K-12 Education by inspiring young learners and teachers in STEM (Science, Technology, Engineering, and Mathematics) subjects through its many [programs](#). MIT students and faculty are immersed in an intense and joyful process of experimenting, tinkering, investigating, and inventing. Underlying this process is a

deep-seated commitment to making the world a better place. A recent manifestation of this vision is the [2014 Institute-Wide Task Force Report on the Future of MIT Education](#), which calls for coordinating many existing MIT K-12 initiatives and working toward a greater impact for the pre-college work that is taking place on campus.

Cambridge Science Festival

MIT has played a leadership role in the annual Cambridge Science Festival, a 10-day celebration offering over 250 events and attracting 100,000 visitors to inspire both children and adults across New England to take an interest in STEM.

Boston Stem Week

STEM Week is an immersive program that transforms middle schools into STEM learning labs. During STEM Week, regularly scheduled course periods are replaced by hands-on curriculum developed by MIT and other organizations. Teachers and students work in teams to solve real-world problems with a focus on hands-on experimentation, critical thinking, and collaboration. In October 2017, Boston STEM Week brings hands-on STEM experiences to 37 middle schools, 300 teachers and 6,500 students.

Leaders for Global Operations

MIT's [Leaders for Global Operations](#) (LGO) program offers a two-year curriculum that places students in research internships at elite partner companies. Students develop leadership skills to manage operations units in the pharmaceutical, manufacturing, energy, high-tech, and global supply chain industries. During the program, students combine advanced engineering and management knowledge, which makes LGO graduates among the most sought after on the job market. LGO alumni lead a variety of product development, global operations, and manufacturing development initiatives at leading companies and entrepreneurial ventures throughout the world.

edX

In 2012, MIT and Harvard teamed up to launch [edX](#) — an ambitious partnership to deliver online education to learners anywhere in the world. The venture now has 52 partner universities, offers more than 1,300 courses, and has provided millions of people worldwide with access to new educational opportunities.

Innovation programs

Cultivating and providing opportunities for the entrepreneurial spirit of MIT students and faculty is an Institute priority. Faculty and students have access to myriad programs, centers, and initiatives that help them translate the work they are doing in their labs and classrooms for use in the world. Programs like MIT's [Sandbox Innovation Program](#) and [Deshpande Center for Technological Innovation](#) provide funding and mentorship to support innovative ideas. And for the broader innovation community of Boston, last year MIT started [The Engine](#) described above.

From: [Frazier, Ricks \(EOHED\)](#)
To: [Kaneb, Michael \(GOV\)](#)
Cc: [Cosco, Jonathan \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Sang, Rachel \(GOV\)](#); [James, Jennifer \(EOLWD\)](#)
Subject: Talent Section Annotated
Date: Monday, October 09, 2017 6:06:48 PM
Attachments: [Talent 10-9 MK RPF annotated edits .docx](#)

Mike

I've included citations for the latest version (that I could find) of the Talent section. I've inserted comments in some places where what I could find does not match up with the info provided by the content drafter. Where I suspect the difference may lie, I also tried to indicate that. I'm also placing a copy in the Drafts folder in the Dropbox.

Ricks Frazier

General Counsel

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TALENT

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

As a result, Massachusetts dramatically outperforms other states in its ability to attract and produce workers with technical skills and computer and math expertise. Nearly 40% of Massachusetts workers are already involved in the innovation economy, the highest percentage of any state in the country.ⁱ Consistent with this ranking, the Massachusetts workforce has a dramatically higher concentration of workers in math and computer science related occupations than the national average (Table 1). The concentration of Systems Software Developers within the total math and computer occupational group in Massachusetts is nearly double that of the US, giving Massachusetts has an even larger advantage in the field of software developers (Table 2).

Commented [FR(1)]: MassTech Collaborative has identified 11 NAIC-code economic sectors as making up the “innovation” economy. It’s a foundation of the annual MassTech MA Innovation Economy Index report.

Commented [JP2]: Where does this come from, and what constitutes an innovation economy?

Commented [MAK3]: Isn’t it possible to do this more simply with one table or chart or graph? Or just text? How about Table 1 in text and Table 2 then becomes a closer look at this sub-category?

Occupational Group	MA # of Workers	% of Total MA Employment	US # of Workers	% of Total US Employment	Advantage Massachusetts
Math and Computer Occupations	142,740	4.1%	4,165,140	2.9%	+1.2%

Commented [JP4]: The first table to the left was added to make the point about the higher than average total share of workers in math and computer occupations (based on total employment).

Math and Computer Occupations	MA # of Workers	% of Total MA Math and Computer Employment	US # of Workers	% of Total US Math and Computer Employment	Advantage Massachusetts
Software Developers/Systems Software	27,630	19%	409,820	10%	+9%
Software Developers, Applications	31,150	22%	794,000	20%	+2%
Sub-Total of Software Developers	58,780	41%	1,203,820	30%	+11%

Commitment to Excellence

In Massachusetts, the talent ecosystem begins with world-class public and private elementary and secondary schools. According to the U.S. Department of Education, Massachusetts fourth graders rank first in the country for math scores.ⁱⁱ Massachusetts eighth graders rank first again for math and in fact outperform the rest of the country by an even wider margin.ⁱⁱⁱ Our high school students lead the nation in Advanced Placement participation rate and performance^{iv} and our CVTE program students are

Commented [JP5]: Should we add data on global ranking of MA students? <https://www.oecd.org/pisa/PISA-2015-United-States-MA.pdf>

Commented [MAK6]: Agree—I took a quick look and suggest you pump in one sentence or other addition here to draw the key points.

Commented [MAK7]: Will readers know what this is?

[national recognized awardees in SkillsUSA.](#)

With this kind of foundation, it should not be surprising that overall, the Massachusetts workforce is the best educated in the country. Forty-six percent of adults in Massachusetts have a bachelor's degree or higher—the largest percentage in the U.S. And our numbers of graduates keeps growing.^v In 2015, Massachusetts ranked first among all states in new college degrees per capita with over 130,000 certificates, associates, bachelors, and advanced degrees awarded.^{vi} [About a third of these degrees went to graduates of our public institutions and two-thirds to graduates of private institutions.](#)

Commented [FR(8)]: I found data indicating that MA ranks 4th overall in degrees per capita.

Commented [MAK9]: Not really a meaningful stat anyway.

Commented [JP10]: Fact check?

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

The best educational institutions attract the best talent from around the world. More than 55,000 of Massachusetts's 400,000 college and university students are international students. The long-term benefits of the attraction are huge, especially in the science-based professions: one quarter of Massachusetts biotech firms are founded by foreign born innovators, and 59 percent of our medical scientists and 35 percent of our software developers are foreign born.

[The richness of our talent pipeline is no accident. It is the product of decades of sustained attention and collaboration between the public institutions of government and the private institutions of enterprise.](#)

Leading in STEM

Massachusetts colleges and universities lead in STEM graduates. Our institutions award more science, technology, engineering, and math graduate and professional degrees per capita than any other state. We're also top-ranked among the states in many other measures of STEM success.

- MIT (1), Harvard (18), and University of Massachusetts Amherst (25) rank in the top 25 schools for computer science in the nation.^{viii}
- MIT (1), Harvard (20), Boston University (37), and Northeastern (43) rank in the top 50 engineering schools in the nation.^{ix}
- MIT (1) and Harvard (3) rank in the top five graduate schools for math in the nation.^x
- ~~Number-Massachusetts is number~~ 1 among states per capita for both PhDs and Master's degrees recently awarded in Science and Engineering.^{xi}
- ~~Top-Massachusetts is Top~~ 5 among states for completed master's degrees and doctorate degrees.^{xii}

Our community colleges have a big role to play here as well. [In Massachusetts, the 15 community colleges across the state educate over 130,000 students a year focused on career programs and often as a transfer path to bachelor degrees. One example of statewide collaboration with all 15 colleges is](#) a \$20 million, multi-year federal grant awarded in 2014 [under which all 15 4+ Massachusetts' community colleges expanded STEM credentialing programs to prepare more students for careers in Engineering, Advanced Manufacturing, Biotechnology/Life Sciences, Computer](#)

Information Sciences, and Information Technology.^{xiii} We expect that 13,000 students will have enrolled in high-demand STEM programs funded by the grant by the end of 2018. Recently five community colleges and Northeastern University have secured a \$1.7 million— National Science Foundation NSF grant to partner to work together to build innovative mentoring and work based learning opportunity for 500 STEM students.^{xiv}

We're also proud that our STEM programs outperform most others in the country in attracting women. In the most recent measure, 37% of all STEM degrees granted in Massachusetts went to women graduates.

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

Statewide Higher Education Network

Massachusetts is also home to some of the best liberal arts colleges in the country – including Williams, Amherst, and Wellesley Colleges, ranked first, second, and third in the category by *U.S. News & World Report*.^{xv}

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

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

Commented [FR(11)]: A 2009 Report from EOE indicates higher numbers, but may include more majors in the STEM categories. "In 2008, female students earned 52.2% of the Bachelor's degrees in all STEM majors granted in Massachusetts. In 2008, female students earned 64.8% of the Certificates above Bachelor's Degrees and Master's Degrees in all STEM majors granted in Massachusetts. In 2008, female students earned 50.4% of the Doctor's and First Professional Degrees in all STEM majors granted in Massachusetts." Mass Statewide Stem Indicators Project at 633-5, <http://www.mass.edu/stem/documents/MASSIP%202009%20Full%20Report.pdf>

Commented [MAK12]: This seems like exactly the spot where we need to deliver a number—presumably one showing growth over time—quantifying our STEM graduates.

We can also—at a different point, maybe shortly after—provide similar numbers for broader production of Amazon-friendly degrees (including business, for instance).

Commented [FR(13)]: DHE Website indicates 260,000 students.

Commented [FR(14)]: UMass site indicated enrollment at 74,496. <http://www.massachusetts.edu/about-umass/quick-facts>

Commented [FR(15)]: 127,324 according to DHE Data Center. <http://www.mass.edu/datacenter/access/CCAnnualUndHC.asp>

2015 GRANTED By Massachusetts Higher Education Institutions	Associate Private Certificate	Associate Public Certificate	Private Bachelor	Public Bachelor	Private Masters	Private Doctorate	Public Doctorate	Degree Total
<i>Business Degrees</i>	306	1,886	8,873	3,802	8,079	157	23	23,126
<i>Computer Science Degrees</i>	142	461	1,424	736	1,684	76	42	4,565
<i>Engineering Degrees</i>	135	446	3,602	942	2,362	622	86	8,195
<i>Legal Degrees</i>	10	87	91	94	533	2,243	0	3,058
<i>STEM-specific Degrees</i>	725	2,301	4,922	2,359	3,599	3,016	151	17,073

(not included above)								
Total Degrees Granted	1,318	5,181	18,912	7,933	16,257	6,114	302	56,017

Source: Massachusetts Executive Office of Education

Commented [MAK16]: This is a really confusing chart. First, let's drop the distinction between public and private. Second, the categories are puzzling. Are all of these STEM? It's really weird to have the largest category be "not included above." Third, if there is a trend we can show of increasing over time, let's show that (instead of public/private columns).

REINIER MOQUETE WITH STEM YOUTH - HOLD FOR MORE HQ IMAGE

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

Formatted: Strikethrough

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

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



Recruiting Talent: Thriving Partnership with Amazon in Southeastern Mass

Commented [JP17]: EOE/EOLWD agreement that this section – with additions – is compelling to the “amazon knows MA” theme and should be in narrative and not call out. Feel free to change back.

Since the early days of Amazon's growth in Massachusetts, the Commonwealth and Amazon have worked together to establish a relationship to support all aspects of the company's business needs and to promote innovation and growth. Starting with the launch of the Amazon fulfillment center in Stoughton, Amazon and the state's Career Centers began working together to ramp up staffing through candidate screening, recruitment and placement. There are more than 30 Career Centers across the state Massachusetts, which can recruitment from more than 100,000 job seekers -- with ranging a wide range of education and skill levels – to fuel hiring for business. Before the Amazon Fall River fulfillment center broke ground, Amazon executives and human resource managers worked together with community partners and local officials to develop a workforce plan ~~to~~ that allowed the fulfillment center to open its doors at full capacity. Amazon's 1-million-square foot fulfillment center in Fall River, MA opened in September 2016, fully staffed with more than 700 new hires recruited through local Fall River and Brockton Career Centers.

Commented [MAK18]: Words missing—confusing.

Commented [MAK19]: What does this number mean?

Commented [MAK20]: Is this a separate fulfillment center (from Stoughton)? Can we stick in a date to clarify?

Commented [MAK21]: Suggest this line is in a call-out box with photo.

Amazon executives attribute the successful recruitment in Fall River to coordinated efforts undertaken jointly with the local Career Center, Fall River Mayor Jasiel Correia's office, Bristol Community College, and local legislators to get the word out and generate excitement about the facility's opening. said they are sure the career center is the reason the company was able to find so many successful candidates.--“In all my experience, I have never seen this level of

community engagement and support,” said [Andrew Sweatman](#), Amazon’s general manager for the new Fall River fulfillment center, [who — Sweatman, who has often found it difficult to find enough new employees when opening](#) opened several new facilities around in other parts of the country, [said often it is hard to find enough new employees.](#) “We require a lot of people,” he said. But in Massachusetts, the coordinated efforts between the career center, Fall River Mayor Jasiel Correia’s office, Bristol Community College and local legislators helped get the word out and generate excitement about the facility’s opening, he said.

Source: <https://blog.mass.gov/jobs/department-of-career-services/fall-river-career-center-fulfilling-amazons-need-for-workers/>

One year after the Amazon Fall River Fulfillment Center shipped its first package to Raynham – a [galvanized anchor—the, this](#) partnership has expanded exponentially, and Amazon has met its talent goals by [hiring more than 1,500 additional Massachusetts residents](#) from local Career Centers. Career Center staff have already worked with Amazon executives to develop an efficient hiring process that will be scaled further to accommodate a range of future hiring needs.

Commented [MAK22]: Just awesome.

The results of this public-private partnership have started to transform an area famous during the 19th century as the leading textile manufacturing center in the United States. Today, partners are working together to leverage a new, emerging 21st-century workplace environment that combines technology, retail, distribution strategy, and workforce requirements that demand precision and efficiency in order to operate in a fast-paced, customer-driven sector.

Focus on Career Pathways

[Building a workforce for the future requires forward thinking and imagining innovative career pathways that don’t necessarily flow through four year degree programs.](#) Massachusetts is also looking beyond traditional degree programs to create innovative career pathways that don’t necessarily flow through four-year institutions. [MA Massachusetts has launched a new early college and innovation pathway initiative that aligns the state’s leading secondary schools with enhanced career advisement, career readiness, work-based learning and post-secondary opportunities creating a true pathway for students and pipeline for business.](#) In collaboration with employers across a wide range of industry sectors, Massachusetts is working to give many more students the opportunity to explore career options, experience internships, and develop marketable skills – especially in growing STEM fields.

Commented [MAK23]: This is kind of fuzzy. An “initiative” doesn’t sound like a deliverable. Can we tighten up? Who exactly is responsible for this “initiative?” How does it work? (Briefly)

Our [Workforce Skills Capital Grant](#) program [invests in instructional equipment and technology to provide](#) high school, [community-based nonprofits](#) and community college students and adults looking for work opportunities to [learn on industry standard equipment and to](#) develop skills needed for jobs in the innovation economy. Participating institutions collaborate with local employers to identify future workforce demands and skill gaps and then [to match students and adult learners](#) with programming that will prepare them for in-demand jobs. Since the program began in 2016, over \$34 million in grant awards have benefitted over [ten thousand](#) Massachusetts students and career learners.^{xvi} We are actively seeking private sector partners to connect students and other learners with equipment and training that will teach them the skills most in demand from growing employers.

Commented [MAK24]: We providing the opportunity to learn to humans--“students and adults,” not “non-profits.” I am hoping we don’t lose anything by dropping this reference.

[In addition, MA Massachusetts is also is committed to assisting helping companies to improve the performance of their existing workforce.](#) The Massachusetts Workforce Training Fund awards \$201.8 million annually to companies in all industries to support training for newly hired and existing workers [to](#)

Commented [FR(25)]: CommCorp website indicates \$14M in funds available annually. <http://workforcetrainingfund.org/programs/general-program/guidelines/>

help the employed workforce keep pace with the skills required in a global economy.^{xvii} This funding provides substantial assistance in shifting workers to new and developing technologies. The Commonwealth has already partnered with Amazon Robotics in North Reading through this program. Amazon Robotics in North Reading received a \$182,000 grant in 2016 to add new jobs and train 190 employees. The workforce training strategy designed in the grant supportsThe grant will support training through a portfolio of advanced software programming and project management courses as well as a process improvement certificate program.^{xviii} As of July 2017, the company had added 45 of the 50 planned new jobs and 79% of the overall training was complete had been completed.

Commented [FR(26)]: CommCorp website lists this grant as \$243,400.

The story of “talent” in Massachusetts will continue to evolve – new chapters on the innovation, skill and strength of our workforce are written each day. Our evolution is driven by the public-private, cross-sector partnerships that emerge all across the state. That is what we do best in the Commonwealth. Together, we can build out an even more dynamic, statewide public-private partnership with Amazon and the community of tech leaders in the Commonwealth to harness our capacity to grow and innovate talent -- leveraging our globally dominant education pipelines and creating new placed-based and online “centers of excellence” to develop knowledge and skill that cannot yet be articulated or understood.

Commented [JP27]: Talent section needed a wrap up.

More Side-Bars:

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

Just a few weeks ago, a professor Professor at Rainer Weiss of MIT was awarded the Nobel Prize in Physics (shared with 2 others) for the discovery of ripples in space-time known as gravitational waves, called a discovery that shook the world.

Commented [MAK28]: We need the Brandeis Professors, too. Thank you, Bob Ross.

Commented [MAK29]: Well—I didn’t know about it. Can we find a somewhat more modest superlative?

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

Commented [FR(30)]: I’ve seen that quote. It also confirmed a key feature of Einstein’s theory of general relativity.

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

[Amazon Info Request No. 5—Labor and Wage Rate Information in general job categories described]

Wage Rate Information in Job Categories Relevant to Amazon

Occupation Title	Mean Annual Wage	Entry Level Annual Wage	Senior Level Annual Wage
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Management Occupations	\$128,750	\$63,730	\$161,260
Accountants	\$82,420	\$52,550	\$97,360
Computer and Mathematical Occupations	\$96,860	\$57,600	\$116,490
Computer Systems Analysts	\$93,990	\$64,090	\$108,950
Software Developers, Applications	\$110,410	\$69,850	\$130,690
Software Developers, Systems Software	\$114,330	\$78,310	\$132,340
Legal Occupations	\$122,330	\$49,690	\$158,650
Office and Administrative Support Occupations	\$42,970	\$26,930	\$51,000

Commented [JP31]: FYI, this category is inclusive of the three below it (computer systems analysts, software developers).

Data Source: Occupational Employment and Wage Statistics; May 2016

2014-2024 STEM Occupational Projections for Massachusetts	Employment 2014	Projected 2024 Employment	% Change
Software Developers, Applications	27,571	31,626	15%
Software Developers, Systems Software	27,705	30,452	10%
Computer Systems Analysts	16,530	19,428	18%
Computer User Support Specialists	16,645	18,285	10%
Computer and Information Systems Managers	15,417	17,284	12%
Network and Computer Systems Administrators	9,873	10,511	7%
Web Developers	4,651	5,675	22%
Computer Occupations, All Other	4,879	5,238	7%
Computer Network Architects	4,501	4,902	9%
Database Administrators	3,803	4,180	10%
Operations Research Analysts	3,219	4,162	29%
Computer Network Support Specialists	3,544	3,745	6%
Statisticians	2,412	3,249	35%
Information Security Analysts	2,677	3,144	17%
	143,427	161,881	11%

Commented [JP32]: These are not STEM. This is Computer and Mathematical Occupations only. Only the "T" in Stem (Technology).

Commented [JP33]: I think narrative would be helpful here. "The Massachusetts labor pool in occupations in Amazon is already projected to skyrocket by 2024, and we expect that Amazon would be able to recruit from this growing talent pool. "Or something like that.

Commented [MAK34]: Agree

Job growth projections are derived from U.S. Bureau of Labor Statistics methodology incorporating labor force, aggregate economy, final demand (GDP) by consuming sector and product, industry output, employment by industry, and employment by occupations

¹ Innovation Economy consists of 11 Sectors as identified in the NAICS index, including: Biopharma & Medical Devices; Business Services; Computer & Communication Hardware; Defense Manufacturing & Instrumentation; Postsecondary Education; Financial Services; Healthcare Delivery; Scientific, Technical & Management Services;

Software & Communications Services; Advanced Materials; Diversified Industrial Manufacturing

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

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

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

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

^v MassTech Collaborative 2016 Index of Massachusetts Innovation Economy

^{vi} **StateMaster.com cited the National Center for Education Statistics as ranking MA 4th overall.**

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

^{vii} U.S. News & World Report 2018 Survey of Colleges & Universities. I could not find a couple of the cited references – entrepreneurship (Babson & MIT) and internship & career services (Northeastern) – possibly because they are not publicly available.

^{viii} Id.

^{ix} Id.

^x Id.

^{xi} MassTech Collaborative 2016 Index of Massachusetts Innovation Economy

^{xii} **Still Need Cite**

^{xiii} US DOL News Release; <https://www.dol.gov/newsroom/releases/eta/eta20141865>

^{xiv} NSF Website; https://www.nsf.gov/awardsearch/showAward?AWD_ID=1661532&HistoricalAwards=false

^{xv} U.S. News & World Report 2018 Survey of Colleges & Universities

^{xvi} 2016 Acts, c. 219 appropriated 45.9 million for this program. EOE details:

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

^{xvii} Available through Commonwealth Corporation. <http://workforcetrainingfund.org/programs/general-program/guidelines/>

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

^{xix} Straight from Wikipedia: https://en.wikipedia.org/wiki/Massachusetts_Institute_of_Technology

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

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From: Maeghan Welford
To: [Goodall, Devon L. \(MOBD\)](mailto:Goodall.Devon.L.(MOBD)@state.ma.us)
Subject: RE: Technology Photos
Date: Monday, October 09, 2017 8:10:34 PM

Checking now but I assume yes!

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: Monday, October 09, 2017 8:16 AM
To: Maeghan Welford ; Ward Weeden, Aimee (EOHED)
Cc: Kennealy, Michael (EOHED) ; Henderson, Richard ; Brett Campbell ; Brian Noyes ; Kathryn Murphy
Subject: Re: Technology Photos
Hi Maeghan,
VHB is particularly interested in MassTLC's flickr page. Is it ok for them to use the photos?
Thanks!
Devon

From: Goodall, Devon L. (MOBD)
Sent: Thursday, October 5, 2017 3:43 PM
To: Maeghan Welford; Ward Weeden, Aimee (EOHED)
Cc: Kennealy, Michael (EOHED); Henderson, Richard; Brett Campbell; Brian Noyes; Kathryn Murphy
Subject: RE: Technology Photos
Thanks Maeghan! I'll send over to VHB.

From: Maeghan Welford [<mailto:welford@masstech.org>]
Sent: Thursday, October 05, 2017 1:32 PM
To: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED)
Cc: Kennealy, Michael (EOHED); Henderson, Richard; Brett Campbell; Brian Noyes; Kathryn Murphy
Subject: RE: Technology Photos

Last one: iRobot has a media kit with photos of their campus and products for download here:
<http://media.irobot.com/media-kits>

Maeghan Silverberg Welford
(617) 371-3999, x230
mobile: **Exemption (c)**
welford@masstech.org

From: Maeghan Welford
Sent: Monday, October 02, 2017 4:28 PM
To: 'Goodall, Devon L. (MOBD)' <Devon.L.Goodall@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>
Cc: Kennealy, Michael (EOHED) <michael.kennealy@state.ma.us>; Henderson, Richard <rhenderson@massdevelopment.com>; Brett Campbell <campbell@masstech.org>; Brian Noyes <noyes@masstech.org>; Kathryn Murphy <kmurphy@masstech.org>
Subject: RE: Technology Photos

Hi all, we just shared a link with each of you to a Dropbox which includes about 30 images. If any of them need further clarity in terms of title or location, please just ask.

Additionally, there are some nice options available for download from the MA Cyber Forum here, especially of Draper Labs:

<https://www.flickr.com/photos/masstechcollaborative/albums/72157688625147716>

Lastly, MassTLC's Flickr Gallery also has many of tech firms and executives:

<https://www.flickr.com/photos/masstlc/albums>

Please let us know if there is a type of image you're not seeing that you'd like and we will poke around.

Maeghan

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: Sunday, October 01, 2017 11:10 AM

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

Cc: Kennealy, Michael (EOHED) <michael.kennealy@state.ma.us>; Henderson, Richard <rhenderson@massdevelopment.com>; Maeghan Welford <welford@masstech.org>

Subject: Re: Technology Photos

There are some good photos for robotics from Gov/LG school visits on their Flickr page -

<https://www.flickr.com/photos/massgovernor/albums/72157676262144610/>

I can load any photos to the shared drive when then come across.

Devon Goodall

617-413-6058

On Oct 1, 2017, at 11:03 AM, Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US> wrote:

Looping in Devon, too.

She can help Load them to the shared drive.

Richard - always use me as a resource on time sensitive requests!

Thx

Aimee

617-356-3037

Sent from my iPhone

On Oct 1, 2017, at 10:58 AM, Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US> wrote:

Hi Richard - copied Maeghan from MTC here who I hope can help.
Thanks!

Sent from my iPhone

On Sep 29, 2017, at 4:00 PM, Henderson, Richard <Rhenderson@Massdevelopment.com> wrote:

Hi Aimee and Mike,

I'm passing on a request from Steve Thomas that we ask our technology partners (MTC, High Tech Council etc)

for some good tech photos related to software, robotics etc. --we have good bio-related ones but that is less relevant for Rufus. If you could pass that request on, or let me know who I should contact, that would be great. Mike, I left you a couple of voice mails on this.

Thanks!

Richard

Sent from my iPhone

From: Ash, Jay (EOHED)
To: mario@chamorro.us
Subject: Re: case for Amazon HQ2 in Boston/Worcester
Date: Monday, October 09, 2017 8:29:52 PM

Got it, Thx! We'll do our best!

Sent from my Verizon, Samsung Galaxy smartphone

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

From: Mario Chamorro
Date: 10/9/17 7:29 PM (GMT-05:00)
To: "Ash, Jay (EOHED)"
Subject: case for Amazon HQ2 in Boston/Worcester

Good morning, Secretary Ash

I know you're a key figure in the application for Amazon's HQ2. I'd like to make a case for Worcester's candidacy in the Amazon HQ2 competition.

- Boston already impacted by high salaries and rents
- Worcester attractive at Boston salary levels
- Regional prosperity benefits everyone

An Amazon headquarters can benefit New England by being located in Worcester. Boston and Cambridge's main selling point is brainpower but there is already a dearth of technical talent which will be worse once GE completes it's arrival and even worse if Amazon comes to downtown Boston. If Amazon comes to Boston, it must offer even higher salaries for technologists making growth difficult for startups and the resulting rents impossible for the vast majority of Boston-metro residents. I believe the solution is to position Worcester as an express-rail city-suburb of Boston.

Amazon and any other company that locates in Worcester must compete with Boston by offering the same salaries offered in Boston now, relying on the much lower cost of living to pull technologists from Boston. Initially, these people will rely on a frequent Commuter Rail express service but eventually, they will feel confident enough to buy homes in Worcester given that Amazon will not disappear as a startup might. Older techs will be attracted by low housing prices. Younger techs will be attracted by low rents coupled with no need to buy a car. A bike will serve you well in Worcester and startups will appear.

Boston and Worcester can join with Providence and Manchester to create a metroplex much like the Dallas/Fort Worth metroplex. Wealth would percolate to Springfield, Hartford, Fitchburg and Leominster through employees commuting to Amazon. Future consequences might include a Bos/Pro/Worc airport near the I-90/I-495 intersection as well as a high speed monorail, maglev or hyperloop train connecting Providence, Worcester, Lowell and the MHT airport. By spreading wealth across the region, a political bubble is also avoided.

As a technologist and multi-family home owner, I personally stand to gain from Amazon's arrival in Boston but I cannot let my own selfish gains keep me from mentioning the greater good for New England. For this reason, I hope you can help make the case for a Boston/Worcester headquarters.

Thank you for your attention.

-- Mario Chamorro, engineer and landlord

--

PO Box 51060 Boston MA 02205 [https://urldefense.proofpoint.com/v2?url=http:3A__www.chamorro.us_&d=DwICAg&c=1DE7oMaPKXpkYvev9V_FYahWL0QWnGCCA\(CDz1Bns_w&r=4T36Nn3_GitU19e1e1svJUUhS16zLYyFQ2mMdA87JZg&m=cTokQszNoHJCH3J9DRdbJH62E41InHE4sPIlofHaU0&s=100hdXMmfuWE5yrsMBqWZ5finid1GIS1DI5E0ep13Kg&e=617-410-8882](https://urldefense.proofpoint.com/v2?url=http:3A__www.chamorro.us_&d=DwICAg&c=1DE7oMaPKXpkYvev9V_FYahWL0QWnGCCA(CDz1Bns_w&r=4T36Nn3_GitU19e1e1svJUUhS16zLYyFQ2mMdA87JZg&m=cTokQszNoHJCH3J9DRdbJH62E41InHE4sPIlofHaU0&s=100hdXMmfuWE5yrsMBqWZ5finid1GIS1DI5E0ep13Kg&e=617-410-8882)

From: [Henderson, Richard](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Vladeck, Abigail \(GOV\)](#); [Kaneb, Michael \(GOV\)](#)
Cc: [Steve Thomas](#); [Albert Ng](#)
Subject: RE: Next steps
Date: Tuesday, October 10, 2017 8:29:43 AM
Attachments: [AHQ2 Henderson Comments.docx](#)
[ULI Slide.pdf](#)

Hi Aimee, Abi, Mike--

Despite what I said last night and for what it's worth, attached are my specific comments on the text, including some suggestions on what to cut. Don't be thrown that some comments say "Audrey Henderson"-- I used my wife's computer because it's a lot better than mine!

My big takeaways are as follows:

Just thinking- "Revolutionary" is more the theme than "Transformational"-- it's obvious but it fits, and why not go with what you're known for? VHB, feel free to kill me.

We should be ruthless about cutting stuff we think is important but Amazon won't really care about. The Business Environment section has lots of wonderful stuff, but do they really need to know so much about taxes; do they care that we're dredging our port?

Move the Talent section ahead of Innovation Ecosystem-- talent is why they need a second HQ and it's our greatest strength. But the tables in there (except the one on degrees granted) don't do us justice. I've attached a page from a recent ULI presentation that has a great table on Cities with the Highest share of 25-34 year olds that we might consider.

The Transportation section is too generic: we don't talk about how our improvements will increase capacity, decrease headways, link key areas.

The Incentives section is, I assume, deliberately generic but would benefit from more and better examples of how we've helped companies. Do you need some I-Cubed examples from us? Let me know. I also noted why I don't think Wynn is a good example at all-- it's classic mitigation paid for by a developer, who also was being sued by a neighboring community.

We should think carefully about what pictures we will put in-- right now it's a bit too historical-themed, and the picture of the young people on the bench looks like a bunch of models rather than real students at a real school. I'd like to see more walkable neighborhoods, more people riding bikes or hiking, a ballgame.

Finally-- We've got to pick numbers for the # of colleges in State and in Greater Boston and be consistent--they're all over the map! Wiki says 114.

See you later.

Richard

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

From: Ward Weeden, Aimee (EOHED) [<mailto:aimee.ward@MassMail.State.MA.US>]
Sent: Monday, October 09, 2017 6:31 PM
To: Henderson, Richard
Cc: Vladeck, Abigail (GOV); Steve Thomas; Albert Ng

Thanks, Richard.

The content is actively being redrafted and edited for some of the issues you note below. I would wait for feedback

until after the new content is shared tomorrow end of day and formatted in the document. I think at that point there will be less big content changes and more line edits and finalizing visuals. That being said happy to hear feedback as we work!

Sites are still a moving target - hope to nail that down with Jay and Mike Kennealy tomorrow.

Happy to talk earlier in the day if that would be helpful.

Aimee
617-356-3037

Sent from my iPhone

> On Oct 9, 2017, at 4:58 PM, Henderson, Richard <Rhenderson@Massdevelopment.com> wrote:

>

> Hi Abi and Aimee,

> Just checking on how you see things going tomorrow with the main document. Lots of people will have comments (including myself if you want to hear them!) and I want to make sure we can efficiently differentiate those related directly to the main text, which I assume will be handled by Mike Kaneb or other staff, versus those related to layout, callouts, sites, pictures etc which I assume will be handled by VHB. We have a meeting late in the day but an earlier check in might be helpful. Maybe this is already happening with me off the email chain-- I saw a back and forth with Albert on an Interactive piece, but nothing on the main document.

> I'm sure I'm not saying anything you don't already know -- overall, there is a lot of good material but it is long, somewhat repetitive, and in some key areas like transportation too generic.

> I'm happy to provide more detailed comments but don't want to complicate things either.

> Thanks,

> Richard

>

> Sent from my iPhone

>

>

> Sent from my iPhone

On behalf of the Commonwealth of Massachusetts, we are excited to submit this invitation for Amazon to locate its HQ2 in Massachusetts. Massachusetts offers an innovative culture led by world-class research institutions and universities, a growing economy that succeeds because of productive collaboration between government and private industry, and an exciting collection of development sites that meet all of Amazon's needs for growth.

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

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

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

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

Revolutionary Ideas Begin in Massachusetts

Since before the firing of the shot heard 'round the world in 1775, Massachusetts has been generating revolutionary ideas that transform the world. From public transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has long been a trailblazer in the things that matter most.

Today, revolutionary ideas are driving Massachusetts's innovation economy. Because the home of the country's first marathon never settles for good enough, Massachusetts scientists, researchers, and cutting edge companies keep pushing forward in healthcare delivery, technological innovation, and education. As worldwide leaders in digital health, cyber security, and robotics, we're aiming to launch tomorrow's revolutions. And our geographic location and transportation networks make Massachusetts a particularly good launching point: our interstate highway system, our rail service, and our shipping piers give ~~immediate~~ access to the whole eastern seaboard while Logan airport, immediately adjacent to downtown Boston, provides a direct connection to the rest of the world.

Innovation Ecosystem and Talent

Our economy is thriving because of the innovation ecosystem we've worked hard to foster in Massachusetts. Home to [MIT, Harvard, the University of Massachusetts, and 11420 more](#) colleges and universities, Massachusetts has more post-secondary degrees per capita than any other state. This kind of intellectual capital drives invention. One sign: our world-renowned biotechnology cluster in Cambridge and Boston is changing lives with research-driven innovations in gene therapy, biologics, and more.

Innovation companies that choose to grow in Massachusetts are lucky because our educational institutions produce more than just great ideas. Every year they also produce tens of thousands of smart and highly trained engineers, programmers, mathematicians, doctors, researchers, and technicians. This gives innovation companies based in Massachusetts direct access to a critical resource they often find it hardest to produce on their own—high skilled employees who can immediately contribute to growth.

But this ecosystem isn't just focused on technology and science. It's the model for working together in all we do. Massachusetts has a commitment to creating strong collaborations among public and private institutions, state and local governments, business leaders, research universities, and industry; to providing a quality of life that makes our residents among the healthiest in the nation; and to strengthening career pathways, including those that flow through vocational schools or community

Commented [AH1]: This number is all over the map. Wikipedia says 114 accredited. We say 125 several times, other letters and callouts have as much as "over 200." I think this is an awkward phrasing, and UMass has several campuses so this number falls significantly.

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colleges, to help our residents achieve that quality of life with or without a four-year degree.

Sites

We're a small state, but in between the Atlantic Ocean and the Berkshire Mountains, Massachusetts offers a broad variety of attractive sites for Amazon's HQ2. We have infill opportunities in the dense urban core, where public transit is a way of life and a young and highly educated workforce can live, work and play in vibrant, walkable neighborhoods. We have attractive redevelopment opportunities on the edge of the urban ring, along multi-modal transportation corridors that move hundreds of thousands of people each day by train, bus, bike, car, and ferry. We have historic mill sites ready to be converted into chic ~~offices and lofts, industrial campuses.~~ We have greenfields and move-in ready campuses.

Commented [AH2]: We use "campuses" twice in two lines.

Commented [AH3]: We don't have any move in ready campuses in the Sites—only one I can think of would be Reebok.

in sought-after suburban communities with transportation options and communications connectivity to bring the world to you. And all over the state, we have opportunities for Amazon to co-locate with colleges and universities that are reinventing higher education and developing the talent pool that will drive innovation in the 21st century.

Political Stability

Massachusetts has a strong tradition of leaders working together across party lines to get things done. Governor Charlie Baker and Lieutenant Governor Karyn Polito are committed to bipartisanship, political cooperation, and problem-solving. With Governor Baker's years of earlier experience running the Commonwealth's two largest agencies and his later success in private sector start-ups and turn-arounds, he knows how to execute on big ideas.

The Massachusetts Legislature shares the administration's commitment to moving Massachusetts forward. In recent years, this spirit of political collaboration has produced trailblazing legislation guaranteeing pay equity between men and women; an economic development bill that invests in economic opportunity statewide; and housing initiatives to prevent homelessness and grow Massachusetts's transit-adjacent, workforce-oriented communities. We also passed comprehensive energy legislation that will diversify our energy portfolio, stabilize electric rates, and continue the Commonwealth's leadership in developing clean energy solutions. More broadly, we reduced burdensome red tape across state government by streamlining and eliminating outdated administrative regulations.

In Massachusetts, state government works with local government to create a consistent, safe, and predictable environment that makes it easier for businesses and residents to achieve their goals. The Commonwealth's close partnership with cities and towns is reflected in the high level local aid the state provides to help fund public schools and transportation, and in the on-going technical assistance the state provides to promote best governance practices at the local level.

Quality of Life

Talent comes to Massachusetts for our world-class educational facilities but stays to take advantage of our quality of life. This includes [vibrant walkable neighborhoods](#), [an extensive transit system](#), a variety of housing options for people in all stages of life, great K-12 schools, ample opportunities for civic engagement, extensive cultural and recreational amenities, low crime rates, and a progressive, open-minded spirit that embraces new things.

We led the nation towards universal health care. Now, nearly 98 percent of our residents have health insurance, and because we are home to two of the top six hospitals in the country and 17 nationally ranked hospitals across the state, they can access some of the best health care in the world. [We've also been leading the way in marriage equality, transgender rights, environmental and energy policy, and other measures that foster an inclusive, forward-looking society.](#) [More needed from Livability section]

This year, U.S. News & World Report took in the whole picture and named Massachusetts the Best State in America. We agree with their judgment.

Conclusion

Massachusetts is made up of 351 cities and towns that together have a global reach. We have some of the finest educational institutions in the U.S., from pre-kindergarten through post-graduate study, and we have the best educated workforce in the country. We are home to multi-cultural cities, close-knit towns, vibrant neighborhoods, and leafy college campuses. By making investments in our workforce and partnering with some of the most creative companies in the world, we foster an ecosystem where innovation and invention can thrive and grow. We cherish our history, and we learn from it. We take the long view, and we push forward to create an exciting future. We hope Amazon decides to come along with us.

OUR INNOVATION ECOSYSTEM

Commented [AH4]: I'd place this after Talent

Massachusetts is the nation's most diverse start-up laboratory for innovative research and development. Ongoing, multiplying connections among Massachusetts researchers, technology talent, and industry support an R&D ecosystem that is continuously generating and advancing creative ideas that will launch great new companies and improve our world.

Commented [AH5]: Need to qualify somehow—9 out of 10 people would say Silicon Valley.

The ever-growing innovation ecosystem in Massachusetts is made up of **125** universities and colleges, a diverse group of research centers from the Broad Institute to Northeastern University's Electronic Materials Institute, 5 of the 6 top funded NIH hospitals in the nation, ~~and and~~ groundbreaking firms in a broad range of industries. Fortune 500 companies like Biogen, Analog Devices and Hologic. Thanks to the Commonwealth's commitment to a collaborative and coordinated effort across industry, academia, and state and local government, Massachusetts is experiencing rapid growth as the nation's hub for technology- and science-based firms of all sizes.

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Commented [AH6]: This page leans too heavily on large companies. Where are the iRobots, Alnylams, Zipcars?

Massachusetts invests more on R&D as a percentage of GDP than any other state. In total R&D expenditure, we're second only to California. Massachusetts receives more **federal?** R&D funding per capita and more National Institutes of Health funding as a percentage of GDP than any other state.

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Forty percent of the Massachusetts workforce is employed in the innovation economy, and these clusters will be key drivers of job growth and innovation in the future. For this reason, Massachusetts is constantly looking for ways to support emerging sectors through a nimble and responsive economic development strategy that keep Massachusetts on the forefront of technology and innovation.

~~When it comes to supporting R&D, Massachusetts has a two-pronged approach. Our Research and Development Tax Credit is designed to incentivize R&D investment that will spur growth and innovation throughout the Commonwealth. Our R&D tax credit resembles the federal credit program, but it offers qualifying companies special benefits for investing in innovation in Massachusetts. The Massachusetts Research and Development Capital Fund provides support for the discovery and commercialization of new ideas in a variety of emerging technology sectors with a heavy focus in, computer and data science, advanced materials and smart devices. (Call out #1 in R&D spending as a % of GDP and per capita).~~

Strong established Massachusetts companies like ~~General Electric~~ Analog Devices, Boston Scientific and ThermoFisher are bolstered by opportunities discovered by researchers and start-up firms in emerging and high growth sectors. And across the board, Massachusetts research-based companies are powered by a talented workforce

trained by the world's best colleges and universities. The continuing growth of all these companies from the laboratory or research desk to market is supported by professional and financial networks that make Massachusetts first in technology transfers, second in technology patents, and third in venture capital investment. {call out Fortune 500 HQ's State Street, MassMutual, Liberty Mutual}

Commented [AH7]: If we want to highlight companies, why insurance firms? Bezos has invested several times in Rethink Robotics, in Boston. Amazon bought Kiva Systems, in North Reading.

~~No other state has embraced public-private partnerships and built the research and development infrastructure like Massachusetts has. This ecosystem, which has a concentrated strength as it plays out in the relatively limited geography of our small state, creates nation-leading support for bringing new ideas to market.~~

Commented [AH8]: Vast statement needs to be backed up.

Researchers, students, and executives are choosing Massachusetts because this innovation ecosystem gives them the opportunity to build the future: to create the next generation of global technology convergence in an environment that stands at the intersection of software development, healthcare, financial services, life sciences, e-commerce, renewable energy, advanced manufacturing, data analytics, robotics, artificial intelligence, and the Internet of Things.

State Investment

~~No other state has embraced public-private partnerships and built the research and development infrastructure like Massachusetts has. This ecosystem, which has a concentrated strength as it plays out in the relatively limited geography of our small state, creates nation-leading support for bringing new ideas to market.~~

Commented [AH9]: Vast statement needs to be backed up.

When it comes to supporting R&D, Massachusetts has a multi-two-pronged approach. Our Research and Development Tax Credit is designed to incentivize R&D investment that will spur growth and innovation throughout the Commonwealth. Our R&D tax credit resembles the federal credit program, but it offers qualifying companies special benefits for investing in innovation in Massachusetts. The Massachusetts Research and Development Capital Fund provides support for the discovery and commercialization of new ideas in a variety of emerging technology sectors with a heavy focus in, computer and data science, advanced materials and smart devices. A variety of other state-supported efforts include the MassVentures venture capital fund, the Emerging Technology Fund focused on taking mid-stage firms from prototype to production, and sector-based funds in Life Sciences and Clean Energy.

{Call out #1 in R&D spending as a % of GDP and per capita}.

The Massachusetts Green High Performance Computing Center, which is jointly operated by Boston University, Harvard, MIT, Northeastern, and UMass, provides a perfect example of how Massachusetts coordinates its efforts across government, higher education, and industry to maximize the impact of good ideas. The Center provides a shared resource for high performance computing across the region and hosts millions of virtual scientific experiments each month that allowing researchers to put the center’s computing power to work analyzing data that runs the gamut from theoretical physics to analysis of MBTA performance metrics. The center also partners with the region’s K-12 public school systems to support new education and workforce development opportunities. As its name suggests, it’s also really green: running on energy from a nearby hydroelectric plant, the Center has a ninety percent carbon-free energy supply and has a Leadership in Energy and Environmental Design (LEED) Platinum certification. [Photo of Center or Hydro plant]

~~Massachusetts is home to a large number of industry leading innovation clusters that have been built on the strength of the state’s long-standing investment in education and the knowledge based economy. Forty percent of the Massachusetts workforce is employed in the innovation economy, and these clusters will be key drivers of job growth and innovation in the future. For this reason, Massachusetts is constantly looking for ways to support emerging sectors through a nimble and responsive economic development strategy that keep Massachusetts on the forefront of technology and innovation.~~ [call out Bloomberg’s 2015 & 2016 U.S. Innovation Index ranks Massachusetts as the “Most Innovative State”]

Massachusetts ~~has a long history of manufacturing~~ was the hotbed of America’s Industrial Revolution, and still hosts an innovative manufacturing sector.

Understanding the importance of continuing a state-wide transition into advanced manufacturing, Massachusetts has invested over \$100 million in funding to the Massachusetts Manufacturing Innovation Initiative (M2I2) to help manufacturers adopt innovative new technologies and to invest in the federal Manufacturing USA program. Through the creation of sector-specific Manufacturing USA Centers, M2I2 will advance innovation and job growth within the state through cross-collaboration among companies, universities, national labs, government, incubators, accelerators and other academic and training institutions. Just this month, Governor [Baker](#)

announced awards to fund critical research and development infrastructure for advanced manufacturing research projects in sectors such as advanced functional fabrics, integrated photonics, robotics, and flexible-hybrid electronics.

Examples of Awards to call out – can include images and descriptions.

MIT/Northeast Regional Robotics Innovation Collaborative (RRIC) in Boston at MassRobotics (Years 1 & 2: Cambridge and Boston, Mass.; Year 3: Boston and Worcester, Mass.) \$500,000 in year 1; total of \$1,980,000 over 3 years Develop and deploy “Teach-Bot”, an innovative robotics instructor and demonstration machine that interacts with the learner; training targets experienced manufacturing workers, to arm them with new skills to deploy, program and maintain robots in the workplace. ARM (Advanced Robotics Manufacturing)

MIT Lincoln Labs

(Lexington, Mass.) \$1,900,000 Germanium deposition tool to complete and establish the nation’s first DoD Trusted Integrated Photonics Fabrication Prototyping Facility for the development of defense-related products for advanced computing (quantum, cryogenic, all-optical) and sensing (bio screening, AVs, microwave radar). AIM Photonics (American Institute for Manufacturing Integrated Photonics)

Massachusetts has also established itself as a leader in digital health, cybersecurity, and robotics -- and the list doesn’t end there. [MA digi health Ecosystem Company graphic] As industry clusters become more confluent and converge, Massachusetts will continue to support entrepreneurial companies that advancing the newest technologies.

CALLOUT: Focus on Robotics

According to a 2016 report by the Massachusetts Technology Collaborative, the robotics sector in Massachusetts had the following attributes in 2015:

- * 122 commercial companies in the sector
- * 33 new robotics businesses were created in the prior five years, for an increase of 57%
- * 4,716 Massachusetts workers employed by robotics companies
- * Generated \$1.6 billion in revenue
- * Received over \$190 million in private investments, or 23% of total U.S. funding for the sector.
- * Mass Tech Investment in MassRobotics

* ~~State support~~—At -Joint Base Cape Cod, Westover, ~~and~~ Devens—, we've created test sites for drones and autonomous vehicles.

CALLOUT: Focus on Life Sciences

* Massachusetts won more than \$761 million, or a third of all U.S. seed stage funding for biotech, from 2009 to 2013.

* By the end of 2012, nine of the ten major drug companies in the world had offices or R&D facilities in Massachusetts.

* In 2015, Massachusetts received 28% of all venture capital dollars in biotech in the U.S.

* Massachusetts accounts for 11% of the U.S.-based drug development pipeline. Massachusetts-headquartered companies account for 5.5% of the global biologics pipeline

* In June of 2017, Governor Baker proposed up to \$500M in new investment in life sciences.

Incubation

Entrepreneurs and small businesses are the backbone of the innovation economy in Massachusetts. The state is home to thousands of startup companies, investors, advisors, and collaborative workspaces offering a world-leading concentration of entrepreneurial activity that continuously drives idea generation and commercialization.

Massachusetts provides a well-developed and growing support structure for early-stage innovation companies with over 700 innovation assets, including roughly 120 co-working spaces, incubators, accelerators, and makerspaces. Examples of incubators in Massachusetts include, but are not limited to:

* Cambridge Innovation Center: CIC manages more than 350,000 square feet of innovation space in Boston and Cambridge and provides more than 1,400 start-up companies and organizations with shared office space and event space, and special purpose entrepreneur communities. Companies originally headquartered at CIC have created between \$3.5 billion and \$4.3 billion in publicly disclosed exit value since 2001 and have created over 40,000 innovation economy jobs. Although CIC has expanded operations nationally and internationally, Boston's location remains its fastest growing.

* MassChallenge: MassChallenge is a non-profit, no-equity-taken startup accelerator that awards over \$2 million in equity-free cash prizes every year. Since its creation in 2010, MassChallenge has accelerated over 1,200 startups that have collectively raised \$1.8 billion in funding and \$700 million in revenue, and created 60,000 jobs. Their operations have expanded internationally and now include MADE@MassChallenge, a manufacturing accelerator and PULSE@MassChallenge, a digital health accelerator.

* Greentown Labs: Greentown is the largest clean tech startup incubator in the United States. Supported by the Commonwealth of Massachusetts and the City of Somerville, Greentown offers clean tech entrepreneurs office space, wet lab space, and event space. Greentown has incubated over 120 companies since 2010, and over 50 companies providing approximately 450 jobs are in residence today.

* Entrepreneurship for All: “E for All” is an accelerator that helps early-stage entrepreneurs by providing mentors, workshops, and cash prizes for both non-profit and for-profit start-ups. E for All’s focus is on fostering entrepreneurial growth in mid-sized cities including Lowell, Lawrence, Lynn, New Bedford, and Fall River. Since 2010, the organization has launched over 250 startups that have generated nearly \$10 million in revenue; worked with over 1,000 student and adult

entrepreneurs; and built a mentor community of 120+ successful entrepreneurs and professionals. Seventy-three percent of E for All’s startups are headed by women, 57% by minorities, and 52% by immigrants.

* LabCentral: LabCentral provides shared laboratory space for life sciences start-up companies in Kendall Square. LabCentral’s mission is to help create the next generation of powerhouse biotech companies by providing entrepreneurs and innovative life-sciences startups with the space and resources they need to test out, challenge, and nurture early ideas. LabCentral was started with an initial \$5 million grant from the Mass Life Sciences Center in 2013 and recently received another \$5 million from MLSC to open new space and serve more companies. To date LabCentral has served 51 companies that have raised over \$1.1 billion in venture capital.

Funding

Boston is a major financial center with a particularly strong representation in the venture capital and private equity sectors. The availability of early-stage funding and the long history of successful relationships between Boston-area financial firms and Massachusetts-based start-ups ensure that companies that launch in Massachusetts have ready access to the investment capital needed to take great ideas from conception to commercial implementation.

Boston is the birthplace of venture capital—a source of start-up financing that was introduced in 1946, with the founding of American Research and Development by Harvard Business School Dean Georges Doriot. There are and the approximately 100 active venture capital firms in the Commonwealth employing more than 700 professionals, with major clusters in Boston, Waltham, and Cambridge. Massachusetts VC firms have more than \$50 billion in venture capital funds under management, and Massachusetts start-ups benefit from that network. In 2016, Massachusetts start-ups received \$6.2 billion in venture capital investment, a figure that ranks third overall among the states and second as a percentage of state GDP.

Massachusetts venture capital firms invest heavily in state, with 63% of Massachusetts deals featuring investors from Massachusetts. Additionally, General Catalyst, a Cambridge-based VC firm, raised the 8th largest fund in the U.S. in 2016 and is the only non-California based firm in the top 10 largest venture capital funds raised in the last year.

Massachusetts's innovation economy leads in attracting funding for growth from other sources as well. Taken all together, Massachusetts receives more R&D funding per capita and more National Institutes of Health funding as a percentage of GDP than any other state, with the result that Massachusetts invests more on R&D as a percentage of GDP than any other state. In total R&D expenditure, we're second only to California. Over the past five years, the Commonwealth of Massachusetts has contributed public funds to this mix by investing in collaborative R&D projects in cloud computing, data science, cybersecurity, financial technology, printed electronics, advanced functional fibers, marine robotics, and more.

TALENT

Our ability to attract and grow talent sets Massachusetts apart as the ideal location for Amazon's HQ2. With a greater density of colleges and universities than any other place else in the world and a full range of educational offerings and research programs, Massachusetts is committed to educating the inventors, scientists, researchers, managers, and high skill workers who will lead the development of science and technology in the 21st century.

As a result, Massachusetts dramatically outperforms other states in its ability to attract and produce workers with technical skills and computer and math expertise. Nearly 40% of Massachusetts workers are already involved in the innovation economy, the highest percentage of any state in the country. Consistent with this ranking, the Massachusetts workforce has a dramatically higher concentration of workers in math and computer science related occupations than the national average. This includes positions such as systems software developers, application software developer, computer support users, and computer systems analysts.

Math and Computer Occupations	MA # of Workers	% of Total MA Math and Computer Employment	US # of Workers	% of Total US Math and Computer Employment	Advantage Massachusetts
Software Developers/Systems Software	27,630	19%	409,820	10%	9%
Software Developers, Applications	31,150	22%	794,000	20%	2%
Sub-Total of Software Developers	58,780	41%	1,203,820	30%	11%

Commented [HR10]: I think this table is confusing, and weak. We have plenty of better things to highlight, like the comparisons to Seattle that VHB produced.

Commitment to Excellence

In Massachusetts, the talent ecosystem begins with world-class public and private elementary and secondary schools. According to the U.S. Department of Education, Massachusetts fourth graders rank first in the country for math scores. Massachusetts eighth graders rank first again for math and in fact outperform the rest of the country by an even wider margin.

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

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

The best educational institutions attract the best talent from around the world. More than 55,000 of Massachusetts’s 400,000 college and university students are international students. The long-term benefits of the attraction are huge, especially in the science-based professions: one quarter of Massachusetts biotech firms are founded by foreign born innovators, and 59 percent of our medical scientists and 35 percent of our software developers are foreign born.

Leading in STEM

Massachusetts colleges and universities lead in STEM graduates. Our institutions award more science, technology, engineering, and math graduate and professional degrees per capita than any other state. We're also top-ranked among the states in many other measures of STEM success.

- MIT (1), Harvard (18), and University of Massachusetts Amherst (25) rank in the top 25 schools for computer science in the nation.
- MIT (1), Harvard (20), Boston University (37), and Northeastern (43) rank in the top 50 engineering schools in the nation.
- MIT (1) and Harvard (3) rank in the top five graduate schools for math in the nation.
- Number 1 among states per capita for both PhDs and Master's degrees recently awarded in Science and Engineering.
- Top 5 among states for completed master's degrees and doctorate degrees.

Our community colleges have a big role to play here as well. On the strength of a \$20 million, multi-year federal grant awarded in 2014, Massachusetts community colleges developed expanded STEM credentialing programs to prepare more students for careers in Engineering, Advanced Manufacturing, Biotechnology/Life Sciences, Computer Information Sciences, and Information Technology. We expect that 13,000 students will have enrolled in high-demand STEM programs funded by the grant.

We're also proud that our STEM programs outperform most others in the country in attracting women. In the most recent measure, 37% of all STEM degrees granted in Massachusetts went to women graduates.

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

Statewide Higher Education Network

Massachusetts is also home to some of the best liberal arts colleges in the country – including Williams, Amherst, and Wellesley Colleges, ranked first, second, and third in the

2015 GRANTED By Massachusetts Higher Education Institutions	Associate Private Certificate	Associate Public Certificate	Private Bachelor	Public Bachelor	Private Master's	Private Doctorate	Public Doctorate	Degree Total
<i>Business Degrees</i>	306	1,886	8,873	3,802	8,079	157	23	23,126
<i>Computer Science Degrees</i>	142	461	1,424	736	1,684	76	42	4,565
<i>Engineering Degrees</i>	135	446	3,602	942	2,362	622	86	8,195
<i>Legal Degrees</i>	10	87	91	94	533	2,243	0	3,058
<i>STEM-specific Degrees (not included above)</i>	725	2,301	4,922	2,359	3,599	3,016	151	17,073
Total Degrees Granted	1,318	5,181	18,912	7,933	16,257	6,114	302	56,017

Source: Massachusetts Executive Office of Education

category by *U.S. News & World Report*.

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

Commented [HR11]: If you want to say served, then you should add the 90,000 more in the last sentence in this paragraph.

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

Commented [HR12]: I've seen 55 elsewhere—let's just be consistent.

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



REINIER MOQUETE WITH STEM YOUTH - HOLD FOR MORE HQ IMAGE

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

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

Focus on Career Pathways

Massachusetts is also looking beyond traditional degree programs to create innovative career pathways that don't necessarily flow through four-year institutions. In collaboration with employers across a wide range of industry sectors, Massachusetts is working to give many more students the opportunity to explore career options, experience internships, and develop marketable skills – especially in growing STEM fields.

Our Workforce Skills Grant program connects high school and community college students and adults looking for work with opportunities to develop skills needed for jobs in the innovation economy. The grants provide technologically-advanced workforce training equipment to high schools, community colleges, and community-based nonprofits. Participating institutions collaborate with local employers to identify future workforce demands and skill gaps and then to match students with programming that will prepare them for in-demand jobs.

Since the program began in 2016, over \$24 million in grant awards have benefitted over 10,800 Massachusetts students and career learners. We are actively seeking private sector partners to connect students and other learners with equipment and training that will teach them the skills most in demand from growing employers.

In addition, the Massachusetts Workforce Training Fund awards \$18 million annually to companies in all industries to support training for newly hired and existing workers. This funding provides substantial assistance in shifting workers to new and developing technologies.

Call-Out: Amazon Fall River

Thriving Talent Partnership with Amazon in Southeastern Mass

Amazon's 1-million-square foot fulfillment center in Fall River, MA opened in September 2016, fully staffed with more than 700 new hires recruited through local Fall River and Stoughton Career Centers. One year later, this partnership has expanded exponentially, and Amazon has met its talent goals by hiring more than 1,500 additional Massachusetts residents from local Career Centers. Career Center staff have already worked with Amazon executives to develop an efficient hiring process that will be scaled further to accommodate a range of future hiring needs.

More Side-Bars:

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

Just a few weeks ago, a professor at MIT was awarded the Nobel Prize in Physics (shared with 2 others) for the discovery of ripples in space-time known as gravitational waves, called a discovery that shook the world.

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

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

[Amazon Info Request No. 5—Labor and Wage Rate Information in general job categories described]

Wage Rate Information in Job

Occupation Title	M				
		Computer and Mathematical Occupations	\$96,860	\$57,600	\$116,490
		Computer Systems Analysts	\$93,990	\$64,090	\$108,950
		Software Developers, Applications	\$110,410	\$69,850	\$130,690
		Software Developers, Systems Software	\$114,330	\$78,310	\$132,340
		Legal Occupations	\$122,330	\$49,690	\$158,650
		Office and Administrative Support Occupations	\$42,970	\$26,930	\$51,000
<i>Data Source: Occupational Employment and Wage Statistics; May 2016</i>					
Management Occupations		\$128,750	\$63,730	\$161,260	
Accountants		\$82,420	\$52,550	\$97,360	

2014-2024 STEM Occupational Projections for Massachusetts	Employment 2014	Projected 2024 Employment	% Change
Software Developers, Applications	27,571	31,626	15%
Software Developers, Systems Software	27,705	30,452	10%
Computer Systems Analysts	16,530	19,428	18%
Computer User Support Specialists	16,645	18,285	10%
Computer and Information Systems Managers	15,417	17,284	12%
Network and Computer Systems Administrators	9,873	10,511	7%
Web Developers	4,651	5,675	22%
Computer Occupations, All Other	4,879	5,238	7%
Computer Network Architects	4,501	4,902	9%
Database Administrators	3,803	4,180	10%
Operations Research Analysts	3,219	4,162	29%
Computer Network Support Specialists	3,544	3,745	6%
Statisticians	2,412	3,249	35%
Information Security Analysts	2,677	3,144	17%
Source—Kelleher to Provide	143,427	161,881	11%

Commented [HR13]: Not sure this table is particularly relevant—it's just projections of need, not of supply.

[2.X.X] STABLE & BUSINESS FRIENDLY ENVIRONMENT

Massachusetts creates a favorable business environment for companies to launch, grow, and thrive by keeping our tax structure fair and predictable, managing our state budget wisely, and making targeted investments for the future. We use data-driven decision-making and a rational approach to regulation to avoid creating unnecessary business burdens while still protecting the well-being of our residents and maintaining the high quality of life they expect and deserve. State and local governments work together, across party and geographic lines, to make Massachusetts a place where workers, job creators, and innovators can flourish. All bodies, and all levels, of government work closely with businesses to develop policy.

But “stable” is not the same thing as “static.” In fact, the business environment in Massachusetts is constantly evolving. This constant evolution results from sustained, multi-year attention to important competitive issues that stakeholders in the Commonwealth, both public and private, identify and jointly decide to address. Legislation often plays a key role in these developments, but implementation plays an equally important role.

For example:

- Education – In the early 1990s, Massachusetts’ system of public education was underfunded and suffered from severe disparities among school districts. Twenty-five years later, Massachusetts’ system of K-12 education is by all measures the best in the country. Key legislation: Education Reform Act of 1993, 2010 “Race to the Top” legislation.
- Health Care – In the late 1990s, both providers and payors suffered from severe financial pressures and other dislocations, including the threatened loss of federal support for certain providers that served low-income populations, while health outcomes varied widely according to race and economic status. Twenty years later, Massachusetts has the lowest rate of uninsured and highest quality of care measures in the country, has significantly reduced disparities in coverage, and is leading the nation in adopting accountable care models. Key legislation: 2006 health care reform, 2012 payment reform legislation.
- Energy – In the mid-1990s, Massachusetts had a system of vertical monopolies for electric power, which operated numerous polluting, fossil fuel-fired power plants at high ratepayer cost. Twenty years later, Massachusetts has re-structured the ownership of its electric power system and dramatically reduced the carbon emissions resulting from power generation while containing increases in ratepayer bills through our commitment to energy efficiency. Key legislation: 1997 Electricity Restructuring Act, 2008 Green Communities and Global Warnings Solutions Act, 2016 Energy Diversity Act.
- Transportation – In the late 1990s, Massachusetts operated two separate highway systems, and funded the MBTA annually in arrears, by writing a check to the MBTA for its annual operating deficiency. Twenty years later, Massachusetts has consolidated the management of its system of roads and bridges and forward-funded both the MBTA and the other regional transit authorities, while completing the largest construction project

Commented [MA14]: The Governor really should write this.

Commented [MA15]: IS this true?

ever undertaken on an American highway and expanding the services provided by public transit. Key legislation: 2000 Central Artery financing and MBTA forward-funding legislation, 2009 Transportation Reform Act.

Our sustained attention to issues of business competitiveness, over decades, is what makes Massachusetts unique among the states.

Possible callout:

The nonprofit Center for Data Innovation's new report, *The Best States for Data Innovation*, released on Monday, July 31 by, ranked Massachusetts as the No. 1 state overall.

The state ranked in the top five in metrics that assess energy usage data; broadband availability and speeds; electronic health records; and developing its human and business capital.

Tax Fairness and Predictability

State Taxes. The primary source of tax revenue in Massachusetts is personal income tax, followed by sales, corporate and other taxes.

[Source: <http://www.mass.gov/dor/docs/dor/news/pressreleases/2017/june-2017-tax-summary.pdf> note: this is still unaudited at this point in the year, so these should be considered preliminary results]

<u>Tax Type</u>	<u>Preliminary Fiscal 2017 Tax Collections (unaudited, in millions)</u>
Income	\$14,696
Sales & Use	6,209
Business & Corporate	2,495
Other	<u>2,224</u>
Total	\$25,625

[pretty pie chart showing percentages]

The Commonwealth assesses personal income taxes at a flat rate after deductions and exemptions. The state personal income tax rate is 5.1% on both earned and unearned income. The tax rate has been gradually reduced from 5.3% in tax year 2011 to its current rate, and reductions will continue as certain tax revenue growth triggers are met to lower the rate to a flat 5.0%. The tax rate on gains from the sale of capital assets owned more than one year is equal to the personal income tax rate (currently 5.1%), and the tax rate on short-term capital gains is 12%.

Corporations doing business in the Commonwealth are subject to a state excise tax. Corporate net income allocated to Massachusetts, which is based on net income for federal taxes, is taxed at 8.0%.

Massachusetts law provides for a variety of tax credits that may be applied against corporate excise or personal income taxes due. These credits are designed to encourage business in the state. Certain credits, when not used to reduce a current tax liability, may be carried forward, transferred, or refunded. **[Cross reference Incentives]**

~~The sales tax rate imposed on retail sales of certain tangible property (including meals) is 6.25%, statewide. With the exception of local option meals taxes, cities and towns in Massachusetts cannot impose their own sales tax.~~

Massachusetts's tax environment compares favorably to other Northeast states when compared across all categories. We view the relative cost and ease of doing business in the Commonwealth as a key aspect of our competitiveness, and we aim to strike a fair balance between shared benefits from state-driven investment and enhanced quality of life and shared contributions to support government services and infrastructure.

	Massachusetts	Connecticut	New York	New Jersey
Business Tax Climate Index Ranking	27	43	49	50
State-Local Tax Burden as Share of State Income	10.30%	12.60%	13.70%	12.20%
Personal Income Tax Rate	5.10%*	6.99%	8.82%	8.97%
Business Income Tax Rate	8.0%	9.0%	6.5%	9.0%
Long-term Capital Gains Tax Rate	5.10%*	6.70%	8.80%	9.0%
Average Combined State/Local Sales Tax Rate	6.25%**	6.35	8.49%	6.85%

*May decline to 5.0% if revenue growth triggers are met.

**Reflects Commonwealth of Massachusetts sales and use tax rate of 6.25% only;

Massachusetts municipalities do not impose general sales tax.

Local Taxes. Municipal governments in Massachusetts are primarily supported by revenues from property taxation and direct aid from the Commonwealth. Massachusetts cities and towns do not have the authority to impose personal income taxes under state law.

~~Massachusetts cities and towns do not have the authority to assess sales taxes; however, cities and towns may adopt optional hotel room occupancy and/or sale of meals excise taxes, up to a statutory limit, by local vote.~~

~~In 1980, Massachusetts instituted Proposition 2½, a law that limits increases in local property taxes to not more than 2.5% annually and that also limits total annual revenue from property taxes to 2.5% of the assessed value of all property in the municipality. Property tax stability allows local officials and residents to plan for the future knowing that property taxation will be steady and manageable.~~

The Commonwealth makes substantial payments to cities, towns and regional school districts to establish a stable, fair, and predictable fiscal environment statewide. A large portion of state revenue sharing is targeted for public education. ~~This support is allocated through a fixed~~

~~formula to ensure that each district reaches a minimum level of spending per pupil. The Commonwealth also distributes significant unrestricted funds for municipal use, including net revenues from the State Lottery program, helping cities and towns fund vital local services such as police and fire protection, parks, and public works.~~

~~The Massachusetts Community Preservation Act permits cities and towns that adopt its provisions to levy a surcharge of up to 3% on their real property tax levy, for the acquisition, creation, preservation, rehabilitation and restoration of open space, historic resources and affordable housing. A state match is available for these funds.~~

Strong Fiscal Management

Massachusetts state and local governments maintain a stable and business friendly environment by working together and with businesses effectively, planning for the future, and managing our resources wisely. Governor Baker is committed to bipartisanship, political cooperation, and practical problem-solving, and his cabinet is composed of political leaders and policy experts from across the political spectrum. The Baker-Polito administration also engages in regular, open dialogue with legislative leadership. Massachusetts's results-oriented, collaborative style of government has produced a stable political climate that facilitates long-term policy-making.

Prudent stewardship of the state's finances allows Massachusetts to invest in our infrastructure, offer services to benefit the health and well-being of our residents, and pursue a long-term economic growth strategy. The Massachusetts Legislature routinely delivers timely annual state budgets. A statutory balanced budget requirement and the Governor's authority to make line-item vetoes keep spending in check. The Governor also has authority to reduce spending if revenue deficiencies emerge during a fiscal year. Conservative revenue forecasting and active management of the state budget in recent years have ensured that budgetary spending grows more slowly than tax collections, reducing the exposure of the Commonwealth to financial risks.

Our sustained attention to competitive issues is only possible because of this spirit of cooperation and stewardship. The last quarter of a century has witnessed Administrations from both parties, all of whom have worked productively with the Massachusetts Legislature and with businesses to improve the Commonwealth, regardless of their party or role in government.

After taking office in 2015, the Baker-Polito administration closed a \$1.8 billion budget deficit for the fiscal year already underway – without raising taxes or fees and without drawing upon the state's rainy day fund. The Commonwealth, which has an annual operating budget of \$40 billion, currently has approximately \$1.3 billion in rainy day reserve funds on hand in the event of a fiscal downturn.

[EXAMPLE/callout of working together:

Based on a shared commitment to universal health care for both moral and financial reasons, government leaders from both parties worked together with business leaders and public health advocates to establish health care reform in Massachusetts. Landmark legislation was enacted in 2006 to create the Commonwealth Health Insurance Connector Authority (Health Connector) and extend health care coverage to nearly all Massachusetts residents. The Health Connector currently administers the Commonwealth's Health Insurance Marketplace under the federal Affordable Care Act. Massachusetts now has a 98% coverage rate, the best in the nation.

Commented [MAK16]: Possibly a Call Out/Highlight Box?

Nearly all children and seniors have health insurance. Racial and ethnic disparities in health coverage have been significantly reduced. Massachusetts continues to be an innovator in the areas of health care policy, health care cost containment, expanded access, and improved patient outcomes.

Regulatory Reform

Massachusetts recognizes that we can promote economic expansion and development by committing to an efficient, coherent, and consistent state regulatory framework. New regulations in Massachusetts are carefully reviewed to ensure that they do not unduly and adversely affect the competitive environment in Massachusetts, that the costs they impose do not exceed the benefits they produce, and that less restrictive and intrusive alternatives have been considered. Public engagement throughout the regulatory process ensures that the interests of all stakeholders inform agency decision-making.

As one of his first actions in office, Governor Baker ordered a review of all executive branch regulations—over 50 state agencies—to simplify and consolidate the regulatory code; rescind obsolete, outdated, and unnecessary regulations; and align state and federal standards where appropriate. More than 1,700 regulations were reviewed, and two-thirds were either amended or rescinded. Going forward, agencies will be required to make regular, periodic review of all regulations to ensure they remain up to date and meet state requirements for efficiency and consistency.

Fulfilling Long-Term Obligations

The Commonwealth of Massachusetts engages in long-term planning and data driven analysis to inform its policy decisions. The Administration conducts regular caseload and revenue forecasting to effectively predict service demands and revenues available for budgeting. A joint revenue forecasting system allows the Governor and Legislative leadership to reach a consensus estimate of revenues available for budgeting for planning. Long-term obligations, including long-term debt and pension liabilities, are accounted for in the process.

The Commonwealth is responsible for the payment of pension benefits for retired Commonwealth employees and certain other public employees. State and local government pension liabilities are actuarially evaluated on a regular basis, and any unfunded pension liability must be fully amortized under state law by fiscal 2040. The Commonwealth's current pension funding schedule projects full amortization of the unfunded liability by fiscal 2036.

The Commonwealth maintains a rolling five-year capital plan to plan for regular maintenance and renewal of capital assets and to prioritize infrastructure investments for future growth. The Commonwealth has a Debt Affordability Commission to recommend the appropriate level of general obligation debt to incur each fiscal year.

In recognition of the Commonwealth's strong fiscal management, Massachusetts's long-term debt is rated AA+ (stable outlook), Aa1 (stable outlook), and AA (stable outlook) by Fitch Ratings, Moody's Investors Service, and Standard & Poor's Global Ratings, respectively.

[EXAMPLE/callout of ratings reports:

Fitch:

"The [C]ommonwealth has a broad and diverse economy. Employment growth is solid, education levels are high, and population growth has approximated that of the U.S. this decade. Economic fundamentals include significant strength in the health care, technology and

education sectors, leaving it well positioned for solid gains going forward. Measured by per capita personal income, Massachusetts is the second wealthiest state in the nation.”

Moody’s:

“The Aa1 ratings are based on the [C]ommonwealth's full faith and credit pledge, reflecting its strong financial management practices...The rating also reflects large education and health care sectors that generate high wages and bolster employment...”

S&P:

“On a scale from '1.0' (strongest) to '4.0' (weakest), S&P Global Ratings assigned a score of '1.0' to Massachusetts’ financial management framework.”

of

“The increasing role of services in the economy reflects growth in research laboratories, computer software, management consulting, other business services, and health care. Higher education anchors, a high level of federal research funding, and venture capital give the [C]ommonwealth a leading edge in emerging industries, such as biotechnology, software, communications equipment, and surgical instruments.”

Permitting and Environmental Reviews

New construction in Massachusetts may be subject to Massachusetts Environmental Policy Act (MEPA) Review and various environmental permits.

Similar to the National Environmental Protection Act, which applies to projects that involve federal agency actions, MEPA requires that state agencies study the environmental consequences of their actions, including permitting and financial assistance. 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 the environmental consequences of their actions.

The Commonwealth issues various environmental permits depending upon the size, scope and location of a project. Through the Executive Office of Energy and Environmental Affairs, and its four environmental agencies, site specific permits are issued to address public access, endangered species, air quality and other water related and environmental protection needs. Project proponents are always invited to meet with agencies for a pre-permitting consultation session in order to ensure a complete and expeditious permitting process.

Stability and Responsibility

Businesses in Massachusetts routinely partner with state government to jointly identify competitive issues and help state government decide how to address those issues. They help state government to maintain the multi-year commitment that is necessary to address these

Commented [HR17]: I KNOW WE WANT TO SAY SOMETHING ABOUT PERMITTING BUT REALLY THIS DOESN'T ADD ANY USEFUL INFORMATION.

~~issues. Locating in Massachusetts comes with this opportunity, and responsibility. Come help us continue to make Massachusetts a better place.~~

Addressing Climate Change and Reducing Greenhouse Gas Emissions

Massachusetts continues to lead the nation in efforts to reduce greenhouse gas emissions and build a clean energy economy. We recognize that the development of clean energy presents an economic opportunity for our technology companies and our highly skilled workforce. We also recognize that the success of clean energy will reduce the risks that a quickly changing environment poses to our state economy. For the seventh year in a row, the Commonwealth was named the most energy efficient state in the nation by the American Council for an Energy-Efficient Economy (ACEEE) for our energy efficiency policies and programs. Massachusetts was also ranked as one of the top overall states leading the national clean-energy economy by the U.S. Clean Tech Leadership Index in its 2017 survey.

The foundation of Massachusetts's efforts to build a clean energy future is the Massachusetts Global Warming Solutions Act, which was signed into law in 2008. The law requires statewide reductions in greenhouse gas (GHG) emissions from each sector of the economy to reach a level at least 25% below the 1990 baseline emission level by 2020 and at least 80% below the 1990 baseline by 2050.

[Convert to graphic from EEA: We are well on our way to accomplishing these goals— Massachusetts has already reduced emissions 21% below the 1990 baseline.]

Following our early success in reducing GHG emissions in the power sector, Massachusetts is now actively pursuing strategies to reduce emissions and enhance resiliency in our transportation infrastructure, including the roll-out of a comprehensive regional strategy for the deployment of electric vehicles.

In 2016 Governor Baker signed comprehensive bipartisan energy diversity legislation that further strengthens the state's clean energy economy and puts the state on a long-term path to lower energy costs. The new law requires that Massachusetts utilities competitively solicit and contract for approximately 1,200 megawatts (MW) of clean energy generation from hydropower, solar, and onshore wind, and it marks the largest commitment to offshore wind energy by any state.

Massachusetts is also a member of the eight-state Regional Greenhouse Gas Initiative (RGGI)—the nation's first market-based regulatory program to reduce GHG emissions from the power sector through the auction of carbon dioxide (CO₂) allowances and the reinvestment of those proceeds in GHG reduction measures. RGGI members recently finalized a plan that will accelerate state and regional efforts to combat climate change by requiring an additional 30 percent cap reduction between 2021 and 2030, relative to the RGGI 2020 levels.

Massachusetts also participates in the recently formed U.S. Climate Alliance, which seeks to meet the goals of the Paris Climate Agreement and the New England Governors and Eastern Canadian Premiers Climate Change Resolution which calls for regionally targeted joint actions to reduce carbon emissions substantially by 2030.

Insert graphic/call-out: MassDOT solar farms/MBTA parking lot canopies

MassDOT and MBTA are leaders in the Commonwealth in using solar installations to offset energy usage, and provide revenue to agencies.

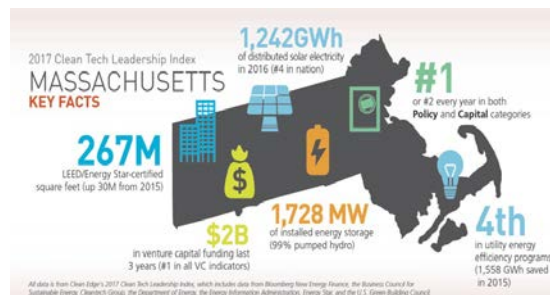
Two years ago, Ameresco began operating 5 solar installations on unused land along highway right-of-ways (they have since expanded to three more) through a power-purchase agreement with MassDOT. To date, these five installations have produced 6.5m kWh of energy, resulting in over \$1m in energy savings and rental payments to the agency.

This fall, Omni-Navitas will begin installing solar canopies on 37 MBTA parking facilities, through a 20-year lease with the T. In addition to its financial and environmental benefits, these installations will improve customer experience by providing lighting and sheltering parked cars from snowfall.

Alternative Energy & Clean Tech

While Massachusetts pursues statewide policies that create demand for clean energy alternatives, Massachusetts universities, laboratories, and start-ups are developing innovative technologies to meet that demand. Clean tech is a core category of the Massachusetts innovation economy, and Massachusetts already ranks as one of the top 10 states in clean-energy jobs as a percent of total employment, one sign that Massachusetts climate and energy policy has spurred continued job growth and economic development. Surveys by the MA Clean Energy Center confirm this indication: they show that the clean energy industry grew 12% in 2015 and that since 2010 energy employment has grown by 64% representing 38,000 new jobs with most of them paying over \$50,000 per year.

Massachusetts was ranked as one of the top states leading the clean-energy economy by the **U.S. Clean Tech Leadership Index**, trailing only California. Massachusetts maintained its second place ranking for the fifth year in a row in the most recent rankings, a testament to our sustained efforts. The Index ranks the clean-tech activities of all 50 states and the 50 largest metro areas in the U.S., tracking both policy and investment activity. Massachusetts scored especially high on



patent acquisition, energy research facilities, business accelerators, and percent of clean-energy jobs **as a share of total workforce.**

Commented [18]: Graphic source:
<http://www.masscec.com/blog/2017/06/28/states-and-cities-taking-charge>

Call-Out: Mass Clean Energy Center

The Massachusetts Clean Energy Center (MassCEC) is a publicly-funded agency dedicated to accelerating the success of clean energy technologies, companies and projects in Massachusetts. Since it began operating in 2009, MassCEC has helped clean energy companies grow, supported municipal clean energy projects, and invested in residential and commercial renewable energy installations. MassCEC also provides workforce training programs tailored to meet the needs of clean energy employers across Massachusetts.

Commented [ANF19]: Lifted directly from their website

Call:Out Efficiency Programs

Massachusetts has **launched** a \$11.4 million Rapid LED Streetlight Conversion Program to convert over 100,000 municipally owned streetlights to high efficiency LEDs that use up to 60% less energy than traditional streetlights.

Transportation

In Massachusetts, we believe that a robust and high-functioning transportation system is a critical piece in making our state an attractive place to learn, work, and live. We also know that a transportation system that provides a range of mobility choices for our residents—regardless of where they live, where they want to go, or how they want to get there—provides the foundation for a growing economy, a clean environment, and strong local communities.

The first subway tunnel in North America runs underneath Boston **Common**, and today Massachusetts remains an innovator in mobility services and transportation infrastructure. Massachusetts offers a comprehensive and robust network of transportation options that includes **a fully built out highway network**, the fourth-largest public transit system in the nation, an international airport immediately adjacent to downtown Boston, and a growing statewide commitment to bicycling and walking as components in a larger transportation strategy.

Commented [HR20]: We've said this before. Maybe delete above.

Commented [HR21]: Everybody has highways. What sets us apart?

Call-Out: Massachusetts communities have some of the highest numbers of workers commuting by bicycle in the nation, and over the next five years, Massachusetts will invest nearly \$160 million to expand our network of off-road bicycle and walking trails. Massachusetts is committed to trail construction because we believe in the recreation, transportation, and public health benefits of travel without a car. The new trails will complement many existing shared-use corridors across the state, and will make it even easier for residents and workers to travel by foot and by bicycle.

Massachusetts has embraced a culture of continuous improvement to guide our transportation agencies. This makes us eager to try new ways of doing business in order to bring better, safer, and more efficient service on our highways, trains, subways and buses, and in our airports. As part of this effort, we have adopted new technologies, such as all-electronic tolling on the Massachusetts Turnpike, to speed travel and reduce costly delays. We've also launched a pilot program for the testing of automated vehicles on the streets of Massachusetts, and we recently entered into first-in-the-nation cooperative agreements with transportation network companies like Uber and Lyft to improve public safety and support the growth of ride-sharing services in Massachusetts.

Massachusetts sits at the geographic center of a vibrant regional New England economy and provides trade and travel connections across the Northeast to Canada, Europe, and beyond. Massachusetts is also the Northern anchor point of a Northeast mega-region that spans the corridor from Boston to New York to Philadelphia and Washington, D.C. Millions of trips are made along this route every year, by car, plane, bus, truck, and train. Hourly flights depart Logan International Airport every weekday for New York, Philadelphia, and Washington. Amtrak offers more than 40 Northeast Corridor trains per day including by high-speed Acela trains, which take passengers from downtown Boston to mid-town Manhattan in well under four hours.

Air Travel

Logan International Airport offers nearly 1,000 flights daily to 75 domestic and 53 international destinations. In 2016, over 36 million people traveled through Logan. The airport is accessible by easy auto routes from downtown Boston, the rest of Massachusetts, and all of New England and by multiple public transit connections, including subway, bus, and water ferry. Worcester Regional Airport, 50 miles west of Boston, ~~supplements Logan's service with 21 weekly non-stop flights to three domestic destinations.~~ As well as T. F. Green Airport in Warwick, Rhode Island and Manchester Regional Airport in New Hampshire, each approximately 60 miles from downtown Boston, offer additional options for air travel with numerous flights to major cities on national carriers.

[INSERT—GRAPHIC/TABLE with LOGAN FLIGHTS TO DESTINATIONS IMPORTANT TO AMAZON]

Logan's travel volume has been growing at a steady clip. To support continuing growth, the Massachusetts Port Authority (MassPort) has recently embarked on a ~~x~~ expansion of Logan's international terminal that [Language coming from MassPort]

Transit

Massachusetts’s public transit system, the Massachusetts Bay Transportation Authority, serves 1.3 million people every weekday across 175 municipalities. The “T,” as it is affectionately known, offers subway, bus, trolley car, ferry, and commuter rail services as well as door-to-door paratransit service for disabled customers. Since taking office, the Baker-Polito administration has committed to a dramatic increase in T infrastructure investment. As a result, the T is now spending close to \$1 billion per year to make major capital upgrades that include purchasing two entirely new fleets of subway cars, upgrading existing signals and power sources and other core systems, and improving passenger stations and providing new amenities to improve the passenger experience.

Massachusetts is making transformative investments in our transit system today to enhance reliability and expand capacity.

[Insert bullets GLX, AFC, Silver Line Gateway]

Call-Out: The T is investing close to half a billion dollars to purchase hundreds of new subway cars, which will begin rolling into service in 2021. This enormous investment – which will be coupled with major infrastructure upgrades – will substantially improve the quality of transit service for T customers. At the same time, the program is also creating new economic activity in the western part of the state as the subway cars are being built in Massachusetts. This means good manufacturing jobs for local residents through at least 2023 in addition to an improved transit system.

Commented [HR22]: This is vague—could mean more comfortable seats. We should take the opportunity here to say something specific about increasing headways, capacity, whatever.

Regional Transit and Inter-City Rail

Massachusetts’s public transit network plays a crucial role in connecting population centers in some of the state’s outlying cities to the economic engine of greater Boston. Cities such as Lynn, Lowell, Brockton, and Fitchburg all have direct rail connections into downtown Boston. All these cities offer diverse housing stock that can help to address the growing need for affordable family housing, and all want to grow their numbers of residents and jobs.

While the T is part of this story, so too are Massachusetts’s 15 other Regional Transit Authorities (RTAs), all of which provide bus service that connects Boston to regions outside of Greater Boston and all of which fill a critical need for non-auto transportation. In 2016, the RTAs carried just under 33.5 million passengers. Together, the T and the RTAs provide a network of public transportation and mobility options that serve residents, commuters, and workers throughout Massachusetts.

[INSERT AMTRAK PARAGRAPH—coming from MassDOT]

Transportation and Sustainability

Because many parts of Massachusetts were settled long before the advent of the automobile, many of our communities offer dense, walkable settlement patterns that support vibrant municipal centers and make it possible to live, work, and play without owning a car. To build on this strength, Massachusetts has committed to expanding and improving its bicycle and pedestrian networks to enable more residents to commute car-free and to ensure that families can enjoy recreational opportunities and green corridors across the state.

As part of this effort, Massachusetts offers grant funding to local communities to build “complete streets,” roadway designs that provide safer facilities for walkers and cyclists over a network of non-auto routes. In the last two years, the state has funded 48 complete streets

projects with a total of almost \$18 million in grants. We understand that commuters want more options to get around without a car, and Massachusetts is on the forefront of making walking and cycling viable ways to commute and travel within the urban core and beyond.

Supporting Smart Growth

Expanding transportation systems and supporting new development go hand-in-hand. Transportation agencies in Massachusetts work hard to partner with developers to pro-actively prepare for the changes in mobility that come from growth.

~~Call Out: Massachusetts communities have some of the highest numbers of workers commuting by bicycle in the nation, and over the next five years, Massachusetts will invest nearly \$160 million to expand our network of off-road bicycle and walking trails. Massachusetts is committed to trail construction because we believe in the recreation, transportation, and public health benefits of travel without a car. The new trails will complement many existing shared-use corridors across the state, and will make it even easier for residents and workers to travel by foot and by bicycle.~~

Call-Out: New Balance Athletics has been headquartered in the Brighton neighborhood of Boston for more than a century. New Balance is a major employer and an important part of the Massachusetts economy, and the T stood ready to partner with New Balance when the company decided to expand its Brighton facilities to include substantially more office and retail space, as well as a major training complex for the Boston Bruins. Working in collaboration with the New Balance leadership, the T built a new Commuter Rail station to serve the expanded New Balance headquarters and the rest of the rapidly growing residential neighborhood that surrounds the project. The new station, which opened this year, has already seen higher ridership than had been projected and is a tangible of the commitment of Massachusetts to supporting our private partners in their transportation needs.

~~Call Out: When the Massachusetts Legislature welcomed gaming to the Commonwealth in 2011, Wynn Resorts was one of the first companies to express interest in locating here. Massachusetts and Wynn have collaborated on the siting and design of a five star resort casino on the Mystic River, slightly north of downtown Boston. Initial concerns about transportation access to the resort spurred close cooperation on improvements to the subway and road networks in the area, culminating with an agreement in which Wynn Resorts will fund additional subway service, substantial roadway improvements, and new bicycle facilities. These improvements will enhance access to the resort when it is completed and also substantially improve travel for the tens of thousands of motorists and subway passengers who already travel that corridor every day. The Wynn-Massachusetts relationship is a perfect example of our willingness to work in partnership with private companies to find solutions that meet the transportation needs of all stakeholders.~~

Callout: Spotlight on Freight

Conley Shipping Terminal in the Port of Boston is New England's international gateway for containerized freight and is currently seeing record-breaking container volume. To prepare for more growth and the arrival of even larger, Post Panamax ships, Massachusetts and the Army Corps of Engineers are spending \$350 million to dredge a deeper shipping channel in the Boston Harbor.

Massachusetts companies also rely on a strong network of freight railroads and approximately 6 million tons of freight are moved by rail each year in Massachusetts. In 2010, the state finalized a

Commented [HR23]: This is also known as holding up a company for massive mitigation. Also they were sued by an abutting community. I don't know why we would highlight this one.

Commented [HR24]: I love freight but does Amazon really care for the purpose of locating their HQ?

[partnership with CSX to improve freight and passenger rail capacity in Massachusetts by reconfiguring rail networks and bridges and creating a new \\$150 million intermodal operations center in Worcester.](#)

Livability and Culture

Since its founding, Massachusetts has been guided by a handful of enduring values: self-determination, opportunity, and a commitment to progress. As a result, for over 400 years, it has been a place where people work together to build a better future.

Our early start and our commitment to the future has resulted in a lot of firsts—some bigger, some smaller. We built America’s first public park (Boston Common), first public secondary school (Boston Latin Grammar School) first university (Harvard), first post office, [first public library \(Franklin\)](#), and first subway system. Our state constitution is the oldest functioning written constitution in continuous effect in the world. Massachusetts launched the abolition and the women’s rights movements. Massachusetts is the only state in the nation where a family’s right to shelter is enshrined in statute.

Commented [HR25]: Remember, they started out as a bookseller.

Today, we follow a practical progressivism that is grounded in common sense and tempered by fiscal discipline. We led the nation in enacting universal health care in order to support our most vulnerable citizens, but also because it was the best way to reduce the financial strains that an uninsured population puts on our state economy. Now, nearly 98 percent of our residents have health insurance that gives them access to some of the best health care in the country. In the last 15 years, we have also led the nation on marriage equality, pay equity, and safeguarding the rights of transgender people.

We think our progressive values contribute to the quality of life that attracts and retains our highly educated workforce. We also know, of course, that practically speaking, a high quality of life also means diverse housing choices, dynamic mixed-use environments, excellent schools, and strong cultural and recreational options. Massachusetts has succeeded in growing a top innovation supercluster because the state is comprised of the vibrant, livable communities, and welcoming neighborhoods that a talented workforce demands.

Eastern Massachusetts includes a rapidly growing urban core, defined by networks of walkable neighborhoods with vibrant independent retailers and restaurants. Massachusetts also has attractive suburbs harnessing transit access to meet the demands for new housing growth. We have former industrial mill towns where millennials are enjoying ~~the~~ large industrial loft apartments at affordable prices. We have classic New England towns connected by our mass transit system that provide picturesque “small town” feel with easy access to urban centers. We have a strong sense of place in Massachusetts, and every day we’re building on the concept of what it means to be (from) here.

[CALL OUT BOX/Graphic: Declaration of the Rights of the Inhabitants of the Commonwealth of Massachusetts, 1780. “All men are born free and equal, and have certain natural, essential, and](#)

~~unalienable rights; among which may be reckoned the right of enjoying and defending their lives and liberties; that of acquiring, possessing, and protecting property; in fine, that of seeking and obtaining their safety and happiness."~~

Commented [AH26]: Not sure why this is seen as unique given it's later than the Declaration of Independence.

Places

PLACEHOLDER

CALLOUT BOX/graphic: Ranked by *National Geographic Magazine* as one of ten best destinations on Earth, the Berkshires is an expanse of rural towns and hillsides that showcases how Massachusetts protects its vast green space. The region includes the renowned Tanglewood music venue, the Norman Rockwell Museum, and restaurants featuring farm-to-table offerings from across New England.

People

PLACE HOLDER

Education

~~Massachusetts was the first state to mandate universal public education, and we've retained our leadership ever since. Our focus on education starts early in Massachusetts, and the result is some of the best elementary and secondary schools in the nation. As recently as February 2017, U.S. News & World Report named Massachusetts as the number one state in the country due in part to the state's strong investment in high-quality pre-K through 12th grade education.~~

Commented [HR27]: We've noted this ranking before.

For the third year in a row, *Education Week Research Center* ranked Massachusetts first in the nation in providing a quality education for public school students. Massachusetts scored top rankings in two of the survey's three measures: *K-12 Achievement* and the *Chance for Success Index*, a combined metric that tracks continuous student enrollment in the K-12 years, high school graduation rates, achievement of post-secondary degrees, and rates of steady adult employment. Children educated in Massachusetts get a true head start in preparing to be leaders in the new global economy.

CALL OUT/GRAPHIC Massachusetts ranked number 1 as the top states to get an education in America in 2017 according to CNBC's *America's Top States for Business ranking*

CALL OUT/GRAPHIC February 2017, *U.S. News & World Report* named Massachusetts as the number one state in the country due in part to the state's strong investment in high-quality pre-K through 12th grade education.

Commented [HR28]: Ditto.

Health and Wellness

PLACEHOLDER

CALL OUT/GRAPHIC: Boston Children's Hospital was ranking the Best Children's Hospital according to 2017-2018 Rankings

Volunteerism and Philanthropy

PLACEHOLDER

Housing and Development [Awaiting stats from PM on housing costs and tenure, to use or not.]

Massachusetts is growing its housing stock at a rate that will meet new growth demands and continue to give Massachusetts workers access to vibrant and safe communities to live and play.

We expect a demand for 25,000 housing units to accommodate Amazon's anticipated growth. Based on current projections, Massachusetts is well-positioned to meet that need over time. Over the past three years, Massachusetts has permitted over 48,000 new housing units, including over including 40,000 in eastern Massachusetts cities and towns. Statewide, cities and towns in Massachusetts are on track to add 224,000 new housing units by 2030, with 129,000 of those in metropolitan Boston ~~2030~~. [The City of Boston](#) has set a target of adding 53,000 new housing units by 2030 and is currently ahead of the pace needed to achieve that goal. Neighboring Somerville is committed to building 6,000 new housing units by 2030.

Commented [HR29]: Where does this come from? Seems unnecessary.

On top of this aggressive plan for urban growth, Massachusetts offers a wealth of opportunities for new housing development, redevelopment, and creative reuse. The Commonwealth's affordable housing law, which overrides restrictive local zoning regulations in towns with insufficient affordable housing, ensures a minimum level of permitting capacity of 63,000 additional units statewide. The Commonwealth's Smart Growth zoning law, Chapter 40R, provides incentives to municipalities for adopting turnkey housing zoning in downtowns, near transit, and in other sustainable locations. There are currently 13,000 units zoned for by-right development in 40R communities.

In addition to these regulatory tools, the Commonwealth supports housing production through a wide array of funding and financing programs. The Housing Development Incentive Program promotes housing growth in Gateway Cities—mid-sized cities anchor regional economies around the state. The Massachusetts Workforce Housing Initiative is the nation's largest and most ambitious state-level initiative for middle-income housing affordability. The Brownfields Redevelopment Fund and Brownfields Tax Credit speed the cleanup and reuse of formerly contaminated sites. MassWorks provides grants for public infrastructure that unlocks economic development [and housing](#) opportunities.

CALLOUTS (photos / renderings available from Chrystal's slides):

- Malden is leveraging transit access to remake its downtown, adding 900 new transit-adjacent apartments that are spurring further investment in retail and commercial space.

- Plymouth is harnessing state economic development funds and smart growth zoning, to transform an abandoned former Walmart into a new waterfront neighborhood, with commercial space and 675 new homes.
- Lynn is reclaiming its waterfront, cleaning formerly contaminated parcels, and harnessing a unique state-local-federal working group, to remove permitting hurdles and advance significant new housing opportunities. The city now has 1,900 new market-rate units in its immediate development pipeline.

[7.1] INCENTIVES

The Commonwealth provides a broad array of financial programs to attract private investment in Massachusetts and to promote innovation and job creation. These programs are designed to be customized to the specific needs of individual companies and project sites. This permits the development of flexible and competitive incentives packages. Where feasible and appropriate, the Commonwealth focuses its investment on publicly-owned infrastructure that will support individual economic development projects while also benefitting a wide assortment of users.

Tax Credits

The Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster job creation and stimulate business growth. The Commonwealth issues EDIP tax credits to eligible companies in exchange for job creation and private investments. EDIP tax credits are awarded quarterly on a rolling basis and are calculated based on job creation and investment levels. Credits are generally issued as the employer reaches milestones established in an award agreement. Some EDIP awards are refundable and transferable in accordance with their terms. The available capacity of the EDIP tax credit program under current law is \$25 million annually.

Infrastructure Investment Programs

The Commonwealth's financial partnerships with employers focus on improving the performance or capacity of public infrastructure in order to create an environment where innovation backed by private investment will flourish over the long-term. The state capital plan is a flexible and forward looking program that allocates capital to projects that address the greatest need, that support local communities, that unlock economic opportunities, and that best position Massachusetts and its partners for the future.

MassWorks

The MassWorks Program is a flexible grant program that leverages state funding to support economic development projects statewide. Typical MassWorks projects include utilities, water treatment systems and sewage infrastructure, transportation and housing related infrastructure, site remediation, and demolition and other improvements that will create pad-ready development sites.

Sidebar: Examples of MassWorks Projects

MBTA Assembly Square T station: 2008 and 2011 MassWorks awards totaling \$27.5 million
Development of 56 acres of underutilized land in the City of Somerville was made possible by improving transit access. The MBTA's Orange Line passed through the site, but the site didn't have an easily walkable transit station. The private developer partnered with the state to create a new station, with the help of a \$27.5M MassWorks award and additional I-Cubed investment nearby (see below). At full build-out, Assembly Row will accommodate 3,500 residents, 12,000 office workers, and 2,500 retail employees in a mixed-use, modern district that is a short ride to downtown and a desirable destination for visitors, shoppers, and commuters.

Commented [ANF30]: Source:
<https://boston.curbed.com/2017/1/12/14255580/assembly-row-somerville-guide>

City Square: 2009, 2013, and 2015 MassWorks awards totaling \$28 million

The City Square Project in Worcester is a multi-year, multi-phase development that will replace a blighted urban renewal-era mall on 21 acres in downtown Worcester with over 2.2 million square feet of mixed-used space. The new City Square will have 350 housing units, 214,000 sq. ft. of office space, and pedestrian-friendly streetscapes and open space. The development is within walking distance of Worcester's Union Station, which serves as a regional transit hub and terminus of an MBTA commuter rail line. To date, MassWorks has invested \$28.25 million for demolition, site preparation, and infrastructure improvements at City Square. The Commonwealth has invested \$25 million in other capital funds into the project, and the City has committed \$15 million to-date.

The Commonwealth has approximately \$125 million in existing MassWorks grant capacity under current law to invest in infrastructure improvements sponsored by host municipalities or other eligible development agencies. The MassWorks program is regularly renewed with additional capacity. Grants are awarded annually by the Secretary of Housing and Economic Development, and funds are disbursed during the life of the project. The awards are not formula-driven.

Infrastructure Investment Incentive (I-Cubed) Program

The I-Cubed program is used to finance significant public infrastructure improvements that support major new private development. I-Cubed awards are made by the Commonwealth to eligible economic development projects that have been approved by the host municipality and generate substantial new tax revenue for the state. The level of benefit available through I-Cubed is based on the amount of new state tax revenues to be created by the project.

[highlight existing and planned I-Cubed project/s?]

The Commonwealth has approximately \$380 million in existing capacity, without further legislation, to invest in infrastructure improvements that lead to major employment or other revenue drivers in Massachusetts. An I-Cubed solicitation may be initiated at any time. The timing of the financing depends on the nature of the project.

Other Infrastructure Enhancements

The major economic development investments listed above are part of a larger state capital investment program that invests over [\$4 billion per year][coordinate with MassDOT to include MBTA capital plan] from various sources, including state, federal, and other funds. In fiscal 2018, the Commonwealth expects to invest approximately \$___ in transportation infrastructure [cross ref transportation section]; \$500 million on state facilities, including public higher education; \$200 million for affordable housing; \$200 million for environmental initiatives including climate change preparedness; and \$20 million to extend broadband access to underserved communities in western Massachusetts.

~~The state capital plan also provides reliable and substantial support for Massachusetts's 351 cities and towns by funding local initiatives including those for affordable housing options, municipal transportation networks, cultural institutions, and downtown revitalization. Massachusetts provides additional capital resources to public schools and the state transit system through special dedicated sales tax funding that supports the Massachusetts School Building Authority and the MBTA, respectively.~~

Commented [HR31]: Yes. Would you like MassDev to provide something?

Commented [SJF32]: I will do this on Thursday morning when we harmonize with Transportation. JFS

~~Massachusetts is committed to optimizing the value of our capital program by forging effective partnerships and investing strategically. The current capital investment plan leverages substantial federal funding for projects like the [example here?: FHWA transportation program, FTA, MassPort, Clean Water Trust, Boston Harbor Dredging]. We also cultivate partnerships with municipal, quasi-public, private, and nonprofit entities to support key initiatives that will serve common goals. [example here?: MLSC?, EF?, military projects, others?]~~
~~[cross-reference Transportation, Housing]~~

Workforce Skills Grants

Through the Workforce Skills Grant program, the Commonwealth seeks to connect high school and community college students and adults looking for work with opportunities to develop 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 local employers to identify future workforce demands and skill gaps, to match students with programming that will prepare them for in-demand jobs. Since the program began in fiscal 2016, grant awards have benefitted over 10,800 students.

[examples?] [Cape Cod Community College created learning partnerships with local long-term care facilities, health centers, and school systems to address a shortage of care providers for the region's aging population. Workforce skills grants from the Commonwealth funded the 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]

Utility Incentives

[Subject to EEA review] The Commonwealth offers robust financial incentives for new commercial construction that meets advanced energy efficiency standards. The integrated design path program for large buildings (100,000 sq. ft. or more) provides financial incentives throughout the design and construction phases of a new construction project, including support for design teams for charrettes and energy modeling, and incentives for the building owner/occupant for energy-efficient construction. Incentives are performance-based and are provided for both thermal and electric savings. Credits are available for the use of solar photo-voltaic power or renewable thermal technology. Major users are also eligible for discounts on energy distribution rates based on negotiations with distribution companies.

[7.1.6] **Streamlined Permitting**

[7.1.7] **Fees**

Commented [HR33]: Yes, move all this section to talent if we really want to keep it.

Commented [ANF34]: Move to talent section? OK

From: Flavin, Stephen P
To: [Kennealy, Michael \(EOHED\)](mailto:Michael.Kennealy@EOHED)
Subject: Re: WPI Submission for Amazon HQ2 Proposal
Date: Tuesday, October 10, 2017 8:45:00 AM

Hi Mike,

Hope all is well. I just wanted to check-in and make sure you didn't require anything additional from WPI for this proposal.

Thanks,
Stephen

Stephen P. Flavin
Vice President and Dean
Academic and Corporate Engagement

Worcester Polytechnic Institute
100 Institute Road, Worcester MA 01609-2280
Phone (O) 508.831.5095 (M) 774.437.1248
sflavin@wpi.edu



From: Stephen Flavin <sflavin@wpi.edu>
Date: Thursday, September 28, 2017 at 11:41 PM
To: "michael.kennealy@state.ma.us" <michael.kennealy@state.ma.us>
Subject: WPI Submission for Amazon HQ2 Proposal

Hi Mike,

Attached, please find relevant WPI data that may be helpful in the Commonwealth's proposal for Amazon HQ2.

I've included a Word document to support incorporating what you deem most valuable, as well as a larger PDF file which includes relevant institutional statistics that demonstrate WPI's impact, both locally, nationally and globally - again, all for consideration.

You will note that we begin with our commitment to the Mass Academy (a leading high school in the Commonwealth), through our impact on the STEM pipeline with our pre-collegiate programming, WPI's undergraduate and graduate programs, our leadership in robotics engineering, a very robust workforce development program, our research enterprise, and concluding with our move into the Seaport to support the larger innovation economy. I believe it is strong testimony to the contributions WPI can deliver in supporting Amazon's needs.

Mike, please let me know if you haven't questions, or if I can be of further assistance.

Best regards,
Stephen

Stephen P. Flavin
Vice President and Dean,
Academic and Corporate Engagement
Worcester Polytechnic Institute
508-831-5095

From: [Kreuter, Erica \(EOHED\)](#)
To: [Cosco, Jonathan \(EOHED\)](#); [Patel, Ketav \(EOHED\)](#)
Cc: [Frazier, Ricks \(EOHED\)](#)
Subject: RE: Massworks grant capacity
Date: Tuesday, October 10, 2017 9:11:05 AM

Jon,

Two comments:

1. The City of Somerville issued a \$25M DIF for Assembly Square (not sure if you want to include this)
2. City Square's MassWorks investment is correct, however I don't know if other state dollars above the \$25M mentioned have gone into the project. This would be a question for ANF.

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](#)

From: Cosco, Jonathan (EOHED)
Sent: Saturday, October 07, 2017 10:47 AM
To: Patel, Ketav (EOHED) ; Kreuter, Erica (EOHED)
Cc: Frazier, Ricks (EOHED)
Subject: Re: Massworks grant capacity

Erica,

The document referenced below also includes a description of two Massworks projects. Are these numbers accurate and consistent with our contracts?

MBTA Assembly Square T station: 2008 and 2011 MassWorks awards totaling \$27.5 million

Development of 56 acres of underutilized land in the City of Somerville was made financially feasible by improving transit access. The MBTA's Orange Line passed through the site, but the site didn't have an easily walkable transit station. The private developer partnered with the state to create a new station, with the help of a \$27.5M MassWorks award and additional I-Cubed investment nearby (see below). At full build-out, Assembly Row will accommodate 3,500 residents, 12,000 office workers, and 2,500 retail employees in a mixed-use, modern district that is a short ride to downtown and a desirable destination for visitors, shoppers, and commuters.

City Square: 2009, 2013, and 2015 MassWorks awards totaling \$28 million

The City Square Project in Worcester is a multi-year, multi-phase development that will replace a blighted urban renewal-era mall on 21 acres in downtown Worcester with over 2.2 million square feet of mixed-used space. The new City Square will have 350 housing units, 214,000 sq. ft. of office space, and pedestrian-friendly streetscapes and open space. The development is within walking distance of Worcester's Union Station, which serves as a regional transit hub and terminus of an MBTA commuter rail line. To date, MassWorks has invested \$28.25 million for demolition, site preparation, and infrastructure improvements at City Square. The

Commonwealth has invested \$25 million in other capital funds into the project, and the City has committed \$15 million to-date.

From: Cosco, Jonathan (EOHED)

Sent: Saturday, October 7, 2017 10:42 AM

To: Patel, Ketav (EOHED)

Cc: Kreuter, Erica (EOHED); Frazier, Ricks (EOHED)

Subject: Massworks grant capacity

Hi Ketav,

I'm reviewing (fact-checking) a document that may end up as part of the Amazon bid, it includes this statement: " The Commonwealth has approximately \$125 million in existing MassWorks grant capacity under current law to invest in infrastructure improvements sponsored by host municipalities or other eligible development agencies." Is that accurate to the best of your knowledge?

Jon

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Kelleher, Michael \(EHS\)](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Monday Update 2:00 pm
Date: Tuesday, October 10, 2017 9:11:32 AM
Attachments: [UniversitiesMap_Oct04.pdf](#)

VHB pulled together the attached graph based on information from Adrian – will this work?

From: Kelleher, Michael (EHS)
Sent: Tuesday, October 10, 2017 9:02 AM
To: Ward Weeden, Aimee (EOHED)
Cc: Goodall, Devon L. (MOBD)
Subject: RE: Monday Update 2:00 pm

Morning,

I meant to send you a quick update last night. I think I have a good line on the list and content. I will send over by noon. My suggestion is to cap it at 10 and rely on the 10 MA universities named in the US. News 2018 report. I think it works out well as it is a decent #, displays geographic diversity and people can't really comment/complain on how we choose the 10. I am 90% done now, need to use Mike's person to fact check and then will have enough – more than enough – for you/VHB to cull into site profiles. Thanks.

Let me know if you have any concerns or questions.

(suggest an overall map with each school represented, a heat map representing total enrollment – undergrad and grad would be ideal)

- **#2 Harvard University**, Cambridge, MA
- **#5 Massachusetts Institute of Technology**, Cambridge, MA
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- **#34 Brandeis University**, Waltham, MA
- **#37 Boston University**, Boston, MA
- **#40 Northeastern University**, Boston, MA
- **#61 Worcester Polytechnic Institute**, Worcester, MA
- **#75 University of Massachusetts**, Amherst, MA
- **#81 Clark University**, Worcester, MA

From: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, October 10, 2017 7:30 AM
To: Kaneb, Michael (GOV); Goodall, Devon L. (MOBD); Vladeck, Abigail (GOV)
Cc: Kelleher, Michael (EHS); Lee, Daniel (GOV); Sullivan, Jennifer F. (ANF)
Subject: RE: Monday Update 2:00 pm

Innovation will be done mid-morning along with Livability. Sites continue to be moving target, but we have more than enough information – we will likely be pulling info out if anything.

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What colleges are we listing – I think it should be capped at “top ten” of something list

What info for the colleges are we sharing?

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)

From: Kaneb, Michael (GOV)
Sent: Monday, October 09, 2017 2:24 PM
To: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)
Cc: Kelleher, Michael (EHS); Lee, Daniel (GOV); Sullivan, Jennifer F. (ANF)
Subject: Monday Update 2:00 pm
Roofers:

With the exception of a few fact items we are still chasing down, we are done for this stage with drafts for the following sections (posted in Dropbox)

- Transportation
- Business Environment
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- Incentives

Still being wrestled with

- Culture/Livability (in Aimee's hands or maybe Abi's at the moment)
- Talent (Kelleher and Kaneb will complete latest draft by 12:00 noon Tuesday—getting clearer)
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- Welcome letter (same)

Mike

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Sent: Monday, October 09, 2017 10:25 AM
To: Kaneb, Michael (GOV); Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)
Cc: Kelleher, Michael (EHS); Lee, Daniel (GOV); Sullivan, Jennifer F. (ANF)
Subject: Re: Sunday Update

For the end of the day tomorrow draft, section by section is great but should include redline edits and have a single file for each section from the state (i.e. livability is one section with all comments incorporated vs. 2 sections from Gov, HED).

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Sent: Monday, October 9, 2017 9:58 AM
To: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)
Cc: Kelleher, Michael (EHS); Lee, Daniel (GOV); Sullivan, Jennifer F. (ANF)
Subject: RE: Sunday Update

Last time we sent/uploaded section by section. That's easier work for us given the editing process. Can you confirm with them that we can continue to work this way at least until the next VHB turnaround draft?

From: Goodall, Devon L. (MOBD)
Sent: Monday, October 09, 2017 9:58 AM
To: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV)

Cc: Kelleher, Michael (EHS); Lee, Daniel (GOV); Kaneb, Michael (GOV); Sullivan, Jennifer F. (ANF)

Subject: Re: Sunday Update

Hi all - VHB would like the following for our document at the end of the day tomorrow:

- Consolidate all feedback into a single file
 - VHB shouldn't make content decisions if there are conflicting comments
- Redline edits so we can see the changes to the text over the previous version that was sent.
- Uploaded to the ShareFile site under a new draft folder with the date.

Let me know if you have any questions.

Thanks!

Devon

From: Ward Weeden, Aimee (EOHED)

Sent: Sunday, October 8, 2017 7:06 PM

To: Vladeck, Abigail (GOV)

Cc: Kelleher, Michael (EHS); Lee, Daniel (GOV); Kaneb, Michael (GOV); Sullivan, Jennifer F. (ANF); Goodall, Devon L. (MOBD)

Subject: Re: Sunday Update

I'll send an invite around when I get home with the call in number.

Do you all have badge access to Ashburton?

If not, I'll meet folks in lobby - not sure what building access will be tomorrow. You probably need to come up through garage.

Call my cell if you have any trouble!

Aimee

Aimee

617-356-3037

Sent from my iPhone

On Oct 8, 2017, at 4:40 PM, Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US> wrote:

Works for me. Thanks!

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

On Oct 8, 2017, at 3:12 PM, Ward Weeden, Aimee (EOHED)

<aimee.ward@MassMail.State.MA.US> wrote:

Dare I ask if people would like to do 7-9?
Then Abi can be there or on phone for at least an hour?

Aimee
617-356-3037
Sent from my iPhone

On Oct 8, 2017, at 3:09 PM, Vladeck, Abigail (GOV)
<Abigail.Vladeck@MassMail.State.MA.US> wrote:

Earlier is better for me. My kids have doctors appts
starting at 8.45.

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

On Oct 8, 2017, at 3:06 PM, Kelleher, Michael (EHS)
<Michael.Kelleher2@MassMail.State.MA.US> wrote:

Works for me but I may have to call in as will
be walking into the office. Thanks

On Oct 8, 2017, at 2:44 PM, Lee, Daniel
(GOV)
<daniel.m.lee@MassMail.State.MA.US>
wrote:

Either works for me.

From: Ward Weeden, Aimee
(EOHED)

Sent: Sunday, October 08, 2017
2:44 PM

To: Kaneb, Michael (GOV)
<michael.kaneb@MassMail.State.MA.US>

Cc: Vladeck, Abigail (GOV)
<Abigail.Vladeck@MassMail.State.MA.US>;
Kelleher, Michael (EHS)
<Michael.Kelleher2@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>;
Goodall, Devon L. (MOBD)
<Devon.L.Goodall@MassMail.State.MA.US>

Subject: Re: Sunday Update
All for HED at 7:30 or 8:00am? We
can call in those that can't make
it.

Aimee
617-356-3037
Sent from my iPhone

On Oct 8, 2017, at 2:35 PM,
Kaneb, Michael (GOV)
<michael.kaneb@MassMail.State.MA.US>
wrote:

I vote for an in-
person.
I can do early early.

From: Ward Weeden,
Aimee (EOHED)
Sent: Sunday,
October 08, 2017
2:35 PM
To: Kaneb, Michael
(GOV)
Cc: Vladeck, Abigail
(GOV); Kelleher,
Michael (EHS); Lee,
Daniel (GOV);
Sullivan, Jennifer F.
(ANF); Goodall,
Devon L. (MOBD)
Subject: Re: Sunday
Update

Thanks, Mike.
I can meet in person
or by phone and we
are happy to host at
HED.
The earlier the
better on my end. I
run into childcare
issues in afternoon.

Would either
keeping 8:15 call
work? Or do folks
want to meet in
person.

Aimee

617-356-3037

Sent from my iPhone

On Oct 8, 2017, at

12:54 PM, Kaneb,

Michael (GOV)

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

wrote:

Roofers:

Pretty
much
all the
Preferred
Reader
edits
and
comments
came in
last
night. I
am
working
through
them,
making
style
edits,
and
then
posting
them in
Dropbox.
At that
point,
Abi is
going

to do
one
more
edit.
So far, I
have
posted
revised
sections
on
Transportation
and
Energy
and
Environment.
By mid-
afternoon,
I will
post
Talent,
which
is
looking
better
but still
requires
some
discussion
with
the
pros
about
best
stats to
make
our
case.
(Call
being
set up
for
Monday
am.)
I think
the

remaining
big
sections

—

Innovation,
Business
Environment,
and
Incentives
and
Incentives
should
be up
by this
evening
as well.

It
seems
like
Monday
(tomorrow)
should
be a
day for
considering
decisions
about
what's
missing/what
needs
to be
moved
around/how's
the
story.

Amiee
and I
emailed
earlier
today
about
getting
together
Monday
morning

for that
discussion.
I will let
her
respond
back
with
ideas
on that
plan.
Mike

From:

Kaneb,
Michael
(GOV)

Sent:

Thursday,
October
05,
2017
4:26 PM

To:

Vladeck,
Abigail
(GOV);
Kelleher,
Michael
(EHS)
Michael.Kelleher2@MassMail.State.MA.US);
Lee,
Daniel
(GOV);
Sullivan,
Jennifer
F. (ANF)
Jennifer.F.Sullivan@MassMail.State.MA.US);
Goodall,
Devon
L.
(MOBD);
Ward
Weeden,
Aimee
(EOHED)

Subject:

4:15
Update
Roofers:

Drafting
is
mostly

over for
today,
and I
believe
Abi has
sent
most of
the
sections
to VHB
for
formatting.

At this
point,
we
have
sent
everything
to VHB
except
Transportation
and
Innovation.

- Abi
is
making
edits
to
Transportation

- Aimee
is
making
edits
to
Innovation

Two big
topics
for
tomorrow's
discussion:

- Livability-

Culture
is
our
problem
child.
We
sent
it
along
with
[Placeholder]
marked
in
a
number
of
spots
because
we
really
just
did
not
have
worthwhile
content.
We
need
to
discuss
whether
it
is
worth
making
a
further
effort
on
those
sub-
sections
(or
others)
or

whether
we
should
just
simplify
that
section
and
move
along.



Call-
Outs/Inserts/Graphics

—

we
need
to
find
a
way
to
satisfy
ourselves
that
we
are
sending
VHB
everything
they
need
to
fill
these
spaces.

[Mike](#)

From:

Kaneb,
Michael
(GOV)

Sent:

Wednesday,
October
04,
2017
6:08 PM

To:

Vladeck,

Abigail
(GOV);
Kelleher,
Michael
(EHS)
(Michael.Kelleher2@MassMail.State.MA.US);
Lee,
Daniel
(GOV);
Sullivan,
Jennifer
F. (ANF)
(Jennifer.F.Sullivan@MassMail.State.MA.US);
Goodall,
Devon
L.
(MOBD);
Ward
Weeden,
Aimee
(EOHED)

Subject:
6:00 PM
Update
Team
Roofers:

As of
6:00
pm, I
have
been
through
all of
the
documents
we
reviewed
at our
11:00
meeting
today
and
have
made
edits to
reflect
our
discussions

and
Jen's
elegant
pencil
notations.
Anyone
can
review
the
current
drafts
in
Dropbox
—but I
will be
doing
additional
editing
tonight,
so
please
do not
make
changes.
At this
point, I
am
awaiting
the
following
revisions/new
material:



Jen
James/Bob
LePage
are
sending
me
an
expert's
reworking
of
the
story-

line
for
the
Talent
section
and
some
additional
STEM
facts

- EOHED
(Amiee
and
Mike
Kennealy)
are
going
to
send
me
a
re-
write/reality
check
of
the
Innovation
system.
(I
spoke
with
Mike
and
he
sounds
like
exactly
the
right
guy.)

- Kate
Fichter/MassDOT
are

going
to
send
me
some
Amtrak
content
for
the
Transportation
section

- Devon
is
going
to
send
me
a
few
sentences/facts
and
figures
on
each
of
the
following
for
Innovation
—
what
they
are/what
they
do/how
big
they
are
 - High
Performance
Computing
Center
 - M212

(sounds
like
bad
Tom
Cruise
movie)

- Collaborative
Workspace
Grants

- Laboratory
Space
(shared?)

-

Abi
is
going
to
send
me
the
Culture/Livability
re-
write
after
she
receives
it
from
Michael
Kelleher

-

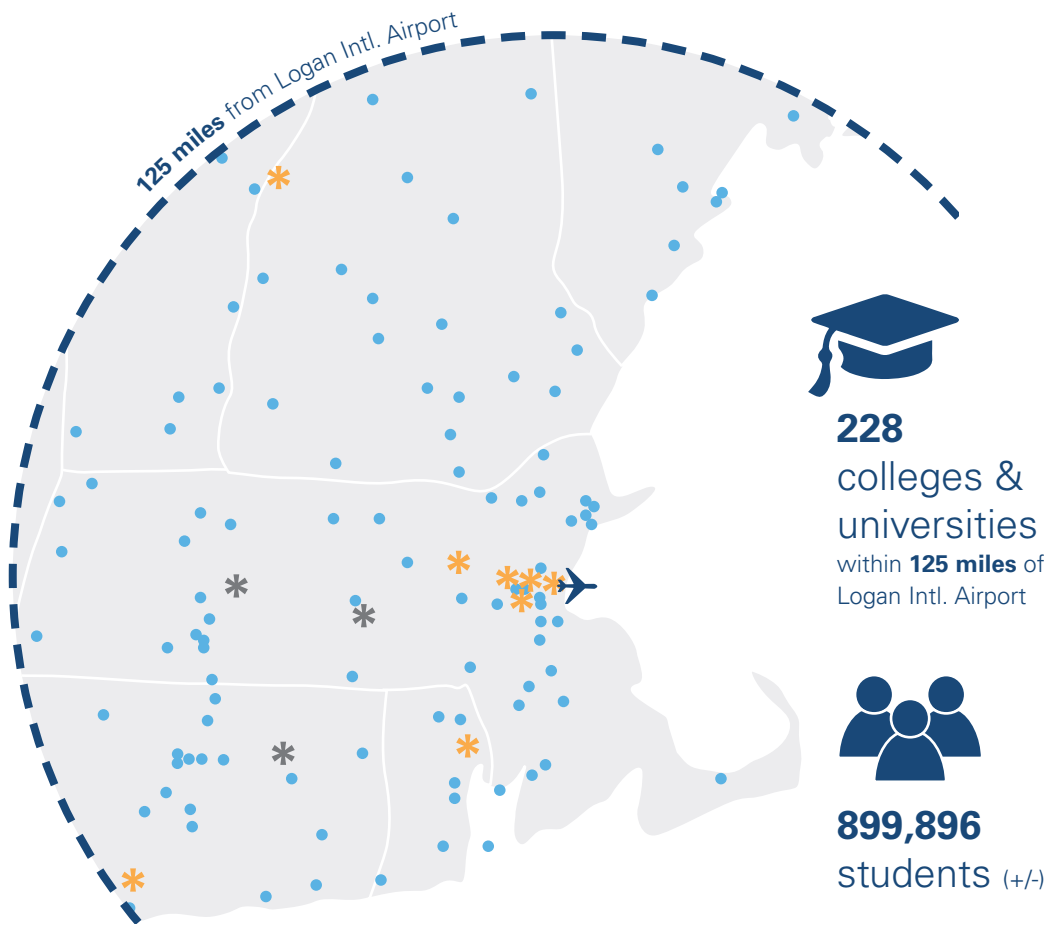
Dan
is
going
to
identify
Green
Energy
graphics
from
EEA
that
he
can

flag
for
insertion
in
the
Energy/Environment
section

- Jen
is
going
to
send
revisions
or
make
her
own
revisions
to
the
Incentives
document
(in
Dropbox
—
because
I'm
not
touching
that
one
tonight)

I think
these
are the
big
things.
If we
can get
all of
this
done
tomorrow
morning,

I think
we can
distribute
unformatted
Word
versions
of the
whole
package
to folks
outside
this
circle
for
substantive
review
tomorrow.
Michael
Kaneb
Deputy
Counsel
Office
of the
Governor
State
House
Room
271
Boston,
MA
02133
(617)
725-
4043



228
colleges &
universities
within **125 miles** of
Logan Intl. Airport

- 51** 2-year schools
- 121** 4-year schools
- 56** Specialized schools (art school, law school, seminary) or unclear



899,896
students (+/-)

- Schools ranked in the top 50 USNWR
- Schools ranked in the top 100 USNWR
- All other schools

Top 100 USNWR Ranked Higher Education Institutions

School	Enrollment (2014)	City	State	USNWR Ranking
Harvard University	28,147	Cambridge	Massachusetts	2
Yale University	12,312	New Haven	Connecticut	3
Massachusetts Institute of Technology	11,189	Cambridge	Massachusetts	5
Dartmouth College	6,350	Hanover	New Hampshire	11
Brown University	9,781	Providence	Rhode Island	14
Tufts University	10,872	Medford	Massachusetts	29
Boston College	14,605	Chestnut Hill	Massachusetts	32
Brandeis University	5,808	Waltham	Massachusetts	34
Boston University	32,603	Boston	Massachusetts	37
Northeastern University	20,053	Boston	Massachusetts	40
University of Connecticut	26,152	Storrs	Connecticut	56
Worcester Polytechnic Institute	6,296	Worcester	Massachusetts	61
University of Massachusetts Amherst	28,518	Amherst	Massachusetts	75
Clark University	3,210	Worcester	Massachusetts	81

From: [Goodall, Devon L. \(MOBD\)](#)
To: john.alvarez@newbalance.com
Cc: [Vallarelli, Michael \(GOV\)](#)
Subject: RE: New Balance Testimonial Request
Date: Tuesday, October 10, 2017 9:23:47 AM

Hi John – checking in on this. Is it something we will be able to get? Hoping to finalize our content today.

Thank you!

From: Goodall, Devon L. (MOBD)
Sent: Friday, September 29, 2017 12:04 PM
To: 'john.alvarez@newbalance.com'
Cc: Vallarelli, Michael (GOV)
Subject: New Balance Testimonial Request

Hi John,

For the Amazon HQ2 proposal, EOHED is reaching out to major Massachusetts employers and asking for testimonials on why they should choose the Commonwealth to locate their second headquarters. We would really like to include a testimonial from New Balance, especially given your enormous presence here.

I've attached an outline that we have been giving to tech companies to write a 250-500 word testimonial. However, I know that New Balance has a close relationship with the state for transit-oriented transformational projects like Boston Landing that might be more appropriate to touch upon.

Our deadline for this is pretty tight and I'm hoping to get something back to be included by Tuesday, October 2.

Let me know if you have any questions!

Thanks,

Devon

Devon Goodall

Devon.L.Goodall@state.ma.us

From: [Kelleher, Michael \(EHS\)](#)
To: [Goodall, Devon L. \(MOBD\)](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Monday Update 2:00 pm
Date: Tuesday, October 10, 2017 9:27:03 AM
Attachments: [UniversitiesMap_Oct04mwk.pdf](#)

Yes, as a start! Could work out well, as the institutions in yellow (attached) are those I focused on for the profiles. So could dovetail nicely, with this map as the “set up” to the 10 profiles. Ie. I think VHB has the overall map structure in place.

Good stuff.

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(suggest an overall map with each school represented, a heat map representing total enrollment – undergrad and grad would be ideal)

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-

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What info for the colleges are we sharing?

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)

From: Kaneb, Michael (GOV)

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- Incentives

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- Talent (Kelleher and Kaneb will complete latest draft by 12:00 noon Tuesday—getting clearer)
- Our Story (holding off a bit on re-org/new passages until we get principal comments globally)
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Mike

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Cc: Kelleher, Michael (EHS); Lee, Daniel (GOV); Sullivan, Jennifer F. (ANF)

Subject: RE: Sunday Update

Last time we sent/uploaded section by section. That's easier work for us given the editing process. Can you confirm with them that we can continue to work this way at least until the next VHB turnaround draft?

From: Goodall, Devon L. (MOBD)

Sent: Monday, October 09, 2017 9:58 AM

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

Cc: Kelleher, Michael (EHS); Lee, Daniel (GOV); Kaneb, Michael (GOV); Sullivan, Jennifer F. (ANF)

Subject: Re: Sunday Update

Hi all - VHB would like the following for our document at the end of the day tomorrow:

- Consolidate all feedback into a single file
 - VHB shouldn't make content decisions if there are conflicting comments
- Redline edits so we can see the changes to the text over the previous version that was sent.
- Uploaded to the ShareFile site under a new draft folder with the date.

Let me know if you have any questions.

Thanks!

Devon

From: Ward Weeden, Aimee (EOHED)

Sent: Sunday, October 8, 2017 7:06 PM

To: Vladeck, Abigail (GOV)

Cc: Kelleher, Michael (EHS); Lee, Daniel (GOV); Kaneb, Michael (GOV); Sullivan, Jennifer F. (ANF); Goodall, Devon L. (MOBD)

Subject: Re: Sunday Update

I'll send an invite around when I get home with the call in number.

Do you all have badge access to Ashburton?

If not, I'll meet folks in lobby - not sure what building access will be tomorrow. You probably need to come up through garage.

Call my cell if you have any trouble!

Aimee

Aimee

617-356-3037

Sent from my iPhone

On Oct 8, 2017, at 4:40 PM, Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US> wrote:

Works for me. Thanks!

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

On Oct 8, 2017, at 3:12 PM, Ward Weeden, Aimee (EOHED)
<aimee.ward@MassMail.State.MA.US> wrote:

Dare I ask if people would like to do 7-9?
Then Abi can be there or on phone for at least an hour?

Aimee
617-356-3037
Sent from my iPhone

On Oct 8, 2017, at 3:09 PM, Vladeck, Abigail (GOV)
<Abigail.Vladeck@MassMail.State.MA.US> wrote:

Earlier is better for me. My kids have doctors appts
starting at 8.45.

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

On Oct 8, 2017, at 3:06 PM, Kelleher, Michael (EHS)
<Michael.Kelleher2@MassMail.State.MA.US> wrote:

Works for me but I may have to call in as will
be walking into the office. Thanks

On Oct 8, 2017, at 2:44 PM, Lee, Daniel
(GOV)
<daniel.m.lee@MassMail.State.MA.US>
wrote:

Either works for me.

From: Ward Weeden, Aimee
(EOHED)
Sent: Sunday, October 08, 2017
2:44 PM

To: Kaneb, Michael (GOV)
<michael.kaneb@MassMail.State.MA.US>

Cc: Vladeck, Abigail (GOV)
<Abigail.Vladeck@MassMail.State.MA.US>;
Kelleher, Michael (EHS)
<Michael.Kelleher2@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>;
Goodall, Devon L. (MOBD)
<Devon.L.Goodall@MassMail.State.MA.US>

Subject: Re: Sunday Update
All for HED at 7:30 or 8:00am? We
can call in those that can't make
it.

Aimee
617-356-3037
Sent from my iPhone

On Oct 8, 2017, at 2:35 PM,
Kaneb, Michael (GOV)
<michael.kaneb@MassMail.State.MA.US>
wrote:

I vote for an in-
person.

I can do early early.

From: Ward Weeden,
Aimee (EOHED)

Sent: Sunday,
October 08, 2017
2:35 PM

To: Kaneb, Michael
(GOV)

Cc: Vladeck, Abigail
(GOV); Kelleher,
Michael (EHS); Lee,
Daniel (GOV);
Sullivan, Jennifer F.
(ANF); Goodall,
Devon L. (MOBD)

Subject: Re: Sunday
Update

Thanks, Mike.

I can meet in person

or by phone and we
are happy to host at
HED.

The earlier the
better on my end. I
run into childcare
issues in afternoon.
Would either
keeping 8:15 call
work? Or do folks
want to meet in
person.

Aimee
617-356-3037
Sent from my iPhone

On Oct 8, 2017, at
12:54 PM, Kaneb,
Michael (GOV)
<michael.kaneb@MassMail.State.MA.US>
wrote:

Roofers:

Pretty
much
all the
Preferred
Reader
edits
and
comments
came in
last
night. I
am
working
through
them,
making
style
edits,
and
then

posting
them in
Dropbox.
At that
point,
Abi is
going
to do
one
more
edit.
So far, I
have
posted
revised
sections
on
Transportation
and
Energy
and
Environment.
By mid-
afternoon,
I will
post
Talent,
which
is
looking
better
but still
requires
some
discussion
with
the
pros
about
best
stats to
make
our
case.
(Call

being
set up
for
Monday
am.)
I think
the
remaining
big
sections

—

Innovation,
Business
Environment,
and
Incentives
and
Incentives
should
be up
by this
evening
as well.
It
seems
like
Monday
(tomorrow)
should
be a
day for
considering
decisions
about
what's
missing/what
needs
to be
moved
around/how's
the
story.
Amiee
and I
emailed

earlier
today
about
getting
together
Monday
morning
for that
discussion.
I will let
her
respond
back
with
ideas
on that
plan.
Mike

From:

Kaneb,
Michael
(GOV)

Sent:

Thursday,
October
05,
2017
4:26 PM

To:

Vladeck,
Abigail
(GOV);
Kelleher,
Michael
(EHS)

Michael.Kelleher2@MassMail.State.MA.US);

Lee,

Daniel
(GOV);

Sullivan,
Jennifer
F. (ANF)

Jennifer.F.Sullivan@MassMail.State.MA.US);

Goodall,
Devon
L.

(MOBD);

Ward
Weeden,
Aimee
(EOHED)

Subject:

4:15

Update
Roofers:

Drafting
is
mostly
over for
today,
and I
believe
Abi has
sent
most of
the
sections
to VHB
for
formatting.

At this
point,
we
have
sent
everything
to VHB
except
Transportation
and
Innovation.

- Abi
is
making
edits
to
Transportation

- Aimee
is
making
edits
to
Innovation

Two big

topics
for
tomorrow's
morning's
discussion:

- Livability-
Culture
is
our
problem
child.
We
sent
it
along
with
[Placeholder]
marked
in
a
number
of
spots
because
we
really
just
did
not
have
worthwhile
content.
We
need
to
discuss
whether
it
is
worth
making
a
further
effort

on
those
sub-
sections
(or
others)
or
whether
we
should
just
simplify
that
section
and
move
along.



Call-
Outs/Inserts/Graphics

—
we
need
to
find
a
way
to
satisfy
ourselves
that
we
are
sending
VHB
everything
they
need
to
fill
these
spaces.

Mike

From:
Kaneb,
Michael

(GOV)

Sent:

Wednesday,

October

04,

2017

6:08 PM

To:

Vladeck,

Abigail

(GOV);

Kelleher,

Michael

(EHS)

(Michael.Kelleher2@MassMail.State.MA.US);

Lee,

Daniel

(GOV);

Sullivan,

Jennifer

F. (ANF)

(Jennifer.F.Sullivan@MassMail.State.MA.US);

Goodall,

Devon

L.

(MOBD);

Ward

Weeden,

Aimee

(EOHED)

Subject:

6:00 PM

Update

Team

Roofers:

As of

6:00

pm, I

have

been

through

all of

the

documents

we

reviewed

at our

11:00

meeting

today

and

have
made
edits to
reflect
our
discussions
and
Jen's
elegant
pencil
notations.
Anyone
can
review
the
current
drafts
in
Dropbox
—but I
will be
doing
additional
editing
tonight,
so
please
do not
make
changes.
At this
point, I
am
awaiting
the
following
revisions/new
material:

-

Jen
James/Bob
LePage
are
sending
me

an
expert's
reworking
of
the
story-
line
for
the
Talent
section
and
some
additional
STEM
facts

- EOHED
(Amiee
and
Mike
Kennealy)
are
going
to
send
me
a
re-
write/reality
check
of
the
Innovation
system.
(I
spoke
with
Mike
and
he
sounds
like
exactly
the

right
guy.)

•

Kate
Fichter/MassDOT
are
going
to
send
me
some
Amtrak
content
for
the
Transportation
section

•

Devon
is
going
to
send
me
a
few
sentences/facts
and
figures
on
each
of
the
following
for
Innovation
—
what
they
are/what
they
do/how
big
they
are

- High Performance Computing Center
- M212 (sounds like bad Tom Cruise movie)
- Collaborative Workspace Grants
- Laboratory Space (shared?)

- Abi is going to send me the Culture/Livability re-write after she receives it from Michael Kelleher

- Dan is going to identify Green

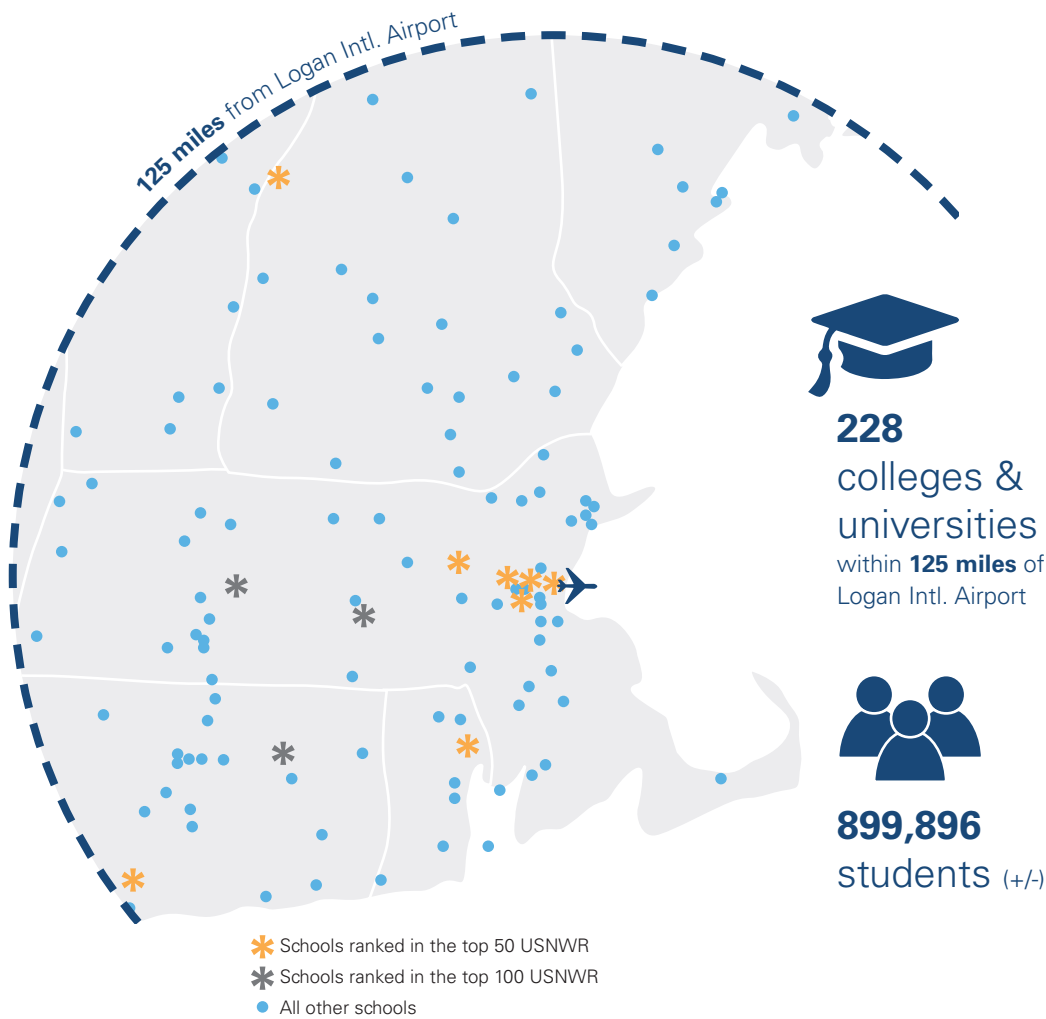
Energy
graphics
from
EEA
that
he
can
flag
for
insertion
in
the
Energy/Environment
section



Jen
is
going
to
send
revisions
or
make
her
own
revisions
to
the
Incentives
document
(in
Dropbox
—
because
I'm
not
touching
that
one
tonight)

I think
these
are the
big
things.

If we
can get
all of
this
done
tomorrow
morning,
I think
we can
distribute
unformatted
Word
versions
of the
whole
package
to folks
outside
this
circle
for
substantive
review
tomorrow.
Michael
Kaneb
Deputy
Counsel
Office
of the
Governor
State
House
Room
271
Boston,
MA
02133
(617)
725-
4043



- 51** 2-year schools
- 121** 4-year schools
- 56** Specialized schools (art school, law school, seminary) or unclear

Top 100 USNWR Ranked Higher Education Institutions

School	Enrollment (2014)	City	State	USNWR Ranking
Harvard University	28,147	Cambridge	Massachusetts	2
Yale University	12,312	New Haven	Connecticut	3
Massachusetts Institute of Technology	11,189	Cambridge	Massachusetts	5
Dartmouth College	6,350	Hanover	New Hampshire	11
Brown University	9,781	Providence	Rhode Island	14
Tufts University	10,872	Medford	Massachusetts	29
Boston College	14,605	Chestnut Hill	Massachusetts	32
Brandeis University	5,808	Waltham	Massachusetts	34
Boston University	32,603	Boston	Massachusetts	37
Northeastern University	20,053	Boston	Massachusetts	40
University of Connecticut	26,152	Storrs	Connecticut	56
Worcester Polytechnic Institute	6,296	Worcester	Massachusetts	61
University of Massachusetts Amherst	28,518	Amherst	Massachusetts	75
Clark University	3,210	Worcester	Massachusetts	81

From: [Kennealy, Michael \(EOHED\)](#)
To: [Michael Kennealy](#)
Subject: L
Date: Tuesday, October 10, 2017 9:32:11 AM
Attachments: [FILE_4455.pdf](#)
[ATT00001.txt](#)

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

Dear Mr. Bezos,

Boston is the right home for GE's new headquarters, and we think Boston is the right home for Amazon's new "HQ2," too.

When we decided to relocate our headquarters, we undertook an extensive search of approximately 40 locations across the U.S. We were looking for a city with a diverse and technologically-fluent workforce, a vibrant academic and business ecosystem, connections with the world, a rich cultural environment and a "Can-Do" political dynamic. Massachusetts has it all and we are thrilled to be in Boston. Here's why:

Boston's world-class colleges and universities are unmatched anywhere in the U.S. (and the world). In the past year, we've partnered with universities to develop next-generation technologies and the future of work. For example, at MIT we're co-developing clean energy solutions and at Northeastern University, we're co-creating an advanced manufacturing degree for non-traditional learners.

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

Boston and Massachusetts are great places to do business. City and state officials were true partners in our relocation, in everything from site selection to permitting our new campus. Governor Baker and Mayor Walsh worked with us every step of the way so we were able to break ground on our new campus in record time.

Boston, with its citizens, its institutions and its businesses, is an incredibly welcoming city, allowing us to get quickly integrated into the fabric of the community. We have GE executives serving on more than 30 boards of the most respected organizations across Boston and Massachusetts. Through the GE Foundation, we're working with Boston Public Schools to advance STEM education and support career paths, and in collaboration with hospitals, non-profits and government agencies, we're attacking the opioid crisis by building capacity within the provider community and expanding access to care for substance use disorders.

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

Sincerely,

Ann R. Klee
President, GE Foundation
Vice President, Boston Development & Operations, GE

Sent from my iPhone

From: Kaitlyn Rodriguez
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: AICUM Amazon Support Letter
Date: Tuesday, October 10, 2017 10:04:38 AM
Attachments: [AICUM Amazon Support Letter.pdf](#)

Devon,

As promised, please see the attached.

Let me know if you have any questions,

Rich

Richard Doherty

President

Association of Independent Colleges & Universities in Massachusetts (AICUM)

11 Beacon Street, Suite 1224

Boston, MA 02108

617-742-5147

www.aicum.org



Association of Independent
Colleges and Universities
in Massachusetts

11 Beacon Street, Suite 1224 | Boston, Massachusetts 02108-3016
617.742.5147 | Fax 617.742.3089 | www.aicum.org

- Amherst College
- Anna Maria College
- Assumption College
- Babson College
- Bay Path University
- Becker College
- Bentley University
- Berklee College of Music
- Boston Architectural College
- Boston Baptist College
- Boston College
- Boston University
- Brandeis University
- Cambridge College
- Clark University
- College of the Holy Cross
- Curry College
- Dean College
- Eastern Nazarene College
- Elms College
- Emerson College
- Emmanuel College
- Endicott College
- Fisher College
- Gordon College
- Hampshire College
- Harvard University
- Labouré College
- Lasell College
- Lesley University
- Massachusetts Institute of Technology
- MCPHS University
- Merrimack College
- MGH Institute of Health Professions
- Mount Holyoke College
- Mount Ida College
- New England College of Optometry
- Newbury College
- Nichols College
- Northeastern University
- Olin College of Engineering
- Pine Manor College
- Regis College
- Simmons College
- Smith College
- Springfield College
- Stonehill College
- Suffolk University
- Tufts University
- Urban College of Boston
- Wellesley College
- Wentworth Institute of Technology
- Western New England University
- Wheaton College
- Wheelock College
- William James College
- Williams College
- Worcester Polytechnic Institute

October 10, 2017

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

Dear Ms. Sullivan,

Massachusetts’ supercluster of world-renowned colleges and universities – as well as the thriving innovation ecosystem sustained by these institutions – makes Massachusetts the ideal location for Amazon’s second corporate headquarters (HQ2). On behalf of the Association of Independent Colleges and Universities in Massachusetts (AICUM), I urge you and the team at Amazon to give your strongest consideration of sites within the Commonwealth for locating HQ2.

Amazon’s HQ2 RFP identified numerous “decision drivers” for selecting the location for HQ2, including the need to be close to excellent institutions of higher education, a highly educated workforce, educational opportunities, and an overall high quality of life. The Commonwealth of Massachusetts can far outpace any other state or region in meeting each of these requirements.

Massachusetts is rightly known around the world as the hub of higher education. It is home to 124 colleges and universities, and as such it is uniquely-positioned to leverage its highly educated workforce in partnering with Amazon. The research taking place on these campuses serves as a magnet for federal research dollars (highest per capita recipient of NIH funding), venture capital funding, and exceptionally talented students, faculty and researchers from across the nation and around the world. In fact, each year Massachusetts attracts and educates more than 60,000 international students.

Massachusetts is proud of the fact that we have the highest percentage (50.2%) of adults with a B.A. or above. More significantly, the talent pipeline flowing from our campuses every year is primed to provide Amazon with the highly educated workers it needs to continue its phenomenal growth. Last year, Massachusetts 4-year colleges and universities enrolled over 504,000 students and awarded over 106,000 bachelors and advanced degrees. **These degree awards included 4,248 in computer science – a 91 percent increase in computer science degrees over the past five years - and 7,373 degrees in engineering.**

Massachusetts is also home to an incredibly robust and passionate startup community, powered by organizations such as MassChallenge and Greentown Labs, as well as by incubators and accelerators located on college and university campuses from Boston to Worcester to Springfield. The *Massachusetts Green High Performance Computing Center* is a perfect example of the infinite possibilities of scientific and engineering breakthroughs that can occur when industry and higher education partner to support research. Fostering the startup community is part of the Massachusetts DNA, and it is exactly the creative and “big” thinking environment that Amazon requires to feed its passion for invention.

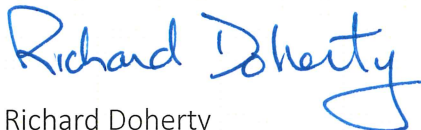
Our college and university campuses are also a crucial part of the cultural fabric that makes Massachusetts such a great place to live, work and raise a family. Many campuses are top tourist attractions in their own right. From museums to concerts to political debates to public policy lectures, all of our campuses add to the vibrancy of the local community.

Finally, last year, Massachusetts was again ranked the number one state on the Bloomberg U.S. State Innovation Index - largely on the strength of its higher education institutions and the partnerships formed between higher education and the R&D companies headquartered in Massachusetts. We have seen company after company choose to relocate to or expand in Massachusetts – seeking to capitalize on the educated workforce and collaborative nature between business, government and our collection of nonprofits, including higher education. Leadership strategies from the Baker-Polito administration, the Massachusetts Legislature, and our municipal leaders are built upon input they’ve solicited directly from the business community and our higher education community, all of which provide for a thriving business environment.

I am confident that if Amazon selects Massachusetts to locate HQ2, similar partnerships will quickly be established between Amazon and the innovation community throughout the Commonwealth. I again urge you to consider Massachusetts as the second home of Amazon and hope that our colleges and universities can partner with Amazon in the coming years.

Please do not hesitate to contact me if I can be of any assistance during your deliberative process.

Very truly yours,



Richard Doherty
President

From: [Goodall, Devon L. \(MOBD\)](#)
To: britt.dunn@hcc.com
Subject: Testimonial Request - Hill Holiday
Date: Tuesday, October 10, 2017 10:06:52 AM
Attachments: [Amazon Industry Support Letter Outline DLG.docx](#)

Britt,

I hope this email finds you well! I'm reaching out to ask Karen Kaplan to write a letter of support for the Baker-Polito Administration's effort to recruit Amazon to Massachusetts.

A core piece of this proposal is support from internationally-renowned organizations within the Commonwealth's borders, touching on the existing culture of innovation, education, cultural and sporting successes.

If Karen and Hill Holiday are willing to participate, I've attached a draft document outlining key themes and suggested topics for the letter to hit on. We are operating on a tight timeline, so if possible please return the letter to me by the end of the day tomorrow. I also respectfully ask that you keep this request confidential.

Please let me know if you have any questions. I look forward to hearing back from you.

Thank you!

Devon

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

E-mail: 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:

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 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: [Goodall, Devon L. \(MOBD\)](#)
To: bmacdougall@aimnet.org
Subject: Testimonial Request - AIM
Date: Tuesday, October 10, 2017 10:11:41 AM
Attachments: [Amazon Industry Support Letter Outline DLG.DOCX](#)

Brad,

I hope this email finds you well! I'm reaching out to ask AIM to write a letter of support for the Baker-Polito Administration's effort to recruit Amazon to Massachusetts. I hope that I'm not duplicating efforts of MassTech, but want to be sure that AIM is included.

A core piece of this proposal is support from internationally-renowned organizations within the Commonwealth's borders, touching on the existing culture of innovation, education, cultural and sporting successes.

If AIM is willing to participate, I've attached a draft document outlining key themes and suggested topics for the letter to hit on. We are operating on a tight timeline, so if possible please return the letter to me by the end of the day tomorrow. I also respectfully ask that you keep this request confidential.

Please let me know if you have any questions. I look forward to hearing back from you.

Thank you!

Devon

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

E-mail: 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:

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 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: Richard Doherty
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: AICUM Amazon Support Letter
Date: Tuesday, October 10, 2017 10:29:39 AM

You're entirely welcome—glad you stayed on top of us—we thought the deadline was later.

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

Sent: Tuesday, October 10, 2017 10:13 AM

To: Richard Doherty

Subject: RE: AICUM Amazon Support Letter

Hi Rich,

Thank you for getting this to me! It's very much appreciated.

Devon

From: Kaitlyn Rodriguez [<mailto:kaitlyn.rodriguez@aicum.org>] **On Behalf Of** Richard Doherty

Sent: Tuesday, October 10, 2017 10:04 AM

To: Goodall, Devon L. (MOBD)

Subject: AICUM Amazon Support Letter

Devon,

As promised, please see the attached.

Let me know if you have any questions,

Rich

Richard Doherty

President

Association of Independent Colleges & Universities in Massachusetts (AICUM)

11 Beacon Street, Suite 1224

Boston, MA 02108

617-742-5147

www.aicum.org

From: Dan Haro
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: Draper
Date: Tuesday, October 10, 2017 10:39:13 AM
Attachments: [Amazon Industry Support Letter Instructions, Key Themes.docx](#)

Our contact at Draper is Frank Serna, Principal Director of Systems Engineering.
fserna@draper.com

Amazon Industry Support Letter

Background

- Please aim to keep between **250-500 words**;
- Kindly note that this letter will ultimately become a public record, so no personal or confidential information should be included;
- Please also note that this letter might not be used in our initial RFP response;
- For your information, a link to [Amazon's RFP is available here](#);
- On the following page, please find a draft template that you can use as a starting point, which includes the addressee, overall themes to address, and some potential supporting themes that you could utilize for your response.
- Please submit all completed letters to **Dan Haro, MassTech**, haro@masstech.org;
- Deadline for this end of day Wednesday, October 4, 2017.

[CORPORATE LETTERHEAD]

DRAFT LETTER & KEY THEMES

[DATE]

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

Dear Ms. Sullivan,

[BODY TEXT]

[Please feel free to draw upon your personal experience or perspective on:

- **Why you built your company in Massachusetts or why you chose to grow here?;** and
- **Why would you encourage Amazon to consider the Commonwealth as an ideal location for its second headquarters?**

[Other factors that you could provide your company's perspective or opinion:

- **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.]

Sincerely,

[SIGNATORY or SIGNATORIES]

From: [Goodall, Devon L. \(MOBD\)](#)
To: fserna@draper.com
Subject: Follow up on MassTech Request
Date: Tuesday, October 10, 2017 10:46:20 AM

Hi Frank,

I hope this email finds you well. I'm checking in on the letter of support that MassTech requested of Draper for the Commonwealth's Amazon HQ2 proposal.

We think that Draper is a great company it's input would be valuable. My understanding is that Draper agreed to submit a letter of support but hasn't had a chance to send it in yet. Would it be possible to get it soon? Our deadline is quickly approaching!

Let me know if you have any questions. I can be reached at (617) 413-6058.

Thanks!

Devon

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

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

From: Janice Tatarka
To: [Ash, Jay \(EOHED\)](#)
Subject: FW: An idea for using state land to secure Amazon
Date: Tuesday, October 10, 2017 10:50:12 AM
Attachments: [Kneeland Street Amazon Memo to Sec Ash.doc](#)
Importance: High

Hi, Jay. Just following up. I know from the Herald story today, that the Governor is choosing not to support one city's bid over another.

In the situation I've referenced below and attached, it's actually state land involved. Am I correct in interpreting the Governor's comment as meaning that the state is not planning to submit any bids separate from the municipalities?

If so, are you OK if the Mayor (if he decides to do so) submits this Kneeland street proposal to the Amazon Powers-that-be?

I am sorry to bug you but the deadline is fast approaching!

Thanks

Janice

From: Janice Tatarka
Sent: Thursday, October 05, 2017 4:14 PM
To: 'Ash, Jay (SEA)'
Subject: An idea for using state land to secure Amazon
Importance: High

Hi, Jay.

I can only imagine that you have received many ideas/suggestions/sure things since Amazon created its HQ2 frenzy.

Here is another one that our client, Tishman Speyer, thinks merits some serious thought about how to lure Amazon to locate its headquarters in Boston.

As you will note from the attached, this would locate Amazon on state-owned land in downtown Boston. We, of course, made the Mayor aware of the idea but as this is state-owned and not city-owned land, it is really in your purview.

Is there anyone in your office who you have assigned to vet these ideas with whom we can sit down and discuss this?

Thanks!

Janice

Janice S. Tatarka
Dewey Square Group
100 Cambridge Street, Suite 1301
Boston, MA 02114
617-367-9929



MEMORANDUM

To: Jay Ash, Secretary of Housing and Economic Development
From: Jeff Wechsler, Managing Director, Tishman Speyer Boston
Date: October 2, 2017
Subject: Amazon HQ – Kneeland Street Parcels, Boston, MA

Securing Amazon’s second North American Headquarters (“HQ2”) – on the right terms – is a potentially transformative economic development opportunity for the Greater Boston area and the region as a whole. Although Tishman Speyer does not currently control a development site large enough for the Amazon requirement, as corporate citizens of the Commonwealth of Massachusetts, we felt compelled to share the below thoughts with the Commonwealth, and we are willing and able to help and/or develop/invest should the State and city deem it appropriate.

I. Introduction

As a leading owner, operator and developer of mixed-use projects around the world, Tishman Speyer has extensive experience creating and executing real estate solutions for the globe’s fastest growing companies and their workforces. In our redevelopment efforts across the United States, we have seen first-hand how real estate has become an increasingly critical strategic consideration for innovation industry firms as competition for highly skilled technical talent grows.

As reinforced in Amazon’s HQ2 RFP, the right real estate product in human capital rich, walkable, well connected neighborhoods in major cities is now a mission critical consideration.

In Boston, we have already seen Amazon confirm this perspective through their focus on Kendall Square and Fort Point. Amazon’s commitments locally clearly show the importance of access to South Station/the Red Line and the importance of being situated in a “tech” cluster. For that reason, we believe that the State, City and Amazon should be compelled to have the beginnings of Amazon’s HQ2 located on the State/City/Veolia owned site along Kneeland Street. Site map below.





II. Site Description:

Including the air rights and the sites owned by the City and Veolia, the parcels along Kneeland Street (the “Site”) are just over 5.5 acres. The Site should be very attractive to Amazon for the following reasons:

- 1) Transportation:
 - a. Adjacent to South Station/Red Line
 - b. Direct access to I-93/I-90
 - c. 10-15 minutes to Logan Airport
 - d. 4 stops on Red Line to Kendall Square
- 2) Existing Tech Node/Character: The Leather District has emerged as a node for innovators seeking character rich buildings and surrounding environs.
- 3) Significant Initial Density: The Site should be able to house at least 2.0 million SF of commercial square footage, if not more, depending on allowances for height from the City and open space requirements.
- 4) Swing Space: It’s going to be exceedingly difficult or impossible for most potential HQ2 sites to meet Amazon’s request of erecting a structure of 500,000 SF by 2019 at any development site in or around Greater Boston. 185 Kneeland (100,000 SF), which sits on the Site and currently houses MassDOT offices, could serve as immediate on-site swing space for Amazon as the first buildings start construction.
- 5) Adjacency/connectivity to other Amazon Assets: ~10 minute walk to 253 Summer Street and the Fort Point neighborhood, and four stops on the Red Line to its assets in Kendall Square.
- 6) Signage: Similar to the State Street sign at One Lincoln Street, the Site offers a rare signage opportunity for Amazon south on I-93, West on I-90 and East towards South Boston and the waterfront.
- 7) Path to Growth: No matter the density allowance, it’s likely the Site will not provide the 6 to 8 million square feet that Amazon projects to eventually need; however, there’s a logical path to growth at the South Station development project, which is currently programmed for approximately 1.9 million SF of mixed use, but we anticipate can only be delivered by 2022-2024 or later given the complications of building over an active train station. Furthermore, there are a few other small development sites within the Leather District as well as a number of other development sites in various ownership positions along the Fort Point Channel that could serve Amazon as they continue to grow. Amazon’s existing, spread out footprint in Seattle proves that this is a viable alternative for an “urban campus” and perhaps is a more familiar and preferable orientation for Amazon.

III. Site Background/ Valuation

As you know, the State, City and Veolia put forth an RFP for private developers to purchase the Site in 2016-2017 along with an additional parcel 27a (the “Kneeland RFP”). Despite the attractiveness of the Site (particularly for office development), the Kneeland RFP included a number of ambitious public policy objectives that mitigated the residual land value for a private market participant (i.e. 20% affordable/workforce residential, certain commitments to open space, rebuilding the steam plant, etc.), and combined together created a difficult economic case for investors to purchase and develop the Site. Our preliminary estimate is that – taking into account the development guidelines in the Kneeland RFP – the land might command around \$100 million (versus a price target significantly higher than that).

That said, without the residential and affordable/workforce guidelines, coupled with a lease by a tenant of Amazon’s credit caliber (at rents in line with new construction in the City of Boston), Tishman Speyer believes that the Site could be worth approximately \$200 million or more at 2.0 million SF of FAR.



Please note, the above values are based entirely on a desktop review of the Site RFP materials dated (11-1-16). For exact values, significant due diligence would need to be performed.

IV. Merits for the State and City

We believe the Kneeland Site is compelling for State and City to offer as a solution for Amazon:

- 1) Financing the Incentive Package via an Underutilized Government Owned Asset: Provided the transaction is structured properly, the State and City can use a sale of the Site, which is currently underutilized and illiquid, to “finance” a portion of the State and City’s incentive package for Amazon. Furthermore, this structure will create additional value in the Site via the security of an Amazon commitment to the City of Boston and Massachusetts.
- 2) Logical Growth to South Station: The South Station Air Rights project has been particularly difficult to commence. A tenant with the growth potential of Amazon could jump start that development project and begin providing the State with ground lease rental revenue from the developer.
- 3) Area Improvements: The Site currently sits on a somewhat blighted stretch of Boston. Development of this parcel for Amazon would further spur rejuvenation of this stretch of the City and additional development in and around South Station.

V. Conclusion

Given the tremendous resources of the Greater Boston area, we believe Boston could be an ideal location for Amazon HQ2. We would look forward to an opportunity to assist in this effort and believe there are a number of ways in which we can add value. We look forward to further discussing.

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, October 10, 2017 11:04:52 AM

Hi Maeghan and Dan,

I'm combing through the requests and want to confirm that the following companies either declined to participate or never got back to you:

1. Boston Celtics
2. Fidelity
3. Gillette
4. IBM Security
5. LevelUp
6. Red Hat
7. Wayfair

Thanks!

From: Maeghan Welford [mailto:welford@masstech.org]
Sent: Friday, September 29, 2017 12:54 PM
To: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED)
Cc: Tim Connelly; Brian Noyes; Dan Haro
Subject: RE: Industry Letter draft for review

Hi Aimee and Devon,

Just a quick status update before the weekend:

- The signatures for the group letter have been rolling in and we will be able to meet our goal of 25+ signatories. Dan Haro will update by COB with the tally on that front.
- The asks have been made for the personalized letters and responses have been trickling in. We are still tracking down the right contact info for two companies (Quiet Logistics and Liberty Mutual) but otherwise these are underway. We expect any letters back by Tues-Weds next week and will get you a packaged-up update Wednesday.

Thank you,

Maeghan

[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: Thursday, September 28, 2017 9:16 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

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, MasTLC, 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)@state.ma.us)
To: [Ng, Albert](mailto:Ng.Albert@vhb.com)
Subject: RE: Technology Photos
Date: Tuesday, October 10, 2017 11:05:50 AM

Confirmed! Maeghan also added that they can get more high-res images from small gatherings with public officials to company visits (via NewCo Boston), recognition (Awards), conferences, girls/boys/STEM (Ed Foundation), and Boston/TechJam

From: Ng, Albert [mailto:ANG@VHB.com]
Sent: Monday, October 09, 2017 8:13 AM
To: Goodall, Devon L. (MOBD)
Subject: RE: Technology Photos

Devon,

Can you confirm that we can use all of the images on the sites below. We're particularly interested in the MassTLC Flickr site Maeghan sent.

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

From: Goodall, Devon L (SEA) [mailto:devon.l.goodall@state.ma.us]
Sent: Thursday, October 5, 2017 3:44 PM
To: Ng, Albert <ANG@VHB.com>
Subject: FW: Technology Photos
See below for more photos from MassTech

From: Maeghan Welford [mailto:welford@masstech.org]
Sent: Thursday, October 05, 2017 1:32 PM
To: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED)
Cc: Kennealy, Michael (EOHED); Henderson, Richard; Brett Campbell; Brian Noyes; Kathryn Murphy
Subject: RE: Technology Photos

Last one: iRobot has a media kit with photos of their campus and products for download here:

<http://media.irobot.com/media-kits>

Maeghan Silverberg Welford
(617) 371-3999, x230
mobile: Exemption (c)
welford@masstech.org

From: Maeghan Welford
Sent: Monday, October 02, 2017 4:28 PM
To: 'Goodall, Devon L. (MOBD)' <Devon.L.Goodall@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>
Cc: Kennealy, Michael (EOHED) <michael.kennealy@state.ma.us>; Henderson, Richard <rhenderson@massdevelopment.com>; Brett Campbell <campbell@masstech.org>; Brian Noyes <noyes@masstech.org>; Kathryn Murphy <kmurphy@masstech.org>
Subject: RE: Technology Photos

Hi all, we just shared a link with each of you to a Dropbox which includes about 30 images. If any of them need further clarity in terms of title or location, please just ask.

Additionally, there are some nice options available for download from the MA Cyber Forum here, especially of Draper Labs:

<https://www.flickr.com/photos/masstechcollaborative/albums/72157688625147716>

Lastly, MassTLC's Flickr Gallery also has many of tech firms and executives:

<https://www.flickr.com/photos/masstlc/albums>

Please let us know if there is a type of image you're not seeing that you'd like and we will poke around.

Maeghan

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: Sunday, October 01, 2017 11:10 AM

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

Cc: Kennealy, Michael (EOHED) <michael.kennealy@state.ma.us>; Henderson, Richard <rhenderson@massdevelopment.com>; Maeghan Welford <welford@masstech.org>

Subject: Re: Technology Photos

There are some good photos for robotics from Gov/LG school visits on their Flickr page -

<https://www.flickr.com/photos/massgovernor/albums/72157676262144610/>

I can load any photos to the shared drive when then come across.

Devon Goodall

617-413-6058

On Oct 1, 2017, at 11:03 AM, Ward Weeden, Aimee (EOHED)

<aimee.ward@MassMail.State.MA.US> wrote:

Looping in Devon, too.

She can help Load them to the shared drive.

Richard - always use me as a resource on time sensitive requests!

Thx

Aimee

617-356-3037

Sent from my iPhone

On Oct 1, 2017, at 10:58 AM, Kennealy, Michael (EOHED)

<Michael.kennealy@MassMail.State.MA.US> wrote:

Hi Richard - copied Maeghan from MTC here who I hope can help.

Thanks!

Sent from my iPhone

On Sep 29, 2017, at 4:00 PM, Henderson, Richard

<Rhenderson@Massdevelopment.com> wrote:

Hi Aimee and Mike,

I'm passing on a request from Steve Thomas that we ask our technology partners (MTC, High Tech Council etc) for some good tech photos related to software, robotics etc. --we have good bio-related ones but that is less relevant for Rufus. If you could pass that request on, or let me know who I should contact, that would be great. Mike, I left you a couple of voice mails on this.

Thanks!

Richard

Sent from my iPhone

This communication and any attachments to this are confidential and intended only for the recipient(s). Any other use, dissemination, copying, or disclosure of this communication is strictly prohibited. If you have received this communication in error, please notify us and destroy it immediately. Vanasse Hangen Brustlin, Inc. is not responsible for any undetectable alteration, virus, transmission error, conversion, media degradation, software error, or interference with this transmission or attachments to this transmission. Vanasse Hangen Brustlin, Inc. | info@vhb.com

From: [Goodall, Devon L. \(MOBD\)](#)
To: jim.febeo@fmr.com
Subject: Testimonial Request - Fidelity
Date: Tuesday, October 10, 2017 11:15:57 AM
Attachments: [Amazon Industry Support Letter Instructions, Key Themes.docx](#)
[Industry Letter HQ2.docx](#)
Importance: High

Hi Jim,

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

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

Please let me know if either would be a possibility.

Thanks!

Devon

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

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

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

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

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

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

Best regards,

Tim

Timothy J Connelly CFA
Executive Director / CEO
Massachusetts Technology Collaborative
2 Center Plaza, Suite 200
Boston, MA 02108
617-371-3999 x205
617-331-3451 (m)
connelly@masstech.org
www.masstech.org

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

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

Amazon Industry Support Letter

Background

- Please aim to keep between **250-500 words**;
- Kindly note that this letter will ultimately become a public record, so no personal or confidential information should be included;
- Please also note that this letter might not be used in our initial RFP response;
- For your information, a link to [Amazon's RFP is available here](#);
- On the following page, please find a draft template that you can use as a starting point, which includes the addressee, overall themes to address, and some potential supporting themes that you could utilize for your response.
- Please submit all completed letters to **Dan Haro, MassTech**, haro@masstech.org;
- Deadline for this end of day Wednesday, October 4, 2017.

[CORPORATE LETTERHEAD]

DRAFT LETTER & KEY THEMES

[DATE]

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

Dear Ms. Sullivan,

[BODY TEXT]

[Please feel free to draw upon your personal experience or perspective on:

- **Why you built your company in Massachusetts or why you chose to grow here?;** and
- **Why would you encourage Amazon to consider the Commonwealth as an ideal location for its second headquarters?**

[Other factors that you could provide your company's perspective or opinion:

- **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.]

Sincerely,

[SIGNATORY or SIGNATORIES]

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,

From: [Ash, Jay \(EOHED\)](#)
To: [Janice Tatarka](#)
Subject: Re: An idea for using state land to secure Amazon
Date: Tuesday, October 10, 2017 11:23:42 AM

You are generally correct. If somebody is submitting a proposal for state land, we would expect that they let us know and get our okay. But we are not submitting anything in any one city that is just state land on our own

Sent from my Verizon, Samsung Galaxy smartphone

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

From: Janice Tatarka
Date: 10/10/17 10:50 AM (GMT-05:00)
To: "Ash, Jay (EOHED)"
Subject: FW: An idea for using state land to secure Amazon

Hi, Jay. Just following up. I know from the Herald story today, that the Governor is choosing not to support one city's bid over another.

In the situation I've referenced below and attached, it's actually state land involved. Am I correct in interpreting the Governor's comment as meaning that the state is not planning to submit any bids separate from the municipalities?

If so, are you OK if the Mayor (if he decides to do so) submits this Kneeland street proposal to the Amazon Powers-that-be?

I am sorry to bug you but the deadline is fast approaching!

Thanks

Janice

From: Janice Tatarka
Sent: Thursday, October 05, 2017 4:14 PM
To: 'Ash, Jay (SEA)'
Subject: An idea for using state land to secure Amazon
Importance: High

Hi, Jay.

I can only imagine that you have received many ideas/suggestions/sure things since Amazon created its HQ2 frenzy.

Here is another one that our client, Tishman Speyer, thinks merits some serious thought about how to lure Amazon to locate its headquarters in Boston.

As you will note from the attached, this would locate Amazon on state-owned land in downtown Boston. We, of course, made the Mayor aware of the idea but as this is state-owned and not city-owned land, it is really in your purview.

Is there anyone in your office who you have assigned to vet these ideas with whom we can sit down and discuss this?

Thanks!

Janice

Janice S. Tatarka
Dewey Square Group
100 Cambridge Street, Suite 1301
Boston, MA 02114
617-367-9929

From: Dan Haro
To: [Goodall, Devon L. \(MOBD\)](#); [Maeghan Welford](#); [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Tim Connelly](#); [Brian Noyes](#)
Subject: RE: Industry Letter draft for review
Date: Tuesday, October 10, 2017 11:48:22 AM

Hi Devon,

Here are my notes below on each:

1. Boston Celtics
 - a. Did not respond
2. Fidelity
 - a. Declined to participate
3. Gillette
 - a. Declined to participate
4. IBM Security
 - a. Did not respond
5. LevelUp
 - a. Did not respond
6. Red Hat
 - a. Acknowledged being interested in the state effort, but were focused on a joint effort with the City of Boston during initial outreach. Have not heard back yet.
7. Wayfair
 - a. Declined to participate

Dan-

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

Sent: Tuesday, October 10, 2017 11:05 AM

To: Maeghan Welford ; Ward Weeden, Aimee (EOHED)

Cc: Tim Connelly ; Brian Noyes ; Dan Haro

Subject: RE: Industry Letter draft for review

Hi Maeghan and Dan,

I'm combing through the requests and want to confirm that the following companies either declined to participate or never got back to you:

1. Boston Celtics
2. Fidelity
3. Gillette
4. IBM Security
5. LevelUp
6. Red Hat
7. Wayfair

Thanks!

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

Sent: Friday, September 29, 2017 12:54 PM

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

Cc: Tim Connelly; Brian Noyes; Dan Haro

Subject: RE: Industry Letter draft for review

Hi Aimee and Devon,

Just a quick status update before the weekend:

- The signatures for the [group letter](#) have been rolling in and we will be able to meet our goal of 25+ signatories. Dan Haro will update by COB with the tally on that front.
- The asks have been made for the [personalized letters](#) and responses have been trickling in. We are still tracking down the right contact info for two companies (Quiet Logistics and Liberty Mutual) but otherwise these are underway. We expect any letters back by Tues-Weds next week and will get you a packaged-up update Wednesday.

Thank you,

Maeghan

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: Thursday, September 28, 2017 9:16 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

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, 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/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. \(MOBD\)](#)
To: [Ng, Albert](#)
Subject: FW: Next steps
Date: Tuesday, October 10, 2017 12:19:01 PM
Attachments: [AHQ2_Henderson_Comments.docx](#)
[ULI_Slide.pdf](#)

Hi Albert,

Looking at Richard's comments, we do think it's worthwhile to mock up a cover with "Revolutionary" replacing "Transformation." I hope it's not too much to do!

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

From: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, October 10, 2017 11:59 AM
To: Goodall, Devon L. (MOBD)
Subject: FW: Next steps

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

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

From: Henderson, Richard [<mailto:Rhenderson@Massdevelopment.com>]
Sent: Tuesday, October 10, 2017 8:27 AM
To: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)
Cc: Steve Thomas; Albert Ng
Subject: RE: Next steps

Hi Aimee, Abi, Mike--

Despite what I said last night and for what it's worth, attached are my specific comments on the text, including some suggestions on what to cut. Don't be thrown that some comments say "Audrey Henderson"-- I used my wife's computer because it's a lot better than mine!

My big takeaways are as follows:

Just thinking- "Revolutionary" is more the theme than "Transformational"-- it's obvious but it fits, and why not go with what you're known for? VHB, feel free to kill me.

We should be ruthless about cutting stuff we think is important but Amazon won't really care about. The Business Environment section has lots of wonderful stuff, but do they really need to know so much about taxes; do they care that we're dredging our port?

Move the Talent section ahead of Innovation Ecosystem-- talent is why they need a second HQ and it's our greatest strength. But the tables in there (except the one on degrees granted) don't do us justice. I've attached a page from a recent ULI presentation that has a great table on Cities with the Highest share of 25-34 year olds that we might consider.

The Transportation section is too generic: we don't talk about how our improvements will increase capacity, decrease headways, link key areas.

The Incentives section is, I assume, deliberately generic but would benefit from more and better examples of how we've helped companies. Do you need some I-Cubed examples from us? Let me know. I also noted why I don't think Wynn is a good example at all-- it's classic mitigation paid for by a developer, who also was being sued by a neighboring community.

We should think carefully about what pictures we will put in-- right now it's a bit too historical-themed, and the picture of the young people on the bench looks like a bunch of models rather than real students at a real school. I'd like to see more walkable neighborhoods, more people riding bikes or hiking, a ballgame.

Finally-- We've got to pick numbers for the # of colleges in State and in Greater Boston and be consistent--they're all over the map! Wiki says 114.

See you later.

Richard

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

From: Ward Weeden, Aimee (EOHED) [<mailto:aimee.ward@MassMail.State.MA.US>]

Sent: Monday, October 09, 2017 6:31 PM

To: Henderson, Richard

Cc: Vladeck, Abigail (GOV); Steve Thomas; Albert Ng

Thanks, Richard.

The content is actively being redrafted and edited for some of the issues you note below. I would wait for feedback until after the new content is shared tomorrow end of day and formatted in the document. I think at that point there will be less big content changes and more line edits and finalizing visuals. That being said happy to hear feedback as we work!

Sites are still a moving target - hope to nail that down with Jay and Mike Kennealy tomorrow.

Happy to talk earlier in the day if that would be helpful.

Aimee
617-356-3037

Sent from my iPhone

> On Oct 9, 2017, at 4:58 PM, Henderson, Richard <Rhenderson@Massdevelopment.com> wrote:

>

> Hi Abi and Aimee,

> Just checking on how you see things going tomorrow with the main document. Lots of people will have comments (including myself if you want to hear them!) and I want to make sure we can efficiently differentiate those related directly to the main text, which I assume will be handled by Mike Kaneb or other staff, versus those related to layout, callouts, sites, pictures etc which I assume will be handled by VHB. We have a meeting late in the day but an earlier check in might be helpful. Maybe this is already happening with me off the email chain-- I saw a back and forth with Albert on an Interactive piece, but nothing on the main document.

> I'm sure I'm not saying anything you don't already know -- overall, there is a lot of good material but it is long, somewhat repetitive, and in some key areas like transportation too generic.

> I'm happy to provide more detailed comments but don't want to complicate things either.

> Thanks,

> Richard

>

On behalf of the Commonwealth of Massachusetts, we are excited to submit this invitation for Amazon to locate its HQ2 in Massachusetts. Massachusetts offers an innovative culture led by world-class research institutions and universities, a growing economy that succeeds because of productive collaboration between government and private industry, and an exciting collection of development sites that meet all of Amazon's needs for growth.

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

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

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

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

Revolutionary Ideas Begin in Massachusetts

Since before the firing of the shot heard 'round the world in 1775, Massachusetts has been generating revolutionary ideas that transform the world. From public transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has long been a trailblazer in the things that matter most.

Today, revolutionary ideas are driving Massachusetts's innovation economy. Because the home of the country's first marathon never settles for good enough, Massachusetts scientists, researchers, and cutting edge companies keep pushing forward in healthcare delivery, technological innovation, and education. As worldwide leaders in digital health, cyber security, and robotics, we're aiming to launch tomorrow's revolutions. And our geographic location and transportation networks make Massachusetts a particularly good launching point: our interstate highway system, our rail service, and our shipping piers give ~~immediate~~ access to the whole eastern seaboard while Logan airport, immediately adjacent to downtown Boston, provides a direct connection to the rest of the world.

Innovation Ecosystem and Talent

Our economy is thriving because of the innovation ecosystem we've worked hard to foster in Massachusetts. Home to [MIT, Harvard, the University of Massachusetts, and 11420 more](#) colleges and universities, Massachusetts has more post-secondary degrees per capita than any other state. This kind of intellectual capital drives invention. One sign: our world-renowned biotechnology cluster in Cambridge and Boston is changing lives with research-driven innovations in gene therapy, biologics, and more.

Innovation companies that choose to grow in Massachusetts are lucky because our educational institutions produce more than just great ideas. Every year they also produce tens of thousands of smart and highly trained engineers, programmers, mathematicians, doctors, researchers, and technicians. This gives innovation companies based in Massachusetts direct access to a critical resource they often find it hardest to produce on their own—high skilled employees who can immediately contribute to growth.

But this ecosystem isn't just focused on technology and science. It's the model for working together in all we do. Massachusetts has a commitment to creating strong collaborations among public and private institutions, state and local governments, business leaders, research universities, and industry; to providing a quality of life that makes our residents among the healthiest in the nation; and to strengthening career pathways, including those that flow through vocational schools or community

Commented [AH1]: This number is all over the map. Wikipedia says 114 accredited. We say 125 several times, other letters and callouts have as much as "over 200." I think this is an awkward phrasing, and UMass has several campuses so this number falls significantly.

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colleges, to help our residents achieve that quality of life with or without a four-year degree.

Sites

We're a small state, but in between the Atlantic Ocean and the Berkshire Mountains, Massachusetts offers a broad variety of attractive sites for Amazon's HQ2. We have infill opportunities in the dense urban core, where public transit is a way of life and a young and highly educated workforce can live, work and play in vibrant, walkable neighborhoods. We have attractive redevelopment opportunities on the edge of the urban ring, along multi-modal transportation corridors that move hundreds of thousands of people each day by train, bus, bike, car, and ferry. We have historic mill sites ready to be converted into chic ~~offices and lofts~~, ~~industrial campuses~~. We have greenfields and move-in ready ~~campuses~~.

Commented [AH2]: We use "campuses" twice in two lines.

Commented [AH3]: We don't have any move in ready campuses in the Sites—only one I can think of would be Reebok.

in sought-after suburban communities with transportation options and communications connectivity to bring the world to you. And all over the state, we have opportunities for Amazon to co-locate with colleges and universities that are reinventing higher education and developing the talent pool that will drive innovation in the 21st century.

Political Stability

Massachusetts has a strong tradition of leaders working together across party lines to get things done. Governor Charlie Baker and Lieutenant Governor Karyn Polito are committed to bipartisanship, political cooperation, and problem-solving. With Governor Baker's years of earlier experience running the Commonwealth's two largest agencies and his later success in private sector start-ups and turn-arounds, he knows how to execute on big ideas.

The Massachusetts Legislature shares the administration's commitment to moving Massachusetts forward. In recent years, this spirit of political collaboration has produced trailblazing legislation guaranteeing pay equity between men and women; an economic development bill that invests in economic opportunity statewide; and housing initiatives to prevent homelessness and grow Massachusetts's transit-adjacent, workforce-oriented communities. We also passed comprehensive energy legislation that will diversify our energy portfolio, stabilize electric rates, and continue the Commonwealth's leadership in developing clean energy solutions. More broadly, we reduced burdensome red tape across state government by streamlining and eliminating outdated administrative regulations.

In Massachusetts, state government works with local government to create a consistent, safe, and predictable environment that makes it easier for businesses and residents to achieve their goals. The Commonwealth's close partnership with cities and towns is reflected in the high level local aid the state provides to help fund public schools and transportation, and in the on-going technical assistance the state provides to promote best governance practices at the local level.

Quality of Life

Talent comes to Massachusetts for our world-class educational facilities but stays to take advantage of our quality of life. This includes [vibrant walkable neighborhoods](#), [an extensive transit system](#), a variety of housing options for people in all stages of life, great K-12 schools, ample opportunities for civic engagement, extensive cultural and recreational amenities, low crime rates, and a progressive, open-minded spirit that embraces new things.

We led the nation towards universal health care. Now, nearly 98 percent of our residents have health insurance, and because we are home to two of the top six hospitals in the country and 17 nationally ranked hospitals across the state, they can access some of the best health care in the world. [We've also been leading the way in marriage equality, transgender rights, environmental and energy policy, and other measures that foster an inclusive, forward-looking society.](#)[More needed from Livability section]

This year, U.S. News & World Report took in the whole picture and named Massachusetts the Best State in America. We agree with their judgment.

Conclusion

Massachusetts is made up of 351 cities and towns that together have a global reach. We have some of the finest educational institutions in the U.S., from pre-kindergarten through post-graduate study, and we have the best educated workforce in the country. We are home to multi-cultural cities, close-knit towns, vibrant neighborhoods, and leafy college campuses. By making investments in our workforce and partnering with some of the most creative companies in the world, we foster an ecosystem where innovation and invention can thrive and grow. We cherish our history, and we learn from it. We take the long view, and we push forward to create an exciting future. We hope Amazon decides to come along with us.

OUR INNOVATION ECOSYSTEM

Commented [AH4]: I'd place this after Talent

Massachusetts is the nation's most diverse start-up laboratory for innovative research and development. Ongoing, multiplying connections among Massachusetts researchers, technology talent, and industry support an R&D ecosystem that is continuously generating and advancing creative ideas that will launch great new companies and improve our world.

Commented [AH5]: Need to qualify somehow—9 out of 10 people would say Silicon Valley.

The ever-growing innovation ecosystem in Massachusetts is made up of **125** universities and colleges, a diverse group of research centers from the Broad Institute to Northeastern University's Electronic Materials Institute, 5 of the 6 top funded NIH hospitals in the nation, ~~and and~~ groundbreaking firms in a broad range of industries. Fortune 500 companies like Biogen, Analog Devices and Hologic. Thanks to the Commonwealth's commitment to a collaborative and coordinated effort across industry, academia, and state and local government, Massachusetts is experiencing rapid growth as the nation's hub for technology- and science-based firms of all sizes.

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Commented [AH6]: This page leans too heavily on large companies. Where are the iRobots, Alnylams, Zipcars?

Massachusetts invests more on R&D as a percentage of GDP than any other state. In total R&D expenditure, we're second only to California. Massachusetts receives more federal? R&D funding per capita and more National Institutes of Health funding as a percentage of GDP than any other state.

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Forty percent of the Massachusetts workforce is employed in the innovation economy, and these clusters will be key drivers of job growth and innovation in the future. For this reason, Massachusetts is constantly looking for ways to support emerging sectors through a nimble and responsive economic development strategy that keep Massachusetts on the forefront of technology and innovation.

~~When it comes to supporting R&D, Massachusetts has a two-pronged approach. Our Research and Development Tax Credit is designed to incentivize R&D investment that will spur growth and innovation throughout the Commonwealth. Our R&D tax credit resembles the federal credit program, but it offers qualifying companies special benefits for investing in innovation in Massachusetts. The Massachusetts Research and Development Capital Fund provides support for the discovery and commercialization of new ideas in a variety of emerging technology sectors with a heavy focus in, computer and data science, advanced materials and smart devices. (Call out #1 in R&D spending as a % of GDP and per capita).~~

Strong established Massachusetts companies like ~~General Electric~~ Analog Devices, Boston Scientific and ThermoFisher are bolstered by opportunities discovered by researchers and start-up firms in emerging and high growth sectors. And across the board, Massachusetts research-based companies are powered by a talented workforce

trained by the world's best colleges and universities. The continuing growth of all these companies from the laboratory or research desk to market is supported by professional and financial networks that make Massachusetts first in technology transfers, second in technology patents, and third in venture capital investment. {call out Fortune 500 HQ's State Street, MassMutual, Liberty Mutual}

Commented [AH7]: If we want to highlight companies, why insurance firms? Bezos has invested several times in Rethink Robotics, in Boston. Amazon bought Kiva Systems, in North Reading.

~~No other state has embraced public-private partnerships and built the research and development infrastructure like Massachusetts has. This ecosystem, which has a concentrated strength as it plays out in the relatively limited geography of our small state, creates nation-leading support for bringing new ideas to market.~~

Commented [AH8]: Vast statement needs to be backed up.

Researchers, students, and executives are choosing Massachusetts because this innovation ecosystem gives them the opportunity to build the future: to create the next generation of global technology convergence in an environment that stands at the intersection of software development, healthcare, financial services, life sciences, e-commerce, renewable energy, advanced manufacturing, data analytics, robotics, artificial intelligence, and the Internet of Things.

State Investment

~~No other state has embraced public-private partnerships and built the research and development infrastructure like Massachusetts has. This ecosystem, which has a concentrated strength as it plays out in the relatively limited geography of our small state, creates nation-leading support for bringing new ideas to market.~~

Commented [AH9]: Vast statement needs to be backed up.

When it comes to supporting R&D, Massachusetts has a multi-two-pronged approach. Our Research and Development Tax Credit is designed to incentivize R&D investment that will spur growth and innovation throughout the Commonwealth. Our R&D tax credit resembles the federal credit program, but it offers qualifying companies special benefits for investing in innovation in Massachusetts. The Massachusetts Research and Development Capital Fund provides support for the discovery and commercialization of new ideas in a variety of emerging technology sectors with a heavy focus in, computer and data science, advanced materials and smart devices. A variety of other state-supported efforts include the MassVentures venture capital fund, the Emerging Technology Fund focused on taking mid-stage firms from prototype to production, and sector-based funds in Life Sciences and Clean Energy.

{Call out #1 in R&D spending as a % of GDP and per capita}.

The Massachusetts Green High Performance Computing Center, which is jointly operated by Boston University, Harvard, MIT, Northeastern, and UMass, provides a perfect example of how Massachusetts coordinates its efforts across government, higher education, and industry to maximize the impact of good ideas. The Center provides a shared resource for high performance computing across the region and hosts millions of virtual scientific experiments each month that allowing researchers to put the center’s computing power to work analyzing data that runs the gamut from theoretical physics to analysis of MBTA performance metrics. The center also partners with the region’s K-12 public school systems to support new education and workforce development opportunities. As its name suggests, it’s also really green: running on energy from a nearby hydroelectric plant, the Center has a ninety percent carbon-free energy supply and has a Leadership in Energy and Environmental Design (LEED) Platinum certification. [Photo of Center or Hydro plant]

~~Massachusetts is home to a large number of industry leading innovation clusters that have been built on the strength of the state’s long-standing investment in education and the knowledge based economy. Forty percent of the Massachusetts workforce is employed in the innovation economy, and these clusters will be key drivers of job growth and innovation in the future. For this reason, Massachusetts is constantly looking for ways to support emerging sectors through a nimble and responsive economic development strategy that keep Massachusetts on the forefront of technology and innovation.~~ [call out Bloomberg’s 2015 & 2016 U.S. Innovation Index ranks Massachusetts as the “Most Innovative State”]

Massachusetts ~~has a long history of manufacturing~~ was the hotbed of America’s Industrial Revolution, and still hosts an innovative manufacturing sector.

Understanding the importance of continuing a state-wide transition into advanced manufacturing, Massachusetts has invested over \$100 million in funding to the Massachusetts Manufacturing Innovation Initiative (M2I2) to help manufacturers adopt innovative new technologies and to invest in the federal Manufacturing USA program. Through the creation of sector-specific Manufacturing USA Centers, M2I2 will advance innovation and job growth within the state through cross-collaboration among companies, universities, national labs, government, incubators, accelerators and other academic and training institutions. Just this month, Governor [Baker](#)

announced awards to fund critical research and development infrastructure for advanced manufacturing research projects in sectors such as advanced functional fabrics, integrated photonics, robotics, and flexible-hybrid electronics.

Examples of Awards to call out – can include images and descriptions.

MIT/Northeast Regional Robotics Innovation Collaborative (RRIC) in Boston at MassRobotics (Years 1 & 2: Cambridge and Boston, Mass.; Year 3: Boston and Worcester, Mass.) \$500,000 in year 1; total of \$1,980,000 over 3 years Develop and deploy “Teach-Bot”, an innovative robotics instructor and demonstration machine that interacts with the learner; training targets experienced manufacturing workers, to arm them with new skills to deploy, program and maintain robots in the workplace. ARM (Advanced Robotics Manufacturing)

MIT Lincoln Labs

(Lexington, Mass.) \$1,900,000 Germanium deposition tool to complete and establish the nation’s first DoD Trusted Integrated Photonics Fabrication Prototyping Facility for the development of defense-related products for advanced computing (quantum, cryogenic, all-optical) and sensing (bio screening, AVs, microwave radar). AIM Photonics (American Institute for Manufacturing Integrated Photonics)

Massachusetts has also established itself as a leader in digital health, cybersecurity, and robotics -- and the list doesn’t end there. [MA digi health Ecosystem Company graphic] As industry clusters become more confluent and converge, Massachusetts will continue to support entrepreneurial companies that advancing the newest technologies.

CALLOUT: Focus on Robotics

According to a 2016 report by the Massachusetts Technology Collaborative, the robotics sector in Massachusetts had the following attributes in 2015:

- * 122 commercial companies in the sector
- * 33 new robotics businesses were created in the prior five years, for an increase of 57%
- * 4,716 Massachusetts workers employed by robotics companies
- * Generated \$1.6 billion in revenue
- * Received over \$190 million in private investments, or 23% of total U.S. funding for the sector.
- * Mass Tech Investment in MassRobotics

* ~~State support~~ ~~At -Joint B~~ase Cape Cod, Westover, ~~and Devens~~, we've created test sites for drones and autonomous vehicles.

CALLOUT: Focus on Life Sciences

* Massachusetts won more than \$761 million, or a third of all U.S. seed stage funding for biotech, from 2009 to 2013.

* By the end of 2012, nine of the ten major drug companies in the world had offices or R&D facilities in Massachusetts.

* In 2015, Massachusetts received 28% of all venture capital dollars in biotech in the U.S.

* Massachusetts accounts for 11% of the U.S.-based drug development pipeline. Massachusetts-headquartered companies account for 5.5% of the global biologics pipeline

* In June of 2017, Governor Baker proposed up to \$500M in new investment in life sciences.

Incubation

Entrepreneurs and small businesses are the backbone of the innovation economy in Massachusetts. The state is home to thousands of startup companies, investors, advisors, and collaborative workspaces offering a world-leading concentration of entrepreneurial activity that continuously drives idea generation and commercialization.

Massachusetts provides a well-developed and growing support structure for early-stage innovation companies with over 700 innovation assets, including roughly 120 co-working spaces, incubators, accelerators, and makerspaces. Examples of incubators in Massachusetts include, but are not limited to:

* Cambridge Innovation Center: CIC manages more than 350,000 square feet of innovation space in Boston and Cambridge and provides more than 1,400 start-up companies and organizations with shared office space and event space, and special purpose entrepreneur communities. Companies originally headquartered at CIC have created between \$3.5 billion and \$4.3 billion in publicly disclosed exit value since 2001 and have created over 40,000 innovation economy jobs. Although CIC has expanded operations nationally and internationally, Boston's location remains its fastest growing.

* MassChallenge: MassChallenge is a non-profit, no-equity-taken startup accelerator that awards over \$2 million in equity-free cash prizes every year. Since its creation in 2010, MassChallenge has accelerated over 1,200 startups that have collectively raised \$1.8 billion in funding and \$700 million in revenue, and created 60,000 jobs. Their operations have expanded internationally and now include MADE@MassChallenge, a manufacturing accelerator and PULSE@MassChallenge, a digital health accelerator.

* Greentown Labs: Greentown is the largest clean tech startup incubator in the United States. Supported by the Commonwealth of Massachusetts and the City of Somerville, Greentown offers clean tech entrepreneurs office space, wet lab space, and event space. Greentown has incubated over 120 companies since 2010, and over 50 companies providing approximately 450 jobs are in residence today.

* Entrepreneurship for All: “E for All” is an accelerator that helps early-stage entrepreneurs by providing mentors, workshops, and cash prizes for both non-profit and for-profit start-ups. E for All’s focus is on fostering entrepreneurial growth in mid-sized cities including Lowell, Lawrence, Lynn, New Bedford, and Fall River. Since 2010, the organization has launched over 250 startups that have generated nearly \$10 million in revenue; worked with over 1,000 student and adult

entrepreneurs; and built a mentor community of 120+ successful entrepreneurs and professionals. Seventy-three percent of E for All’s startups are headed by women, 57% by minorities, and 52% by immigrants.

* LabCentral: LabCentral provides shared laboratory space for life sciences start-up companies in Kendall Square. LabCentral’s mission is to help create the next generation of powerhouse biotech companies by providing entrepreneurs and innovative life-sciences startups with the space and resources they need to test out, challenge, and nurture early ideas. LabCentral was started with an initial \$5 million grant from the Mass Life Sciences Center in 2013 and recently received another \$5 million from MLSC to open new space and serve more companies. To date LabCentral has served 51 companies that have raised over \$1.1 billion in venture capital.

Funding

Boston is a major financial center with a particularly strong representation in the venture capital and private equity sectors. The availability of early-stage funding and the long history of successful relationships between Boston-area financial firms and Massachusetts-based start-ups ensure that companies that launch in Massachusetts have ready access to the investment capital needed to take great ideas from conception to commercial implementation.

Boston is the birthplace of venture capital—a source of start-up financing that was introduced in 1946, with the founding of American Research and Development by Harvard Business School Dean Georges Doriot. There are and the approximately 100 active venture capital firms in the Commonwealth employing more than 700 professionals, with major clusters in Boston, Waltham, and Cambridge. Massachusetts VC firms have more than \$50 billion in venture capital funds under management, and Massachusetts start-ups benefit from that network. In 2016, Massachusetts start-ups received \$6.2 billion in venture capital investment, a figure that ranks third overall among the states and second as a percentage of state GDP.

Massachusetts venture capital firms invest heavily in state, with 63% of Massachusetts deals featuring investors from Massachusetts. Additionally, General Catalyst, a Cambridge-based VC firm, raised the 8th largest fund in the U.S. in 2016 and is the only non-California based firm in the top 10 largest venture capital funds raised in the last year.

Massachusetts's innovation economy leads in attracting funding for growth from other sources as well. Taken all together, Massachusetts receives more R&D funding per capita and more National Institutes of Health funding as a percentage of GDP than any other state, with the result that Massachusetts invests more on R&D as a percentage of GDP than any other state. In total R&D expenditure, we're second only to California. Over the past five years, the Commonwealth of Massachusetts has contributed public funds to this mix by investing in collaborative R&D projects in cloud computing, data science, cybersecurity, financial technology, printed electronics, advanced functional fibers, marine robotics, and more.

TALENT

Our ability to attract and grow talent sets Massachusetts apart as the ideal location for Amazon's HQ2. With a greater density of colleges and universities than any other place else in the world and a full range of educational offerings and research programs, Massachusetts is committed to educating the inventors, scientists, researchers, managers, and high skill workers who will lead the development of science and technology in the 21st century.

As a result, Massachusetts dramatically outperforms other states in its ability to attract and produce workers with technical skills and computer and math expertise. Nearly 40% of Massachusetts workers are already involved in the innovation economy, the highest percentage of any state in the country. Consistent with this ranking, the Massachusetts workforce has a dramatically higher concentration of workers in math and computer science related occupations than the national average. This includes positions such as systems software developers, application software developer, computer support users, and computer systems analysts.

Math and Computer Occupations	MA # of Workers	% of Total MA Math and Computer Employment	US # of Workers	% of Total US Math and Computer Employment	Advantage Massachusetts
Software Developers/Systems Software	27,630	19%	409,820	10%	9%
Software Developers, Applications	31,150	22%	794,000	20%	2%
Sub-Total of Software Developers	58,780	41%	1,203,820	30%	11%

Commented [HR10]: I think this table is confusing, and weak. We have plenty of better things to highlight, like the comparisons to Seattle that VHB produced.

Commitment to Excellence

In Massachusetts, the talent ecosystem begins with world-class public and private elementary and secondary schools. According to the U.S. Department of Education, Massachusetts fourth graders rank first in the country for math scores. Massachusetts eighth graders rank first again for math and in fact outperform the rest of the country by an even wider margin.

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

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

The best educational institutions attract the best talent from around the world. More than 55,000 of Massachusetts’s 400,000 college and university students are international students. The long-term benefits of the attraction are huge, especially in the science-based professions: one quarter of Massachusetts biotech firms are founded by foreign born innovators, and 59 percent of our medical scientists and 35 percent of our software developers are foreign born.

Leading in STEM

Massachusetts colleges and universities lead in STEM graduates. Our institutions award more science, technology, engineering, and math graduate and professional degrees per capita than any other state. We're also top-ranked among the states in many other measures of STEM success.

- MIT (1), Harvard (18), and University of Massachusetts Amherst (25) rank in the top 25 schools for computer science in the nation.
- MIT (1), Harvard (20), Boston University (37), and Northeastern (43) rank in the top 50 engineering schools in the nation.
- MIT (1) and Harvard (3) rank in the top five graduate schools for math in the nation.
- Number 1 among states per capita for both PhDs and Master's degrees recently awarded in Science and Engineering.
- Top 5 among states for completed master's degrees and doctorate degrees.

Our community colleges have a big role to play here as well. On the strength of a \$20 million, multi-year federal grant awarded in 2014, Massachusetts community colleges developed expanded STEM credentialing programs to prepare more students for careers in Engineering, Advanced Manufacturing, Biotechnology/Life Sciences, Computer Information Sciences, and Information Technology. We expect that 13,000 students will have enrolled in high-demand STEM programs funded by the grant.

We're also proud that our STEM programs outperform most others in the country in attracting women. In the most recent measure, 37% of all STEM degrees granted in Massachusetts went to women graduates.

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

Statewide Higher Education Network

Massachusetts is also home to some of the best liberal arts colleges in the country – including Williams, Amherst, and Wellesley Colleges, ranked first, second, and third in the

2015 GRANTED By Massachusetts Higher Education Institutions	Associate Private Certificate	Associate Public Certificate	Private Bachelor	Public Bachelor	Private Master's	Private Doctorate	Public Doctorate	Degree Total
<i>Business Degrees</i>	306	1,886	8,873	3,802	8,079	157	23	23,126
<i>Computer Science Degrees</i>	142	461	1,424	736	1,684	76	42	4,565
<i>Engineering Degrees</i>	135	446	3,602	942	2,362	622	86	8,195
<i>Legal Degrees</i>	10	87	91	94	533	2,243	0	3,058
<i>STEM-specific Degrees (not included above)</i>	725	2,301	4,922	2,359	3,599	3,016	151	17,073
Total Degrees Granted	1,318	5,181	18,912	7,933	16,257	6,114	302	56,017

Source: Massachusetts Executive Office of Education

category by *U.S. News & World Report*.

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

Commented [HR11]: If you want to say served, then you should add the 90,000 more in the last sentence in this paragraph.

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

Commented [HR12]: I've seen 55 elsewhere—let's just be consistent.

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



REINIER MOQUETE WITH STEM YOUTH - HOLD FOR MORE HQ IMAGE

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

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

Focus on Career Pathways

Massachusetts is also looking beyond traditional degree programs to create innovative career pathways that don't necessarily flow through four-year institutions. In collaboration with employers across a wide range of industry sectors, Massachusetts is working to give many more students the opportunity to explore career options, experience internships, and develop marketable skills – especially in growing STEM fields.

Our Workforce Skills Grant program connects high school and community college students and adults looking for work with opportunities to develop skills needed for jobs in the innovation economy. The grants provide technologically-advanced workforce training equipment to high schools, community colleges, and community-based nonprofits. Participating institutions collaborate with local employers to identify future workforce demands and skill gaps and then to match students with programming that will prepare them for in-demand jobs.

Since the program began in 2016, over \$24 million in grant awards have benefitted over 10,800 Massachusetts students and career learners. We are actively seeking private sector partners to connect students and other learners with equipment and training that will teach them the skills most in demand from growing employers.

In addition, the Massachusetts Workforce Training Fund awards \$18 million annually to companies in all industries to support training for newly hired and existing workers. This funding provides substantial assistance in shifting workers to new and developing technologies.

Call-Out: Amazon Fall River

Thriving Talent Partnership with Amazon in Southeastern Mass

Amazon's 1-million-square foot fulfillment center in Fall River, MA opened in September 2016, fully staffed with more than 700 new hires recruited through local Fall River and Stoughton Career Centers. One year later, this partnership has expanded exponentially, and Amazon has met its talent goals by hiring more than 1,500 additional Massachusetts residents from local Career Centers. Career Center staff have already worked with Amazon executives to develop an efficient hiring process that will be scaled further to accommodate a range of future hiring needs.

More Side-Bars:

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

Just a few weeks ago, a professor at MIT was awarded the Nobel Prize in Physics (shared with 2 others) for the discovery of ripples in space-time known as gravitational waves, called a discovery that shook the world.

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

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

[Amazon Info Request No. 5—Labor and Wage Rate Information in general job categories described]

Wage Rate Information in Job

Occupation Title	M				
		Computer and Mathematical Occupations	\$96,860	\$57,600	\$116,490
		Computer Systems Analysts	\$93,990	\$64,090	\$108,950
		Software Developers, Applications	\$110,410	\$69,850	\$130,690
		Software Developers, Systems Software	\$114,330	\$78,310	\$132,340
		Legal Occupations	\$122,330	\$49,690	\$158,650
		Office and Administrative Support Occupations	\$42,970	\$26,930	\$51,000
<i>Data Source: Occupational Employment and Wage Statistics; May 2016</i>					
Management Occupations		\$128,750	\$63,730	\$161,260	
Accountants		\$82,420	\$52,550	\$97,360	

2014-2024 STEM Occupational Projections for Massachusetts	Employment 2014	Projected 2024 Employment	% Change
Software Developers, Applications	27,571	31,626	15%
Software Developers, Systems Software	27,705	30,452	10%
Computer Systems Analysts	16,530	19,428	18%
Computer User Support Specialists	16,645	18,285	10%
Computer and Information Systems Managers	15,417	17,284	12%
Network and Computer Systems Administrators	9,873	10,511	7%
Web Developers	4,651	5,675	22%
Computer Occupations, All Other	4,879	5,238	7%
Computer Network Architects	4,501	4,902	9%
Database Administrators	3,803	4,180	10%
Operations Research Analysts	3,219	4,162	29%
Computer Network Support Specialists	3,544	3,745	6%
Statisticians	2,412	3,249	35%
Information Security Analysts	2,677	3,144	17%
Source—Kelleher to Provide	143,427	161,881	11%

Commented [HR13]: Not sure this table is particularly relevant—it's just projections of need, not of supply.

[2.X.X] STABLE & BUSINESS FRIENDLY ENVIRONMENT

Massachusetts creates a favorable business environment for companies to launch, grow, and thrive by keeping our tax structure fair and predictable, managing our state budget wisely, and making targeted investments for the future. We use data-driven decision-making and a rational approach to regulation to avoid creating unnecessary business burdens while still protecting the well-being of our residents and maintaining the high quality of life they expect and deserve. State and local governments work together, across party and geographic lines, to make Massachusetts a place where workers, job creators, and innovators can flourish. All bodies, and all levels, of government work closely with businesses to develop policy.

But “stable” is not the same thing as “static.” In fact, the business environment in Massachusetts is constantly evolving. This constant evolution results from sustained, multi-year attention to important competitive issues that stakeholders in the Commonwealth, both public and private, identify and jointly decide to address. Legislation often plays a key role in these developments, but implementation plays an equally important role.

For example:

- Education – In the early 1990s, Massachusetts’ system of public education was underfunded and suffered from severe disparities among school districts. Twenty-five years later, Massachusetts’ system of K-12 education is by all measures the best in the country. Key legislation: Education Reform Act of 1993, 2010 “Race to the Top” legislation.
- Health Care – In the late 1990s, both providers and payors suffered from severe financial pressures and other dislocations, including the threatened loss of federal support for certain providers that served low-income populations, while health outcomes varied widely according to race and economic status. Twenty years later, Massachusetts has the lowest rate of uninsured and highest quality of care measures in the country, has significantly reduced disparities in coverage, and is leading the nation in adopting accountable care models. Key legislation: 2006 health care reform, 2012 payment reform legislation.
- Energy – In the mid-1990s, Massachusetts had a system of vertical monopolies for electric power, which operated numerous polluting, fossil fuel-fired power plants at high ratepayer cost. Twenty years later, Massachusetts has re-structured the ownership of its electric power system and dramatically reduced the carbon emissions resulting from power generation while containing increases in ratepayer bills through our commitment to energy efficiency. Key legislation: 1997 Electricity Restructuring Act, 2008 Green Communities and Global Warnings Solutions Act, 2016 Energy Diversity Act.
- Transportation – In the late 1990s, Massachusetts operated two separate highway systems, and funded the MBTA annually in arrears, by writing a check to the MBTA for its annual operating deficiency. Twenty years later, Massachusetts has consolidated the management of its system of roads and bridges and forward-funded both the MBTA and the other regional transit authorities, while completing the largest construction project

Commented [MA14]: The Governor really should write this.

Commented [MA15]: IS this true?

ever undertaken on an American highway and expanding the services provided by public transit. Key legislation: 2000 Central Artery financing and MBTA forward-funding legislation, 2009 Transportation Reform Act.

Our sustained attention to issues of business competitiveness, over decades, is what makes Massachusetts unique among the states.

Possible callout:

The nonprofit Center for Data Innovation's new report, *The Best States for Data Innovation*, released on Monday, July 31 by, ranked Massachusetts as the No. 1 state overall.

The state ranked in the top five in metrics that assess energy usage data; broadband availability and speeds; electronic health records; and developing its human and business capital.

Tax Fairness and Predictability

State Taxes. The primary source of tax revenue in Massachusetts is personal income tax, followed by sales, corporate and other taxes.

[Source: <http://www.mass.gov/dor/docs/dor/news/pressreleases/2017/june-2017-tax-summary.pdf> note: this is still unaudited at this point in the year, so these should be considered preliminary results]

<u>Tax Type</u>	<u>Preliminary Fiscal 2017 Tax Collections (unaudited, in millions)</u>
Income	\$14,696
Sales & Use	6,209
Business & Corporate	2,495
Other	<u>2,224</u>
Total	\$25,625

[pretty pie chart showing percentages]

The Commonwealth assesses personal income taxes at a flat rate after deductions and exemptions. The state personal income tax rate is 5.1% on both earned and unearned income. The tax rate has been gradually reduced from 5.3% in tax year 2011 to its current rate, and reductions will continue as certain tax revenue growth triggers are met to lower the rate to a flat 5.0%. The tax rate on gains from the sale of capital assets owned more than one year is equal to the personal income tax rate (currently 5.1%), and the tax rate on short-term capital gains is 12%.

Corporations doing business in the Commonwealth are subject to a state excise tax. Corporate net income allocated to Massachusetts, which is based on net income for federal taxes, is taxed at 8.0%.

Massachusetts law provides for a variety of tax credits that may be applied against corporate excise or personal income taxes due. These credits are designed to encourage business in the state. Certain credits, when not used to reduce a current tax liability, may be carried forward, transferred, or refunded. **[Cross reference Incentives]**

~~The sales tax rate imposed on retail sales of certain tangible property (including meals) is 6.25%, statewide. With the exception of local option meals taxes, cities and towns in Massachusetts cannot impose their own sales tax.~~

Massachusetts's tax environment compares favorably to other Northeast states when compared across all categories. We view the relative cost and ease of doing business in the Commonwealth as a key aspect of our competitiveness, and we aim to strike a fair balance between shared benefits from state-driven investment and enhanced quality of life and shared contributions to support government services and infrastructure.

	Massachusetts	Connecticut	New York	New Jersey
Business Tax Climate Index Ranking	27	43	49	50
State-Local Tax Burden as Share of State Income	10.30%	12.60%	13.70%	12.20%
Personal Income Tax Rate	5.10%*	6.99%	8.82%	8.97%
Business Income Tax Rate	8.0%	9.0%	6.5%	9.0%
Long-term Capital Gains Tax Rate	5.10%*	6.70%	8.80%	9.0%
Average Combined State/Local Sales Tax Rate	6.25%**	6.35	8.49%	6.85%

*May decline to 5.0% if revenue growth triggers are met.

**Reflects Commonwealth of Massachusetts sales and use tax rate of 6.25% only;

Massachusetts municipalities do not impose general sales tax.

Local Taxes. Municipal governments in Massachusetts are primarily supported by revenues from property taxation and direct aid from the Commonwealth. Massachusetts cities and towns do not have the authority to impose personal income taxes under state law.

~~Massachusetts cities and towns do not have the authority to assess sales taxes; however, cities and towns may adopt optional hotel room occupancy and/or sale of meals excise taxes, up to a statutory limit, by local vote.~~

~~In 1980, Massachusetts instituted Proposition 2½, a law that limits increases in local property taxes to not more than 2.5% annually and that also limits total annual revenue from property taxes to 2.5% of the assessed value of all property in the municipality. Property tax stability allows local officials and residents to plan for the future knowing that property taxation will be steady and manageable.~~

The Commonwealth makes substantial payments to cities, towns and regional school districts to establish a stable, fair, and predictable fiscal environment statewide. A large portion of state revenue sharing is targeted for public education. ~~This support is allocated through a fixed~~

~~formula to ensure that each district reaches a minimum level of spending per pupil. The Commonwealth also distributes significant unrestricted funds for municipal use, including net revenues from the State Lottery program, helping cities and towns fund vital local services such as police and fire protection, parks, and public works.~~

~~The Massachusetts Community Preservation Act permits cities and towns that adopt its provisions to levy a surcharge of up to 3% on their real property tax levy, for the acquisition, creation, preservation, rehabilitation and restoration of open space, historic resources and affordable housing. A state match is available for these funds.~~

Strong Fiscal Management

Massachusetts state and local governments maintain a stable and business friendly environment by working together and with businesses effectively, planning for the future, and managing our resources wisely. Governor Baker is committed to bipartisanship, political cooperation, and practical problem-solving, and his cabinet is composed of political leaders and policy experts from across the political spectrum. The Baker-Polito administration also engages in regular, open dialogue with legislative leadership. Massachusetts's results-oriented, collaborative style of government has produced a stable political climate that facilitates long-term policy-making.

Prudent stewardship of the state's finances allows Massachusetts to invest in our infrastructure, offer services to benefit the health and well-being of our residents, and pursue a long-term economic growth strategy. The Massachusetts Legislature routinely delivers timely annual state budgets. A statutory balanced budget requirement and the Governor's authority to make line-item vetoes keep spending in check. The Governor also has authority to reduce spending if revenue deficiencies emerge during a fiscal year. Conservative revenue forecasting and active management of the state budget in recent years have ensured that budgetary spending grows more slowly than tax collections, reducing the exposure of the Commonwealth to financial risks.

Our sustained attention to competitive issues is only possible because of this spirit of cooperation and stewardship. The last quarter of a century has witnessed Administrations from both parties, all of whom have worked productively with the Massachusetts Legislature and with businesses to improve the Commonwealth, regardless of their party or role in government.

After taking office in 2015, the Baker-Polito administration closed a \$1.8 billion budget deficit for the fiscal year already underway – without raising taxes or fees and without drawing upon the state's rainy day fund. The Commonwealth, which has an annual operating budget of \$40 billion, currently has approximately \$1.3 billion in rainy day reserve funds on hand in the event of a fiscal downturn.

[EXAMPLE/callout of working together:

Based on a shared commitment to universal health care for both moral and financial reasons, government leaders from both parties worked together with business leaders and public health advocates to establish health care reform in Massachusetts. Landmark legislation was enacted in 2006 to create the Commonwealth Health Insurance Connector Authority (Health Connector) and extend health care coverage to nearly all Massachusetts residents. The Health Connector currently administers the Commonwealth's Health Insurance Marketplace under the federal Affordable Care Act. Massachusetts now has a 98% coverage rate, the best in the nation.

Commented [MAK16]: Possibly a Call Out/Highlight Box?

Nearly all children and seniors have health insurance. Racial and ethnic disparities in health coverage have been significantly reduced. Massachusetts continues to be an innovator in the areas of health care policy, health care cost containment, expanded access, and improved patient outcomes.

Regulatory Reform

Massachusetts recognizes that we can promote economic expansion and development by committing to an efficient, coherent, and consistent state regulatory framework. New regulations in Massachusetts are carefully reviewed to ensure that they do not unduly and adversely affect the competitive environment in Massachusetts, that the costs they impose do not exceed the benefits they produce, and that less restrictive and intrusive alternatives have been considered. Public engagement throughout the regulatory process ensures that the interests of all stakeholders inform agency decision-making.

As one of his first actions in office, Governor Baker ordered a review of all executive branch regulations—over 50 state agencies—to simplify and consolidate the regulatory code; rescind obsolete, outdated, and unnecessary regulations; and align state and federal standards where appropriate. More than 1,700 regulations were reviewed, and two-thirds were either amended or rescinded. Going forward, agencies will be required to make regular, periodic review of all regulations to ensure they remain up to date and meet state requirements for efficiency and consistency.

Fulfilling Long-Term Obligations

The Commonwealth of Massachusetts engages in long-term planning and data driven analysis to inform its policy decisions. The Administration conducts regular caseload and revenue forecasting to effectively predict service demands and revenues available for budgeting. A joint revenue forecasting system allows the Governor and Legislative leadership to reach a consensus estimate of revenues available for budgeting for planning. Long-term obligations, including long-term debt and pension liabilities, are accounted for in the process.

The Commonwealth is responsible for the payment of pension benefits for retired Commonwealth employees and certain other public employees. State and local government pension liabilities are actuarially evaluated on a regular basis, and any unfunded pension liability must be fully amortized under state law by fiscal 2040. The Commonwealth's current pension funding schedule projects full amortization of the unfunded liability by fiscal 2036.

The Commonwealth maintains a rolling five-year capital plan to plan for regular maintenance and renewal of capital assets and to prioritize infrastructure investments for future growth. The Commonwealth has a Debt Affordability Commission to recommend the appropriate level of general obligation debt to incur each fiscal year.

In recognition of the Commonwealth's strong fiscal management, Massachusetts's long-term debt is rated AA+ (stable outlook), Aa1 (stable outlook), and AA (stable outlook) by Fitch Ratings, Moody's Investors Service, and Standard & Poor's Global Ratings, respectively.

[EXAMPLE/callout of ratings reports:

Fitch:

"The [C]ommonwealth has a broad and diverse economy. Employment growth is solid, education levels are high, and population growth has approximated that of the U.S. this decade. Economic fundamentals include significant strength in the health care, technology and

education sectors, leaving it well positioned for solid gains going forward. Measured by per capita personal income, Massachusetts is the second wealthiest state in the nation.”

Moody’s:

“The Aa1 ratings are based on the [C]ommonwealth’s full faith and credit pledge, reflecting its strong financial management practices...The rating also reflects large education and health care sectors that generate high wages and bolster employment...”

S&P:

“On a scale from '1.0' (strongest) to '4.0' (weakest), S&P Global Ratings assigned a score of '1.0' to Massachusetts’ financial management framework.”

of

“The increasing role of services in the economy reflects growth in research laboratories, computer software, management consulting, other business services, and health care. Higher education anchors, a high level of federal research funding, and venture capital give the [C]ommonwealth a leading edge in emerging industries, such as biotechnology, software, communications equipment, and surgical instruments.”

Permitting and Environmental Reviews

New construction in Massachusetts may be subject to Massachusetts Environmental Policy Act (MEPA) Review and various environmental permits.

Similar to the National Environmental Protection Act, which applies to projects that involve federal agency actions, MEPA requires that state agencies study the environmental consequences of their actions, including permitting and financial assistance. 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 the environmental consequences of their actions.

The Commonwealth issues various environmental permits depending upon the size, scope and location of a project. Through the Executive Office of Energy and Environmental Affairs, and its four environmental agencies, site specific permits are issued to address public access, endangered species, air quality and other water related and environmental protection needs. Project proponents are always invited to meet with agencies for a pre-permitting consultation session in order to ensure a complete and expeditious permitting process.

Stability and Responsibility

Businesses in Massachusetts routinely partner with state government to jointly identify competitive issues and help state government decide how to address those issues. They help state government to maintain the multi-year commitment that is necessary to address these

Commented [HR17]: I KNOW WE WANT TO SAY SOMETHING ABOUT PERMITTING BUT REALLY THIS DOESN'T ADD ANY USEFUL INFORMATION.

~~issues. Locating in Massachusetts comes with this opportunity, and responsibility. Come help us continue to make Massachusetts a better place.~~

Addressing Climate Change and Reducing Greenhouse Gas Emissions

Massachusetts continues to lead the nation in efforts to reduce greenhouse gas emissions and build a clean energy economy. We recognize that the development of clean energy presents an economic opportunity for our technology companies and our highly skilled workforce. We also recognize that the success of clean energy will reduce the risks that a quickly changing environment poses to our state economy. For the seventh year in a row, the Commonwealth was named the most energy efficient state in the nation by the American Council for an Energy-Efficient Economy (ACEEE) for our energy efficiency policies and programs. Massachusetts was also ranked as one of the top overall states leading the national clean-energy economy by the U.S. Clean Tech Leadership Index in its 2017 survey.

The foundation of Massachusetts's efforts to build a clean energy future is the Massachusetts Global Warming Solutions Act, which was signed into law in 2008. The law requires statewide reductions in greenhouse gas (GHG) emissions from each sector of the economy to reach a level at least 25% below the 1990 baseline emission level by 2020 and at least 80% below the 1990 baseline by 2050.

[Convert to graphic from EEA: We are well on our way to accomplishing these goals— Massachusetts has already reduced emissions 21% below the 1990 baseline.]

Following our early success in reducing GHG emissions in the power sector, Massachusetts is now actively pursuing strategies to reduce emissions and enhance resiliency in our transportation infrastructure, including the roll-out of a comprehensive regional strategy for the deployment of electric vehicles.

In 2016 Governor Baker signed comprehensive bipartisan energy diversity legislation that further strengthens the state's clean energy economy and puts the state on a long-term path to lower energy costs. The new law requires that Massachusetts utilities competitively solicit and contract for approximately 1,200 megawatts (MW) of clean energy generation from hydropower, solar, and onshore wind, and it marks the largest commitment to offshore wind energy by any state.

Massachusetts is also a member of the eight-state Regional Greenhouse Gas Initiative (RGGI)—the nation's first market-based regulatory program to reduce GHG emissions from the power sector through the auction of carbon dioxide (CO₂) allowances and the reinvestment of those proceeds in GHG reduction measures. RGGI members recently finalized a plan that will accelerate state and regional efforts to combat climate change by requiring an additional 30 percent cap reduction between 2021 and 2030, relative to the RGGI 2020 levels.

Massachusetts also participates in the recently formed U.S. Climate Alliance, which seeks to meet the goals of the Paris Climate Agreement and the New England Governors and Eastern Canadian Premiers Climate Change Resolution which calls for regionally targeted joint actions to reduce carbon emissions substantially by 2030.

Insert graphic/call-out: MassDOT solar farms/MBTA parking lot canopies

MassDOT and MBTA are leaders in the Commonwealth in using solar installations to offset energy usage, and provide revenue to agencies.

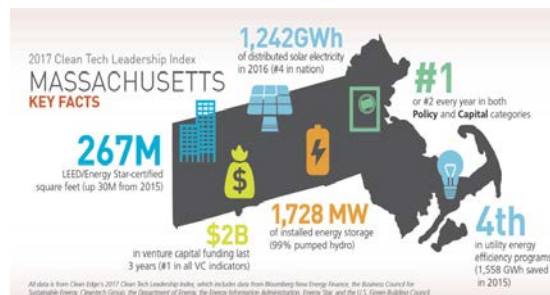
Two years ago, Ameresco began operating 5 solar installations on unused land along highway right-of-ways (they have since expanded to three more) through a power-purchase agreement with MassDOT. To date, these five installations have produced 6.5m kWh of energy, resulting in over \$1m in energy savings and rental payments to the agency.

This fall, Omni-Navitas will begin installing solar canopies on 37 MBTA parking facilities, through a 20-year lease with the T. In addition to its financial and environmental benefits, these installations will improve customer experience by providing lighting and sheltering parked cars from snowfall.

Alternative Energy & Clean Tech

While Massachusetts pursues statewide policies that create demand for clean energy alternatives, Massachusetts universities, laboratories, and start-ups are developing innovative technologies to meet that demand. Clean tech is a core category of the Massachusetts innovation economy, and Massachusetts already ranks as one of the top 10 states in clean-energy jobs as a percent of total employment, one sign that Massachusetts climate and energy policy has spurred continued job growth and economic development. Surveys by the MA Clean Energy Center confirm this indication: they show that the clean energy industry grew 12% in 2015 and that since 2010 energy employment has grown by 64% representing 38,000 new jobs with most of them paying over \$50,000 per year.

Massachusetts was ranked as one of the top states leading the clean-energy economy by the **U.S. Clean Tech Leadership Index**, trailing only California. Massachusetts maintained its second place ranking for the fifth year in a row in the most recent rankings, a testament to our sustained efforts. The Index ranks the clean-tech activities of all 50 states and the 50 largest metro areas in the U.S., tracking both policy and investment activity. Massachusetts scored especially high on



patent acquisition, energy research facilities, business accelerators, and percent of clean-energy jobs **as a share of total workforce.**

Commented [18]: Graphic source:
<http://www.masscec.com/blog/2017/06/28/states-and-cities-taking-charge>

Call-Out: Mass Clean Energy Center

The Massachusetts Clean Energy Center (MassCEC) is a publicly-funded agency dedicated to accelerating the success of clean energy technologies, companies and projects in Massachusetts. Since it began operating in 2009, MassCEC has helped clean energy companies grow, supported municipal clean energy projects, and invested in residential and commercial renewable energy installations. MassCEC also provides workforce training programs tailored to meet the needs of clean energy employers across Massachusetts.

Commented [ANF19]: Lifted directly from their website

Call:Out Efficiency Programs

Massachusetts has **launched** a \$11.4 million Rapid LED Streetlight Conversion Program to convert over 100,000 municipally owned streetlights to high efficiency LEDs that use up to 60% less energy than traditional streetlights.

Transportation

In Massachusetts, we believe that a robust and high-functioning transportation system is a critical piece in making our state an attractive place to learn, work, and live. We also know that a transportation system that provides a range of mobility choices for our residents—regardless of where they live, where they want to go, or how they want to get there—provides the foundation for a growing economy, a clean environment, and strong local communities.

The first subway tunnel in North America runs underneath Boston **Common**, and today Massachusetts remains an innovator in mobility services and transportation infrastructure. Massachusetts offers a comprehensive and robust network of transportation options that includes **a fully built out highway network**, the fourth-largest public transit system in the nation, an international airport immediately adjacent to downtown Boston, and a growing statewide commitment to bicycling and walking as components in a larger transportation strategy.

Commented [HR20]: We've said this before. Maybe delete above.

Commented [HR21]: Everybody has highways. What sets us apart?

Call-Out: Massachusetts communities have some of the highest numbers of workers commuting by bicycle in the nation, and over the next five years, Massachusetts will invest nearly \$160 million to expand our network of off-road bicycle and walking trails. Massachusetts is committed to trail construction because we believe in the recreation, transportation, and public health benefits of travel without a car. The new trails will complement many existing shared-use corridors across the state, and will make it even easier for residents and workers to travel by foot and by bicycle.

Massachusetts has embraced a culture of continuous improvement to guide our transportation agencies. This makes us eager to try new ways of doing business in order to bring better, safer, and more efficient service on our highways, trains, subways and buses, and in our airports. As part of this effort, we have adopted new technologies, such as all-electronic tolling on the Massachusetts Turnpike, to speed travel and reduce costly delays. We've also launched a pilot program for the testing of automated vehicles on the streets of Massachusetts, and we recently entered into first-in-the-nation cooperative agreements with transportation network companies like Uber and Lyft to improve public safety and support the growth of ride-sharing services in Massachusetts.

Massachusetts sits at the geographic center of a vibrant regional New England economy and provides trade and travel connections across the Northeast to Canada, Europe, and beyond. Massachusetts is also the Northern anchor point of a Northeast mega-region that spans the corridor from Boston to New York to Philadelphia and Washington, D.C. Millions of trips are made along this route every year, by car, plane, bus, truck, and train. Hourly flights depart Logan International Airport every weekday for New York, Philadelphia, and Washington. Amtrak offers more than 40 Northeast Corridor trains per day including by high-speed Acela trains, which take passengers from downtown Boston to mid-town Manhattan in well under four hours.

Air Travel

Logan International Airport offers nearly 1,000 flights daily to 75 domestic and 53 international destinations. In 2016, over 36 million people traveled through Logan. The airport is accessible by easy auto routes from downtown Boston, the rest of Massachusetts, and all of New England and by multiple public transit connections, including subway, bus, and water ferry. Worcester Regional Airport, 50 miles west of Boston, ~~supplements Logan's service with 21 weekly non-stop flights to three domestic destinations.~~ As well as T. F. Green Airport in Warwick, Rhode Island and Manchester Regional Airport in New Hampshire, each approximately 60 miles from downtown Boston, offer additional options for air travel with numerous flights to major cities on national carriers.

[INSERT—GRAPHIC/TABLE with LOGAN FLIGHTS TO DESTINATIONS IMPORTANT TO AMAZON]

Logan's travel volume has been growing at a steady clip. To support continuing growth, the Massachusetts Port Authority (MassPort) has recently embarked on a ~~x~~ expansion of Logan's international terminal that [Language coming from MassPort]

Transit

Massachusetts's public transit system, the Massachusetts Bay Transportation Authority, serves 1.3 million people every weekday across 175 municipalities. The "T," as it is affectionately known, offers subway, bus, trolley car, ferry, and commuter rail services as well as door-to-door paratransit service for disabled customers. Since taking office, the Baker-Polito administration has committed to a dramatic increase in T infrastructure investment. As a result, the T is now spending close to \$1 billion per year to make major capital upgrades that include purchasing two entirely new fleets of subway cars, upgrading existing signals and power sources and other core systems, and improving passenger stations and providing new amenities to improve the passenger experience.

Massachusetts is making transformative investments in our transit system today to enhance reliability and expand capacity.

[Insert bullets GLX, AFC, Silver Line Gateway]

Call-Out: The T is investing close to half a billion dollars to purchase hundreds of new subway cars, which will begin rolling into service in 2021. This enormous investment – which will be coupled with major infrastructure upgrades – will substantially improve the quality of transit service for T customers. At the same time, the program is also creating new economic activity in the western part of the state as the subway cars are being built in Massachusetts. This means good manufacturing jobs for local residents through at least 2023 in addition to an improved transit system.

Commented [HR22]: This is vague—could mean more comfortable seats. We should take the opportunity here to say something specific about increasing headways, capacity, whatever.

Regional Transit and Inter-City Rail

Massachusetts's public transit network plays a crucial role in connecting population centers in some of the state's outlying cities to the economic engine of greater Boston. Cities such as Lynn, Lowell, Brockton, and Fitchburg all have direct rail connections into downtown Boston. All these cities offer diverse housing stock that can help to address the growing need for affordable family housing, and all want to grow their numbers of residents and jobs.

While the T is part of this story, so too are Massachusetts's 15 other Regional Transit Authorities (RTAs), all of which provide bus service that connects Boston to regions outside of Greater Boston and all of which fill a critical need for non-auto transportation. In 2016, the RTAs carried just under 33.5 million passengers. Together, the T and the RTAs provide a network of public transportation and mobility options that serve residents, commuters, and workers throughout Massachusetts.

[INSERT AMTRAK PARAGRAPH—coming from MassDOT]

Transportation and Sustainability

Because many parts of Massachusetts were settled long before the advent of the automobile, many of our communities offer dense, walkable settlement patterns that support vibrant municipal centers and make it possible to live, work, and play without owning a car. To build on this strength, Massachusetts has committed to expanding and improving its bicycle and pedestrian networks to enable more residents to commute car-free and to ensure that families can enjoy recreational opportunities and green corridors across the state.

As part of this effort, Massachusetts offers grant funding to local communities to build "complete streets," roadway designs that provide safer facilities for walkers and cyclists over a network of non-auto routes. In the last two years, the state has funded 48 complete streets

projects with a total of almost \$18 million in grants. We understand that commuters want more options to get around without a car, and Massachusetts is on the forefront of making walking and cycling viable ways to commute and travel within the urban core and beyond.

Supporting Smart Growth

Expanding transportation systems and supporting new development go hand-in-hand. Transportation agencies in Massachusetts work hard to partner with developers to pro-actively prepare for the changes in mobility that come from growth.

~~Call Out: Massachusetts communities have some of the highest numbers of workers commuting by bicycle in the nation, and over the next five years, Massachusetts will invest nearly \$160 million to expand our network of off-road bicycle and walking trails. Massachusetts is committed to trail construction because we believe in the recreation, transportation, and public health benefits of travel without a car. The new trails will complement many existing shared-use corridors across the state, and will make it even easier for residents and workers to travel by foot and by bicycle.~~

Call-Out: New Balance Athletics has been headquartered in the Brighton neighborhood of Boston for more than a century. New Balance is a major employer and an important part of the Massachusetts economy, and the T stood ready to partner with New Balance when the company decided to expand its Brighton facilities to include substantially more office and retail space, as well as a major training complex for the Boston Bruins. Working in collaboration with the New Balance leadership, the T built a new Commuter Rail station to serve the expanded New Balance headquarters and the rest of the rapidly growing residential neighborhood that surrounds the project. The new station, which opened this year, has already seen higher ridership than had been projected and is a tangible of the commitment of Massachusetts to supporting our private partners in their transportation needs.

~~Call Out: When the Massachusetts Legislature welcomed gaming to the Commonwealth in 2011, Wynn Resorts was one of the first companies to express interest in locating here. Massachusetts and Wynn have collaborated on the siting and design of a five star resort casino on the Mystic River, slightly north of downtown Boston. Initial concerns about transportation access to the resort spurred close cooperation on improvements to the subway and road networks in the area, culminating with an agreement in which Wynn Resorts will fund additional subway service, substantial roadway improvements, and new bicycle facilities. These improvements will enhance access to the resort when it is completed and also substantially improve travel for the tens of thousands of motorists and subway passengers who already travel that corridor every day. The Wynn-Massachusetts relationship is a perfect example of our willingness to work in partnership with private companies to find solutions that meet the transportation needs of all stakeholders.~~

Callout: Spotlight on Freight

Conley Shipping Terminal in the Port of Boston is New England's international gateway for containerized freight and is currently seeing record-breaking container volume. To prepare for more growth and the arrival of even larger, Post Panamax ships, Massachusetts and the Army Corps of Engineers are spending \$350 million to dredge a deeper shipping channel in the Boston Harbor.

Massachusetts companies also rely on a strong network of freight railroads and approximately 6 million tons of freight are moved by rail each year in Massachusetts. In 2010, the state finalized a

Commented [HR23]: This is also known as holding up a company for massive mitigation. Also they were sued by an abutting community. I don't know why we would highlight this one.

Commented [HR24]: I love freight but does Amazon really care for the purpose of locating their HQ?

[partnership with CSX to improve freight and passenger rail capacity in Massachusetts by reconfiguring rail networks and bridges and creating a new \\$150 million intermodal operations center in Worcester.](#)

Livability and Culture

Since its founding, Massachusetts has been guided by a handful of enduring values: self-determination, opportunity, and a commitment to progress. As a result, for over 400 years, it has been a place where people work together to build a better future.

Our early start and our commitment to the future has resulted in a lot of firsts—some bigger, some smaller. We built America’s first public park (Boston Common), first public secondary school (Boston Latin Grammar School) first university (Harvard), first post office, [first public library \(Franklin\)](#), and first subway system. Our state constitution is the oldest functioning written constitution in continuous effect in the world. Massachusetts launched the abolition and the women’s rights movements. Massachusetts is the only state in the nation where a family’s right to shelter is enshrined in statute.

Commented [HR25]: Remember, they started out as a bookseller.

Today, we follow a practical progressivism that is grounded in common sense and tempered by fiscal discipline. We led the nation in enacting universal health care in order to support our most vulnerable citizens, but also because it was the best way to reduce the financial strains that an uninsured population puts on our state economy. Now, nearly 98 percent of our residents have health insurance that gives them access to some of the best health care in the country. In the last 15 years, we have also led the nation on marriage equality, pay equity, and safeguarding the rights of transgender people.

We think our progressive values contribute to the quality of life that attracts and retains our highly educated workforce. We also know, of course, that practically speaking, a high quality of life also means diverse housing choices, dynamic mixed-use environments, excellent schools, and strong cultural and recreational options. Massachusetts has succeeded in growing a top innovation supercluster because the state is comprised of the vibrant, livable communities, and welcoming neighborhoods that a talented workforce demands.

Eastern Massachusetts includes a rapidly growing urban core, defined by networks of walkable neighborhoods with vibrant independent retailers and restaurants. Massachusetts also has attractive suburbs harnessing transit access to meet the demands for new housing growth. We have former industrial mill towns where millennials are enjoying ~~the~~ large industrial loft apartments at affordable prices. We have classic New England towns connected by our mass transit system that provide picturesque “small town” feel with easy access to urban centers. We have a strong sense of place in Massachusetts, and every day we’re building on the concept of what it means to be (from) here.

[CALL OUT BOX/Graphic: Declaration of the Rights of the Inhabitants of the Commonwealth of Massachusetts, 1780. “All men are born free and equal, and have certain natural, essential, and](#)

~~unalienable rights; among which may be reckoned the right of enjoying and defending their lives and liberties; that of acquiring, possessing, and protecting property; in fine, that of seeking and obtaining their safety and happiness."~~

Commented [AH26]: Not sure why this is seen as unique given it's later than the Declaration of Independence.

Places

PLACEHOLDER

CALLOUT BOX/graphic: Ranked by *National Geographic Magazine* as one of ten best destinations on Earth, the Berkshires is an expanse of rural towns and hillsides that showcases how Massachusetts protects its vast green space. The region includes the renowned Tanglewood music venue, the Norman Rockwell Museum, and restaurants featuring farm-to-table offerings from across New England.

People

PLACE HOLDER

Education

~~Massachusetts was the first state to mandate universal public education, and we've retained our leadership ever since. Our focus on education starts early in Massachusetts, and the result is some of the best elementary and secondary schools in the nation. As recently as February 2017, U.S. News & World Report named Massachusetts as the number one state in the country due in part to the state's strong investment in high-quality pre-K through 12th grade education.~~

Commented [HR27]: We've noted this ranking before.

For the third year in a row, *Education Week Research Center* ranked Massachusetts first in the nation in providing a quality education for public school students. Massachusetts scored top rankings in two of the survey's three measures: *K-12 Achievement* and the *Chance for Success Index*, a combined metric that tracks continuous student enrollment in the K-12 years, high school graduation rates, achievement of post-secondary degrees, and rates of steady adult employment. Children educated in Massachusetts get a true head start in preparing to be leaders in the new global economy.

CALL OUT/GRAPHIC Massachusetts ranked number 1 as the top states to get an education in America in 2017 according to CNBC's *America's Top States for Business ranking*

CALL OUT/GRAPHIC February 2017, *U.S. News & World Report* named Massachusetts as the number one state in the country due in part to the state's strong investment in high-quality pre-K through 12th grade education.

Commented [HR28]: Ditto.

Health and Wellness

PLACEHOLDER

CALL OUT/GRAPHIC: Boston Children's Hospital was ranking the Best Children's Hospital according to 2017-2018 Rankings

Volunteerism and Philanthropy

PLACEHOLDER

Housing and Development **[Awaiting stats from PM on housing costs and tenure, to use or not.]**

Massachusetts is growing its housing stock at a rate that will meet new growth demands and continue to give Massachusetts workers access to vibrant and safe communities to live and play.

We expect a demand for 25,000 housing units to accommodate Amazon's anticipated growth. Based on current projections, Massachusetts is well-positioned to meet that need over time. Over the past three years, Massachusetts has permitted over 48,000 new housing units, including over including 40,000 in eastern Massachusetts cities and towns. Statewide, cities and towns in Massachusetts are on track to add 224,000 new housing units by 2030, with 129,000 of those in metropolitan Boston ~~2030~~. [The City of Boston](#) has set a target of adding 53,000 new housing units by 2030 and is currently ahead of the pace needed to achieve that goal. Neighboring Somerville is committed to building 6,000 new housing units by 2030.

Commented [HR29]: Where does this come from? Seems unnecessary.

On top of this aggressive plan for urban growth, Massachusetts offers a wealth of opportunities for new housing development, redevelopment, and creative reuse. The Commonwealth's affordable housing law, which overrides restrictive local zoning regulations in towns with insufficient affordable housing, ensures a minimum level of permitting capacity of 63,000 additional units statewide. The Commonwealth's Smart Growth zoning law, Chapter 40R, provides incentives to municipalities for adopting turnkey housing zoning in downtowns, near transit, and in other sustainable locations. There are currently 13,000 units zoned for by-right development in 40R communities.

In addition to these regulatory tools, the Commonwealth supports housing production through a wide array of funding and financing programs. The Housing Development Incentive Program promotes housing growth in Gateway Cities—mid-sized cities anchor regional economies around the state. The Massachusetts Workforce Housing Initiative is the nation's largest and most ambitious state-level initiative for middle-income housing affordability. The Brownfields Redevelopment Fund and Brownfields Tax Credit speed the cleanup and reuse of formerly contaminated sites. MassWorks provides grants for public infrastructure that unlocks economic development [and housing](#) opportunities.

CALLOUTS (photos / renderings available from Chrystal's slides):

- Malden is leveraging transit access to remake its downtown, adding 900 new transit-adjacent apartments that are spurring further investment in retail and commercial space.

- Plymouth is harnessing state economic development funds and smart growth zoning, to transform an abandoned former Walmart into a new waterfront neighborhood, with commercial space and 675 new homes.
- Lynn is reclaiming its waterfront, cleaning formerly contaminated parcels, and harnessing a unique state-local-federal working group, to remove permitting hurdles and advance significant new housing opportunities. The city now has 1,900 new market-rate units in its immediate development pipeline.

[7.1] INCENTIVES

The Commonwealth provides a broad array of financial programs to attract private investment in Massachusetts and to promote innovation and job creation. These programs are designed to be customized to the specific needs of individual companies and project sites. This permits the development of flexible and competitive incentives packages. Where feasible and appropriate, the Commonwealth focuses its investment on publicly-owned infrastructure that will support individual economic development projects while also benefitting a wide assortment of users.

Tax Credits

The Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster job creation and stimulate business growth. The Commonwealth issues EDIP tax credits to eligible companies in exchange for job creation and private investments. EDIP tax credits are awarded quarterly on a rolling basis and are calculated based on job creation and investment levels. Credits are generally issued as the employer reaches milestones established in an award agreement. Some EDIP awards are refundable and transferable in accordance with their terms. The available capacity of the EDIP tax credit program under current law is \$25 million annually.

Infrastructure Investment Programs

The Commonwealth's financial partnerships with employers focus on improving the performance or capacity of public infrastructure in order to create an environment where innovation backed by private investment will flourish over the long-term. The state capital plan is a flexible and forward looking program that allocates capital to projects that address the greatest need, that support local communities, that unlock economic opportunities, and that best position Massachusetts and its partners for the future.

MassWorks

The MassWorks Program is a flexible grant program that leverages state funding to support economic development projects statewide. Typical MassWorks projects include utilities, water treatment systems and sewage infrastructure, transportation and housing related infrastructure, site remediation, and demolition and other improvements that will create pad-ready development sites.

Sidebar: Examples of MassWorks Projects

MBTA Assembly Square T station: 2008 and 2011 MassWorks awards totaling \$27.5 million
Development of 56 acres of underutilized land in the City of Somerville was made possible by improving transit access. The MBTA's Orange Line passed through the site, but the site didn't have an easily walkable transit station. The private developer partnered with the state to create a new station, with the help of a \$27.5M MassWorks award and additional I-Cubed investment nearby (see below). At full build-out, Assembly Row will accommodate 3,500 residents, 12,000 office workers, and 2,500 retail employees in a mixed-use, modern district that is a short ride to downtown and a desirable destination for visitors, shoppers, and commuters.

Commented [ANF30]: Source:
<https://boston.curbed.com/2017/1/12/14255580/assembly-row-somerville-guide>

City Square: 2009, 2013, and 2015 MassWorks awards totaling \$28 million

The City Square Project in Worcester is a multi-year, multi-phase development that will replace a blighted urban renewal-era mall on 21 acres in downtown Worcester with over 2.2 million square feet of mixed-used space. The new City Square will have 350 housing units, 214,000 sq. ft. of office space, and pedestrian-friendly streetscapes and open space. The development is within walking distance of Worcester's Union Station, which serves as a regional transit hub and terminus of an MBTA commuter rail line. To date, MassWorks has invested \$28.25 million for demolition, site preparation, and infrastructure improvements at City Square. The Commonwealth has invested \$25 million in other capital funds into the project, and the City has committed \$15 million to-date.

The Commonwealth has approximately \$125 million in existing MassWorks grant capacity under current law to invest in infrastructure improvements sponsored by host municipalities or other eligible development agencies. The MassWorks program is regularly renewed with additional capacity. Grants are awarded annually by the Secretary of Housing and Economic Development, and funds are disbursed during the life of the project. The awards are not formula-driven.

Infrastructure Investment Incentive (I-Cubed) Program

The I-Cubed program is used to finance significant public infrastructure improvements that support major new private development. I-Cubed awards are made by the Commonwealth to eligible economic development projects that have been approved by the host municipality and generate substantial new tax revenue for the state. The level of benefit available through I-Cubed is based on the amount of new state tax revenues to be created by the project.

[highlight existing and planned I-Cubed project/s?]

The Commonwealth has approximately \$380 million in existing capacity, without further legislation, to invest in infrastructure improvements that lead to major employment or other revenue drivers in Massachusetts. An I-Cubed solicitation may be initiated at any time. The timing of the financing depends on the nature of the project.

Other Infrastructure Enhancements

The major economic development investments listed above are part of a larger state capital investment program that invests over [\$4 billion per year][coordinate with MassDOT to include MBTA capital plan] from various sources, including state, federal, and other funds. In fiscal 2018, the Commonwealth expects to invest approximately \$___ in transportation infrastructure [cross ref transportation section]; \$500 million on state facilities, including public higher education; \$200 million for affordable housing; \$200 million for environmental initiatives including climate change preparedness; and \$20 million to extend broadband access to underserved communities in western Massachusetts.

~~The state capital plan also provides reliable and substantial support for Massachusetts's 351 cities and towns by funding local initiatives including those for affordable housing options, municipal transportation networks, cultural institutions, and downtown revitalization. Massachusetts provides additional capital resources to public schools and the state transit system through special dedicated sales tax funding that supports the Massachusetts School Building Authority and the MBTA, respectively.~~

Commented [HR31]: Yes. Would you like MassDev to provide something?

Commented [SJF32]: I will do this on Thursday morning when we harmonize with Transportation. JFS

~~Massachusetts is committed to optimizing the value of our capital program by forging effective partnerships and investing strategically. The current capital investment plan leverages substantial federal funding for projects like the [example here?: FHWA transportation program, FTA, MassPort, Clean Water Trust, Boston Harbor Dredging]. We also cultivate partnerships with municipal, quasi-public, private, and nonprofit entities to support key initiatives that will serve common goals. [example here?: MLSC?, EF?, military projects, others?]~~
~~[cross-reference Transportation, Housing]~~

Workforce Skills Grants

Through the Workforce Skills Grant program, the Commonwealth seeks to connect high school and community college students and adults looking for work with opportunities to develop 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 local employers to identify future workforce demands and skill gaps, to match students with programming that will prepare them for in-demand jobs. Since the program began in fiscal 2016, grant awards have benefitted over 10,800 students.

[examples?]
[Cape Cod Community College created learning partnerships with local long-term care facilities, health centers, and school systems to address a shortage of care providers for the region's aging population. Workforce skills grants from the Commonwealth funded the 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]

Utility Incentives

[Subject to EEA review] The Commonwealth offers robust financial incentives for new commercial construction that meets advanced energy efficiency standards. The integrated design path program for large buildings (100,000 sq. ft. or more) provides financial incentives throughout the design and construction phases of a new construction project, including support for design teams for charrettes and energy modeling, and incentives for the building owner/occupant for energy-efficient construction. Incentives are performance-based and are provided for both thermal and electric savings. Credits are available for the use of solar photo-voltaic power or renewable thermal technology. Major users are also eligible for discounts on energy distribution rates based on negotiations with distribution companies.

[7.1.6] **Streamlined Permitting**

[7.1.7] **Fees**

Commented [HR33]: Yes, move all this section to talent if we really want to keep it.

Commented [ANF34]: Move to talent section? OK

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#)
Cc: [Thomas, Steve](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Next steps
Date: Tuesday, October 10, 2017 1:17:22 PM

I would say this should be the priority list:

1. transportation and sites maps
2. Colleges and universities
3. sites 2 per pages
4. revised cover

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

From: Ng, Albert [<mailto:ANG@VHB.com>]
Sent: Tuesday, October 10, 2017 12:54 PM
To: Goodall, Devon L. (MOBD)
Cc: Thomas, Steve; Ward Weeden, Aimee (EOHED)
Subject: RE: Next steps

Devon,

We'll do what we can to make it work. Let us know where this fits on your priority list. What is your priority list of materials for this 4:30 meeting?

- Sites 2 per page
- Revised cover
- Colleges and Universities pages
- Transportation and sites maps

If we move in this direction, we may want to change up the design to align with the concept. I'm actually thinking that we use the word REVOLUTION...playing on the words revolution and evolution.

"Day 1:" Packaging
...Open the package...
REVOLUTION

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

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

From: Goodall, Devon L (SEA) [<mailto:devon.l.goodall@state.ma.us>]
Sent: Tuesday, October 10, 2017 12:19 PM
To: Ng, Albert <ANG@VHB.com>
Subject: FW: Next steps

Hi Albert,

Looking at Richard's comments, we do think it's worthwhile to mock up a cover with "Revolutionary" replacing "Transformation." I hope it's not too much to do!

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

From: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, October 10, 2017 11:59 AM
To: Goodall, Devon L. (MOBD)
Subject: FW: Next steps

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

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

From: Henderson, Richard [<mailto:Rhenderson@Massdevelopment.com>]
Sent: Tuesday, October 10, 2017 8:27 AM
To: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)
Cc: Steve Thomas; Albert Ng
Subject: RE: Next steps

Hi Aimee, Abi, Mike--

Despite what I said last night and for what it's worth, attached are my specific comments on the text, including some suggestions on what to cut. Don't be thrown that some comments say "Audrey Henderson"-- I used my wife's computer because it's a lot better than mine!

My big takeaways are as follows:

Just thinking- "Revolutionary" is more the theme than "Transformational"-- it's obvious but it fits, and why not go with what you're known for? VHB, feel free to kill me.

We should be ruthless about cutting stuff we think is important but Amazon won't really care about. The Business Environment section has lots of wonderful stuff, but do they really need to know so much about taxes; do they care that we're dredging our port?

Move the Talent section ahead of Innovation Ecosystem-- talent is why they need a second HQ and it's our greatest strength. But the tables in there (except the one on degrees granted) don't do us justice. I've attached a page from a recent ULI presentation that has a great table on Cities with the Highest share of 25-34 year olds that we might consider.

The Transportation section is too generic: we don't talk about how our improvements will increase capacity, decrease headways, link key areas.

The Incentives section is, I assume, deliberately generic but would benefit from more and better examples of how we've helped companies. Do you need some I-Cubed examples from us? Let me know. I also noted why I don't think Wynn is a good example at all-- it's classic mitigation paid for by a developer, who also was being sued by a neighboring community.

We should think carefully about what pictures we will put in-- right now it's a bit too historical-themed, and the picture of the young people on the bench looks like a bunch of models rather than real students at a real school. I'd like to see more walkable neighborhoods, more people riding bikes or hiking, a ballgame.

Finally-- We've got to pick numbers for the # of colleges in State and in Greater Boston and be consistent--they're

all over the map! Wiki says 114.

See you later.

Richard

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

From: Ward Weeden, Aimee (EOHED) [<mailto:aimee.ward@MassMail.State.MA.US>]

Sent: Monday, October 09, 2017 6:31 PM

To: Henderson, Richard

Cc: Vladeck, Abigail (GOV); Steve Thomas; Albert Ng

Thanks, Richard.

The content is actively being redrafted and edited for some of the issues you note below. I would wait for feedback until after the new content is shared tomorrow end of day and formatted in the document. I think at that point there will be less big content changes and more line edits and finalizing visuals. That being said happy to hear feedback as we work!

Sites are still a moving target - hope to nail that down with Jay and Mike Kennealy tomorrow.

Happy to talk earlier in the day if that would be helpful.

Aimee

617-356-3037

Sent from my iPhone

> On Oct 9, 2017, at 4:58 PM, Henderson, Richard <Rhenderson@Massdevelopment.com> wrote:

>

> Hi Abi and Aimee,

> Just checking on on how you see things going tomorrow with the main document. Lots of people will have comments (including myself if you want to hear them!) and I want to make sure we can efficiently differentiate those related directly to the main text, which I assume will be handled by Mike Kaneb or other staff, versus those related to layout, callouts, sites, pictures etc which I assume will be handled by VHB. We have a meeting late in the day but an earlier check in might be helpful. Maybe this is already happening with me off the email chain-- I saw a back and forth with Albert on an Interactive piece, but nothing on the main document.

> I'm sure I'm not saying anything you don't already know -- overall, there is a lot of good material but it is long, somewhat repetitive, and in some key areas like transportation too generic.

> I'm happy to provide more detailed comments but don't want to complicate things either.

> Thanks,

> Richard

>

> Sent from my iPhone

>

>

> Sent from my iPhone

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

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Ash, Jay \(EOHED\)](#)
Cc: [Kennealy, Michael \(EOHED\)](#)
Subject: FW: Bid documents
Date: Tuesday, October 10, 2017 1:18:02 PM
Attachments: [Amazon Cover Final\[1\].docx](#)
[MIT Programs and Collaborations\[1\].docx](#)

FYI

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)

Exemption (d)

Exemption (d)

October 9, 2017

Mr. Jeffrey P. Bezos
Chairman and Chief Executive Officer
Amazon.Com, Inc.

Dear Jeff:

On behalf of the Massachusetts Institute of Technology (MIT), we are extremely excited about the prospect of Amazon coming to Massachusetts. The greater Boston region is an ideal location for Amazon to create its second corporate headquarters, with tremendous opportunities for technological advancement. The region is home to a vast array of world-class universities, hospitals and technology companies with a deep culture of collaboration. These include not only MIT and Harvard, but also over 50 other public and private universities and strong community colleges who are home to approximately 250,000 students. Across all of Massachusetts, our colleges and universities graduate over 118,000 each year. You will find a highly talented workforce here.

MIT has a long-standing tradition of working productively with industry, and we look forward to strengthening our existing relationships with Amazon. We are actively engaged in shaping a regional environment where innovators and companies succeed in translating inventions from the laboratory to commercial products, faster and more effectively. We are rapidly advancing robotics, artificial intelligence, the internet of things, and other areas of technology that are important to Amazon. I include a brief summary of some of MIT's research programs and collaborations that may be of interest in thinking about future collaborations between Amazon and MIT.

MIT is also committed to extending our already robust K-12 educational programs. Working with Cambridge, Boston and other local communities, we aim to increase curiosity and inspire a new pool of STEM talent for the future. Through our programs at the MIT Edgerton Center (over 150 on-campus workshops touching about 3,000 students annually), the Cambridge Science Festival (over 250 events and 100,00 visitors each spring), and Boston STEM Week (reaching 37 middle schools and 6,500 students this fall), we offer hands-on science and engineering experiences to inspire our communities. MIT embraces diversity and inclusiveness, and true to our values, we seek to provide access and opportunities for all. Through MITx and edX, MIT is expanding online learning.

I believe that your search presents Amazon and the region a unique opportunity to build a more exciting future together. MIT wants to play a major role. My colleagues and I are available to provide any additional information that may be helpful as you move forward with the selection process, and we welcome the occasion to talk with you about the tremendous opportunities that lie before us.

Sincerely,

L. Rafael Reif
President
Massachusetts Institute of Technology

Attachment: Summary of MIT research programs and collaborations

Summary of MIT Research Programs and Collaborations

Boston and MIT

The Massachusetts Institute of Technology is a magnet for talent. The Institute attracts people from all over the world to our academic programs and research labs. Once they're here, they tend to stay — and act as one of the most important forces in the Boston economy. The engineers, scientists, and technologists who come to MIT collaborate frequently with their counterparts at many of Boston's 50 local universities. They go to work in our local hospitals, engineering firms, biotech or technology companies, or they create new ventures of their own, in every sector of the marketplace.

MIT's connections and contributions to Boston take four principle forms:

- The **research** of our faculty and investigators
- Our inter-institutional **collaborations**
- Our efforts to cultivate **the next generation** of leaders in technology

RESEARCH PROGRAMS

Artificial intelligence and machine learning

At MIT's Computer Science and Artificial Intelligence Laboratory, more than 115 principal investigators have active research projects in dozens of areas — from [decentralized information](#) to [human-computer interaction](#) to [computer vision](#). At the Institute for Data, Systems, and Society, researchers from all five schools at MIT (from economics and computer science, to math and anthropology) are collaborating on projects that explore the intersections between data, modeling, and society. At the Operations Research Center, founded in 1953, projects range from finance to education to health care. And while researchers in the Institute for Medical Engineering and Science are discovering new avenues for unleashing the power of computation on health care, their colleagues in the Media Lab are modeling human emotional expressions to understand how they impact health, social interaction, learning, memory, and behavior.

Robotics

From the Robust Robotics Group and the Robot Locomotion Group in the Computer Science and Artificial Intelligence Laboratory, to the robotic cheetah from the Biomimetic Robotics Lab in the Department of Mechanical Engineering, to the creation of new miniaturized drones from the Department of Aeronautics and Astronautics, to the Media Lab's "personal robots" that are built with the social savvy, physical adeptness, and common sense to partake in daily life — MIT has long held a leadership role in the field of robotics.

Nanotechnology

More than 20 percent of the researchers at MIT are working on methods and tools to synthesize and manipulate matter at the molecular level. The potential for this research to have an impact in such areas as [computing and communications](#), [energy](#), [health and health care](#), [manufacturing](#), [materials and structures](#), [prototyping](#), [sustainable futures](#), and [toolmaking](#) is revolutionary. In order to satisfy the rapidly expanding (and highly specific) needs related to research on the nano scale, three years ago MIT started construction on [MIT.nano](#), a 200,000-

square-foot laboratory for nanoscience and nanotechnology in the center of campus. The building is scheduled to open in June, 2018.

Manufacturing

Making things has always been at the core of MIT's culture and mission, and our researchers have played a fundamental role in developing many of the technologies driving today's — and tomorrow's — manufacturing industries. From re-inventions of old paradigms and industries like [fabrics](#), [concrete](#), and [steel](#), to novel implementations of 3D-printing for use in the biomedical domain (printing [new organs](#), to novel [forms of drug-delivery](#)), [architecture and construction](#), charting new paths for making the technology [more environmentally sustainable](#), or creating [robots on demand](#), MIT researchers remain committed to finding avenues through which their work can be brought to scale in industry.

Internet of Things

MIT's engineers and scientists are developing the next generation of tools and technologies that will form the connections between people, their devices, and the world they live in. Device research spans low-power chips that could make [speech recognition ubiquitous](#), to others than can [implement neural networks](#), to ones that harvest the [human body's own heat](#) to power themselves. Researchers are also developing security and privacy, from [protecting urban infrastructure](#) to the mapping the [future power grid of Boston](#).

Quantum Engineering

MIT physicists and engineers are working to understand, design, manufacture, and control quantum systems comprising superconducting artificial atoms (qubits) for quantum information science and technology applications. A key focus of our effort across campus is advancing quantum computing. Efforts include [fundamental research to applied physics and systems engineering](#) and the study of [quantum dynamics and control in spin systems](#), with applications to quantum information and precision measurement.

COLLABORATIONS

Manufacturing USA Institutes

MIT catalyzed statewide collaborations in 10 of the 11 new national institutes that are part of the National Network for Manufacturing Innovation (NNMI). This network focuses on developing and commercializing manufacturing technologies through public-private partnerships between U.S. industry, universities, and federal government agencies. Our contributions have included proposals for new technical projects and workforce development programs in manufacturing technologies relevant to production, sensing and automation, physical and cybersecurity, robotic handling, and scaleup technologies. Academic collaborators on these projects include many local universities and community colleges. MIT played a facilitating role in NNMI's American Institute for Manufacturing Integrated Photonics (AIM Photonics), Advanced Robotics for Manufacturing Institute (ARM), the Clean Energy Smart Manufacturing Innovation Institute (CESMII), the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL), and the [Advanced Functional Fabrics of America](#) (AFFOA), which is based in Cambridge and [last summer](#) opened a new center for development of high-tech fibers and fabrics, as well as two products already ready for commercialization. (They also created a [special handout](#) for this year's crop of MIT first-year students.)

The Engine

Built by MIT — but not just *for* MIT — [The Engine](#) seeks to bridge the gap between discovery and commercialization by empowering disruptive technologies with the long-term capital, knowledge, and specialized equipment and labs they need to thrive. The Engine, which has already attracted \$200 million in investment capital, has a mission to help founders bring their scientific discoveries in tough technologies into the world and commercialize them at scale. They provide funding, facilities, services, and partner networks to build the next generation of tough tech companies, which have historically been underserved and underfunded, leaving many breakthrough inventions stuck inside the lab. A first-of-its-kind organization, The Engine [recently announced](#) investments in its first group of startups.

High-Performance Computing Center (HPCC)

A joint venture between MIT, the University of Massachusetts, Boston University, and Northeastern University, the state of Massachusetts, and a range of industry sponsors, the HPCC is an environmentally friendly high-performance computing center in western Massachusetts. The center houses a wide range of computing resources, from massive clusters of commodity computers to specialized supercomputers, and associated data storage, all connected to each other and to users via high-speed networks. This is critical infrastructure for modern scientific research.

Broad Institute

Launched in 2004 as a partnership between MIT and Harvard, the [Broad Institute](#) seeks to improve human health by using genomics to advance our understanding of the biology and treatment of human disease, and to help lay the groundwork for a new generation of therapies.

Consortia for Improving Medicine with Innovation and Technology (CIMIT)

One of a range of programs through which MIT researchers collaborate with the Massachusetts General Hospital, [CIMIT](#) is a network of academic and medical institutions partnering with industry and government to foster collaboration among clinicians, technologists, and entrepreneurs and accelerate innovation and the discovery, development, and implementation of innovative healthcare technologies.

Woods Hole Oceanographic Institute

MIT also has a range of collaborative efforts with the [Woods Hole Oceanographic Institute](#). They cohost a [joint graduate program](#) in marine science with particular strengths in sensors and robotics. The program brings together experts in applied ocean science and engineering, chemical oceanography, biological oceanography, marine geology and geophysics, and physical oceanography.

MIT Media Lab Cities Partnerships

The Media Lab's [City Science research group](#) develops strategies for creating the places where people live and work, and the mobility systems that connect them. They investigate, for example, how new models for urban architecture and personal vehicles can be more responsive to the unique needs and values of individuals through the application of disentangled systems and smart customization.

MIT Industrial Liaison Program

The [Industrial Liaison Program](#) (ILP) is dedicated to creating and strengthening mutually beneficial relationships between MIT and corporations worldwide. Established in 1948, the ILP provides more than 200 of the world's leading companies with access to MIT faculty and their expertise. The ILP's [Startup Exchange](#) is a web community that lists more than 1,000 MIT-connected startups in various stages of development.

Tata Center for Technology + Design

Researchers at the [Tata Center for Technology + Design](#) at MIT work closely with on-the-ground collaborators and community members to design appropriate, practical solutions to the persistent and emerging challenges of the developing world. They seek novel and creative ways to use sophisticated science and technology to bring the benefits of modernity to resource-constrained communities. Their strategy is to have a large and sustained impact by translating our ideas and discoveries into affordable products and services, scientifically-informed policy tools, and entrepreneurial ventures.

MIT Collaborative Initiatives

Addressing today's most challenging issues requires soliciting input from as wide a range of experts as one can find. Non-traditional viewpoints can broaden debates and lead them in new directions. The [MIT Collaborative Initiatives](#) aims to promote a systems-based approach to solving deep-rooted societal issues by engaging experts from a broad range of disciplines both within and outside the scope of a problem.

EDUCATIONAL OUTREACH AND WORKFORCE DEVELOPMENT

Office of Engineering Outreach Programs

The MIT [Office of Engineering Outreach Programs](#) (OEOP) offers a range of K-12 programs that have proven to be especially effective at diversifying the broader science and engineering community. It's [Saturday Engineering Enrichment and Discovery](#) (SEED) program serves students from Boston, Cambridge, and Lawrence public schools. And since 1975, OEOP has been home to the [MITES](#) program, a national model that has been replicated at universities across the country since it was established.

Edgerton Center

The MIT [Edgerton Center](#) offers hands-on science and engineering challenges to educate and inspire kindergarten through 12th-grade students, aiming to increase their curiosity and desire to pursue these fields in their future. From intensive summer programs to daily classroom visits, the center's activities are focused on the Greater Boston area. The center supports over 150 on-campus classroom workshops annually, plus intensive summer programs, innovative curriculum, and teacher professional development.

Office of Digital Learning

MIT's [Office of Digital Learning](#) is working to transform pre K-12 Education by inspiring young learners and teachers in STEM (Science, Technology, Engineering, and Mathematics) subjects through its many [programs](#). MIT students and faculty are immersed in an intense and joyful process of experimenting, tinkering, investigating, and inventing. Underlying this process is a

deep-seated commitment to making the world a better place. A recent manifestation of this vision is the [2014 Institute-Wide Task Force Report on the Future of MIT Education](#), which calls for coordinating many existing MIT K-12 initiatives and working toward a greater impact for the pre-college work that is taking place on campus.

Cambridge Science Festival

MIT has played a leadership role in the annual Cambridge Science Festival, a 10-day celebration offering over 250 events and attracting 100,000 visitors to inspire both children and adults across New England to take an interest in STEM.

Boston Stem Week

STEM Week is an immersive program that transforms middle schools into STEM learning labs. During STEM Week, regularly scheduled course periods are replaced by hands-on curriculum developed by MIT and other organizations. Teachers and students work in teams to solve real-world problems with a focus on hands-on experimentation, critical thinking, and collaboration. In October 2017, Boston STEM Week brings hands-on STEM experiences to 37 middle schools, 300 teachers and 6,500 students.

Leaders for Global Operations

MIT's [Leaders for Global Operations](#) (LGO) program offers a two-year curriculum that places students in research internships at elite partner companies. Students develop leadership skills to manage operations units in the pharmaceutical, manufacturing, energy, high-tech, and global supply chain industries. During the program, students combine advanced engineering and management knowledge, which makes LGO graduates among the most sought after on the job market. LGO alumni lead a variety of product development, global operations, and manufacturing development initiatives at leading companies and entrepreneurial ventures throughout the world.

edX

In 2012, MIT and Harvard teamed up to launch [edX](#) — an ambitious partnership to deliver online education to learners anywhere in the world. The venture now has 52 partner universities, offers more than 1,300 courses, and has provided millions of people worldwide with access to new educational opportunities.

Innovation programs

Cultivating and providing opportunities for the entrepreneurial spirit of MIT students and faculty is an Institute priority. Faculty and students have access to myriad programs, centers, and initiatives that help them translate the work they are doing in their labs and classrooms for use in the world. Programs like MIT's [Sandbox Innovation Program](#) and [Deshpande Center for Technological Innovation](#) provide funding and mentorship to support innovative ideas. And for the broader innovation community of Boston, last year MIT started [The Engine](#) described above.

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Vladeck, Abigail \(GOV\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Kaneb, Michael \(GOV\)](#)
Subject: RE: Livability
Date: Tuesday, October 10, 2017 1:33:24 PM

These are the call outs/testimonials that I would recommend for this section:

"Massachusetts embraces diversity at all levels in the health care industry. We consider diversity to be our strength that enables us to be a world leader in facilitating innovation and transformation of health care for all people."

- Myechia Minter-Jordan, MD, MBA, President & CEO – The Dimock Center

"The Bay State has great ethnic media, food, entertainment and culture that allows people who move here from across the world to maintain their native language, and stay connected with their families back home."

- Alberto Vassallo, President & CEO – El Mundo

"Massachusetts is driven by our greatest asset: our people. Our public schools are ranked Number One in the country, and we have a diverse, global professional population hailing from some of the best universities in the world. We work together as civic-minded neighbors committed to our thriving community and role as an innovation hub."

- Bithiah Carter, President – New England Blacks in Philanthropy

The vibrancy of Greater Boston's philanthropic community and the scale of our civic engagement provide fertile ground for fresh, imaginative corporate leadership. Amazon will have a unique opportunity to model its dynamic problem-solving capacities by supporting innovative ideas that can be piloted, perfected and brought to scale in Boston—which has been called America's "laboratory of democracy"— then extended to urban centers across our country and the around the world.

What better place to work hard, have fun and make history?

- Paul Grogan, CEO – The Boston Foundation

From: Vladeck, Abigail (GOV)
Sent: Tuesday, October 10, 2017 1:18 PM
To: Ward Weeden, Aimee (EOHED); Kaneb, Michael (GOV)
Cc: Goodall, Devon L. (MOBD)
Subject: RE: Livability

I am going to need some time with this... may not finish until tonight.

I will do a lot of cutting, but one thing I think we still need is more on healthcare, given how big a part of our economy it is and how good we are at it. We have something on health outcomes and talk a lot about insurance, but what about how many great teaching hospitals we have, how many great doctors, etc.

I've asked Elizabeth for some talking points. Who else might have? I'm not picturing more than a paragraph.

From: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, October 10, 2017 11:29 AM
To: Kaneb, Michael (GOV); Vladeck, Abigail (GOV)
Cc: Goodall, Devon L. (MOBD)
Subject: Livability

Here ya go – this is as good as I think I can get it, but it is still super long – feel free to cut anything and make ANY edits.

Devon – can work on nailing down how we want to display the Globes best places to work and think about the diversity testimonials we can include in this section?

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)

From: Robin C Elices
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Re: Bid documents
Date: Tuesday, October 10, 2017 1:39:23 PM
Attachments: [from REIF to BEZOS 2017 10 10.pdf](#)
[MIT Programs and Collaborations.pdf](#)

Dear Aimee,

I write on behalf of Israel to provide you with the final letter signed by President Reif. I also attach the final description of MIT programs and collaborations for your reference. This has been slightly reformatted, but the language has not changed from the version you received yesterday.

Please let me know if there is anything further you may need.

Best,
Robin

Robin Elices
Executive Director
Office of the Executive Vice President and Treasurer
Building 4 Room 208
Telephone 617 324 4603



Exemption (d)

Exemption (d)



77 Massachusetts Avenue, Building 3-208
Cambridge, Massachusetts 02139-4307 U.S.A.
Phone 1-617-253-0148

October 10, 2017

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

Dear Jeff:

On behalf of the Massachusetts Institute of Technology (MIT), we are extremely excited about the prospect of Amazon coming to Massachusetts. The greater Boston region is an ideal location for Amazon to create its second corporate headquarters, with tremendous opportunities for technological advancement. The region is home to a vast array of world-class universities, hospitals, and technology companies with a deep culture of collaboration. These include not only MIT and Harvard but also over 50 other public and private universities and strong community colleges that are home to approximately 250,000 students. Across all of Massachusetts, our colleges and universities graduate over 118,000 each year. You will find a highly talented workforce here.

MIT has a long-standing tradition of working productively with industry, and we look forward to strengthening our existing relationships with Amazon. We are actively engaged in shaping a regional environment where innovators and companies succeed in translating inventions from the laboratory to commercial products, faster and more effectively. We are rapidly advancing robotics, artificial intelligence, the internet of things, and other areas of technology that are important to Amazon. I have provided a brief summary of some of MIT's research programs and collaborations that may be of interest in thinking about future collaborations between Amazon and MIT.

MIT is also committed to extending our already robust K-12 educational programs. Working with Cambridge, Boston, and other local communities, we aim to increase curiosity and inspire a new pool of STEM talent for the future. Through our programs at the MIT Edgerton Center (over 150 on-campus workshops touching about 3,000 students annually), the Cambridge Science Festival (over 250 events and 100,00 visitors each spring), and Boston STEM Week (reaching 37 middle schools and 6,500 students this fall), we offer hands-on science and engineering experiences to inspire our communities. MIT embraces diversity and inclusiveness, and true to our values, we seek to provide access and opportunities for all. Through MITx and edX, MIT is expanding online learning.

I believe that your search presents Amazon and the region a unique opportunity to build a more exciting future together. MIT wants to play a major role. My colleagues and I are available to provide any additional information that may be helpful as you move forward with the selection process, and we welcome the occasion to talk with you about the tremendous opportunities that lie before us.

Sincerely,

L. Rafael Reif

LRR/rce



Summary of MIT Research Programs and Collaborations

Boston and MIT

The Massachusetts Institute of Technology is a magnet for talent. The Institute attracts people from all over the world to our academic programs and research labs. Once they're here, they tend to stay — and act as one of the most important forces in the Boston economy. The engineers, scientists, and technologists who come to MIT collaborate frequently with their counterparts at many of Boston's 50 local universities. They go to work in our local hospitals, engineering firms, biotech or technology companies, or they create new ventures of their own, in every sector of the marketplace.

MIT's connections and contributions to Boston take four principle forms:

- The **research** of our faculty and investigators
- Our inter-institutional **collaborations**
- Our efforts to cultivate **the next generation** of leaders in technology

RESEARCH PROGRAMS

Artificial intelligence and machine learning

At MIT's Computer Science and Artificial Intelligence Laboratory, more than 115 principal investigators have active research projects in dozens of areas — from decentralized information to human-computer interaction to computer vision. At the Institute for Data, Systems, and Society, researchers from all five schools at MIT (from economics and computer science, to math and anthropology) are collaborating on projects that explore the intersections between data, modeling, and society. At the Operations Research Center, founded in 1953, projects range from finance to education to health care. And while researchers in the Institute for Medical Engineering and Science are discovering new avenues for unleashing the power of computation on health care, their colleagues in the Media Lab are modeling human emotional expressions to understand how they impact health, social interaction, learning, memory, and behavior.

Robotics

From the Robust Robotics Group and the Robot Locomotion Group in the Computer Science and Artificial Intelligence Laboratory, to the robotic cheetah from the Biomimetic Robotics Lab in the Department of Mechanical Engineering, to the creation of new miniaturized drones from the Department of Aeronautics and Astronautics, to the Media Lab's "personal robots" that are built with the social savvy, physical adeptness, and common sense to partake in daily life — MIT has long held a leadership role in the field of robotics.



Nanotechnology

More than 20 percent of the researchers at MIT are working on methods and tools to synthesize and manipulate matter at the molecular level. The potential for this research to have an impact in such areas as [computing and communications](#), [energy](#), [health and health care](#), [manufacturing](#), [materials and structures](#), [prototyping](#), [sustainable futures](#), and [toolmaking](#) is revolutionary. In order to satisfy the rapidly expanding (and highly specific) needs related to research on the nano scale, three years ago MIT started construction on [MIT.nano](#), a 200,000-square-foot laboratory for nanoscience and nanotechnology in the center of campus. The building is scheduled to open in June, 2018.

Manufacturing

Making things has always been at the core of MIT's culture and mission, and our researchers have played a fundamental role in developing many of the technologies driving today's — and tomorrow's — manufacturing industries. From re-inventions of old paradigms and industries like [fabrics](#), [concrete](#), and [steel](#), to novel implementations of 3D-printing for use in the biomedical domain (printing [new organs](#), to novel [forms of drug-delivery](#)), [architecture and construction](#), charting new paths for making the technology [more environmentally sustainable](#), or creating [robots on demand](#), MIT researchers remain committed to finding avenues through which their work can be brought to scale in industry.

Internet of Things

MIT's engineers and scientists are developing the next generation of tools and technologies that will form the connections between people, their devices, and the world they live in. Device research spans low-power chips that could make [speech recognition ubiquitous](#), to others than can [implement neural networks](#), to ones that harvest the [human body's own heat](#) to power themselves. Researchers are also developing security and privacy, from [protecting urban infrastructure](#) to the mapping the [future power grid of Boston](#).

Quantum Engineering

MIT physicists and engineers are working to understand, design, manufacture, and control quantum systems comprising superconducting artificial atoms (qubits) for quantum information science and technology applications. A key focus of our effort across campus is advancing quantum computing. Efforts include [fundamental research to applied physics and systems engineering](#) and the study of [quantum dynamics and control in spin systems](#), with applications to quantum information and precision measurement.



COLLABORATIONS

Manufacturing USA Institutes

MIT catalyzed statewide collaborations in 10 of the 11 new national institutes that are part of the National Network for Manufacturing Innovation (NNMI). This network focuses on developing and commercializing manufacturing technologies through public-private partnerships between U.S. industry, universities, and federal government agencies. Our contributions have included proposals for new technical projects and workforce development programs in manufacturing technologies relevant to production, sensing and automation, physical and cybersecurity, robotic handling, and scaleup technologies. Academic collaborators on these projects include many local universities and community colleges. MIT played a facilitating role in NNMI's American Institute for Manufacturing Integrated Photonics (AIM Photonics), Advanced Robotics for Manufacturing Institute (ARM), the Clean Energy Smart Manufacturing Innovation Institute (CESMII), the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL), and the [Advanced Functional Fabrics of America](#) (AFFOA), which is based in Cambridge and [last summer](#) opened a new center for development of high-tech fibers and fabrics, as well as two products already ready for commercialization. (They also created a [special handout](#) for this year's crop of MIT first-year students.)

The Engine

Built by MIT — but not just *for* MIT — [The Engine](#) seeks to bridge the gap between discovery and commercialization by empowering disruptive technologies with the long-term capital, knowledge, and specialized equipment and labs they need to thrive. The Engine, which has already attracted \$200 million in investment capital, has a mission to help founders bring their scientific discoveries in tough technologies into the world and commercialize them at scale. They provide funding, facilities, services, and partner networks to build the next generation of tough tech companies, which have historically been underserved and underfunded, leaving many breakthrough inventions stuck inside the lab. A first-of-its-kind organization, The Engine [recently announced](#) investments in its first group of startups.

High-Performance Computing Center (HPCC)

A joint venture between MIT, the University of Massachusetts, Boston University, and Northeastern University, the state of Massachusetts, and a range of industry sponsors, the HPCC is an environmentally friendly high-performance computing center in western Massachusetts. The center houses a wide range of computing resources, from massive clusters of commodity computers to specialized supercomputers, and associated data storage, all connected to each other and to users via high-speed networks. This is critical infrastructure for modern scientific research.

Broad Institute

Launched in 2004 as a partnership between MIT and Harvard, the [Broad Institute](#) seeks to improve human health by using genomics to advance our understanding of the biology and treatment of human disease, and to help lay the groundwork for a new generation of therapies.



Consortia for Improving Medicine with Innovation and Technology (CIMIT)

One of a range of programs through which MIT researchers collaborate with the Massachusetts General Hospital, [CIMIT](#) is a network of academic and medical institutions partnering with industry and government to foster collaboration among clinicians, technologists, and entrepreneurs and accelerate innovation and the discovery, development, and implementation of innovative healthcare technologies.

Woods Hole Oceanographic Institute

MIT also has a range of collaborative efforts with the [Woods Hole Oceanographic Institute](#). They cohost a [joint graduate program](#) in marine science with particular strengths in sensors and robotics. The program brings together experts in applied ocean science and engineering, chemical oceanography, biological oceanography, marine geology and geophysics, and physical oceanography.

MIT Media Lab Cities Partnerships

The Media Lab's [City Science research group](#) develops strategies for creating the places where people live and work, and the mobility systems that connect them. They investigate, for example, how new models for urban architecture and personal vehicles can be more responsive to the unique needs and values of individuals through the application of disentangled systems and smart customization.

MIT Industrial Liaison Program

The [Industrial Liaison Program](#) (ILP) is dedicated to creating and strengthening mutually beneficial relationships between MIT and corporations worldwide. Established in 1948, the ILP provides more than 200 of the world's leading companies with access to MIT faculty and their expertise. The ILP's [Startup Exchange](#) is a web community that lists more than 1,000 MIT-connected startups in various stages of development.

Tata Center for Technology + Design

Researchers at the [Tata Center for Technology + Design](#) at MIT work closely with on-the-ground collaborators and community members to design appropriate, practical solutions to the persistent and emerging challenges of the developing world. They seek novel and creative ways to use sophisticated science and technology to bring the benefits of modernity to resource-constrained communities. Their strategy is to have a large and sustained impact by translating our ideas and discoveries into affordable products and services, scientifically-informed policy tools, and entrepreneurial ventures.

MIT Collaborative Initiatives

Addressing today's most challenging issues requires soliciting input from as wide a range of experts as one can find. Non-traditional viewpoints can broaden debates and lead them in new directions. The [MIT Collaborative Initiatives](#) aims to promote a systems-based approach to solving deep-rooted societal issues by engaging experts from a broad range of disciplines both within and outside the scope of a problem.



EDUCATIONAL OUTREACH AND WORKFORCE DEVELOPMENT

Office of Engineering Outreach Programs

The MIT [Office of Engineering Outreach Programs](#) (OEOP) offers a range of K-12 programs that have proven to be especially effective at diversifying the broader science and engineering community. It's [Saturday Engineering Enrichment and Discovery](#) (SEED) program serves students from Boston, Cambridge, and Lawrence public schools. And since 1975, OEOP has been home to the [MITES](#) program, a national model that has been replicated at universities across the country since it was established.

Edgerton Center

The MIT [Edgerton Center](#) offers hands-on science and engineering challenges to educate and inspire kindergarten through 12th-grade students, aiming to increase their curiosity and desire to pursue these fields in their future. From intensive summer programs to daily classroom visits, the center's activities are focused on the Greater Boston area. The center supports over 150 on-campus classroom workshops annually, plus intensive summer programs, innovative curriculum, and teacher professional development.

Office of Digital Learning

MIT's [Office of Digital Learning](#) is working to transform pre K-12 Education by inspiring young learners and teachers in STEM (Science, Technology, Engineering, and Mathematics) subjects through its many [programs](#). MIT students and faculty are immersed in an intense and joyful process of experimenting, tinkering, investigating, and inventing. Underlying this process is a deep-seated commitment to making the world a better place. A recent manifestation of this vision is the [2014 Institute-Wide Task Force Report on the Future of MIT Education](#), which calls for coordinating many existing MIT K-12 initiatives and working toward a greater impact for the pre-college work that is taking place on campus.

Cambridge Science Festival

MIT has played a leadership role in the annual Cambridge Science Festival, a 10-day celebration offering over 250 events and attracting 100,000 visitors to inspire both children and adults across New England to take an interest in STEM.

Boston Stem Week

STEM Week is an immersive program that transforms middle schools into STEM learning labs. During STEM Week, regularly scheduled course periods are replaced by hands-on curriculum developed by MIT and other organizations. Teachers and students work in teams to solve real-world problems with a focus on hands-on experimentation, critical thinking, and collaboration. In October 2017, Boston STEM Week brings hands-on STEM experiences to 37 middle schools, 300 teachers and 6,500 students.



Leaders for Global Operations

MIT's [Leaders for Global Operations](#) (LGO) program offers a two-year curriculum that places students in research internships at elite partner companies. Students develop leadership skills to manage operations units in the pharmaceutical, manufacturing, energy, high-tech, and global supply chain industries. During the program, students combine advanced engineering and management knowledge, which makes LGO graduates among the most sought after on the job market. LGO alumni lead a variety of product development, global operations, and manufacturing development initiatives at leading companies and entrepreneurial ventures throughout the world.

edX

In 2012, MIT and Harvard teamed up to launch [edX](#) — an ambitious partnership to deliver online education to learners anywhere in the world. The venture now has 52 partner universities, offers more than 1,300 courses, and has provided millions of people worldwide with access to new educational opportunities.

Innovation programs

Cultivating and providing opportunities for the entrepreneurial spirit of MIT students and faculty is an Institute priority. Faculty and students have access to myriad programs, centers, and initiatives that help them translate the work they are doing in their labs and classrooms for use in the world. Programs like MIT's [Sandbox Innovation Program](#) and [Deshpande Center for Technological Innovation](#) provide funding and mentorship to support innovative ideas. And for the broader innovation community of Boston, last year MIT started [The Engine](#) described above.

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Culture, Community and Quality of Life Section
Date: Tuesday, October 10, 2017 1:39:40 PM
Attachments: [hq2 housing data pull.xlsx](#)

Just for upload to dropbox as data
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: Paul McMorrow [mailto:PMcMorrow@masshousing.com]
Sent: Thursday, October 05, 2017 8:48 AM
To: Vladeck, Abigail (GOV)
Cc: Henderson, Richard; Ward Weeden, Aimee (EOHED)
Subject: RE: Culture, Community and Quality of Life Section
Spreadsheet attached. Two tabs, one with sales prices, one with tenure and building type.

From: Vladeck, Abigail (GOV) [<mailto:Abigail.Vladeck@MassMail.State.MA.US>]
Sent: Wednesday, October 04, 2017 9:48 PM
To: Paul McMorrow <PMcMorrow@masshousing.com>
Cc: Henderson, Richard <rhenderson@massdevelopment.com>; Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>
Subject: RE: Culture, Community and Quality of Life Section
County works well, thanks.

From: Paul McMorrow [<mailto:PMcMorrow@masshousing.com>]
Sent: Wednesday, October 04, 2017 8:40 PM
To: Vladeck, Abigail (GOV)
Cc: Henderson, Richard; Ward Weeden, Aimee (EOHED)
Subject: Re: Culture, Community and Quality of Life Section
Ok those I can pull tomorrow. Warren Group does medians by county is that ok

Sent from my iPhone

On Oct 4, 2017, at 6:54 PM, Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US> wrote:

I talked with Richard. I think you're off the hook for new content, and get major kudos for turning it around so quickly.

There is some housing data missing that I'd like to have. You can probably put your hands on it quickly, or if not someone on this email knows who can. We can figure out if/where it goes in.

- median home price (statewide and by region would be great)
- tenure (rent / own) statewide - and regionally if there are notable differences.
- what kinds of structures people live in (1-fam v small/large multi-fam).

Abi Vladeck, AICP
Program Director, Real Estate Assets
Office of Governor Charlie Baker
abigail.vladeck@state.ma.us
o: [617-725-4000 ext. 35357](tel:617-725-4000)
c: [617-483-2292](tel:617-483-2292)
www.mass.gov/anf/openforbusiness

On Oct 4, 2017, at 2:20 PM, Paul McMorrow <PMcMorrow@masshousing.com> wrote:

Thanks. No issues with the line edits.

On the data – Abi mentioned there may be flexibility to drop some infographics into the presentation – I’m wondering whether the data points on crime, home prices, cost of living the RFP asks for, could most cleanly be added that way. And wondering if we could tag in Devon at HED on that end – cc’ing Aimee on that. It’s just that I’m juggling this with three press releases, an op-ed and three 40B approvals that all need to ship within next 24 hours.

Can we touch base again once you and Abi have had a chance to huddle, and talk through specific passages that need to be added/rewritten? thx

From: Henderson, Richard [<mailto:Rhenderson@Massdevelopment.com>]

Sent: Wednesday, October 04, 2017 1:50 PM

To: Paul McMorrow <PMcMorrow@masshousing.com>

Cc: 'Vladeck, Abigail (GOV)' <Abigail.Vladeck@MassMail.State.MA.US>

Subject: RE: Culture, Community and Quality of Life Section

Hi Paul,

First, I just want to say thank you for producing such a beautifully-written piece. Did you sleep at all last night?

Second, I’m going to defer to Abi on what she feels needs to be added/changed, but a few things listed in the outline may need to be picked up here or somewhere else—statistics or (maybe better) rankings on crime and cost of living; something about our love for sports (reflecting our competitive nature?). Stats on hotel availability was listed for this section but I really don’t think it belongs here, and maybe we leave it to the individual cities’ responses. If we have space, I’d like to highlight more programs that prepare people for STEM jobs, but maybe that’s already covered in the education section and in testimonials.

Something else to think about: Abi had earlier voiced concerns about the piece leaning towards immigrants rather than racial and other forms of diversity, and it still does that a bit.

Third, I’ve made a few edits/suggestions highlighted below. I’m not sure they are better but for your consideration. You can hunt in the Blue Hills? Wow, you can! But maybe we should highlight mountain biking instead? I’m happy to talk about this at any time today.

Richard

Richard Henderson
Executive Vice President, Real Estate
MassDevelopment
99 High Street
Boston, MA 02110
617-330-2096 (land)
617-818-4380 (cell)

From: Paul McMorrow [<mailto:PMcMorrow@masshousing.com>]

Sent: Wednesday, October 04, 2017 10:46 Am oard hasn't changed

Since its founding, Massachusetts has elevated a handful of enduring values: Self-determination, equality, opportunity, and progress. These enduring values define the state's culture, and they contribute to its quality of life. Massachusetts celebrates the value of every individual, in building a stronger and more resilient community. The state has been a place that works to ensure that everyone can share in the fullness of the Commonwealth. It's a place where, for 400 years, citizens have banded together to build a better tomorrow.

These enduring values show in Massachusetts's historic commitment to public education and public space; this is the state that opened the nation's first public school, founded the first universal public education system, and built the first public park and public beach in the U.S.

These enduring values shine through in the state's longstanding commitment to equality. Massachusetts launched the abolition and women's rights movements. More recently, the state has led the nation on marriage equality, pay equity, and safeguarding the rights of trans people. Massachusetts is the only state where homeless children have a lawful right to shelter. We are a political Commonwealth that cares about everyone.

These values have created an unmatched quality of life for the state's residents. Our enduring values have fueled the national leadership in health care, education, and economic growth that recently led U.S. News and World Report to recognize Massachusetts the Best State in America. And they are why Massachusetts has grown into a global destination to live, raise a family, and do business. Today, Massachusetts is the place where world comes to be educated, to be healed, and to invent the future.

Massachusetts's livability flows from its incredible diversity, in every sense of the word.

A broad diversity of places enhances Massachusetts's livability. The state is geographically compact, but within that compact envelope, there are countless opportunities to live and play. Hip urban enclaves, classic small towns, and transforming mill cities vibrant mill towns sit side-by-side. It's a

short jog from the farmland, beaches and lobster shacks of the east, to the mountains, music and art of Berkshires. Boston residents can take the subway to the beach, hop a downtown ferry to dozens of islands maintained by the National Park Service, or hike and mountain bike hunt in the Blue Hills, a 6,000 acre state park with 125 miles of trails, located a dozen miles from downtown. World-class arts institutions cover the state.

Diversity of people drives the character of the state's communities, in historic ethnic enclaves communities, in recent arrivals studying at area colleges and universities, and in the one million new Americans who call Massachusetts home.

Diversity of people connects the Commonwealth to the world. The state's local economy has global reach, because Massachusetts is open to the world. A majority of the Commonwealth's Fortune 500 companies were either founded either immigrants, or by their children, and immigrants continually refresh our youthful workforce pipeline:

Approximately 30 percent of our STEM workers, Master's and Ph.D candidates are foreign nationals. Through a pioneering partnership between state government and higher education institutions, Massachusetts works to help foreign-born graduates secure cap-exempt visas, allowing them stay in Massachusetts, and start and grow new companies here. By maintaining a culture that's open, welcoming, and nourishing, Massachusetts enables its people—and its companies-- to reach their full potential.

REINIER MOQUETE WITH STEM YOUTH - HOLD FOR MORE HQ IMAGE

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

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

From: Henderson, Richard [<mailto:Rhenderson@Massdevelopment.com>]

Sent: Tuesday, October 03, 2017 12:11 PM

To: Paul McMorrow <PMcMorrow@masshousing.com>

Cc: 'Vladeck, Abigail (GOV)' <Abigail.Vladeck@MassMail.State.MA.US>

Subject: Culture, Community and Quality of Life Section

Hi Paul,

Abi and I spoke this morning about your taking a shot at rewriting section 4 for Project Rufus (see Outline for intended content, and its context in the document). While there's a lot of good info in the attached draft, it's

not quite jelling. I'm running off to a brief meeting right now but wanted to get this into your hands. I will follow up in a bit with some notes and comments, and maybe we can chat later in the afternoon (I'm open at 2, and 3:30 on). If you send me your phone # I can call you when I'm free.

Thanks very much for doing this!

Richard

Richard Henderson

Executive Vice President, Real Estate

MassDevelopment

99 High Street

Boston, MA 02110

617-330-2096 (land)

617-818-4380 (cell)

Geography	Single-family homes	Structures with 2-4 units
Massachusetts statewide	1469038	531158
Barnstable County, Massachusetts	80354	7181
Berkshire County, Massachusetts	37033	10150
Bristol County, Massachusetts	123813	51995
Dukes County, Massachusetts	5606	215
Essex County, Massachusetts	166778	62963
Franklin County, Massachusetts	21197	5060
Hampden County, Massachusetts	108570	34586
Hampshire County, Massachusetts	38770	9144
Middlesex County, Massachusetts	326927	124311
Nantucket County, Massachusetts	3391	481
Norfolk County, Massachusetts	166742	32504
Plymouth County, Massachusetts	135967	19999
Suffolk County, Massachusetts	61007	114734
Worcester County, Massachusetts	192883	57835

Source: US Census Bureau, American Community Survey, 2015 5-year sample

Structures with 5+ units	Other	Occupied Housing Units	Ownership share	Renter share
528897	20628	2549721	62.1%	37.9%
6624	258	94417	78.8%	21.2%
6631	1426	55240	68.6%	31.4%
33286	2935	212029	62.1%	37.9%
186	0	6007	79.9%	20.1%
56351	1820	287912	63.0%	37.0%
3375	570	30202	69.0%	31.0%
31569	2175	176900	61.7%	38.3%
10023	694	58631	65.8%	34.2%
132045	2359	585642	62.4%	37.6%
51	0	3923	65.5%	34.5%
59339	960	259545	68.8%	31.2%
21065	4394	181425	76.0%	24.0%
120298	633	296672	35.6%	64.4%
48054	2404	301176	64.7%	35.3%

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Ash, Jay \(EOHED\)](#)
Subject: RE: Massachusetts Workforce Whitepaper
Date: Tuesday, October 10, 2017 1:44:06 PM

Assuming we can repurpose/use this info for our proposal directly? Should I connect with Tom?

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

From: Ash, Jay (EOHED)
Sent: Thursday, October 05, 2017 4:51 AM
To: Ward Weeden, Aimee (EOHED)
Subject: Fwd: Massachusetts Workforce Whitepaper
Sent from my Verizon, Samsung Galaxy smartphone

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

From: "Conroy, Thomas" <thomas.conroy@accenture.com>
Date: 10/4/17 7:57 PM (GMT-05:00)
To: "Ash, Jay (EOHED)" <jay.ash@MassMail.State.MA.US>
Cc: "timothy.p.rogers" <timothy.p.rogers@accenture.com>
Subject: Massachusetts Workforce Whitepaper

Secretary Ash,

Attached is a document that you might find useful as Massachusetts compiles a bid in response to Amazon's RFP for a host site of its forthcoming HQ2.

On behalf of Accenture, I would like to convey our interest in speaking with you about this report, and more broadly, if you are interested, about the compilation of information in support of the Massachusetts proposal.

Please do not hesitate to reach out if we can be of assistance.

Respectfully,

Tom

Tom Conroy

Management Consulting

Health & Public Service

Accenture – Boston MA

508-361-0090

thomas.conroy@accenture.com

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www.accenture.com

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Alanna Meola](#)
Cc: [Rob Biederman](#); [Patrick Petitti](#)
Subject: RE: Follow up on MassTech Request
Date: Tuesday, October 10, 2017 1:59:41 PM

Thank you! I think there was some confusion so I apologize – MassTech was soliciting on behalf of the state’s application. Each municipality, including Boston (and Lauren), is submitting an individual proposal.

From: Alanna Meola [mailto:ameola@gocatalant.com]
Sent: Tuesday, October 10, 2017 1:48 PM
To: Goodall, Devon L. (MOBD)
Cc: Rob Biederman; Patrick Petitti
Subject: RE: Follow up on MassTech Request

Hi Devon,
I have sent it to Lauren Jones and have attached here as well.
Thank you,
Alanna

From: Rob Biederman
Sent: Tuesday, October 10, 2017 1:44 PM
To: Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us>; Patrick Petitti <pat@gocatalant.com>
Cc: Alanna Meola <ameola@gocatalant.com>
Subject: Re: Follow up on MassTech Request
Thought we did if not Alanna will
Thanks

From: "Goodall, Devon L (SEA)" <devon.l.goodall@state.ma.us>
Date: Tuesday, October 10, 2017 at 10:41 AM
To: Patrick Petitti <pat@gocatalant.com>, Rob Biederman <rob@gocatalant.com>
Subject: Follow up on MassTech Request

Hi Rob and Patrick,
I hope this email finds you well. I’m checking in on the letter of support that MassTech requested of Catalant for the Commonwealth’s Amazon HQ2 proposal.
We think that Catalant is a great company that has been growing rapidly in Massachusetts and your voice would be valuable. My understanding is that Catalant agreed to submit a letter of support but hasn’t had a chance to send it in yet. Would it be possible to get it soon? Our deadline is quickly approaching!

Let me know if you have any questions. I can be reached at (617) 413-6058.

Thanks!

Devon

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

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

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Alanna Meola](#)
Subject: RE: Follow up on MassTech Request
Date: Tuesday, October 10, 2017 2:02:54 PM

Is there any chance this could be put on letterhead? All of the other letters are on letterhead and I wouldn't want yours to be different.

From: Alanna Meola [mailto:ameola@gocatalant.com]

Sent: Tuesday, October 10, 2017 1:48 PM

To: Goodall, Devon L. (MOBD)

Cc: Rob Biederman; Patrick Petitti

Subject: RE: Follow up on MassTech Request

Hi Devon,

I have sent it to Lauren Jones and have attached here as well.

Thank you,

Alanna

From: Rob Biederman

Sent: Tuesday, October 10, 2017 1:44 PM

To: Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us>; Patrick Petitti <pat@gocatalant.com>

Cc: Alanna Meola <ameola@gocatalant.com>

Subject: Re: Follow up on MassTech Request

Thought we did if not Alanna will

Thanks

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

Date: Tuesday, October 10, 2017 at 10:41 AM

To: Patrick Petitti <pat@gocatalant.com>, Rob Biederman <rob@gocatalant.com>

Subject: Follow up on MassTech Request

Hi Rob and Patrick,

I hope this email finds you well. I'm checking in on the letter of support that MassTech requested of Catalant for the Commonwealth's Amazon HQ2 proposal.

We think that Catalant is a great company that has been growing rapidly in Massachusetts and your voice would be valuable. My understanding is that Catalant agreed to submit a letter of support but hasn't had a chance to send it in yet. Would it be possible to get it soon? Our deadline is quickly approaching!

Let me know if you have any questions. I can be reached at (617) 413-6058.

Thanks!

Devon

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

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

From: [Goodall, Devon L. \(MOBD\)](#)
To: [St. Clair, Holly \(EOTSS\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Sullivan, Jennifer F. \(ANF\)](#); [Ng, Albert Weber, Harlan \(EOTSS\)](#)
Subject: RE: Call re: Project Rufus URL
Date: Tuesday, October 10, 2017 2:18:54 PM

Hi all –

Looking to schedule a follow up call to discuss the secure URL sometime this week. VHB does have the capacity to build out the site, but MassIT will need to do the secure URL piece.

Holly: is there a time that would work best for you?

Thanks!

Devon

From: St. Clair, Holly (EOTSS)

Sent: Friday, October 06, 2017 2:50 PM

To: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED); Sullivan, Jennifer F. (ANF); Ng, Albert

Cc: Weber, Harlan (EOTSS)

Subject: Re: Call re: Project Rufus URL

Hi all,

Harlan Weber will be participating in today's call. I have a Dr apt that I was not able to schedule around.

Get [Outlook for iOS](#)

From: Goodall, Devon L. (MOBD) <devon.l.goodall@massmail.state.ma.us>

Sent: Friday, October 6, 2017 2:44 PM

Subject: Call re: Project Rufus URL

To: Ward Weeden, Aimee (EOHED) <aimee.ward@massmail.state.ma.us>, Sullivan, Jennifer F. (ANF) <jennifer.f.sullivan@massmail.state.ma.us>, Ng, Albert <ang@vhb.com>, St. Clair, Holly (EOTSS) <holly.stclair@massmail.state.ma.us>

Cc: Weber, Harlan (EOTSS) <harlan.weber@massmail.state.ma.us>

From: [Kennealy, Michael \(EOHED\)](#)
To: [Flavin, Stephen P](#)
Subject: RE: WPI Submission for Amazon HQ2 Proposal
Date: Tuesday, October 10, 2017 2:32:21 PM

I think we're good for now – 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: Flavin, Stephen P [mailto:sflavin@wpi.edu]
Sent: Tuesday, October 10, 2017 8:45 AM
To: Kennealy, Michael (EOHED)
Subject: Re: WPI Submission for Amazon HQ2 Proposal

Hi Mike,

Hope all is well. I just wanted to check-in and make sure you didn't require anything additional from WPI for this proposal.

Thanks,

Stephen

Stephen P. Flavin
Vice President and Dean
Academic and Corporate Engagement
Worcester Polytechnic Institute
100 Institute Road, Worcester MA 01609-2280
Phone (O) 508.831.5095 (M) 774.437.1248
sflavin@wpi.edu

 Please consider the environment before printing this email.

From: Stephen Flavin <sflavin@wpi.edu>
Date: Thursday, September 28, 2017 at 11:41 PM
To: "michael.kennealy@state.ma.us" <michael.kennealy@state.ma.us>
Subject: WPI Submission for Amazon HQ2 Proposal

Hi Mike,

Attached, please find relevant WPI data that may be helpful in the Commonwealth's proposal for Amazon HQ2.

I've included a Word document to support incorporating what you deem most valuable, as well as a larger PDF file which includes relevant institutional statistics that demonstrate WPI's impact, both locally, nationally and globally - again, all for consideration.

You will note that we begin with our commitment to the Mass Academy (a leading high school in the Commonwealth), through our impact on the STEM pipeline with our pre-collegiate programming, WPI's undergraduate and graduate programs, our leadership in robotics engineering, a very robust workforce development program, our research enterprise, and

concluding with our move into the Seaport to support the larger innovation economy. I believe it is strong testimony to the contributions WPI can deliver in supporting Amazon's needs.

Mike, please let me know if you haven't questions, or if I can be of further assistance.

Best regards,

Stephen

Stephen P. Flavin

Vice President and Dean,

Academic and Corporate Engagement

Worcester Polytechnic Institute

508-831-5095

From: [Bagarella, Giacomo \(EOTSS\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Cc: [Weber, Harlan \(EOTSS\)](#); [Hirsch, Bryan \(EOTSS\)](#); [St. Clair, Holly \(EOTSS\)](#)
Subject: Re: Call re: Project Rufus URL
Date: Tuesday, October 10, 2017 2:38:20 PM

Hi Devon,

Would you be available some time between 1 and 3pm this Thursday, Oct. 12?

Best,

Giacomo

On Tue, Oct 10, 2017 at 2:18 PM -0400, "Goodall, Devon L. (MOBD)"
<Devon.L.Goodall@MassMail.State.MA.US> wrote:

Hi all –

Looking to schedule a follow up call to discuss the secure URL sometime this week. VHB does have the capacity to build out the site, but MassIT will need to do the secure URL piece.

Holly: is there a time that would work best for you?

Thanks!

Devon

From: St. Clair, Holly (EOTSS)

Sent: Friday, October 06, 2017 2:50 PM

To: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED); Sullivan, Jennifer F. (ANF); Ng, Albert

Cc: Weber, Harlan (EOTSS)

Subject: Re: Call re: Project Rufus URL

Hi all,

Harlan Weber will be participating in today's call. I have a Dr apt that I was not able to schedule around.

Get [Outlook for iOS](#)

From: Goodall, Devon L. (MOBD) <devon.l.goodall@massmail.state.ma.us>

Sent: Friday, October 6, 2017 2:44 PM

Subject: Call re: Project Rufus URL

To: Ward Weeden, Aimee (EOHED) <aimee.ward@massmail.state.ma.us>, Sullivan, Jennifer F. (ANF) <jennifer.f.sullivan@massmail.state.ma.us>, Ng, Albert

<ang@vhb.com>, St. Clair, Holly (EOTSS) <holly.stclair@massmail.state.ma.us>

Cc: Weber, Harlan (EOTSS) <harlan.weber@massmail.state.ma.us>

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#)
Cc: [Ward Weeden, Aimee \(EOHED\); Thomas, Steve](#)
Subject: RE: A Few Outstanding pieces
Date: Tuesday, October 10, 2017 2:39:33 PM
Attachments: [image001.png](#)
[image002.png](#)

Here is the text for the site intro:

Across the Commonwealth, cities and towns have been identifying sites for Amazon's HQ2. The following pages represent submissions directly from each municipality, showcasing their best assets. The Commonwealth of Massachusetts is committed to supporting Amazon in finding the site that works best.

For more information on particular sites, we encourage you to reference each municipality's individual proposal.

Short and sweet and should allow for a space for the numbered site map.

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

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
[www.vhb.com](#)

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

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

Thanks!

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

Devon and Aimee,

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

Let us know what you think

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
[www.vhb.com](#)

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

Albert -

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

Devon

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

Thanks, Devon.

It feels to me that we would want to include both, separately. The US map speaks to a specific request from the RFP (i.e., non-stops to SF, SEA, NY, and DC). I don't think we want to bury that information in the international one. The supplemental information in the table Dan provided is also good information. The International one is great and probably doesn't need any additional information.

As far as "recreating" the graphics...any chance we can get access to the native files? If not, any chance we can get a higher resolution version? If we had to recreate them from scratch, it could take a while. Would you be ok if we used these maps (assuming we have a high enough resolution) and just change the color scheme to match our graphics?

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
[www.vhb.com](#)

From: Goodall, Devon L. (MOBD) [mailto:Devon.L.Goodall@MassMail.State.MA.US]
Sent: Monday, October 9, 2017 9:42 AM

To: Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>; Ng, Albert <ANG@VHB.com>
Cc: Thomas, Steve <STHOMAS@VHB.com>
Subject: Re: A Few Outstanding pieces

Here is the graphic Mike Kelleher was referencing:



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

Yes! We want Boston to be center and for travel to be both east and west of us.
 Devon – can you get the current graphic being referenced from Mike Kelleher – it is from a prior pitchbook.

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

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

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

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



Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
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From: Ward Weeden, Aimee (EOHED) [<mailto:aimee.ward@MassMail.State.MA.US>]
Sent: Monday, October 9, 2017 9:09 AM
To: Ng, Albert <ANG@VHB.com>; Goodall, Devon L. (MOBD) <devon.l.goodall@state.ma.us>
Cc: Thomas, Steve <STHOMAS@VHB.com>
Subject: RE: A Few Outstanding pieces

See below. And a new one:

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

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

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

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

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

Subject: A Few Outstanding pieces

Good morning.

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

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

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

Thanks.

Albert

Albert Ng
Senior Transportation Planner/Transportation Technology Leader



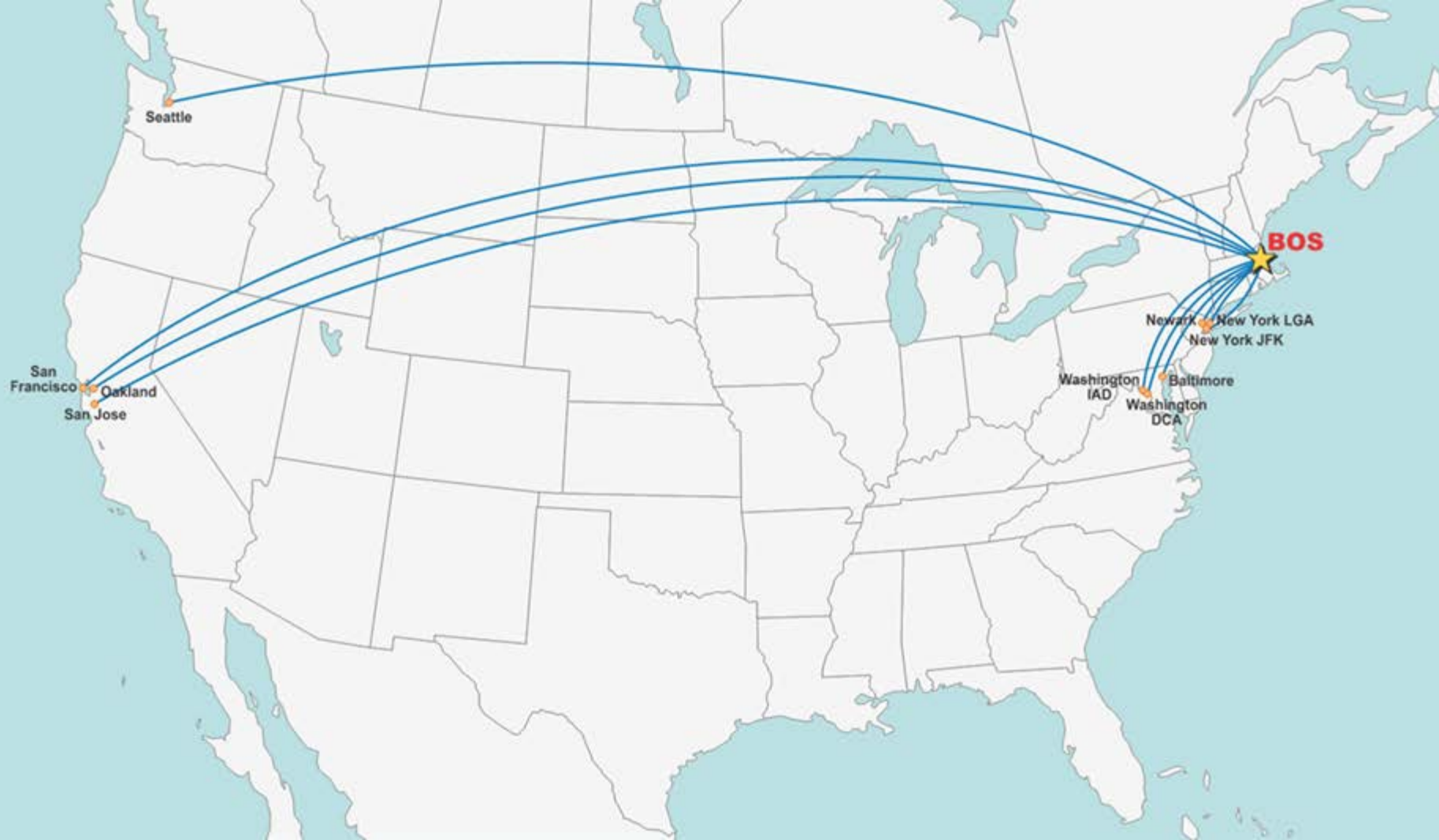
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P 617.607.2922 | M 857.234.1306 | F 617.924.2286
ang@vhb.com

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From: Ng, Albert
To: [Goodall, Devon L. \(MOBD\)](#); [St. Clair, Holly \(EOTSS\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Sullivan, Jennifer F. \(ANF\)](#)
Cc: [Weber, Harlan \(EOTSS\)](#); [Henderson, Richard](#); [Thomas, Steve](#)
Subject: RE: Call re: Project Rufus URL
Date: Tuesday, October 10, 2017 2:41:40 PM

Thanks, Devon.

Given the timeline that we're facing. We're recommending a single splash page with parallax scrolling. The contents of the page will highlight the key takeaways (top 5?) from the proposal and provide a downloadable PDF document. Since we need to accommodate for multiple form factors and printing, a pdf is probably the best way to accommodate viewing of the proposal contents. Also, given that the content is still a moving target, a content rich site is probably not in our best interest.

Here are a couple of examples of sites we've created with parallax scrolling. We would change the look and feel to match the proposal's.

www.samisbyvvhb.com

<http://projects.vhb.com/vhbstockholders2017/>

Let us know if you have any questions.

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, October 10, 2017 2:19 PM

To: St. Clair, Holly (EOTSS) ; Ward Weeden, Aimee (EOHED) ; Sullivan, Jennifer F. (ANF) ; Ng, Albert

Cc: Weber, Harlan (EOTSS)

Subject: RE: Call re: Project Rufus URL

Hi all –

Looking to schedule a follow up call to discuss the secure URL sometime this week. VHB does have the capacity to build out the site, but MassIT will need to do the secure URL piece.

Holly: is there a time that would work best for you?

Thanks!

Devon

From: St. Clair, Holly (EOTSS)

Sent: Friday, October 06, 2017 2:50 PM

To: Goodall, Devon L. (MOBD); Ward Weeden, Aimee (EOHED); Sullivan, Jennifer F. (ANF); Ng, Albert

Cc: Weber, Harlan (EOTSS)

Subject: Re: Call re: Project Rufus URL

Hi all,

Harlan Weber will be participating in today's call. I have a Dr apt that I was not able to schedule around.

Get [Outlook for iOS](#)

From: Goodall, Devon L. (MOBD) <devon.l.goodall@massmail.state.ma.us>

Sent: Friday, October 6, 2017 2:44 PM

Subject: Call re: Project Rufus URL

To: Ward Weeden, Aimee (EOHED) <aimee.ward@massmail.state.ma.us>, Sullivan, Jennifer F. (ANF) <jennifer.f.sullivan@massmail.state.ma.us>, Ng, Albert <ang@vhb.com>, St. Clair, Holly (EOTSS) <holly.stclair@massmail.state.ma.us>

Cc: Weber, Harlan (EOTSS) <harlan.weber@massmail.state.ma.us>

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From: Ng, Albert
To: [Goodall, Devon L. \(MOBD\)](mailto:Goodall.Devon.L.(MOBD)@state.ma.us)
Cc: [Thomas, Steve](mailto:Thomas.Steve@state.ma.us); [Ward Weeden, Aimee \(EOHED\)](mailto:Ward.Weeden.Aimee.(EOHED)@state.ma.us)
Subject: RE: Next steps
Date: Tuesday, October 10, 2017 2:42:24 PM

Are you planning on providing the same type of narrative for the rest of the schools?

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

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

From: Goodall, Devon L. (MOBD) [<mailto:Devon.L.Goodall@MassMail.State.MA.US>]
Sent: Tuesday, October 10, 2017 2:14 PM
To: Ng, Albert <ANG@VHB.com>
Cc: Thomas, Steve <STHOMAS@VHB.com>; Ward Weeden, Aimee (EOHED) <aimee.ward@state.ma.us>
Subject: RE: Next steps

Hi Albert,

For the colleges and universities page, is it possible to add these pieces? Potentially good for the arrow one-liner.

Harvard University, Cambridge, MA
Founded in 1936 in Cambridge, Harvard University is the United States' oldest institution of higher learning. As one of the world's most prestigious universities, Harvard's 13 Schools and Institutes are globally ranked in the top echelon of law, medicine, business and other disciplines.

Massachusetts Institute of Technology, Cambridge, MA
Founded in 1861, in Cambridge, MA, in response to the increasing industrialization of the United States, MIT's emphasis on laboratory instruction in applied science and engineering has led it to being the world's leader in engineering, math and computer science.

Tufts University, Medford, MA
Founded in 1852, in Medford, MA, Tufts University melds rigorous research with active citizenship and public service in all of its disciplines to be a top producer of Fulbright Scholars (17) and a top tier school for Teach for America Volunteers.

Boston College, Chestnut Hill, MA
Founded in 1863, Boston College was the first institution of higher education to operate in the city of Boston. Now located in Chestnut Hill, MA, Boston College is an internationally respected research university and a center of academic excellence; ranking among the nation's foremost universities as leader in the liberal arts and scientific inquiry.

Brandeis University, Waltham, MA
Founded in 1948 in Waltham as a non-sectarian, coeducational institution sponsored by the Jewish community, Brandeis is based on founding principle that a university should be open and welcoming to faculty, students and staff of all backgrounds and beliefs. Brandeis has been a top tier university with global reach, attracting students and faculty from around the world to pursue learning and scholarship through the pillars of research and entrepreneurship.

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

From: Ng, Albert [<mailto:ANG@VHB.com>]
Sent: Tuesday, October 10, 2017 12:54 PM

To: Goodall, Devon L. (MOBD)
Cc: Thomas, Steve; Ward Weeden, Aimee (EOHED)
Subject: RE: Next steps

Devon,

We'll do what we can to make it work. Let us know where this fits on your priority list. What is your priority list of materials for this 4:30 meeting?

- Sites 2 per page
- Revised cover
- Colleges and Universities pages
- Transportation and sites maps

If we move in this direction, we may want to change up the design to align with the concept. I'm actually thinking that we use the word REVOLUTION...playing on the words revolution and evolution.

"Day 1:" Packaging
...Open the package...
REVOLUTION

Albert Ng
Senior Transportation Planner/Transportation Technology Leader

P 617.607.2922
www.vhb.com

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

From: Goodall, Devon L (SEA) [<mailto:devon.l.goodall@state.ma.us>]
Sent: Tuesday, October 10, 2017 12:19 PM
To: Ng, Albert <ANG@VHB.com>
Subject: FW: Next steps

Hi Albert,

Looking at Richard's comments, we do think it's worthwhile to mock up a cover with "Revolutionary" replacing "Transformation." I hope it's not too much to do!

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

From: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, October 10, 2017 11:59 AM
To: Goodall, Devon L. (MOBD)
Subject: FW: Next steps

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

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

From: Henderson, Richard [<mailto:Rhenderson@Massdevelopment.com>]
Sent: Tuesday, October 10, 2017 8:27 AM
To: Ward Weeden, Aimee (EOHED); Vladeck, Abigail (GOV); Kaneb, Michael (GOV)
Cc: Steve Thomas; Albert Ng
Subject: RE: Next steps

Hi Aimee, Abi, Mike--

Despite what I said last night and for what it's worth, attached are my specific comments on the text, including some suggestions on what to cut. Don't be thrown that some comments say "Audrey Henderson"-- I used my wife's computer because it's a lot better than mine!

My big takeaways are as follows:

Just thinking- "Revolutionary" is more the theme than "Transformational"-- it's obvious but it fits, and why not go with what you're known for? VHB, feel free to kill me.

We should be ruthless about cutting stuff we think is important but Amazon won't really care about. The Business Environment section has lots of wonderful stuff, but do they really need to know so much about taxes; do they care that we're dredging our port?

Move the Talent section ahead of Innovation Ecosystem-- talent is why they need a second HQ and it's our greatest strength. But the tables in there (except the one on degrees granted) don't do us justice. I've attached a page from a recent ULI presentation that has a great table on Cities with the Highest share of 25-34 year olds that we might consider.

The Transportation section is too generic: we don't talk about how our improvements will increase capacity, decrease headways, link key areas.

The Incentives section is, I assume, deliberately generic but would benefit from more and better examples of how we've helped companies. Do you need some I-Cubed examples from us? Let me know. I also noted why I don't think Wynn is a good example at all-- it's classic mitigation paid for by a developer, who also was being sued by a neighboring community.

We should think carefully about what pictures we will put in-- right now it's a bit too historical-themed, and the picture of the young people on the bench looks like a bunch of models rather than real students at a real school. I'd like to see more walkable neighborhoods, more people riding bikes or hiking, a ballgame.

Finally-- We've got to pick numbers for the # of colleges in State and in Greater Boston and be consistent--they're all over the map! Wiki says 114.

See you later.

Richard

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

From: Ward Weeden, Aimee (EOHED) [<mailto:aimee.ward@MassMail.State.MA.US>]
Sent: Monday, October 09, 2017 6:31 PM
To: Henderson, Richard
Cc: Vladeck, Abigail (GOV); Steve Thomas; Albert Ng

Thanks, Richard.

The content is actively being redrafted and edited for some of the issues you note below. I would wait for feedback until after the new content is shared tomorrow end of day and formatted in the document. I think at that point there will be less big content changes and more line edits and finalizing visuals. That being said happy to hear feedback as we work!

Sites are still a moving target - hope to nail that down with Jay and Mike Kennealy tomorrow.

Happy to talk earlier in the day if that would be helpful.

Aimee
617-356-3037

Sent from my iPhone

> On Oct 9, 2017, at 4:58 PM, Henderson, Richard <Rhenderson@Massdevelopment.com> wrote:

>

> Hi Abi and Aimee,

> Just checking on how you see things going tomorrow with the main document. Lots of people will have comments (including myself if you want to hear them!) and I want to make sure we can efficiently differentiate those related directly to the main text, which I assume will be handled by Mike Kaneb or other staff, versus those related to layout, callouts, sites, pictures etc which I assume will be handled by VHB. We have a meeting late in the day but an earlier check in might be helpful. Maybe this is already happening with me off the email chain-- I saw a back and forth with Albert on an Interactive piece, but nothing on the main document.

> I'm sure I'm not saying anything you don't already know -- overall, there is a lot of good material but it is long, somewhat repetitive, and in some key areas like transportation too generic.

> I'm happy to provide more detailed comments but don't want to complicate things either.

> Thanks,

> Richard

>

> Sent from my iPhone

>

>

> Sent from my iPhone

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

From: Alanna Meola
To: [Goodall, Devon L. \(MOBD\)](#); [Rob Biederman](#)
Cc: [Patrick Petitti](#)
Subject: RE: Follow up on MassTech Request
Date: Tuesday, October 10, 2017 3:13:05 PM
Attachments: [Amazon Catalant Letter of Support letterhead.docx](#)

Hi Devon,
Here is the letter with our letterhead.
Thank you,
Alanna

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

Sent: Tuesday, October 10, 2017 2:34 PM

To: Rob Biederman ; Alanna Meola

Cc: Patrick Petitti

Subject: RE: Follow up on MassTech Request

Absolutely! Same letter is great. The only thing I want to flag is that a lot of our other support letters are on company letterhead. If it's possible for Catalant's to be as well, it would line up better.

Devon

From: Rob Biederman [<mailto:rob@gocatalant.com>]

Sent: Tuesday, October 10, 2017 2:28 PM

To: Goodall, Devon L. (MOBD); Alanna Meola

Cc: Patrick Petitti

Subject: Re: Follow up on MassTech Request

Sorry! Can we repurpose same content?

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

Date: Tuesday, October 10, 2017 at 1:59 PM

To: Alanna Meola <ameola@gocatalant.com>

Cc: Rob Biederman <rob@gocatalant.com>, Patrick Petitti <pat@gocatalant.com>

Subject: RE: Follow up on MassTech Request

Thank you! I think there was some confusion so I apologize – MassTech was soliciting on behalf of the state's application. Each municipality, including Boston (and Lauren), is submitting an individual proposal.

From: Alanna Meola [<mailto:ameola@gocatalant.com>]

Sent: Tuesday, October 10, 2017 1:48 PM

To: Goodall, Devon L. (MOBD)

Cc: Rob Biederman; Patrick Petitti

Subject: RE: Follow up on MassTech Request

Hi Devon,

I have sent it to Lauren Jones and have attached here as well.

Thank you,

Alanna

From: Rob Biederman

Sent: Tuesday, October 10, 2017 1:44 PM

To: Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us>; Patrick Petitti <pat@gocatalant.com>

Cc: Alanna Meola <ameola@gocatalant.com>

Subject: Re: Follow up on MassTech Request

Thought we did if not Alanna will

Thanks

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

Date: Tuesday, October 10, 2017 at 10:41 AM

To: Patrick Petitti <pat@gocatalant.com>, Rob Biederman <rob@gocatalant.com>

Subject: Follow up on MassTech Request

Hi Rob and Patrick,

I hope this email finds you well. I'm checking in on the letter of support that MassTech requested of Catalant for the Commonwealth's Amazon HQ2 proposal.

We think that Catalant is a great company that has been growing rapidly in Massachusetts and your voice would be valuable. My understanding is that Catalant agreed to submit a letter of support but hasn't had a chance to send it in yet. Would it be possible to get it soon? Our deadline is quickly approaching!

Let me know if you have any questions. I can be reached at (617) 413-6058.

Thanks!

Devon

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

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

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

Tuesday, October 10, 2017

Dear Mr. Bezos,

On behalf of Catalant Technologies, we would like to offer our support for Amazon's second headquarters to be located in Boston, MA. As startup co-founders, we have benefitted greatly from Boston's Innovation Ecosystem. Through Harvard Business School, starting a new company, and receiving Series B and C rounds of investing led by Boston firms Highland Capital Partners and General Catalyst, we have become invested in giving back to the community. We firmly believe that Amazon will be an incredible addition to our ever-growing city.

Amazon will greatly benefit from this established community and approaching opportunities through the extensive professional Boston networks. Catalant serves leading companies, including GE, Pfizer, Staples, IBM, Procter & Gamble, Univision and Medtronic. Like others in Boston, Catalant has established investors with a global presence, including Greylock Partners, GE Ventures, Mark Cuban and Intuit founder Scott Cook. Boston is home to a large group of impressive and inventive professionals who would both enhance and benefit from Amazon's presence. As Boston continues to grow, Amazon will only benefit our ecosystem.

It is no secret that Boston is home to the best group of young, hireable talent. There are 75 universities and colleges in the Greater Boston region, many of which boast cutting edge STEM/STEAM engineering programs (i.e. MIT, Harvard, Northeastern, etc.). We have seen a growing trend of students who want to stay in Boston post-graduation, to learn from the vast number of seasoned professionals and add real value to the companies for which they work. We are excited to have Amazon join the Boston community, because we believe it will only add more students, young professionals and talented executives to Boston. Amazon can both capitalize on our current situation, and assist with Boston's future growth.

Finally, our city boasts trail-blazing startups such as HubSpot, TripAdvisor, Actifico, athenahealth and Wayfair. Such Boston-based startups are setting the new standards of work, growth and innovation. Boston has an exceptionally supportive and inclusive community; members take pride in seeing their peers and colleague's success. Catalant has directly benefited from this community of local tech newsletters, trade organizations, non-profits, local professors and academics, accelerators and co-working spaces. We now seek to extend the same offering to other companies who are considering establishing a presence in Boston.

It would be our pleasure to welcome you to Boston. We believe in Boston's current and future success as we continue to create jobs where people can thrive and capitalize on the extensive network of professionals and opportunities. Amazon will be able to do the same, while adding vivacity to our community.

We look forward to working with you.
Pat Petitti and Rob Biederman

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Amazon charity background info
Date: Tuesday, October 10, 2017 3:40:50 PM
Attachments: [image001.png](#)
[Amazon Giving History.docx](#)

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

From: Tim Connelly [mailto:connelly@masstech.org]
Sent: Thursday, October 05, 2017 5:20 PM
To: Ash, Jay (EOHED); Ward Weeden, Aimee (EOHED); Kennealy, Michael (EOHED)
Cc: Maeghan Welford
Subject: Amazon charity background info

I asked our United Way CEO to reach out to his colleague in Seattle and get a take on how Amazon is viewed in the Community re their philanthropic endeavors. Attached is a short write up on the topic. I think some of this info may help you answer some questions or make a point of emphasis in the RFP. Best T

Timothy J Connelly CFA
Executive Director / CEO
Massachusetts Technology Collaborative
2 Center Plaza, Suite 200
Boston, MA 02108
617-371-3999 x205
617-331-3451 (m)
connelly@masstech.org
www.masstech.org



From: Michael Durkin [mailto:mdurkin@supportunitedway.org]
Sent: Friday, September 29, 2017 4:53 PM
To: Tim Connelly <connelly@masstech.org>
Subject: Amazon charity background info

Tim, see attached that one of our staff dug up on Amazon. I corroborated most of this from my inquiry w our national UW folks.

Only other thing and I will check out is that UW in Cincinnati might have something doing w Amazon.

I will check that out. Hope this helps-Mike

Michael K. Durkin

President

United Way of Massachusetts Bay/ Merrimack Valley

[51 Sleeper Street, Boston, Ma. 02210-1208](#)

[617-624-8100](tel:617-624-8100)



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE

Amazon Philanthropy

The company founded AmazonSmiles in 2013, which provides customers with an identical shopping experience to Amazon, except that the AmazonSmile Foundation will donate 0.5% of the price of eligible purchases to the charitable organization of the customers choosing. AmazonSmiles has given \$37 million to a variety of organizations over the last three years. The Bezos family has also established the Bezos Family Foundation, which focuses heavily on education.

Overview:

Historically, Amazon hasn't been known to be especially philanthropic. They've drawn criticism from local Seattle plus for their lack of giving, especially in comparison to Microsoft and other tech companies on the west coast who are known for their generosity.

That seems to be changing, though:

- Last December Amazon chose ten Seattle charities to give \$10,000 to each.
- Amazon donated 110,000 to help expand Seattle's Light Rail system (their equivalent of the T).
- Amazon endowed two professorships in machine learning at the University of Washington, and gave \$10 million to construct a second building for their Computer Science and Engineering Program.
- Amazon is building a homeless shelter, Mary's Place, on their Seattle campus, and Bezos has personally given \$1,000,000 to it.
- The Bezos family donated \$30 million in immunotherapy research at Fred Hutchinson Cancer Research Center
- Bezos personally donated \$10 Million to create the Center for Innovation at Seattle's Museum of History & Industry.
- In June of this year Bezos Tweeted that he wants to do philanthropy work that "helps people in the here and now — short term — at the intersection of urgent need and lasting impact."

Specific Interests:

- Education
- Homelessness
- Science/Technology

Relationship with United Way:

Very little, the only relation I found was the Amazon Holiday Giving Tour stopping at UW Fall River to give \$15,000 for United Way to distribute.

From: Rob Biederman
To: [Goodall, Devon L. \(MOBD\)](#); [Alanna Meola](#)
Cc: [Patrick Petitti](#); [Angie Malerba](#)
Subject: Re: Follow up on MassTech Request
Date: Tuesday, October 10, 2017 3:48:16 PM

Shouldn't be hard to pull off

From: "Goodall, Devon L (SEA)"
Date: Tuesday, October 10, 2017 at 2:34 PM
To: Rob Biederman , Alanna Meola
Cc: Patrick Petitti
Subject: RE: Follow up on MassTech Request
Absolutely! Same letter is great. The only thing I want to flag is that a lot of our other support letters are on company letterhead. If it's possible for Catalant's to be as well, it would line up better.
Devon

From: Rob Biederman [mailto:rob@gocatalant.com]
Sent: Tuesday, October 10, 2017 2:28 PM
To: Goodall, Devon L. (MOBD); Alanna Meola
Cc: Patrick Petitti
Subject: Re: Follow up on MassTech Request
Sorry! Can we repurpose same content?

From: "Goodall, Devon L (SEA)" <devon.l.goodall@state.ma.us>
Date: Tuesday, October 10, 2017 at 1:59 PM
To: Alanna Meola <ameola@gocatalant.com>
Cc: Rob Biederman <rob@gocatalant.com>, Patrick Petitti <pat@gocatalant.com>
Subject: RE: Follow up on MassTech Request
Thank you! I think there was some confusion so I apologize – MassTech was soliciting on behalf of the state's application. Each municipality, including Boston (and Lauren), is submitting an individual proposal.

From: Alanna Meola [mailto:ameola@gocatalant.com]
Sent: Tuesday, October 10, 2017 1:48 PM
To: Goodall, Devon L. (MOBD)
Cc: Rob Biederman; Patrick Petitti
Subject: RE: Follow up on MassTech Request
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I have sent it to Lauren Jones and have attached here as well.
Thank you,
Alanna

From: Rob Biederman
Sent: Tuesday, October 10, 2017 1:44 PM
To: Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us>; Patrick Petitti <pat@gocatalant.com>
Cc: Alanna Meola <ameola@gocatalant.com>
Subject: Re: Follow up on MassTech Request
Thought we did if not Alanna will
Thanks

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

Date: Tuesday, October 10, 2017 at 10:41 AM

To: Patrick Petitti <pat@gocatalant.com>, Rob Biederman <rob@gocatalant.com>

Subject: Follow up on MassTech Request

Hi Rob and Patrick,

I hope this email finds you well. I'm checking in on the letter of support that MassTech requested of Catalant for the Commonwealth's Amazon HQ2 proposal.

We think that Catalant is a great company that has been growing rapidly in Massachusetts and your voice would be valuable. My understanding is that Catalant agreed to submit a letter of support but hasn't had a chance to send it in yet. Would it be possible to get it soon? Our deadline is quickly approaching!

Let me know if you have any questions. I can be reached at (617) 413-6058.

Thanks!

Devon

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

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

From: [Cosco, Jonathan \(EOHED\)](#)
To: [Kaneb, Michael \(GOV\)](#); [Fichter, Katherine \(DOT\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#); [Frazier, Ricks \(EOHED\)](#); [Tesler, Jamey \(DOT\)](#); [Sang, Rachel \(GOV\)](#); [Bosworth, Scott \(DOT\)](#); [Cosco, Jonathan \(EOHED\)](#)
Subject: RE: Transportation Section Fact Check
Date: Tuesday, October 10, 2017 4:00:05 PM
Attachments: [Amazon Transportation 10_9 updated version -JMC Comments.docx](#)

Mike,

Here is an updated fact check on the transportation section with additional sources sent by Kate and her team over the course of today.

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

From: Kaneb, Michael (GOV)
Sent: Monday, October 09, 2017 6:11 PM
To: Fichter, Katherine (DOT)
Cc: Cosco, Jonathan (EOHED); Ward Weeden, Aimee (EOHED); Frazier, Ricks (EOHED); Tesler, Jamey (DOT); Sang, Rachel (GOV); Bosworth, Scott (DOT)
Subject: Re: Transportation Section Fact Check
Non-public is fine as long as we are prepared to back them up if questions arise.

On Oct 9, 2017, at 5:36 PM, Fichter, Katherine (DOT) <katherine.fichter@dot.state.ma.us> wrote:

Jon –

As I'm hearing back from colleagues on some of these points, it is clear that some simply don't have public sources that can be cited. They are working knowledge within MassDOT/MBTA, but not necessarily written down in a clear way that we can point to. Would you rather not use the fact in those cases?

Thank you,

Kate

[Kate Fichter](#)
Assistant Secretary for Policy Coordination
Massachusetts Department of Transportation
10 Park Plaza, Room 4160
Boston, MA 02116
857-368-8981
katherine.fichter@state.ma.us

From: Fichter, Katherine (DOT)
Sent: Monday, October 09, 2017 4:19 PM
To: 'Cosco, Jonathan (EOHED)'
Cc: Ward, Aimee (SEA); Frazier, Ricks (SEA); Kaneb, Michael (GOV); Tesler, Jamey (DOT); Sang, Rachel (GOV); Cosco, Jonathan (SEA)
Subject: RE: Transportation Section Fact Check

Jon –

Where I can, I have provided links to places that confirm the information for which citations are needed. I'll fill in as I get additional info from colleagues.

Footnote 13: <http://www.mbtaadvisoryboard.org/about-us/>

Footnote 14: Page 23 of

http://old.mbta.com/uploadedfiles/About_the_T/Board_Meetings/Final%20MBTA%20Strategic%20Plan.pdf.

Footnote 15: http://old.mbta.com/uploadedfiles/About_the_T/Board_Meetings/D.Final%20_%20RLOI%20ISA%20FY2018.pdf
and

http://old.mbta.com/uploadedfiles/About_the_T/Board_Meetings/4.%20%20PPP%20RLOI.%20PMCM%20AM3%20and%20AM4%2012-9-16.pdf and Page 44 of

http://old.mbta.com/uploadedfiles/About_the_T/Board_Meetings/Final%20MBTA%20Strategic%20Plan.pdf.

Footnote 17: Working on it

Footnote 18: See the Overview of <http://massdot.maps.arcgis.com/apps/MapSeries/index.html?appid=dea0a851b5dd4285a3bf985c8d91e6e0>.

Footnote 19: Working on it

Footnote 20: This uses the 4-minute figure, but I have seen both 3- and 4- used. <https://blog.mass.gov/transportation/mbta/mbta-red-line-orange-line-infrastructure-upgrade-contract/>.

Slide 15 here is also good on the Red and Orange Line cars: <http://massdot.maps.arcgis.com/apps/MapSeries/index.html?appid=dea0a851b5dd4285a3bf985c8d91e6e0>.

Footnote 21: Dump the statement

Footnote 22: Working on it

Footnotes 23, 24, 26: Working on it

Footnote 27: I'm not sure that there is a public source of this info.

Footnote 29: Dump the Brighton reference, as I can't find the information anywhere

Footnote 30: There is no public source of this info; it's internal to MassDOT and the T. How do you want to handle?

Footnote 31: Try Slide 35 and onwards of <http://massgaming.com/wp-content/uploads/Wynn-Boston-Harbor-Presentation-3-22->

[16.pdf](#)

Footnote 35: Working on it

Kate Fichter

Assistant Secretary for Policy Coordination
Massachusetts Department of Transportation
10 Park Plaza, Room 4160
Boston, MA 02116
857-368-8981
katherine.fichter@state.ma.us

From: Cosco, Jonathan (EOHED) [<mailto:Jonathan.Cosco@MassMail.State.MA.US>]

Sent: Monday, October 09, 2017 1:23 PM

To: Fichter, Katherine (DOT)

Cc: Ward, Aimee (SEA); Frazier, Ricks (SEA); Kaneb, Michael (GOV); Tesler, Jamey (DOT); Sang, Rachel (GOV); Cosco, Jonathan (SEA)

Subject: RE: Transportation Section Fact Check

Kate,

I've now fact-checked the most recent transportation draft (attached) and many of the my original questions still apply. There is quite a bit of information here that appears to be from internal sources at MassDOT, MBTA or MassPort, and which I cannot confirm through an internet search or other readily-available public sources.

These are flagged in the notes as "CANNOT CONFIRM." Perhaps if we know who initially provided this information we can go back to that person for a source?

Jon

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

From: Cosco, Jonathan (EOHED)

Sent: Saturday, October 07, 2017 12:31 PM

To: Fichter, Katherine (DOT); Vladeck, Abigail (GOV)

Cc: Frazier, Ricks (EOHED); Kaneb, Michael (GOV); Tesler, Jamey (DOT); Cosco, Jonathan (EOHED)

Subject: Re: MassDOT data 4/4

Kate, Abi, Daniel:

These are the statements in the transportation narrative I'm having trouble confirming. Your help here is much appreciated!

"Amtrak offers XX trains per day along the Northeast Corridor"

Daniel Sullivan has noted the following, is there a source document that can be referenced?

o 41 weekday trains per day (including inbound and outbound)

§ 21 weekday Acela trains (10 outbound, 11 inbound)

§ 20 weekday Northeast Regional trains (10 outbound, 10 in)

"... we recently entered into first-in-the-nation cooperative agreements with transportation network companies like Uber and Lyft to improve public safety and support the growth of ride-sharing services in Massachusetts." My ignorance, but not sure what this refers to?

"Worcester Regional Airport, approximately 50 miles west of Boston, supplements Logan's service with 21 weekly non-stop flights to three domestic destinations." Cannot confirm. Massport website says two flights daily, to two locations.

http://www.massport.com/media/2395/worcester_regional_fact_sheet.pdf

"Logan International Airport offers nearly 1,000 flights daily to 75 domestic and 53 international destinations." Masspot website says approximately 50 international flights and does not provide number of domestic flights.

"... the T is now spending close to \$1 billion per year to make major capital upgrades."

Cannot confirm. Projected capital spending for FY17 was about \$750 but actual investment was less.

See <https://commonwealthmagazine.org/transportation/mbta-misses-capital-spending-mark/>

"In 2016, the RTAs carried just under 33.5 million passengers." Source?

"Massachusetts communities have some of the highest numbers of workers commuting by bicycle in the nation" Source?

"... over the next five years, Massachusetts will invest nearly \$160 million to expand our network of off-road bicycle and walking trails." Source?

"The new station [Brighton Landing], which opened this year, has already seen higher ridership than had been projected." Source?

"Wynn Resorts will fund additional subway service, substantial roadway improvements, and new bicycle facilities." Can MassDOT provide copy of agreement?

"In 2010, the state finalized a partnership with CSX to improve freight and passenger rail capacity in Massachusetts by reconfiguring rail networks and bridges and creating a new \$150 million intermodal operations center in Worcester." Source?

From: Fichter, Katherine (DOT) <katherine.fichter@dot.state.ma.us>

Sent: Saturday, October 7, 2017 11:14 AM

To: Vladeck, Abigail (GOV)

Cc: Cosco, Jonathan (EOHED); Frazier, Ricks (EOHED); Kaneb, Michael (GOV); Tesler, Jamey (DOT)

Subject: Re: MassDOT data 4/4

Jon -

Once I'm at a computer, I can send you links to our planning documents. Also, if you're able to let me know between now and then what you're focusing on, I can narrow down what to send you.

Sent from my iPhone

On Oct 7, 2017, at 8:44 AM, Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US> wrote:

I think I've sent all the sources I have from MassDOT. Since there were so many writers in this (as well as other) sections, I'm sure the list of sources is incomplete.

JON, can you send a list of the facts you still need sources for?

KATE, can you in the meantime send Jon the documents of record for some of the major transportation initiatives – Focus 40, CIP, etc.? I have a feeling that will cover a lot of the information that turns up missing – i.e. that it's own-source material.

Thanks,

Abi

Abi Vladeck, AICP

Program Director, Real Estate Assets

Office of Governor Charlie Baker

abigail.vladeck@state.ma.us

o: 617-725-4000 ext. 35357

c: 617-483-2292

www.mass.gov/anf/openforbusiness

TRANSPORTATION NARRATIVE

In Massachusetts we believe that a robust and high-functioning transportation future is about more than just roads and bridges, bike and transit, and other physical infrastructure. While we continue to focus on *what* we need in a long-range plan to make our state an attractive place to learn, work, and live, we're also increasingly focused on *how* we think about and make these investment decisions that will affect the people, communities, and businesses of the Commonwealth for decades to come.

Already an innovator in mobility services and transportation infrastructure, Massachusetts is embracing a culture of continuous improvement to guide our transportation agencies and long-term decision-making. We are constantly seeking the smartest and most-forward-looking ways to make our highways, trains, subways and buses, and airports better, safer, more efficient, and more resilient.

So even as you find the first subway tunnel in North America in Massachusetts,¹ you also find a state that has reinvented its capital planning process and that is now studying how accelerating changes in technology and business models and the effects of climate change will require adjustments in the way we plan and pay for our transportation future.

Massachusetts currently offers a comprehensive and robust network of transportation options that includes a fully built-out highway network, the fourth-largest public transit system in the country,² an international airport just minutes from downtown Boston, and a growing statewide commitment to bicycling and walking as components in a larger transportation strategy.

As Massachusetts works to modernize its current transportation assets — including transforming the nation's oldest subway system³ into one of the best — the state is adopting new technologies, such as all-electronic tolling on the Massachusetts Turnpike, to speed travel and reduce costly delays. We've also launched a pilot program to test automated vehicles on the streets of Massachusetts,⁴ and we recently entered into first-in-the-nation cooperative agreements with transportation network companies like Uber and Lyft to improve public safety and support the growth of ride-sharing services in Massachusetts.⁵

While our first priority is to provide a range of mobility choices for our residents—regardless of where they live, where they want to go, or how they want to get there— we also know the critical part that a reliable, well-planned transportation network plays in supporting economic growth. Our transportation network keeps Massachusetts commerce running by moving workers, customers, visitors, and products efficiently and reliably every day. Our transportation network also has a key role to play in the broader economy: Massachusetts sits at the geographic center of a vibrant regional New England economy and provides trade and travel connections across the Northeast to Canada, Europe, and beyond. Massachusetts is also the northern anchor point of a Northeast mega-region that spans the corridor from Boston to New York to Philadelphia and Washington, D.C. Millions of trips are made along this route every year, by car, plane, bus, truck, and train.

¹ https://en.wikipedia.org/wiki/Tremont_Street_Subway

² https://en.wikipedia.org/wiki/List_of_United_States_rapid_transit_systems_by_ridership (referencing <http://www.apta.com/resources/statistics/Pages/ridershipreport.aspx>)

³ https://en.wikipedia.org/wiki/History_of_rapid_transit#The_Americas

⁴ Confirmed via review of MOUs. See also:

<http://www.massdot.state.ma.us/AboutUs/Committees/AutomatedVehiclesWorkingGroup/AutomatedVehicles/TestingHighlyAutomatedVehicles.aspx>

⁵ <https://apnews.com/2a70c0f272ce471ea012c64327c9bbaa>

TRANSPORTATION NARRATIVE

Air Travel

Logan International Airport offers nearly 1,200 flights daily to 75 domestic and 54 international destinations.⁶ In 2016, over 36 million people traveled through Logan.⁷ Hourly flights depart Logan International Airport every weekday for New York, Philadelphia, and Washington. State economic development officials regularly work with MassPort and Logan airport to ensure that the routes offered by air carriers flying out of Logan meet the needs of the region's business community and residents. Logan airport is accessible by easy auto routes from downtown Boston, the rest of Massachusetts, and all of New England and by multiple public transit connections, including subway, bus, and water ferry.

Worcester Regional Airport, **approximately** 50 miles west of Boston,⁸ supplements Logan's service with 21 weekly non-stop flights to three domestic destinations.⁹ T. F. Green Airport in Warwick, Rhode Island and Manchester Regional Airport in New Hampshire, each **approximately 60 miles from downtown Boston**,¹⁰ offer additional options for air travel with numerous flights to major cities on national carriers.

[INSERT—GRAPHIC/TABLE with LOGAN FLIGHTS TO DESTINATIONS IMPORTANT TO AMAZON]

Logan's travel volume has been growing at a steady clip.¹¹ To support continuing growth, the Massachusetts Port Authority (MassPort) has recently embarked on a **x** expansion of Logan's international terminal that [Language coming from MassPort]

Transit

Massachusetts's public transit system, the Massachusetts Bay Transportation Authority, serves **1.3 million people every weekday**¹² across 175 municipalities.¹³ The "T" offers subway, bus, trolley car, ferry, and commuter rail services as well as door-to-door paratransit service for disabled customers. Since taking office, the Baker-Polito administration has committed to a dramatic increase in T infrastructure investment. The T plans to spend \$1 billion per year on major capital improvements and upgrades.¹⁴ The new capital program includes the purchase of two entirely new fleets of subway cars,¹⁵

Commented [CJ(1)]: "approximately" needed to make this statement correct; see note 8.

Commented [CJ(2)]: Cannot confirm. See note 9.

Commented [CJ(3)]: Straight-line distances are shorter: see note 10.

Commented [CJ(4)]: Number may be outdated, see note 12 below.

⁶ October 8 email from Catherine McDonald, MassPort. Note MassPort website says approximately 50 international destinations and does not provide the number of daily flights or domestic destinations.

⁷ <http://www.massport.com/media/1737/dec-16-avstats-airport-traffic-summary.pdf>

⁸ Driving distance confirmed by google maps at 52.2 miles. Straight line distance about 43.2 miles.

⁹ Massport website says two flights daily, to two locations. See:

http://www.massport.com/media/2395/worcester_regional_fact_sheet.pdf

¹⁰ Straight line distances per google earth: 48 miles to TF Green 44 miles to Manchester.

¹¹ <http://www.massport.com/logan-airport/about-logan/airport-statistics/>

¹² https://en.wikipedia.org/wiki/Massachusetts_Bay_Transportation_Authority#Ridership and [https://www.mbta.com/uploadedfiles/documents/2014%20BLUEBOOK%2014th%20Edition\(1\).pdf](https://www.mbta.com/uploadedfiles/documents/2014%20BLUEBOOK%2014th%20Edition(1).pdf). NOTE source cites outdated data from FY2013.

¹³ <http://www.mbtaadvisoryboard.org/about-us/>

¹⁴ Page 23 of

http://old.mbta.com/uploadedfiles/About_the_T/Board_Meetings/Final%20MBTA%20Strategic%20Plan.pdf.

¹⁵ http://old.mbta.com/uploadedfiles/About_the_T/Board_Meetings/D.Final%20%20RLOL%20ISA%20FY2018.pdf

and http://old.mbta.com/uploadedfiles/About_the_T/Board_Meetings/4.%2020PPP%20RLOL%20PMCM%20AM3%2

TRANSPORTATION NARRATIVE

upgrading existing signals and power sources and other core systems, and improving passenger stations and providing new amenities to enhance the customer experience.

Massachusetts is making other transformative transit system investments, all with an emphasis on better connecting workforce communities to key job centers. Projects now underway include:

- Green Line Extension:
This \$2.3 billion project¹⁶ will extend MBTA light rail service to a densely populated corridor from East Cambridge to new stations in Somerville and Medford to greatly improve local and regional mobility. The project will fill in a long-standing gap in the design of Boston's rapid transit network and reduce vehicular traffic to help reduce greenhouse gas emissions and other components of air pollution. The Green Line Extension will also support municipal plans for sustainable growth and urban redevelopment.
- Silver Line Gateway:
This extension of the Silver Line "dedicated busway" will provide critical access for residents in Chelsea, East Boston and other Blue Line communities to the rapid growth in employment opportunities across Boston Harbor in the Seaport District. Chelsea has the greatest proportion of transit-dependent residents in Greater Boston,¹⁷ and extending the Silver Line service will bring a much-needed addition to the city's transit alternatives.
- Automatic Fare Collection (AFC) 2.0:
Far more than just an incremental change in how transit fares are collected, AFC 2.0 will enable riders to utilize smart phones, bank cards, or MBTA fare cards to access the full range of MBTA services. Automatic fare collection will also reduce congestion and speed up trips by allowing customers to board buses and trains at more than one location. The result will be more efficient operations and more seamless travel for customers.

As Massachusetts invests in important transit projects to better connect its residents to social and economic opportunity, we are committed to making those investment decisions in smarter, more strategic ways.

For example, until recently, Massachusetts, like many states, prepared its long-term transportation capital plan by basically choosing from a list of projects and then finding funding for them. Our 2017-2022 five-year capital plan for transportation investments takes a much different approach.

Rather than simply matching a list of projects to a pool of available funding, the 5-year capital plan is structured around three key priorities: reliability, modernization, and expansion, in that order of importance. The plan's focus on reliability reflects Massachusetts's emphasis on making sure that our current transportation system performs well and that physical assets are in improved condition.

[0and%20AM4%2012-9-16.pdf](#) and Page 44 of http://old.mbta.com/uploadedfiles/About_the_T/Board_Meetings/Final%20MBTA%20Strategic%20Plan.pdf.

¹⁶ <https://www.bostonglobe.com/metro/2017/04/04/feds-green-line-extension-costs-securing-project-future/6Nsiskpk14qQO43vBI9H1/story.html>

¹⁷ 2010 census, as stated by MassDOT (K. Fichter) in October 10 email.

TRANSPORTATION NARRATIVE

Accordingly, nearly 80 percent of the spending in the \$14.4 billion five-year plan is dedicated to reliability and modernization projects.¹⁸

Call-Out: The T is investing close to half a billion dollars to purchase hundreds of new subway cars, which will begin rolling into service in 2021.¹⁹ This enormous investment – which will be coupled with major infrastructure upgrades – will substantially improve the quality of transit service for T customers. The new fleets will create 50 percent more capacity and will reduce average wait times from five to three minutes.²⁰ The program is also creating new economic activity in the western part of the state as the subway cars are being built in Massachusetts, creating good manufacturing jobs for local residents through at least 2023.

Regional Transit and Inter-City Rail

Massachusetts’s public transit network plays a crucial role in connecting population centers in some of the state’s outlying cities to the economic engine of greater Boston. Cities such as Lynn, Lowell, Brockton, and Fitchburg all have direct rail connections into downtown Boston. These cities, which offer diverse housing stock that can help to address the growing need for affordable family housing, **all seek to grow their numbers of residents and jobs.**²¹

While the T is part of this public transit story, Massachusetts’s 15 Regional Transit Authorities (RTAs) also have a major role to play. The RTAs fill a critical need for non-auto transportation by providing bus service to connect Boston to regions outside of Greater Boston. In 2016, the RTAs carried about 33.5 million passengers.²²

Amtrak runs **36** trains per day between Boston’s South Station and destinations to the south,²³ linking the downtowns of the most important metropolitan regions of the Northeast with affordable and convenient rail transportation. Amtrak’s Acela service—which runs **xx** trains per day²⁴—transports passengers between downtown Boston and mid-town Manhattan in well under four hours.²⁵ Amtrak is currently preparing a long-range master plan to significantly increase the frequency of trains up and down the Northeast Corridor.²⁶

[Call-Out: Chart/Graphic Amtrak service or schedule]

Transportation and Sustainability

¹⁸ Overview at

<http://massdot.maps.arcgis.com/apps/MapSeries/index.html?appid=dea0a851b5dd4285a3bf985c8d91e6e0>

¹⁹ CANNOT CONFIRM. Staff memo on procurement of new red and orange line cars, found via google search, puts project cost at \$801,293,065

²⁰ <https://blog.mass.gov/transportation/mbta/mbta-red-line-orange-line-infrastructure-upgrade-contract/>.

²¹ CANNOT CONFIRM.

²² Internal spreadsheet provided by MassDOT (October 10 email from K. Fichter).

²³ CANNOT CONFIRM.

²⁴ Email from MassDOT (K. Fichter October 10).

²⁵ Acela schedule at <https://www.amtrak.com/northeast-regional-train>

²⁶ <https://nec.amtrak.com/high-speed-rail>

Commented [CJ(5): I don't think this is a statement that can be confirmed as true. MassDOT recommends deleting.

Commented [CJ(6): 19 Acela trains per day (10 outbound, 9 inbound) per schedule sent 10/10 by K. Fichter.

TRANSPORTATION NARRATIVE

Because parts of Massachusetts were fully settled long before the advent of the automobile, many of our communities offer dense, walkable settlement patterns that support vibrant municipal centers and make it possible to live, work, and play without owning a car. To build on this strength, Massachusetts has committed to expanding and improving its bicycle and pedestrian networks to enable more residents to commute car-free and to ensure that families can enjoy recreational opportunities and green corridors across the state.

Commuters want more options to get around without a car, and Massachusetts is on the forefront of making walking and cycling viable ways to commute and travel within the urban core and beyond. As part of this effort, Massachusetts offers grant funding to local communities to build “complete streets,” roadway designs that provide safer facilities for walkers and cyclists over a network of non-auto routes. In the last two years, the state has funded 48 complete streets projects with a total of almost \$18 million in grants.²⁷

Supporting Smart Growth

Expanding transportation systems and supporting new development go hand-in-hand. Transportation agencies in Massachusetts actively partner with developers to plan collaboratively for to meet growth-related transportation challenges.

Call-Out: Massachusetts believes in the recreation, transportation, and public health benefits of travel without a car. The state is acting to further expand options for its already strong number of workers commuting by bicycle, and over the next five years, Massachusetts will invest nearly \$160 million to expand its network of off-road bicycle and walking trails.²⁸ The new trails will complement many existing shared-use corridors across the state and will make it even easier for residents and workers to travel by foot and by bicycle.

Call-Out: New Balance Athletics, a major Massachusetts employer, has been headquartered in the Brighton neighborhood of Boston for more than a century.²⁹ The T stood ready to partner with New Balance, when the company decided to expand its Brighton facilities to build substantially more office and retail space and a major training complex for the Boston Bruins. Working in collaboration with New Balance leadership, the T built a new Commuter Rail station to serve the company’s expanded headquarters and the rest of the rapidly growing residential neighborhood surrounding the project. Opened in 2017, the new station has already exceeded expectations for ridership.³⁰

Call-Out: When the Massachusetts Legislature legalized gaming in 2011, Wynn Resorts was one of the first gaming companies to express interest in locating here. Massachusetts and Wynn have collaborated on the siting and design of a five-star resort casino on the Mystic River, just north of downtown Boston. Initial concerns about transportation access to the resort spurred close cooperation on improvements to subway and road networks in the area, culminating in an agreement in which Wynn Resorts will fund a major T station upgrade, additional subway service, substantial roadway improvements, and new bicycle facilities.³¹ This collection of improvements will enhance access to the resort when it opens while

²⁷ Data spreadsheet provided by MassDOT.

²⁸ CANNOT CONFIRM.

²⁹ Company founded in 1906 but CANNOT CONFIRM location of HQ since founding. See: https://en.wikipedia.org/wiki/New_Balance MassDOT recommends deleting.

³⁰ CANNOT CONFIRM. MassDOT says “data internal to the T.”

³¹ <http://massgaming.com/wp-content/uploads/Wynn-Boston-Harbor-Presentation-3-22-16.pdf>.

Commented [CJ(7)]: MassDOT recommends deleting reference to the HQ being in Brighton for more than a century.

Commented [CJ(8)]: Might want to mention Celtics as well. http://www.masslive.com/celtics/index.ssf/2017/08/take_a_look_at_the_boston_celt.html

TRANSPORTATION NARRATIVE

substantially improving travel for the tens of thousands of motorists and subway passengers who already travel that corridor every day.

Callout: Spotlight on Freight

Conley Shipping Terminal in the Port of Boston is New England's international gateway for containerized freight and is currently seeing record-breaking container volume. To prepare for more growth and the arrival of even larger, Post-Panamax ships, Massachusetts, the Army Corps of Engineers and Massport are spending \$350 million to dredge a deeper shipping channel in the Boston Harbor.³² Massachusetts and Massport are also embarking on a \$500 million project to upgrade the landside infrastructure at Conley Terminal, including deeper berths, larger ship to shore cranes and modernization of the existing facility.³³

Massachusetts companies also rely on a strong network of freight railroads that moves approximately 6 million tons of freight each year in Massachusetts.³⁴ In 2010, the state finalized a partnership with CSX to improve freight and passenger rail capacity in Massachusetts by reconfiguring rail networks and bridges and creating a new \$150 million intermodal operations center in Worcester.³⁵

³² October 8 email from Catherine McDonald, Massport. See also: <https://www.bostonglobe.com/metro/2017/09/15/boston-harbor-dredging-project-underway/SwqVFtjW8BRwQQCxd96aP/story.html>

³³ October 8 email from Catherine McDonald, Massport.

³⁴ http://www.massdot.state.ma.us/Portals/17/docs/freightplan/TM2_17.pdf

³⁵ CANNOT CONFIRM.

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: FW: Amazon RFP - Incentives
Date: Tuesday, October 10, 2017 4:04:53 PM
Importance: High

From: April Lamoureux [mailto:april@govbizstrategy.com]

Sent: Tuesday, October 10, 2017 4:04 PM

To: Kennealy, Michael (EOHED); Goodall, Devon L. (MOBD)

Subject: Amazon RFP - Incentives

Michael, Devon,

I'm preparing the response to the Amazon RFP for Marlborough and four other Metrowest communities. Does the state have some stock language that you are providing on state incentives, or should we develop our own language around the available programs?

Thanks,

April

April Anderson Lamoureux, President

Anderson Strategic Advisors, LLC

781.690.3820

April@GovBizStrategy.com

www.GovBizStrategy.com

@GovBizStrategy

From: [Frazier, Ricks \(EOHED\)](#)
To: [Kaneb, Michael \(GOV\)](#)
Cc: [Cosco, Jonathan \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Talent Fact Check
Date: Tuesday, October 10, 2017 4:07:45 PM
Attachments: [Talent 10-10 MK edits RPF annotations.docx](#)

Mike

I've gone through the new draft and added a few references. There are still discrepancies between what DHE reports regarding higher ed enrollment and what is in the document. There are a few other data points that I'm trying to firm up, but that's the biggest one. The facts I have questions about are in bold in the endnotes.

Ricks Frazier

General Counsel

Executive Office of Housing and Economic Development

1 Ashburton Place, Room 2101

Boston, MA 02108

(617) 788-3659

.TALENT

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

As a result, Massachusetts dramatically outperforms other states in its ability to attract and produce workers with technical skills and computer and math expertise. Nearly 40% of Massachusetts workers are already involved in the innovation economy, the highest percentage of any state in the country.ⁱ Consistent with this ranking, the Massachusetts workforce has a dramatically higher concentration of workers in math and computer science related occupations than the national average (Table 1). The concentration of Systems Software Developers within the total math and computer occupational group in Massachusetts is nearly double that of the US, giving Massachusetts has an even larger advantage in the field of software developers (Table 2).

<i>Occupational Group</i>	<i>MA # of Workers</i>	<i>% of Total MA Employment</i>	<i>US # of Workers</i>	<i>% of Total US Employment</i>	<i>Advantage Massachusetts</i>
Math and Computer Occupations	142,740	4.1%	4,165,140	2.9%	+1.2%

<i>Math and Computer Occupations</i>	<i>MA # of Workers</i>	<i>% of Total MA Math and Computer Employment</i>	<i>US # of Workers</i>	<i>% of Total US Math and Computer Employment</i>	<i>Advantage Massachusetts</i>
Software Developers/Systems Software	27,630	19%	409,820	10%	+9%
Software Developers, Applications	31,150	22%	794,000	20%	+2%
<i>Sub-Total of Software Developers</i>	58,780	41%	1,203,820	30%	+11%

Commitment to Excellence

In Massachusetts, the talent ecosystem begins with world-class public and private elementary and secondary schools. According to the U.S. Department of Education, Massachusetts fourth graders rank first in the country for math scores.ⁱⁱ Massachusetts eighth graders rank first again for math and in fact outperform the rest of the country by an even wider margin.ⁱⁱⁱ [Our students score well in global rankings also: The Organization for Economic Co-operation and Development \(OECD\) 2015 Program for](#)

Commented [JP1]: Should we add data on global ranking of MA students? <https://www.oecd.org/pisa/PISA-2015-United-States-MA.pdf>

Commented [MAK2]: Agree—I took a quick look and suggest you pump in one sentence or other addition here to draw the key points.

[Student Assessment report notes that Fifteen-year-old students in public schools in Massachusetts are high performers in science, scoring an average 529 points—above both the OECD \(493 points\) and the United States \(496 points\) averages and at levels comparable to some of the top-performing education systems in the world. Among the 122 countries and regions with comparable data, only Singapore \(556 points\) shows significantly higher science scores than Massachusetts.](#) Our high school students lead the nation in Advanced Placement participation rate and performance^{xv} and our CVTE program students are national recognized awardees in SkillsUSA.

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

Commented [FR(3)]: The reference I found ranks MA *fourth*.

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

The best educational institutions attract the best talent from around the world. More than 55,000 of Massachusetts's 400,000 college and university students are international students.^{xiiii} The long-term benefits of the attraction are huge, especially in the science-based professions: one quarter of Massachusetts biotech firms are founded by foreign born innovators, and 59 percent of our medical scientists and 35 percent of our software developers are foreign born.

The richness of our talent pipeline is no accident. It is the product of decades of sustained attention and collaboration between the public institutions of government and the private institutions of enterprise.

Leading in STEM

Massachusetts colleges and universities lead in STEM graduates. Our institutions award more science, technology, engineering, and math graduate and professional degrees per capita than any other state. We're also top-ranked among the states in many other measures of STEM success.

- MIT (1), Harvard (18), and University of Massachusetts Amherst (25) rank in the top 25 schools for computer science in the nation.^{ix}
- MIT (1), Harvard (20), Boston University (37), and Northeastern (43) rank in the top 50 engineering schools in the nation.^x
- MIT (1) and Harvard (3) rank in the top five graduate schools for math in the nation.^{xi}
- Massachusetts is number 1 among states per capita for both PhDs and Master's degrees recently awarded in Science and Engineering.^{xii}
- Massachusetts is Top 5 among states for completed master's degrees and doctorate degrees.^{xiii}

Our community colleges have a big role to play here as well. The 15 community colleges across Massachusetts educate over 130,000 students a year focused on career programs and often as a transfer path to bachelor degrees.^{xiv} One example of statewide collaboration is a \$20 million, multi-year

Commented [FR(4)]: DHE Datasheet puts 2016 enrollment at 87,711

federal grant awarded in 2014 under which all 15 community colleges expanded STEM credentialing programs to prepare more students for careers in Engineering, Advanced Manufacturing, Biotechnology/Life Sciences, Computer Information Sciences, and Information Technology.^{xv} We expect that 13,000 students will have enrolled in high-demand STEM programs funded by the grant by the end of 2018. [Recently five community colleges and Northeastern University secured a \\$1.5 million National Science Foundation grant to to work together to build innovative mentoring and work based learning opportunity for 500 STEM students.](#)

Commented [MAK5]: Need figure

[In 2016, Northeastern University was named one of 8 sites for the U.S. Department’s Educational Quality through Innovative Partnerships, or EQUIP, experiment.^{xvi} EQUIP aims to increase student access to innovative, high-quality, postsecondary education. Through EQUIP, Northeastern will partner with General Electric to launch an accelerated Bachelor of Science in Advanced Manufacturing program in collaboration with partner institutions in the Massachusetts community college system.](#)

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We’re also proud that our STEM programs outperform most others in the country in attracting women. In the most recent measure, 37% of all STEM degrees granted in Massachusetts went to women graduates.^{xvii}

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

Commented [MAK6]: This seems like exactly the spot where we need to deliver a number—presumably one showing growth over time—quantifying our STEM graduates.

We can also—at a different point, maybe shortly after—provide similar numbers for broader production of Amazon-friendly degrees (including business, for instance).

Statewide Higher Education Network

Massachusetts is also home to some of the best liberal arts colleges in the country – including Williams, Amherst, and Wellesley Colleges, ranked first, second, and third in the category by *U.S. News & World Report*.^{xix} [In 2017, Business School Graduate programs at Harvard, MIT, Boston College, and Boston University were ranked in the top 50 in the U.S.A. by U.S News and World Report. In 2017, Graduate School Law programs at Harvard, and Boston College were ranked in the top 50.](#)^{xx}

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

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

2015 GRANTED By Massachusetts Higher Education Institutions	Associate Private Certificate	Associate Public Certificate	Private Bachelor	Public Bachelor	Private Masters	Private Doctorate	Public Doctorate	Degree Total
<i>Business Degrees</i>	306	1,886	8,873	3,802	8,079	157	23	23,126
<i>Computer Science Degrees</i>	142	461	1,424	736	1,684	76	42	4,565
<i>Engineering Degrees</i>	135	446	3,602	942	2,362	622	86	8,195
<i>Legal Degrees</i>	10	87	91	94	533	2,243	0	3,058
<i>STEM-specific Degrees (not included above)</i>	725	2,301	4,922	2,359	3,599	3,016	151	17,073
Total Degrees Granted	1,318	5,181	18,912	7,933	16,257	6,114	302	56,017

Source: Massachusetts Executive Office of Education

Commented [MAK7]: This is a really confusing chart. First, let's drop the distinction between public and private. Second, the categories are puzzling. Are all of these STEM? It's really weird to have the largest category be "not included above." Third, if there is a trend we can show of increasing over time, let's show that (instead of public/private columns).

REINIER MOQUETE WITH STEM YOUTH - HOLD FOR MORE HQ IMAGE

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

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

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



Recruiting Talent: Thriving Partnership with Amazon in Southeastern Mass

Since the early days of Amazon's growth in Massachusetts, the Commonwealth and Amazon have worked together to establish a relationship to support all aspects of the company's business needs and to promote innovation and growth. Starting with the launch of the Amazon fulfillment center in Stoughton, Amazon and the state's Career Centers began working together to ramp up staffing through candidate screening, recruitment and placement. There are more than 30 Career Centers across the Massachusetts, which can recruitment from more than 100,000 job seekers -- with a wide range of education and skill levels -- to fuel hiring for business. Before the Amazon Fall River fulfillment center

Commented [JP8]: EOE/EOLWD agreement that this section -- with additions -- is compelling to the "amazon knows MA" theme and should be in narrative and not call out. Feel free to change back.

Commented [MAK9]: Words missing--confusing.

Commented [MAK10]: What does this number mean?

Commented [MAK11]: Is this a separate fulfillment center (from Stoughton)? Can we stick in a date to clarify?

broke ground, Amazon executives and human resource managers worked together with community partners and local officials to develop a workforce plan that allowed the fulfillment center to open its doors at full capacity. Amazon's 1-million-square foot fulfillment center in Fall River, MA opened in September 2016, **fully staffed with more than 700 new hires** recruited through local Fall River and Brockton Career Centers.

Commented [MAK12]: Suggest this line is in a call-out box with photo.

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

Source: <https://blog.mass.gov/jobs/department-of-career-services/fall-river-career-center-fulfilling-amazons-need-for-workers/>

One year after the Amazon Fall River Fulfillment Center shipped its first package to Raynham – a **galvanized anchor**—the partnership has expanded exponentially, and Amazon has met its talent goals by **hiring more than 1,500 additional Massachusetts residents** from local Career Centers. Career Center staff have already worked with Amazon executives to develop an efficient hiring process that will be scaled further to accommodate a range of future hiring needs.

Commented [MAK13]: Just awesome.

Focus on Career Pathways

Building a workforce for the future requires forward thinking and imagining innovative career pathways that don't necessarily flow through four year degree programs. ~~Massachusetts is also looking beyond traditional degree programs to create innovative career pathways that don't necessarily flow through four year institutions.~~ Massachusetts has launched a new early college and innovation pathway initiative that aligns the state's leading secondary schools with enhanced career advisement, career readiness, work-based learning and post-secondary opportunities creating a true pathway for students and pipeline for business. In collaboration with employers across a wide range of industry sectors, Massachusetts is working to give many more students the opportunity to explore career options, experience internships, and develop marketable skills – especially in growing STEM fields.

Commented [MAK14]: This is kind of fuzzy. An "initiative" doesn't sound like a deliverable. Can we tighten up? Who exactly is responsible for this "initiative?" How does it work? (Briefly)

Our Workforce Skills Capital Grant program invests in instructional equipment and technology to provide high school and community college students and adults looking for work opportunities to learn on industry standard equipment and to develop skills needed for jobs in the innovation economy. Participating institutions collaborate with local employers to identify future workforce demands and skill gaps and then match students and adult learners with programming that will prepare them for in-demand jobs. Since the program began in 2016, over \$34 million in grant awards have benefitted over ten thousand Massachusetts students and career learners.^{xxii} We are actively seeking private sector partners to connect students and other learners with equipment and training that will teach them the skills most in demand from growing employers.

Commented [MAK15]: We providing the opportunity to learn to humans--"students and adults," not "non-profits." I am hoping we don't lose anything by dropping this reference.

Massachusetts is also committed to helping companies to improve the performance of their existing workforce. The Massachusetts Workforce Training Fund awards \$20 million annually to

Commented [FR(16)]: Comm Corp. website uses a figure of \$14M.

companies in all industries to support training for newly hired and existing workers to help the employed workforce keep pace with the skills required in a global economy.^{xxiii} This funding provides substantial assistance in shifting workers to new and developing technologies. Amazon Robotics in North Reading received a \$182,000 grant in 2016 to add new jobs and train 190 employees.^{xxiv} The grant will support training through a portfolio of advanced software programming and project management courses as well as a process improvement certificate program. As of July 2017, the company had added 45 of 50 planned new jobs and 80% of the overall training had been completed.

The story of “talent” in Massachusetts will continue to evolve – new chapters on the innovation, skill and strength of our workforce are written each day. Our evolution is driven by the public-private, cross-sector partnerships that emerge all across the state. That is what we do best in the Commonwealth. Together, we can build out an even more dynamic, statewide public-private partnership with Amazon and the community of tech leaders in the Commonwealth to harness our capacity to grow and innovate talent -- leveraging our globally dominant education pipelines and creating new placed-based and online “Centers of excellence” to develop knowledge and skill that cannot yet be articulated or understood.

Commented [JP17]: Talent section needed a wrap up.

More Side-Bars:

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

Just a few weeks ago, Professor Rainer Weiss of MIT was awarded the Nobel Prize in Physics (shared with 2 others) for the discovery of ripples in space-time known as gravitational waves, called a discovery that shook the world.

Commented [MAK18]: We need the Brandeis Professors, too. Thank you, Bob Ross.

Commented [MAK19]: Well—I didn’t know about it. Can we find a somewhat more modest superlative?

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

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

[Amazon Info Request No. 5—Labor and Wage Rate Information in general job categories described]

Wage Rate Information in Job Categories Relevant to Amazon

Occupation Title	Mean Annual Wage	Entry Level Annual Wage	Senior Level Annual Wage
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Management Occupations	\$128,750	\$63,730	\$161,260
Accountants	\$82,420	\$52,550	\$97,360
Computer and Mathematical Occupations	\$96,860	\$57,600	\$116,490
Computer Systems Analysts	\$93,990	\$64,090	\$108,950
Software Developers, Applications	\$110,410	\$69,850	\$130,690
Software Developers, Systems Software	\$114,330	\$78,310	\$132,340
Legal Occupations	\$122,330	\$49,690	\$158,650
Office and Administrative Support Occupations	\$42,970	\$26,930	\$51,000

Commented [JP20]: FYI, this category is inclusive of the three below it (computer systems analysts, software developers).

Data Source: Occupational Employment and Wage Statistics; May 2016

2014-2024 STEM Occupational Projections for Massachusetts	Employment 2014	Projected 2024 Employment	% Change
Software Developers, Applications	27,571	31,626	15%
Software Developers, Systems Software	27,705	30,452	10%
Computer Systems Analysts	16,530	19,428	18%
Computer User Support Specialists	16,645	18,285	10%
Computer and Information Systems Managers	15,417	17,284	12%
Network and Computer Systems Administrators	9,873	10,511	7%
Web Developers	4,651	5,675	22%
Computer Occupations, All Other	4,879	5,238	7%
Computer Network Architects	4,501	4,902	9%
Database Administrators	3,803	4,180	10%
Operations Research Analysts	3,219	4,162	29%
Computer Network Support Specialists	3,544	3,745	6%
Statisticians	2,412	3,249	35%
Information Security Analysts	2,677	3,144	17%
	143,427	161,881	11%

Commented [JP21]: These are not STEM. This is Computer and Mathematical Occupations only. Only the "T" in Stem (Technology).

Commented [JP22]: I think narrative would be helpful here. "The Massachusetts labor pool in occupations in Amazon is already projected to skyrocket by 2024, and we expect that Amazon would be able to recruit from this growing talent pool. "Or something like that.

Commented [MAK23]: Agree

Job growth projections are derived from U.S. Bureau of Labor Statistics methodology incorporating labor force, aggregate economy, final demand (GDP) by consuming sector and product, industry output, employment by industry, and employment by occupations

¹ Source is EOHED Pitch Deck; Lowell Sun, Mar. 26, 2017: http://www.lowellsun.com/news/ci_30881377/greater-lowell-tech-grant-will-boost-technology Innovation Economy consists of 11 Sectors as identified in the NAICS index, including: Biopharma & Medical Devices; Business Services; Computer & Communication Hardware; Defense

Manufacturing & Instrumentation; Postsecondary Education; Financial Services; Healthcare Delivery; Scientific, Technical & Management Services; Software & Communications Services; Advanced Materials; Diversified Industrial Manufacturing

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

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

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

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

^v MassTech Collaborative 2016 Index of Massachusetts Innovation Economy

^{vi} **StateMaster.com cited the National Center for Education Statistics as ranking MA 4th overall.**

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

^{vii} U.S. News & World Report 2018 Survey of Colleges & Universities. (I could not find a couple of the cited references – entrepreneurship (Babson & MIT) and internship & career services (Northeastern) – possibly because they are not publicly available.

^{viii} **Institute of International Education 2016 Open Door Report indicates 59,436 foreign students enrolled in MA, ranked 4th behind California, Pennsylvania and Texas.**

^{ix} U.S. News & World Report 2018 Survey of Colleges & Universities

^x Id.

^{xi} Id.

^{xii} MassTech Collaborative 2016 Index of Massachusetts Innovation Economy, p. 57.

^{xiii} Id., at 54.

^{xiv} Dep. Of Higher Education Datasheet; <http://www.mass.edu/datacenter/2016enrollmentestimates.asp>

^{xv} US DOL News Release; <https://www.dol.gov/newsroom/releases/eta/eta20141865>

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

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

^{xviii} **CAN’T FIND SUPPORT FOR THIS STATEMENT.**

^{xix} U.S. News & World Report 2018 Survey of Colleges & Universities

^{xx} Id.

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

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

^{xxii} 2016 Acts, c. 219 appropriated 45.9 million for this program. EOE details:

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

^{xxiii} Available through Commonwealth Corporation. <http://workforcetrainingfund.org/programs/general-program/guidelines/>

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

^{xxv} Straight from Wikipedia: https://en.wikipedia.org/wiki/Massachusetts_Institute_of_Technology

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

From: [Goodall, Devon L. \(MOBD\)](#)
To: [April Lamoureux](#)
Cc: [Kennealy, Michael \(EOHED\)](#)
Subject: Re: Amazon RFP - Incentives
Date: Tuesday, October 10, 2017 4:20:52 PM

Hi April,

We don't have any stock language except for what is listed on our website. I hope your response is coming along well!

Devon

Devon Goodall
617-413-6058

On Oct 10, 2017, at 4:03 PM, April Lamoureux <april@govbizstrategy.com> wrote:

Michael, Devon,
I'm preparing the response to the Amazon RFP for Marlborough and four other Metrowest communities. Does the state have some stock language that you are providing on state incentives, or should we develop our own language around the available programs?

Thanks,
April

April Anderson Lamoureux, President
Anderson Strategic Advisors, LLC
781.690.3820
April@GovBizStrategy.com
www.GovBizStrategy.com
@GovBizStrategy

From: [Kennealy, Michael \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Fw: Amazon proposal
Date: Tuesday, October 10, 2017 5:11:41 PM

Aimee, let's discuss - this is Union Point.

From: Gerry Kavanaugh
Sent: Tuesday, October 10, 2017 4:00 PM
To: Kennealy, Michael (EOHED)
Subject: Amazon proposal

Michael –

I have two quick questions on our Amazon proposal:

1. The Herald quoted the Governor today saying that he would be writing letters of support for cities and towns submitting proposals. Is that true? And if so, can we have one?
2. Should we be including in our proposal the package of incentives that the state will be offering? And if so, when will you have that prepared for distribution to proposing entities?

Many thanks to you and Jay for all your help.

Gerry

From: [Frazier, Ricks \(EOHED\)](#)
To: [Doheny, Michael \(EOLWD\)](#)
Subject: RE: Public Records Response
Date: Tuesday, October 10, 2017 6:39:54 PM
Attachments: [Jarmanning Amazon Prelim Response 10 03 17.pdf](#)

Good thing you did, too. Here it is.

Ricks

From: Doheny, Michael (EOLWD)
Sent: Tuesday, October 10, 2017 5:38 PM
To: Frazier, Ricks (EOHED)
Subject: RE: Public Records Response

Hi Ricks-

Just a gentle reminder . . . Please send me a copy of your final response when you have a moment.

Thanks.

Michael Doheny
General Counsel, EOLWD
(617) 626-7107

From: Frazier, Ricks (EOHED)
Sent: Tuesday, September 26, 2017 5:41 PM
To: Doheny, Michael (EOLWD)
Subject: FW: Public Records Response

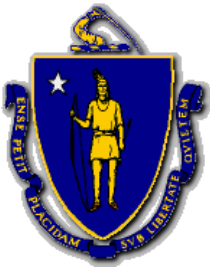
Ricks

From: DeAngelis, Patricia [<mailto:PDeAngelis@Massdevelopment.com>]
Sent: Monday, September 25, 2017 10:16 AM
To: Frazier, Ricks (EOHED) <ricks.frazier@MassMail.State.MA.US>; Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>
Subject: Public Records Response

Let me know if you have any comments/edits.

Thanks

Patricia DeAngelis
General Counsel
MassDevelopment
99 High Street, Boston MA 02110
(617) 330-2046
Email:pdeangelis@massdevelopment.com



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SECRETARY

TELEPHONE
(617) 788-3610

FACSIMILE
(617) 788-3605

By E-mail Only

October 3, 2017

Ms. Allison Jarmanning
allyjar@bu.edu

Dear Ms. Jarmanning:

This is a further response to your public records request to the Executive Office of Housing and Economic Development (EOHED) dated September 22, 2017, seeking:

The following records, covering the time period September 1, 2017 to the date this request is fulfilled:

- Any draft bids or documentation pertaining to the Amazon headquarters
- Any internal emails, messages, memos etc. pertaining to the Amazon headquarters
- Any incoming or outgoing emails containing "amazon.com", "@revere.org", "@cityofhaverhill.org", "@cityoflawrence.com", "@newbedford-ma.gov", "@worcesterma.gov", "fallriverma.org", "@lvnt.com", "@townofnorthandover.com", "@springfieldcityhall.com" and/or "@cityofmethuen.net"

EOHED interprets the references in your request to "the Amazon headquarters" to relate to the request for proposal (RFP) process announced by Amazon to select a location for a second corporate headquarters in North America. We similarly interpret your request for correspondence to the various municipal domain names as being limited to correspondence between EOHED and the respective municipalities related to potential proposals to be made to Amazon in response to the RFP. If you disagree with these interpretations, please let me know.

EOHED has determined that it does maintain records which are responsive to at least some of the specifications of your request, but that such records are exempt from production under the Public Records Law. Generally, Exemption (d), the Deliberative Process Exemption, applies to "inter-agency or intra-agency memoranda or letters relating to policy positions being developed by the agency..." G.L. c.4, §7(26)(d). The records that you have requested, specifically including draft bids, internal emails, messages, memos, etc. all represent materials prepared and under active

consideration by EOHED and other agencies relating to the Baker/Polito Administration's policy with respect to the RFP. These documents are therefore exempt from production under the Public Records Law.

In addition, there are other exemptions that apply to individual records that may be responsive to your requests. Exemption (c), the Privacy Exemption, applies to "materials or data relating to a specifically named individual, the disclosure of which may constitute an unwarranted invasion of privacy." G.L. c. 4, §7(26)(c). Where information such as home addresses or personal telephone numbers or email addresses appear in responsive documents, EOHED anticipates redacting such information before releasing the document. Exemption (e) applies to "notebooks and other materials prepared by an employee of the Commonwealth that are personal to him...." Some EOHED employees do maintain notebooks which may contain notes related to the RFP. G.L. c. 4, §7(26)(e). Exemption (h), which deals with "proposals and bids to enter into any contract or agreement" may also apply to responsive materials maintained by EOHED. The Supervisor of Records has observed that this exemption serves to protect the integrity of the bidding process used by the government to procure goods and services. Although the statutory language seems to anticipate that a government entity will be the issuer of the RFP, rather than responding to it, there is still a public interest in protecting the integrity of the process. And there are limited common law privileges that apply to certain communications between state attorneys and their clients or to certain other attorney-generated materials that the Supreme Judicial Court has found to be exempt from the Public Records law.

Finally, as we discussed by telephone, EOHED anticipates that exemptions that currently apply to the vast majority of the materials you have requested, in particular the Deliberative Process and Bid Exemptions, will lapse at some point in the future and that we will make responsive records available at that time.

If you have any questions, please reply to this email address. If you wish to challenge any aspect of this response, you may appeal to the Supervisor of Public Records following the procedure set forth in 950 C.M.R. 32.08, a copy of which is available at <http://www.mass.gov/courts/case-legal-res/law-lib/laws-by-source/cmr/>. You may also file a civil action in accordance with M.G.L. c. 66, § 10A.

Very truly yours,

Records Access Officer

From: Tim Connelly
To: [Maeghan Welford](#); [Jeff Adams](#); [Kennealy, Michael \(EOHED\)](#)
Subject: Re: AUVSI Op-Ed
Date: Tuesday, October 10, 2017 8:32:27 PM

J - Nice article J !! Well done. I am copying Mike as he is spearheading the Commonwealth's Amazon effort and I am sure would appreciate your take. Best. T

Sent from my iPad


On Oct 10, 2017, at 12:55 PM, Maeghan Welford <welford@masstech.org<<mailto:welford@masstech.org>>> wrote:

In Commonwealth Magazine. Only way this could be better is if Brian Noyes wrote it himself.

https://urldefense.proofpoint.com/v2/url?u=https-3A__commonwealthmagazine.org_opinion_mass-2Dcritical-2Dhub-2Dautonomous-2Dsystems_&d=DwIF-g&c=IDF7oMaPKXpkYvev9V-fVahWLOQWnGCCAfCDz1Bns_w&r=rndtmrE6rxBCoxaIezQpodyfOhum0fmHVZYiNVcoWuE&m=qBDq2PIkx3-kl83HUSApa-vIdW2qnDND-snxLJck5-0&s=DtifCWhSIstCm4ShnnYJKwyEknQAEdhyHG3UMEOjShI&e=

OPINION<https://urldefense.proofpoint.com/v2/url?u=https-3A__commonwealthmagazine.org_category_opinion&d=DwIF-g&c=IDF7oMaPKXpkYvev9V-fVahWLOQWnGCCAfCDz1Bns_w&r=rndtmrE6rxBCoxaIezQpodyfOhum0fmHVZYiNVcoWuE&m=qBDq2PIkx3-kl83HUSApa-vIdW2qnDND-snxLJck5-0&s=jukZcgYMFybe5JrA_X4wxahOoO4cDKeXXBaKlsPADec&e=>

Mass. critical hub for autonomous systems
Could be key factor in landing Amazon headquarters

< JEFFREY ADAMS<https://urldefense.proofpoint.com/v2/url?u=https-3A__commonwealthmagazine.org_author_adamsjeffrey_&d=DwIF-g&c=IDF7oMaPKXpkYvev9V-fVahWLOQWnGCCAfCDz1Bns_w&r=rndtmrE6rxBCoxaIezQpodyfOhum0fmHVZYiNVcoWuE&m=qBDq2PIkx3-kl83HUSApa-vIdW2qnDND-snxLJck5-0&s=JEPVhfUHdF2E_-o4vaQKwcD5LOSMwE_626mDs9iCXAM&e=>
Oct 9, 2017

IT'S AN EXCITING TIME to be in the Commonwealth's innovation sector. There's a technological revolution taking place around the world and Massachusetts is ground zero as an emerging new industry sector takes shape. Rapid technological advances and a burgeoning commercial market for innovations such as unmanned systems and robotics are driving investment, creating quality jobs, stimulating STEM education, and building upon a vibrant sector in the Massachusetts economy. These factors will not go unnoticed as Amazon surveys the nation for another headquarters location.

Autonomous systems and platforms are transforming how we will travel, how patients will receive treatment, and how we will farm, manufacture products, fulfill transportation logistics, and help ensure public safety. Amazon is a pioneer in these technologies and knows that Massachusetts is a critical hub, having already based its robotics division in the Boston area. Still, internationally-known companies such as Amazon Robotics, iRobot, and Raytheon are only part of a much more comprehensive technology story that Massachusetts is uniquely positioned to tell.

The unmanned systems and robotics ecosystem includes small and large companies in Massachusetts that are developing technologies for autonomous vehicles, aerial drones, maritime vehicles, and ground robots as well as the artificial intelligence and collaborative systems that support them. As more of these advances come to market, new applications are not only changing the future of transportation with self-driving cars, but every aspect of our 2017 world.

Home automation today extends far beyond a robot vacuum and the internet of things is making everyday household

amenities interactive and smart. The Commonwealth is at the heart of research in applications for aerial drones. Medical robots are already changing healthcare by making operating rooms and medical procedures safer and more efficient. Similarly, automated technologies are transforming logistics, e-commerce, supply chain, and manufacturing. The list goes on as does the growing number of Massachusetts companies and the high quality workforce behind these creative applications. Just like these innovators, Amazon would find similar satisfaction here.

This thriving new unmanned systems and robotics sector is a major reason why Massachusetts consistently ranks as the number one state in various technology economic impact indexes. According to the Massachusetts Robotics Cluster Report<[All of this is why, today, more than 350 industry leaders and businesses in the region are members of the Association for Unmanned Vehicle Systems International \(AUVSI\) New England, the largest trade group exclusively dedicated to the unmanned systems sector. The growth and strength of the sector is a major reason why Boston was selected to host the largest annual trade show for robotics and unmanned systems in 2020 – AUVSI's Xponential. Massachusetts' involvement was critical to the establishment of NUAIR, and the FAA's regional UAS \(drone\) Test Center and its designated flight corridor from Cape Cod to upstate New York. Yet another reason we expect more companies to see Massachusetts as a good place to do business.](https://urldefense.proofpoint.com/v2/url?u=https-3A__masstech.org_research-2Dand-2Danalysis_massachusetts-2Drobotics-2Dcluster&d=DwIF-g&c=IDF7oMaPKXpkYvev9V-fVahWL0QWnGCCAfCDz1Bns_w&r=rndtmrE6rxBCoxaIezQpodyfOhum0fmHVZYiNVcoWuE&m=qBDq2PIkx3-kl83HUSAPa-vIdW2qnDND-snxLJck5-0&s=Mov3UtwzfpS0DrYNPx9z_i_-bT5Fje1lwSgYE27PgU&e=> by ABI Research and commissioned by the Massachusetts Technology Collaborative, 33 new robotics companies formed here between 2011 and 2015. In 2015, the Massachusetts robotics sector experienced $190 million in private equity investment, second only to California. Robotics companies here generated $1.6 billion in revenue. Behind the impressive numbers is the Commonwealth's bipartisan approach to policymaking, a globally competitive workforce, and an array of highly-respected colleges and major research universities. With every graduation ceremony, these higher education institutions produce a continual pipeline of high quality STEM degree holders to our innovation economy.</p></div><div data-bbox=)

Massachusetts has a lot to offer any new business, and in this case, we have what Amazon is looking for – robust public transportation, access to airports, exceptional colleges and universities, a diverse population, lawmakers at the ready, and an already strong economy. But it doesn't end there. These reasons, in combination with the already-established robotics sector, the small business boom still on the rise, and the region's expected continued growth, should give Amazon more than enough reason to choose Massachusetts as its next hub.

Jeffrey Adams is the President of AUVSI New England and co-Founder and president at Unmanned Aerial Systems Development, Inc. in Holliston, MA.

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<<mailto:welford@masstech.org>>

www.masstech.org<

Join the Massachusetts Digital Health Initiative<

kI83HUSApa-vIdW2qnDND-snxLJck5-0&s=XZkRkDGgUyqc1tVEklp-kZ6O6o2Oprak2vph9Dv7t0&e= > and
Mass Digital Health<https://urldefense.proofpoint.com/v2/url?u=https-
3A__www.linkedin.com_groups_12005569&d=DwIF-g&c=IDF7oMaPKXpkYvev9V-
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kI83HUSApa-vIdW2qnDND-snxLJck5-0&s=7f1KLyfM7LPXL1P1g8q9yT0WN7_jiwDpy78zXe13pvs&e= >
LinkedIn group

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Morano, Paul Jr.](#)
Subject: Re: City of Worcester Amazon Site
Date: Tuesday, October 10, 2017 8:39:29 PM

Hi Paul,

Would it be possible to get a quick one to two sentence write up on Worcester. This will be used as an intro to the site on our display. We would like to get the sentence back by tomorrow COB.

Thanks!
Devon

From: Morano, Paul Jr.
Sent: Wednesday, October 4, 2017 4:16 PM
To: Goodall, Devon L. (MOBD)
Subject: City of Worcester Amazon Site

Ms. Goodall,

Attached per your request, please find an overview of 3 Eaton Place in Worcester as a potential site for Amazon.

Please let me know if you have any questions or need more information.

Thank you.

Paul

Paul D. Morano, Jr.

Assistant Chief Development Officer
Business & Community Development Division
City of Worcester Economic Development Office
455 Main Street, City Hall, Room 402
moranop@worcesterma.gov
508-799-1400, ext. 31418

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Vladeck, Abigail \(GOV\)](#)
Cc: [Kaneb, Michael \(GOV\)](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Re: intro text for sites
Date: Tuesday, October 10, 2017 9:05:31 PM

It's not meant to be anything substantial but rather explain the origins of the sites.

Across the Commonwealth, cities and towns have been identifying sites for Amazon's HQ2. The following pages represent submissions directly from each municipality, showcasing their best assets. The Commonwealth of Massachusetts is committed to supporting Amazon in finding the site that works best.

For more information on particular sites, we encourage you to reference each municipality's individual proposal.

From: Vladeck, Abigail (GOV)
Sent: Tuesday, October 10, 2017 8:53 PM
To: Goodall, Devon L. (MOBD)
Cc: Kaneb, Michael (GOV)
Subject: intro text for sites

Devon-

You mentioned today that you sent a draft of this to VHB. Please send to me and Mike, as well (or let us know where to find in Dropbox).

Thanks,

Abi

Abi Vladeck, AICP

Program Director, Real Estate Assets

Office of Governor Charlie Baker

abigail.vladeck@state.ma.us

o: 617-725-4000 ext. 35357

c: 617-483-2292

www.mass.gov/anf/openforbusiness

From: April Lamoureux
To: [Goodall, Devon L. \(MOBD\)](#)
Cc: [Meredith Harris](#)
Subject: Re: Marlborough - Amazon
Date: Tuesday, October 10, 2017 9:16:57 PM

Sure thing. Ill circle back tomorrow.
Thanks.

Sent from my iPhone

On Oct 10, 2017, at 8:48 PM, Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us> wrote:

Hi Meredith and April,

Would it be possible to get a one to two sentence write up for the sites that you submitted? We are hoping to use this to frame the submissions in our proposal. If possible, could I receive it by COB tomorrow (Weds 10/11)?

Thanks!

Devon

From: Goodall, Devon L. (MOBD)
Sent: Wednesday, October 4, 2017 3:54 PM
To: Meredith Harris
Cc: April Lamoureux
Subject: RE: Marlborough - Amazon

Received – thank you!

Devon

From: Meredith Harris [<mailto:MHarris@marlboroughedc.com>]
Sent: Wednesday, October 04, 2017 3:50 PM
To: Goodall, Devon L. (MOBD)
Cc: April Lamoureux
Subject: RE: Marlborough - Amazon

Meredith Harris

Executive Director

91 Main Street, Suite 204

Marlborough, MA 01752

Tel: 508 229 2010

Follow us on [Twitter](#) & [Facebook](#): MarlboroughEDC

Live, Work, Play! [Marlborough Video](#)



From: Goodall, Devon L (SEA) [<mailto:devon.l.goodall@state.ma.us>]
Sent: Wednesday, October 04, 2017 3:26 PM
To: Meredith Harris <MHarris@marlboroughedc.com>
Cc: April Lamoureux <april@govbizstrategy.com>
Subject: RE: Marlborough - Amazon

Could you use the attached document to submit the site? Thank you!

From: Meredith Harris [<mailto:MHarris@marlboroughedc.com>]
Sent: Wednesday, October 04, 2017 3:25 PM
To: Goodall, Devon L. (MOBD)
Cc: April Lamoureux
Subject: Marlborough - Amazon

Hi Devon – as discussed, see attached.

Let me know if you need anything else!

Meredith Harris

Executive Director

91 Main Street, Suite 204

Marlborough, MA 01752

Tel: 508 229 2010

Follow us on [Twitter](#) & [Facebook](#): MarlboroughEDC

Live, Work, Play! [Marlborough Video](#)



From: [Ash, Jay \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Cc: [Kennealy, Michael \(EOHED\)](#)
Subject: Fw: Amazon RFP Response Documents
Date: Tuesday, October 10, 2017 9:41:43 PM
Attachments: [Patriot Place - Amazon HQ2 RFP Responses 10-5-17.docx](#)
[Patriot Place - Amazon HQ2 Phasing Plans 10-3-17.pdf](#)
[Amazon Powerpoint - 10-6-17.pdf](#)
[Patriot Place - Amazon 495 - MetroWest Region Information.pdf](#)

From: Fire, Ted

Sent: Friday, October 6, 2017 2:15 PM

To: Ash, Jay (EOHED)

Cc: Krantz, Dan

Subject: Amazon RFP Response Documents

Secretary Ash, I hope this email finds you well.

As your office is assessing and compiling information for the Amazon HQ2 RFP, we wanted to provide you with the attached documents.

We've assembled information, plans and RFP responses for our property in Foxborough, MA which we hope will be helpful in the State's efforts to attract Amazon.

Please let us know if you or anyone in your office has any questions on these documents.

Otherwise, best of luck to all of us on this tremendous opportunity for Massachusetts.

Have a great weekend.

Ted.

Ted Fire

Vice President - Construction & Development

The Kraft Group

One Patriot Place

Foxborough, MA 02035

508-384-4310 (office)

508-922-8307 (cell)

tedf@thekraftgroup.com

**PATRIOT PLACE – FOXBOROUGH, MA
AMAZON HQ2 RFP RESPONSES**

The following is a summary of the Project’s ideal site and building requirements:

<i>Core Preferences</i>	<i>Quantity</i>	<i>Units</i>	<i>Description</i>
Site Requirements			
Proximity to population center	30	Miles	
Patriot Place is equidistant between Boston, MA and Providence, RI, with each city 20 miles away. Worcester, MA, Massachusetts’ 2nd largest city, is 30 miles away.			
Proximity to International airport	Within approx. 45	Minutes	
Patriot Place is within 35-45 minutes of Logan International Airport in Boston, and T.F. Green International Airport in Providence.			
Proximity to major highways and arterial roads	Not more than 1-2	Miles	Close to major arterial roads to provide optimal access
Patriot Place is located on U.S. 1 in Foxborough, MA which connects to I-95 and I-495 within 3.5 miles in each direction.			
Access to mass transit	At site		Direct access to rail, train, subway/metro, bus routes
Patriot Place has a commuter rail station on site, with full time service starting in Spring, 2019. Regional bus service is provided presently at the site.			
Building Requirements			
Initial Square Foot Requirement	500,000+	Sq. Ft.	Phase I (2019)
Patriot Place is shovel-ready for 1.5 million square feet of development. See phasing plans.			
Total Square Foot Requirement	Up to 8,000,000	Sq. Ft.	Beyond 2027
Patriot Place can accommodate the total square footage requirement over the timelines indicated. See phasing plans.			

Priority for Consideration (in no particular order):

Amazon will consider the following site/building categories for the Project:

- 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.
- 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.

Patriot Place is shovel-ready for 1.5 million square feet of development on 200 acres. 1.2 million square feet of existing development offers immediate access to amenities – Hotels, Healthcare, Restaurants, Shopping, Services and Entertainment exist on the property today.

**PATRIOT PLACE – FOXBOROUGH, MA
AMAZON HQ2 RFP RESPONSES**

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.

See Patriot Place phasing plans.

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.

See Patriot Place information package for Sustainability initiatives already in place, including Re-Use Water, Rooftop Solar Panels, and Nature Trail.

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.

Patriot Place is served by multiple carriers providing fiber connectivity including Verizon, Crown Castle Lighttower, FiOS, providing for true full redundancy of fiber as well as Comcast high speed cable for supplemental coverage via an alternate transport medium. There are multiple cellular carriers in the area and Verizon maintains a state-of-the-art center for the provision of DAS and ODAS to the properties.

**PATRIOT PLACE – FOXBOROUGH, MA
AMAZON HQ2 RFP RESPONSES**

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.

**PATRIOT PLACE – FOXBOROUGH, MA
AMAZON HQ2 RFP RESPONSES**

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.
The Patriot Place property is owned by the Kraft Group, a diversified holding company with 100% of the equity owned by immediate family members. For buildings/site and related information, see attached Patriot Place phasing plans and information package.
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.
In addition to State data, see attached information for the 495/MetroWest Region.
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 computer science.
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

**PATRIOT PLACE – FOXBOROUGH, MA
AMAZON HQ2 RFP RESPONSES**

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.

See attached Patriot Place information package.

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.

See attached Patriot Place and 495/MetroWest information packages.

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.

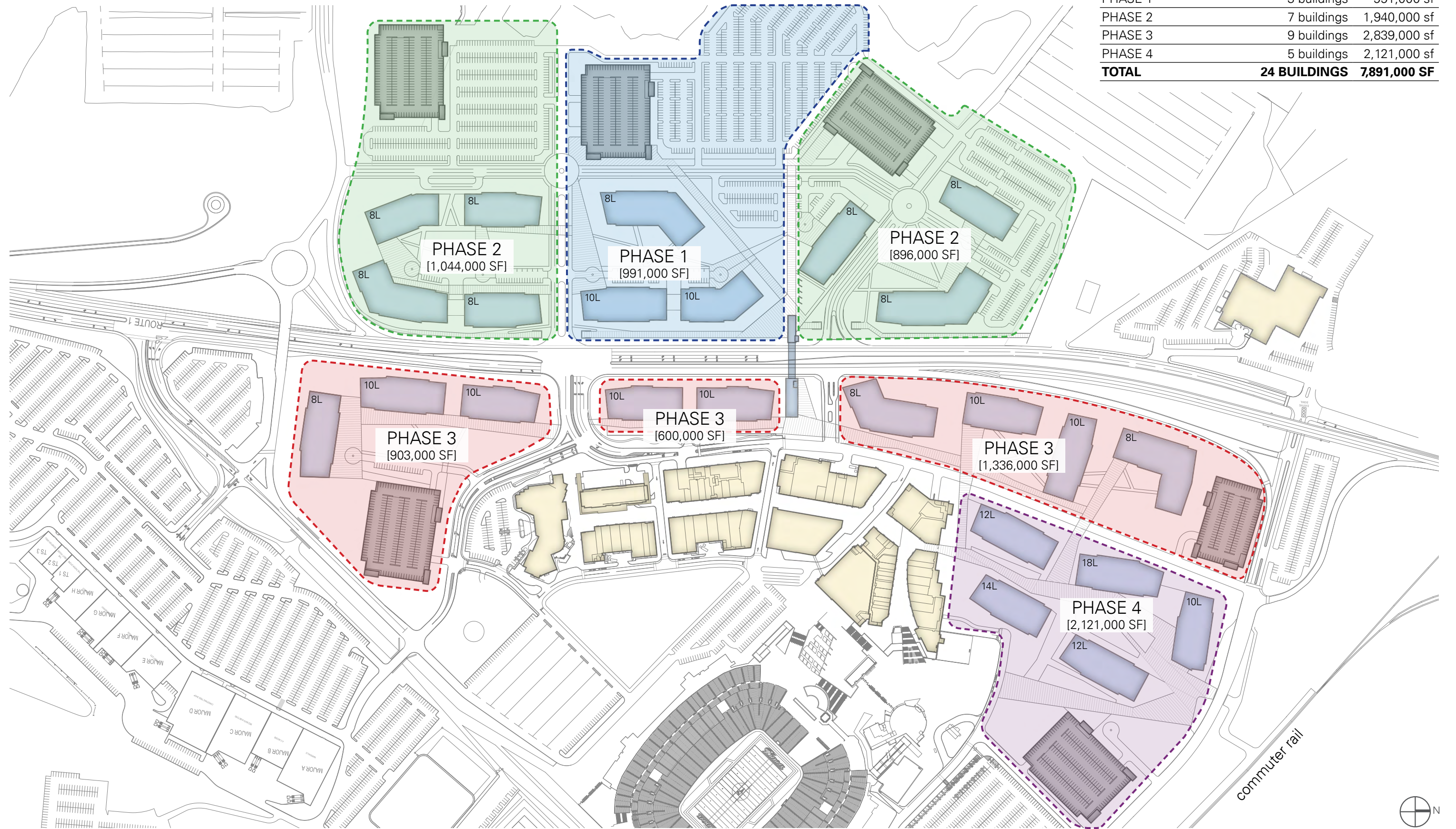
While the existence of the Project is not confidential, certain aspects of the Project and details regarding the company are confidential, proprietary, and constitute trade secrets. Amazon will deliver a Confidentiality and Non-Disclosure Agreement for execution at the appropriate time.

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.

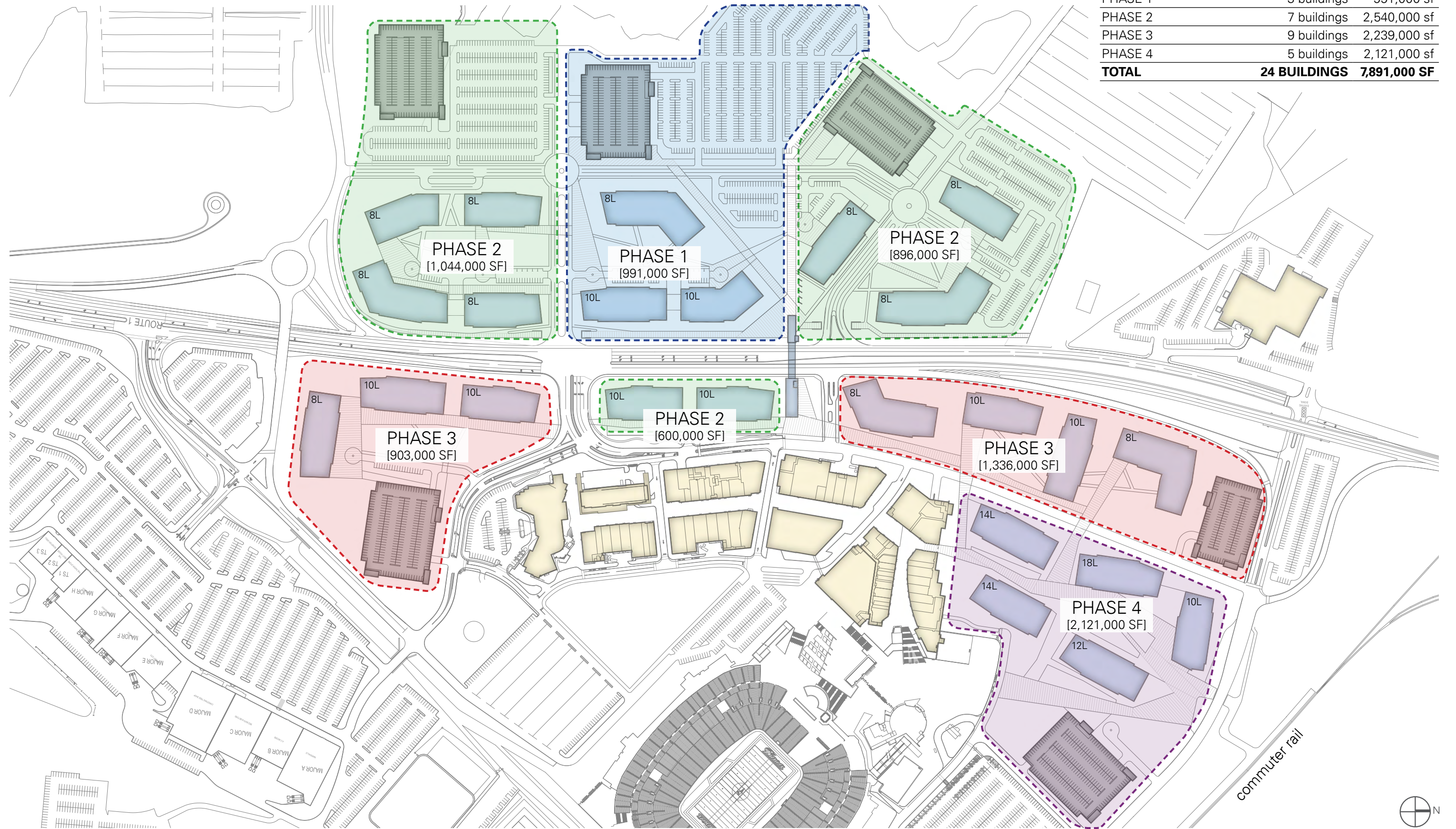
SITE PLAN PHASING DIAGRAM | OPTION 1

PHASE	NUMBER OF BUILDINGS	TOTAL AREA
PHASE 1	3 buildings	991,000 sf
PHASE 2	7 buildings	1,940,000 sf
PHASE 3	9 buildings	2,839,000 sf
PHASE 4	5 buildings	2,121,000 sf
TOTAL	24 BUILDINGS	7,891,000 SF






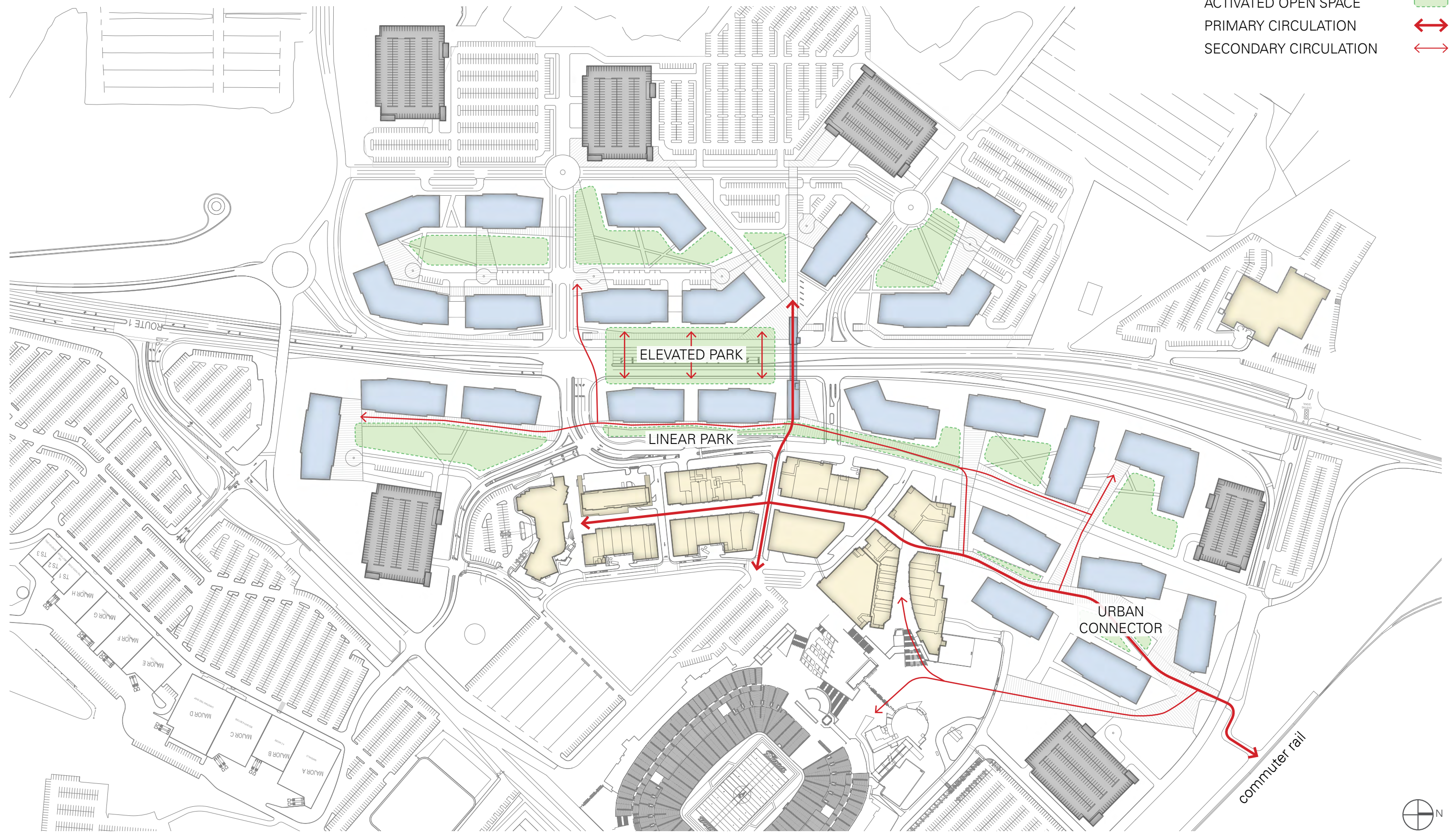
SITE PLAN PHASING DIAGRAM | OPTION 1B

PHASE	NUMBER OF BUILDINGS	TOTAL AREA
PHASE 1	3 buildings	991,000 sf
PHASE 2	7 buildings	2,540,000 sf
PHASE 3	9 buildings	2,239,000 sf
PHASE 4	5 buildings	2,121,000 sf
TOTAL	24 BUILDINGS	7,891,000 SF

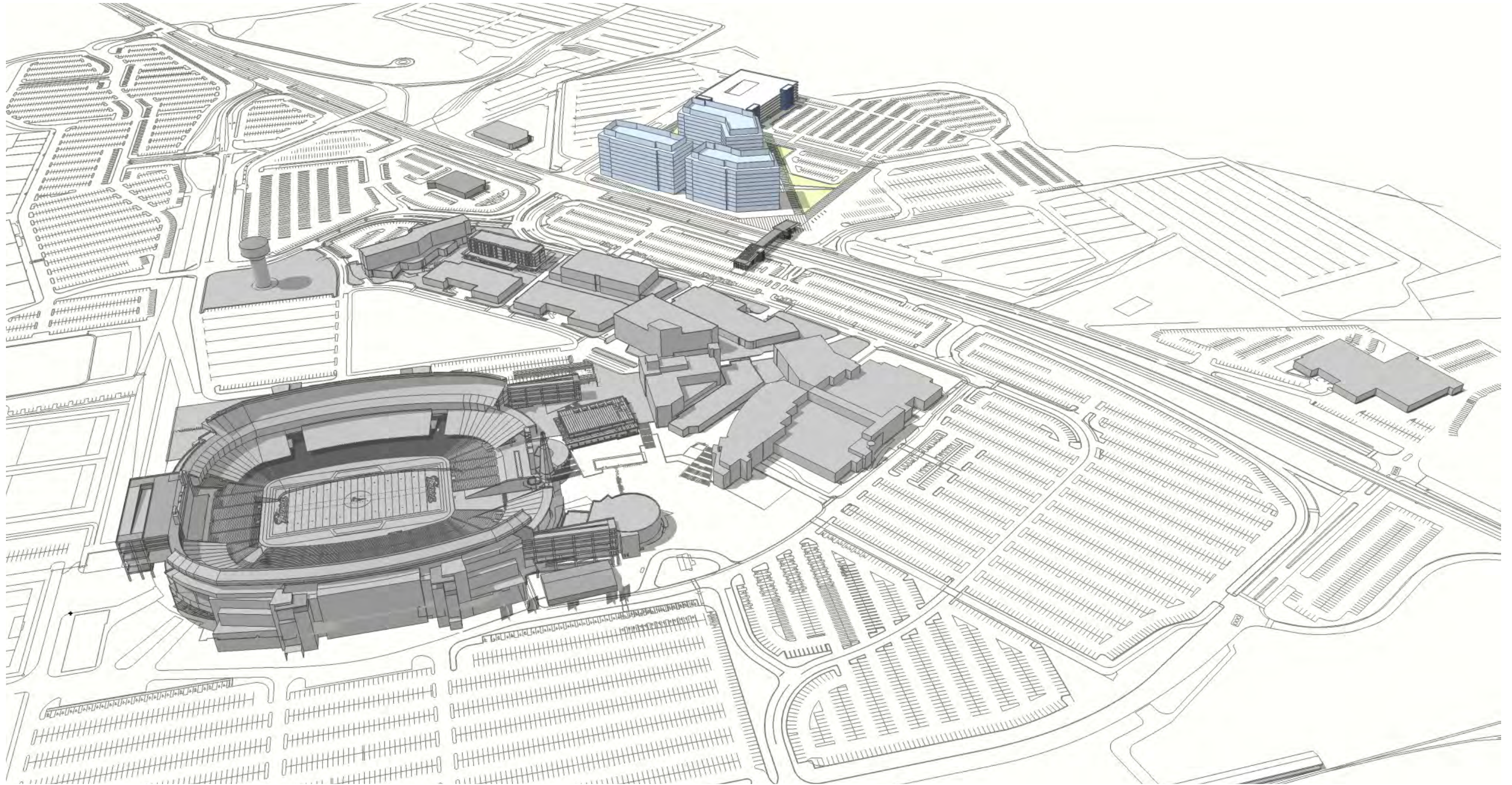


SITE PLAN SITE ACCESS AND OPEN SPACE

LEGEND	
ACTIVATED OPEN SPACE	
PRIMARY CIRCULATION	
SECONDARY CIRCULATION	



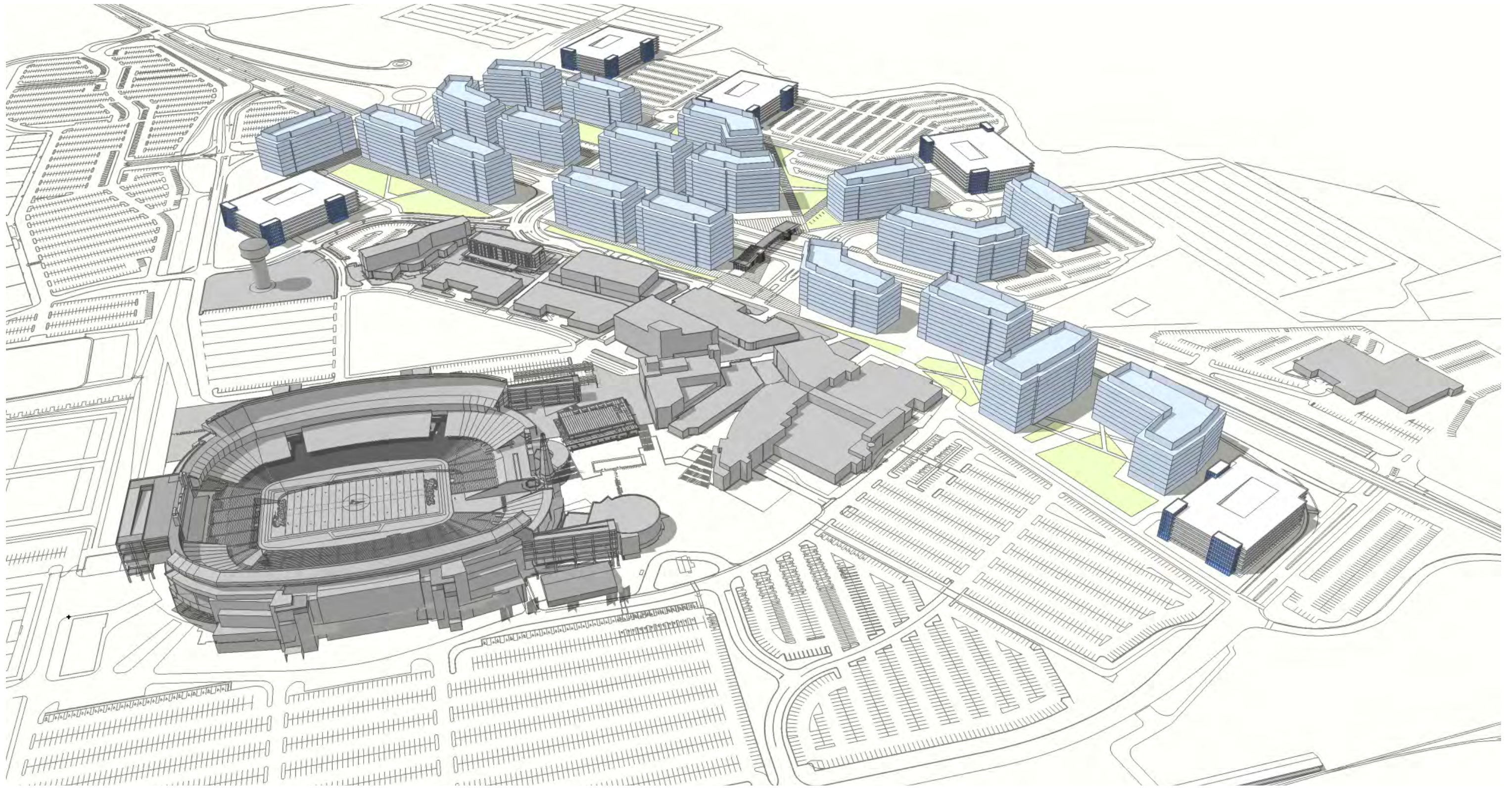
MASSING PHASE 1 | OPTION 1



MASSING PHASE 2 | OPTION 1



MASSING PHASE 3 | OPTION 1

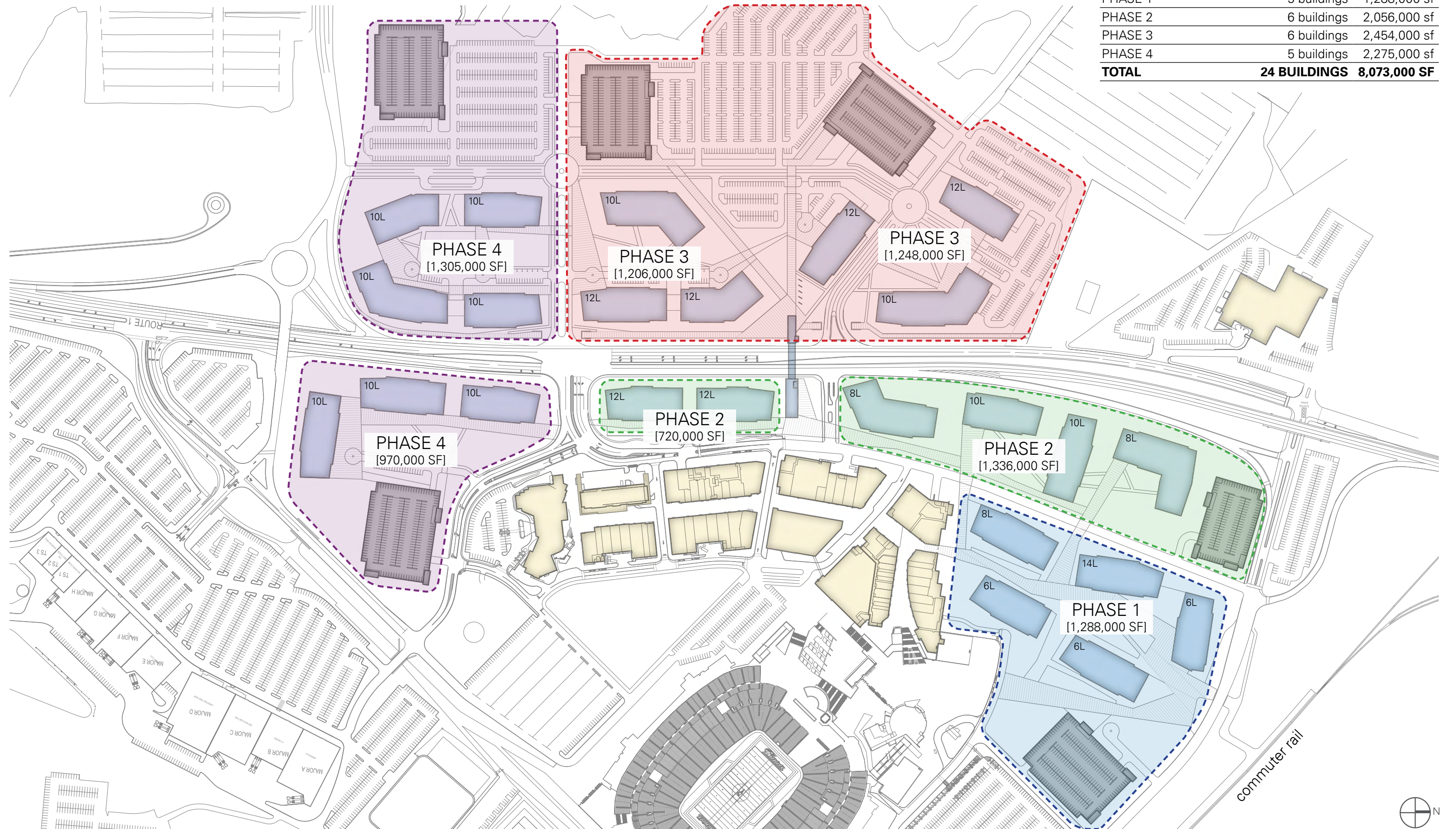


MASSING PHASE 4 | OPTION 1

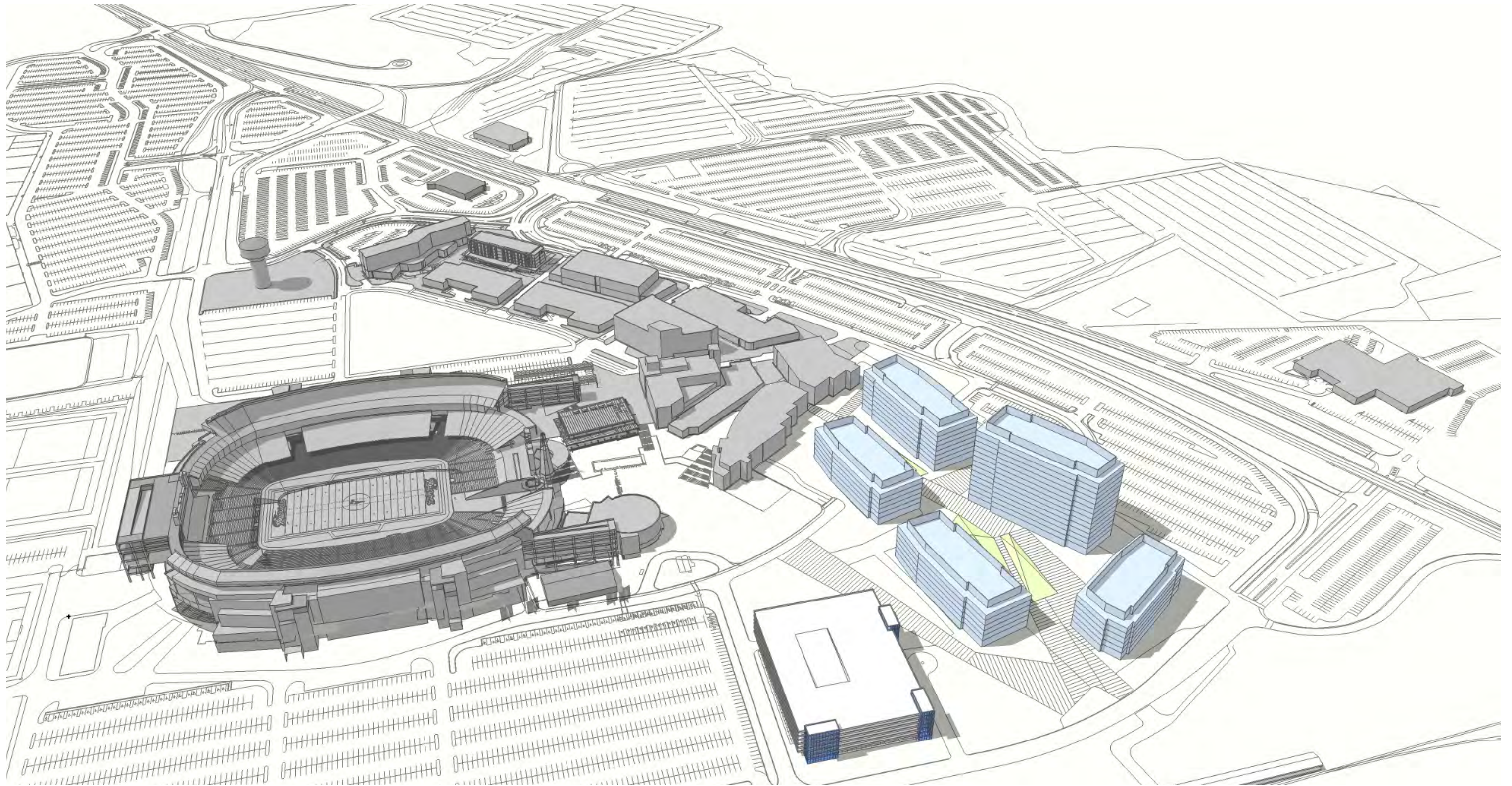


SITE PLAN PHASING DIAGRAM | OPTION 2

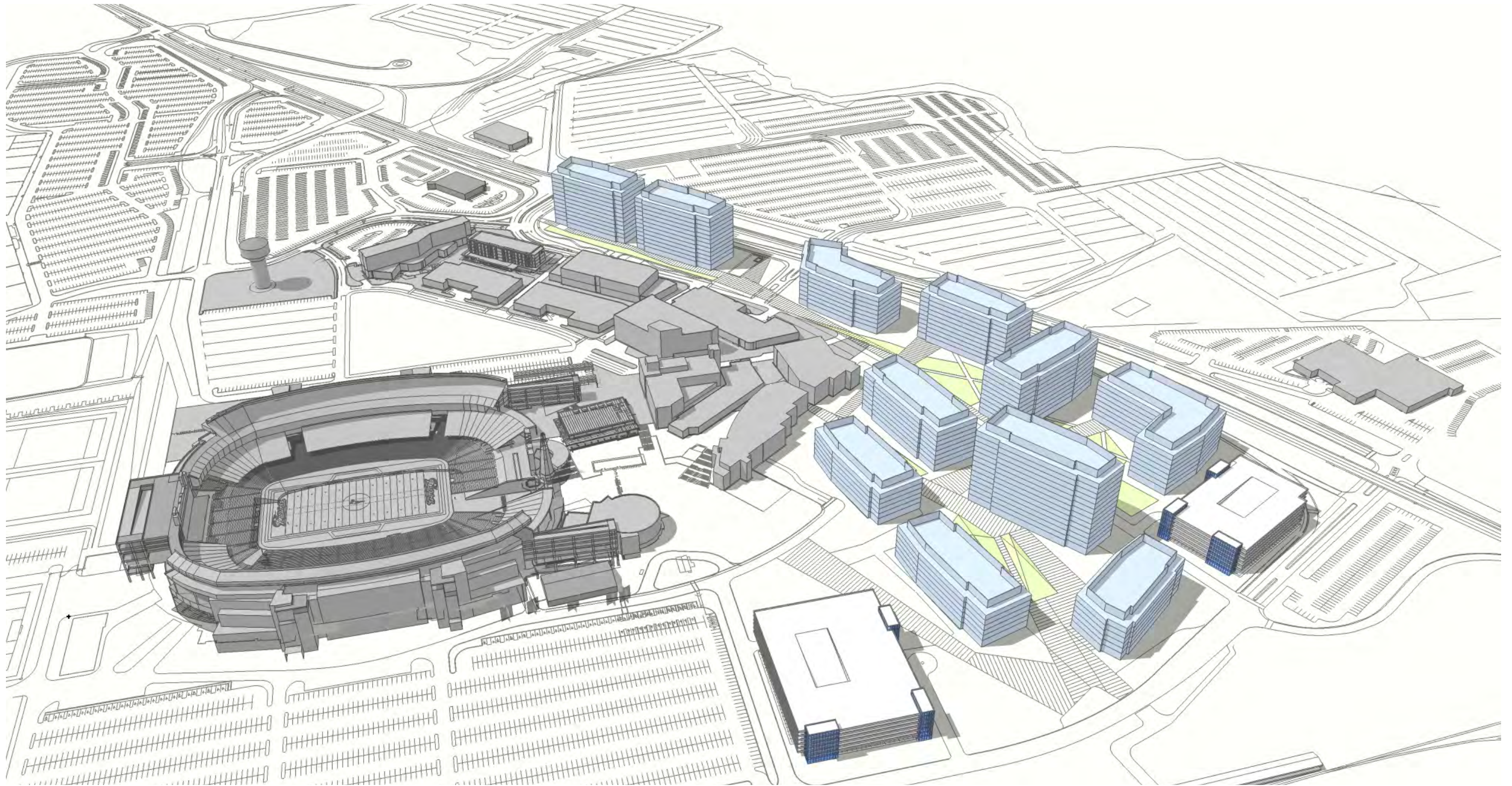
PHASE	NUMBER OF BUILDINGS	TOTAL AREA
PHASE 1	5 buildings	1,288,000 sf
PHASE 2	6 buildings	2,056,000 sf
PHASE 3	6 buildings	2,454,000 sf
PHASE 4	5 buildings	2,275,000 sf
TOTAL	24 BUILDINGS	8,073,000 SF



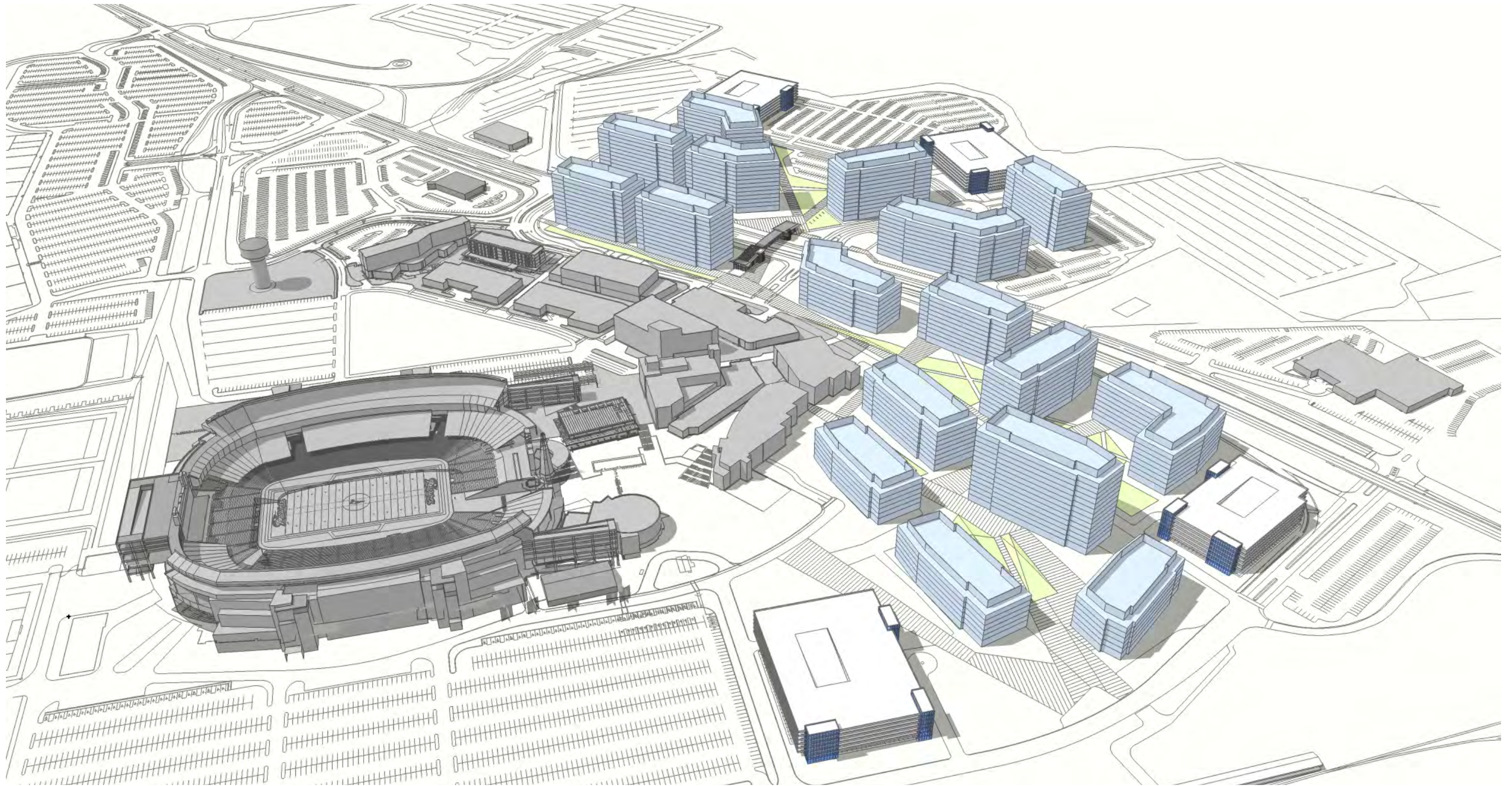
MASSING PHASE 1 | OPTION 2



MASSING PHASE 2 | OPTION 2



MASSING PHASE 3 | OPTION 2



MASSING PHASE 4 | OPTION 2





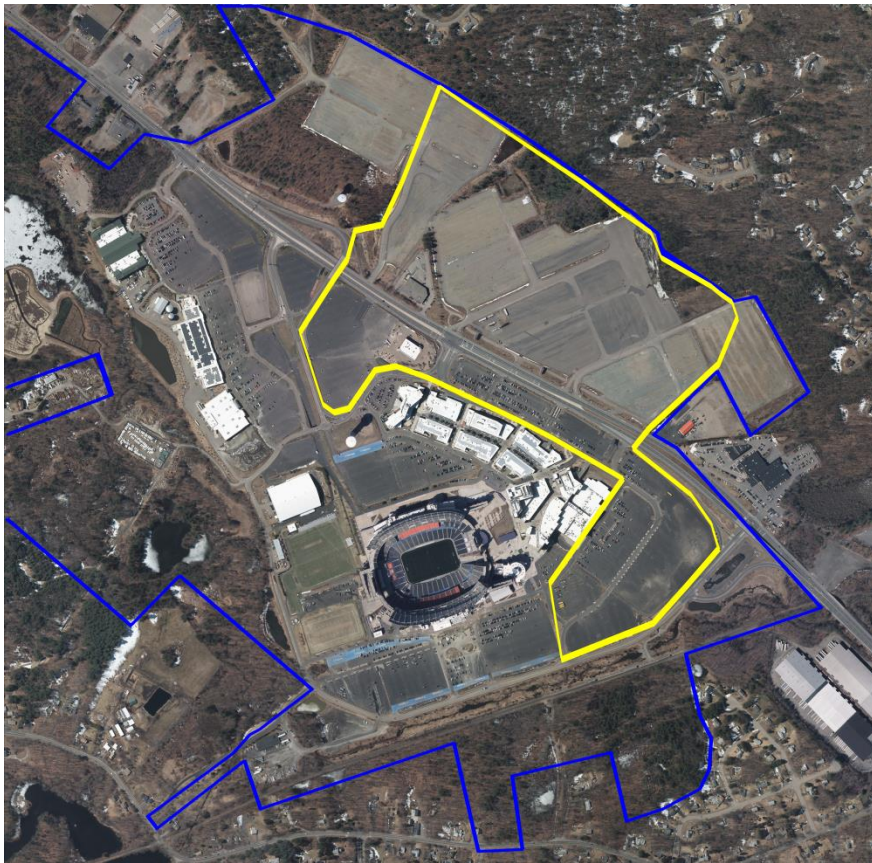
PATRIOT PLACE FOXBOROUGH, MA

Opportunity for:

Amazon HQ2

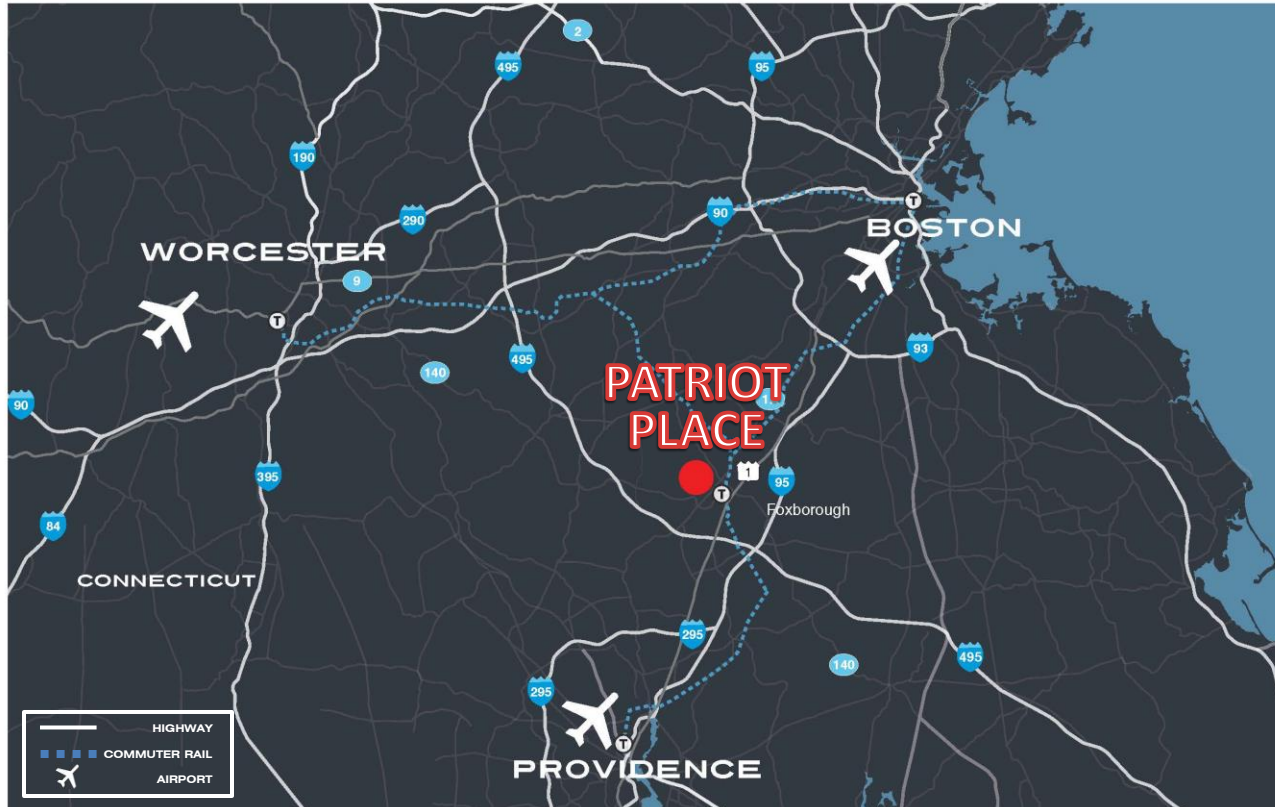
SITE AT A GLANCE

- **LARGEST SHOVEL READY PERMITTED SITE IN NEW ENGLAND, WITH AMENITIES ALREADY IN PLACE**
- **OVER 500 ACRES**
- **BUILD TO SUIT FOR PHASE I IN UNDER 24 MONTHS**
- **STATE MEPA CERTIFICATION FOR PHASE I ALREADY IN HAND**



- **KRAFT GROUP PROPERTY**
- **AMAZON HQ2 SITE**

PRIME LOCATION...UNIQUE LOCATION



- **20 MILES, 30 MINUTE DRIVE FROM BOSTON & PROVIDENCE**
- **3.5 MILES FROM ROUTES 95 & 495**
- **HIGH SPEED COMMUTER RAIL TO BOSTON & PROVIDENCE**
- **EASY ACCESS TO TWO MAJOR INTERNATIONAL AIRPORTS**

SITE SUSTAINABILITY

- STATE'S LARGEST WATER REUSE SYSTEM
- NATURE TRAIL AND CRANBERRY BOG FOR JOGGING AND WALKING
- 60% OF THE POWER AT PATRIOT PLACE SUPPLIED BY SOLAR PANELS
- WORLD CLASS/LEADING EDGE RECYCLING PROGRAMS



ON-SITE AMENITIES FOR EMPLOYEES' DAILY NEEDS



- **WORLD CLASS RETAILERS FOR EMPLOYEES' DAILY NEEDS ON SITE**
- **WORLD CLASS HEALTH CARE: BRIGHAM & WOMEN'S/MASS GENERAL HEALTH CARE CENTER, SECOND BUILDING EXPANSION 2019**
 - ABILITY TO OFFER ON-SITE PRIMARY CARE FOR EMPLOYEES
- **4-STAR RENAISSANCE HOTEL & 3-STAR HILTON GARDEN INN**
 - POTENTIAL FOR THIRD HOTEL
- **15 RESTAURANTS, NUMEROUS ENTERTAINMENT OPTIONS & ATTRACTIONS**
 - CONVENIENT, WALKING DISTANCE FOR EMPLOYEES
- **OVER 300,000 SF OF CONVENTION & CORPORATE FUNCTION SPACE**
- **ATTRACTIVE AND AFFORDABLE HOUSING OPTIONS**
 - NEARBY BEDROOM COMMUNITIES IN FOXBOROUGH, WALPOLE, MANSFIELD, SHARON, NORFOLK, WRENTHAM & OTHERS

PATRIOT PLACE: PERMITTING READINESS & SITE INFRASTRUCTURE

- **PATRIOT PLACE IS IN AN ECONOMIC DEVELOPMENT OVERLAY DISTRICT, AND THE KRAFT GROUP HAS PREVIOUSLY DEVELOPED AND PERMITTED THE CORRIDOR TO ALLOW SIGNIFICANT FUTURE GROWTH**
- **SITE UTILITIES INFRASTRUCTURE TO SUPPORT AMAZON'S PHASE I IS READILY AVAILABLE WITH REDUNDANT ELECTRIC SERVICE, WATER AND REUSE WATER, WASTEWATER AND HIGH PRESSURE GAS SERVICE**
- **THE PROPOSED USE BY AMAZON AS WE UNDERSTAND IT IS ALLOWED BY RIGHT IN THE TOWN**
- **THE PROJECT CAN BE EXPEDITED THROUGH A SITE PLAN APPROVAL PROCESS THAT CAN ALLOW FOR GROUNDBREAKING IN 2018**
- **THE PATRIOT PLACE PROPERTY HAS MEPA (MASSACHUSETTS ENVIRONMENTAL PROTECTION ACT) APPROVAL AND IS SHOVEL-READY IN THE VIEW OF THE STATE**





STRENGTH IN NUMBERS: 2017 EDITION

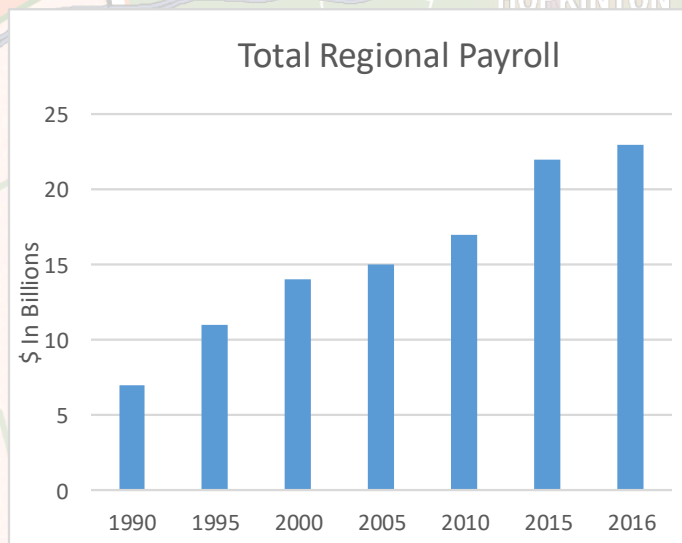
Demographic Data for the 495/MetroWest Region

The 495/MetroWest Partnership was founded in 2003 by business executives, municipal officials, legislators, and other leaders as a public-private economic development initiative, focused on securing needed policy decisions and infrastructure investments for our regional economy. At our founding, the Partnership worked with 32 communities, but reflective of our communities' prosperity, growing regional identity, and organizational accomplishments, our service area has expanded to 35 municipalities. The Partnership produces an annual update on the 495/MetroWest region's numbers, demonstrating the value of our 35 communities to the overall economic strength of the Commonwealth.

Whether considering our educated workforce, payroll numbers, jobs or employers, the 495/MetroWest region continues to offer a high return on investment for the Commonwealth, employers, and residents; a vibrant and diverse employment base; and an excellent quality of life. The 495/MetroWest Partnership is pleased to aggregate these important statistics in our effort to ensure the region's continued economic success and prosperity.

OVER \$23 BILLION ANNUAL PAYROLL

For the period July 2015-June 2016, the total wages disbursed across all sectors of the economy in Massachusetts amounted to \$231.1 billion with approximately \$23.1 billion being generated within the 495/MetroWest region, equating to approximately **1 in every 10 payroll dollars**. Although the statewide payroll has declined by just over \$5 billion within the previous twelve months, the 495/MetroWest region gained approximately \$600 million during the same time.

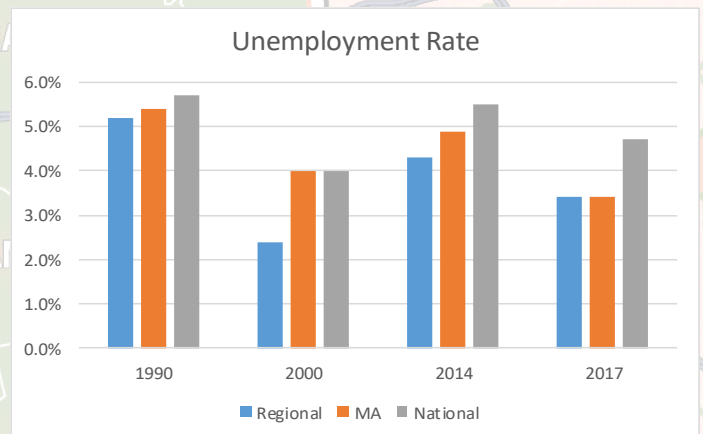


EMPLOYMENT: 1 IN 11 JOBS

The 35 communities in the 495/MetroWest region are home to approximately 1 in every 11 jobs in Massachusetts. According to the Massachusetts Department of Labor and Workforce for the period of July 2015-June 2016, a total of 3,413,350 individuals were employed across all sectors in the Commonwealth, with the **495/MetroWest region responsible for 330,822 jobs**. This is an increase from 326,440 jobs, which continues to trend upward, reflective of our region's and the state's consistent job growth over the last twelve months.

UNEMPLOYMENT: CONTINUES POSITIVE TREND

The 495/MetroWest region's unemployment rate has continued to outperform the nation, and recently aligned with the Commonwealth. As of February 2017, both Massachusetts and **495/MetroWest's average unemployment was 3.4%**, while the national unemployment rate was 4.7%. Compared to February 2016, the regional unemployment rate continued its positive trend, down from 3.68%.



REAL ESTATE ADVANTAGES: PRICING, LOCATION, SUPPLY

With a key location granting access to Boston, Central Massachusetts, and Rhode Island, 495/MetroWest offers crucial advantages to employers. As noted in a market analysis by Transwestern for the Partnership, our region offers over 43.3 Million SF of office, lab, manufacturing, warehouse, and flex space, with office properties growing by 19% since 2004. In addition to location and supply, our region has a significant pricing advantage, offering a 37% discount when compared to properties in the Boston area.

NEARLY 7% POPULATION GROWTH

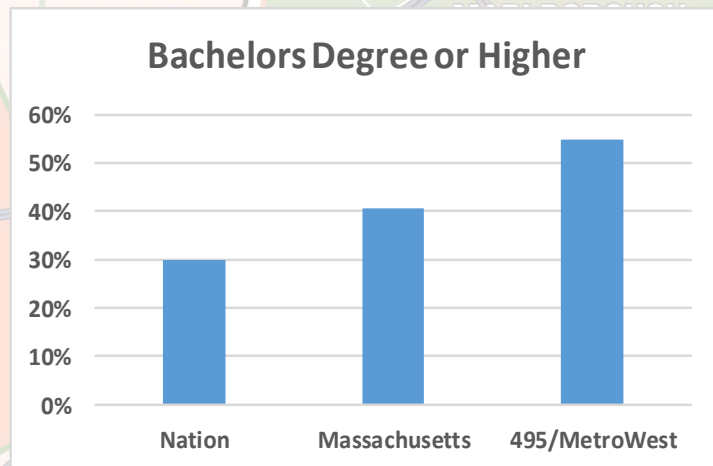
The 33 towns and the cities of Franklin and Marlborough comprising the 495/MetroWest region, stretch from Westford to Foxboro and Shrewsbury to Natick. Over a five-year period, the region has experienced a substantially higher increase in total population at 6.91% when compared to the state average of 3.77%. The 2010 Census reported a 495/MetroWest population of 584,197. In 2015, the population of the region is estimated to be 624,598.

SINGLE-FAMILY HOMES: COMPETITIVELY PRICED

According to the Warren Group, the median selling price for a single-family home in February 2017, within the 35 communities, was \$437,658. While higher than the median price for the state (\$319,000), the region continues to be more affordable than the Metro-Boston area.

WORKFORCE: HIGHLY EDUCATED

The 495/MetroWest region has a very well educated workforce with 54.82% of the population in possession of a bachelor's degree or higher. According to the U.S. Census Bureau, 40.5% of the Commonwealth's residents hold a bachelor's degree or higher for the same time frame and age group. Both Massachusetts and the 495/MetroWest region have higher levels of educational attainment than the nation-at-large at 29.8%.



EMPLOYERS: HOLDING STEADY

The 495/MetroWest region's employers range from small independent operations to family businesses, large employers and corporate headquarters. In the 2nd Quarter of 2015, there were a total of 20,581 reported establishments. By the 2nd Quarter of 2016, the number grew slightly to 21,013, which is a 2.1% change over the twelve-month period. While the pace of growth has slowed, the overall numbers demonstrate a sustainable trend.

BUSINESS CONFIDENCE: 70% FEEL POSITIVE

In September 2016, the Partnership, in collaboration with Framingham State University and MetroWest495 BIZ, conducted our third annual 495/MetroWest Business Climate Survey. This employer survey was developed to provide insights into our regional employers' perspective on the regional economy, and was distributed throughout 495/MetroWest, with additional outreach from the Corridor Nine, Marlborough Regional, MetroWest, Milford Area, and United Chambers of Commerce. Based on the findings, more than two-thirds of responding employers believe the economy will improve in 2017; 41% plan to hire during the next year; and 14% plan to expand their facilities.

CONCLUSION:

While these numbers do not tell the whole story as to why the 495/MetroWest region is a premiere location for employers and residents, these statistics demonstrate our region's multiple strengths. The 495/MetroWest Partnership's work with municipal governments, employers, the Baker/Polito Administration, legislators, chambers of commerce, and other key stakeholders on behalf of the region utilizes our competitive advantages to leverage both public and private sector investment, ensuring continued economic prosperity for years to come.

If communities, employers, or others in the 495/MetroWest region are interested in further information or specific town data, please contact the Partnership staff at the number below or at info@495partnership.org.



200 Friberg Parkway, Suite 1003
Westborough, MA 01581
(774) 760-0495
www.495partnership.org

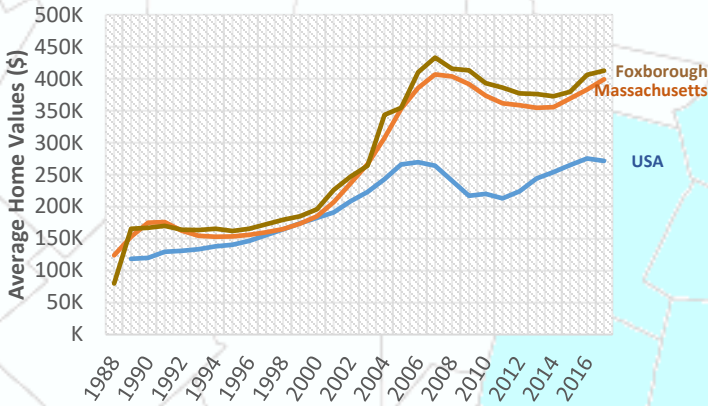
The 495/MetroWest Partnership is a public-private economic development organization that fosters our region's continued economic success and growth by advocating for needed investments and sustainable policy in transportation infrastructure, water resources and infrastructure, housing, and economic development.

For more information, visit www.495partnership.org.

Data is from the following sources: www.census.gov, Secretary of the Commonwealth, the U.S. Department of Commerce (Census), the MA Executive Office of Labor and Workforce Development, the MA Department of Revenue, the Warren Group, *MetroWest 495/BIZ*, Dr. Michael Harrison of Framingham State University, Mass.gov Labor and Workforce Development, U.S. Census Bureau "2011-2015 American Community Survey 5-Year Estimates", UMASS Donahue Institute "2015 Census Bureau Sub-County Population Estimates for Massachusetts", and Transwestern.

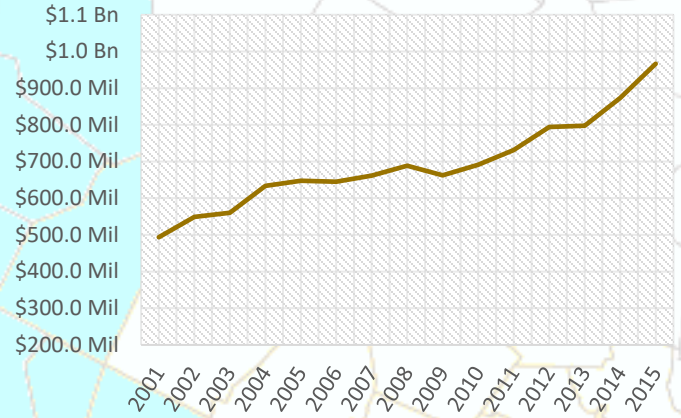
Researched and prepared by Anthony Brookes and Zach Ramsfelder, both of the Northeastern University Co-op Program, in coordination with Partnership staff.

Rising Home Values



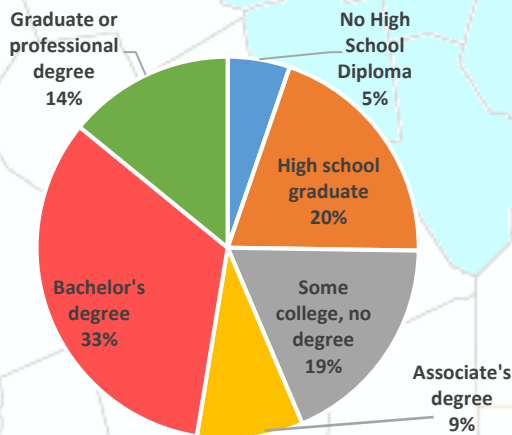
Beyond the year to year averages, in February 2017, the median single family home in Foxborough sold for \$325,750.00¹. This is higher than the state median sale price for the same month which was \$319,000¹ and the national median for February which was \$228,200².

Increasing Payroll



From Q2 2015 to Q2 2016, the payroll for all places of employment in Foxborough was \$959,714,696.³ The payroll has been increasing consistently.

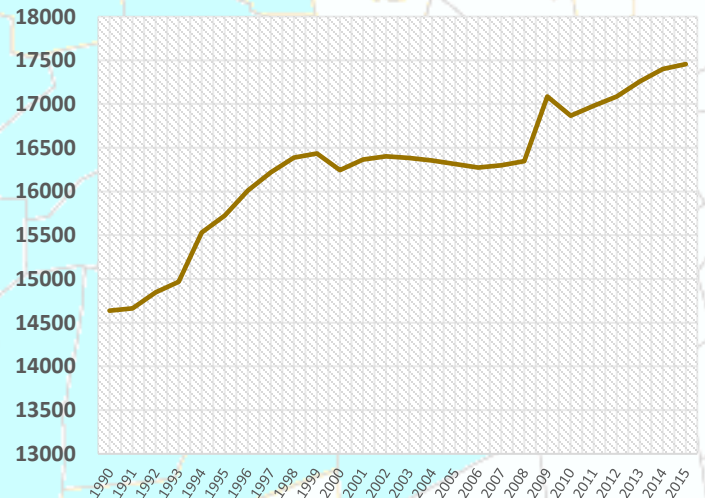
Highly Educated



2011-2015 ACS (U.S. Census Bureau)

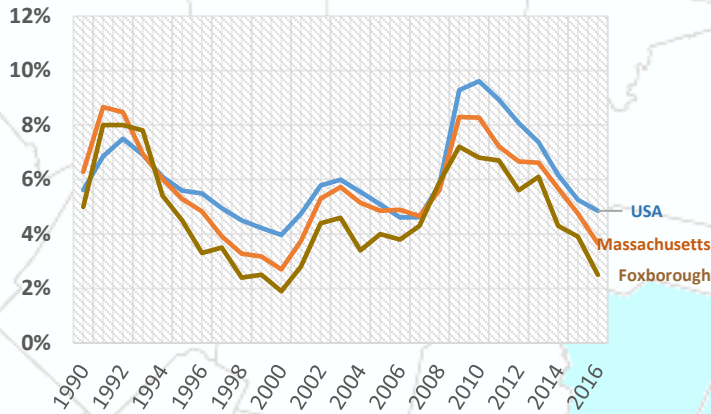
Foxborough has a highly educated population compared to the state and to the nation with 47% of residents having a bachelor's degree or higher. During the same time 40.5% of people in Massachusetts had a bachelor's degree or higher, while only 29.8% of all people in the U.S. had one.⁴

Growing Population

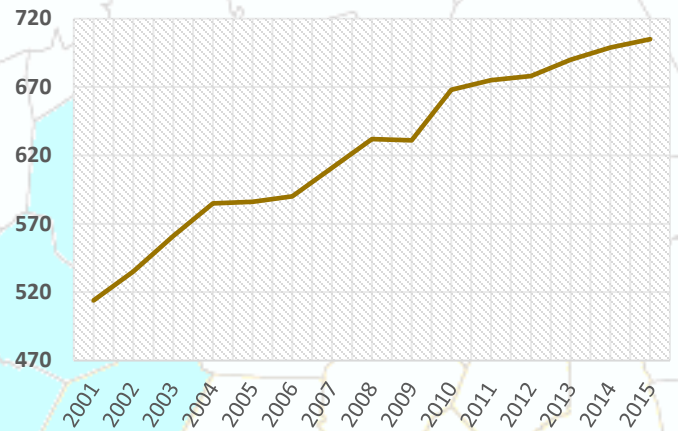


The population of Foxborough has been increasing steadily. In 2000, the population of Foxborough was 16,246 this increased to 16,865 by 2010, and in 2015, the population of Foxborough was estimated to be approximately 17,456.⁵

Low Unemployment



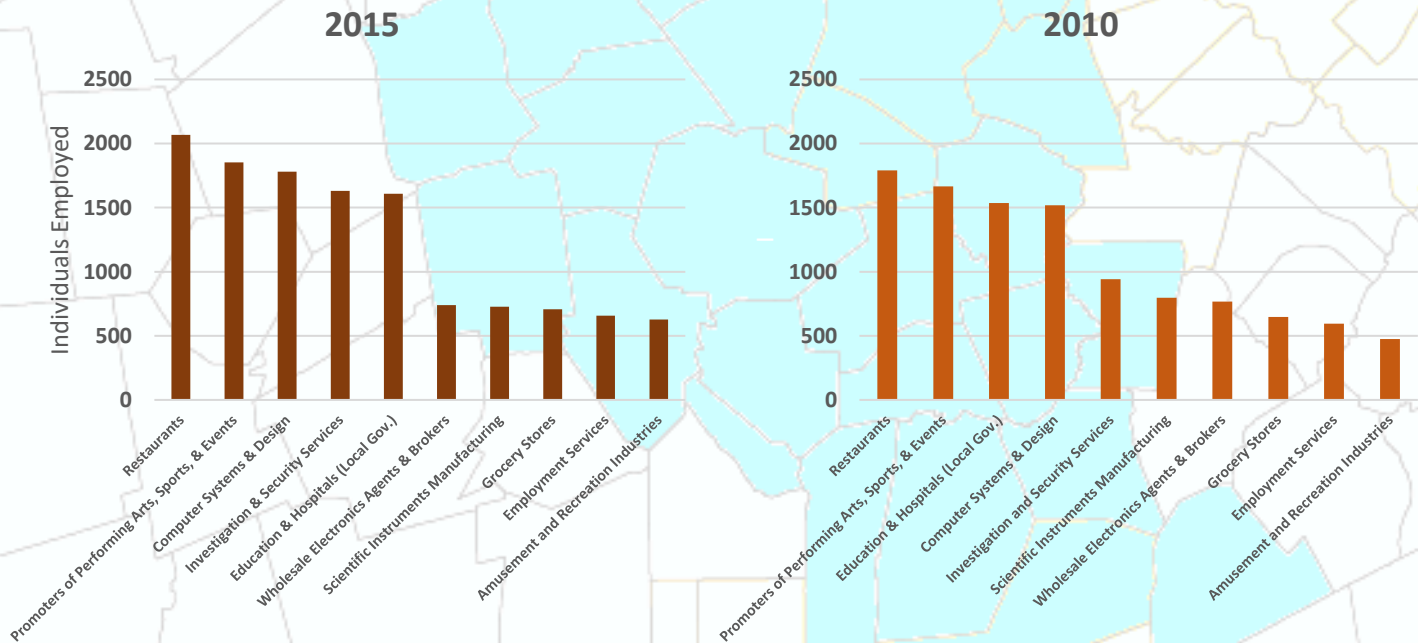
Expanding Employers



Beyond the year to year averages, in February 2017, the unemployment rate in Foxborough was 3.8%. This is higher than the state and 495/MetroWest regional unemployment rates, which were both 3.4%, but lower than the national unemployment rate of 4.8%³

The number of employers in Foxborough has been increasing steadily. In 2001, there were 514 employers in the town, and by Q2 2016 this number had increased to 712.³

Top Ten Industries In Foxborough



Top Ten Industries data and analysis conducted by the Public Policy Center at UMass Dartmouth for the 495/MetroWest Partnership in support of the 495/MW Suburban Edge Community Commission utilizing 2014 US Census Bureau Local Employment Dynamics. For more information on these data sets please visit <http://lehd.ces.census.gov/>

Sources:

- Mass.gov Municipal Databank <http://www.mass.gov/dor/local-officials/municipal-databank-and-local-aid-unit/databank-reports-new.html> (Line graph municipal data)
 1. The Warren Group <http://www.twgstats.com/tssub/start.asp> 2. Ycharts Average US Home Values https://ycharts.com/indicators/sales_price_of_existing_homes
 3. Mass.gov Labor and Workforce Development <http://www.mass.gov/lwd/economic-data/> 4. US Census Bureau <https://www.census.gov/> 5. UMASS Donahue Institute <http://www.donahue.umassp.edu/news-events/institute-news/new-population-estimates-for-mass-released-interactive-map-available>



495/METROWEST ON THE GO

Town of Foxborough Commuting Data

Access to commuter rail: **Gillette Stadium/Patriot Place**

Regional Transit Authority: **GATRA**

Where do Foxborough's Workers Live?

TOP 10 POINTS OF ORIGIN (Number of Commuters)

1. Foxborough.....8.4% (1,149)	6. Norton.....2.8% (376)
2. Attleboro.....5.2% (713)	7. Pawtucket, RI.....2.7% (366)
3. North Attleboro.....4.3% (584)	8. Taunton.....2.4% (332)
4. Mansfield.....4.1% (559)	9. Franklin.....2.1% (293)
5. Boston.....3.4% (466)	10. Walpole.....1.9% (262)

Total Employed in Foxborough: 13,652

Where do Foxborough's Residents Work?

TOP 10 DESTINATIONS (Number of Commuters)

1. Foxborough.....13.2% (1,149)	6. Canton.....3.0% (265)
2. Boston.....9.9% (862)	7. Framingham.....1.9% (165)
3. Norwood.....4.8% (420)	8. Franklin.....1.9% (164)
4. Walpole.....3.5% (307)	9. North Attleboro.....1.9% (163)
5. Mansfield.....3.1% (269)	10. Attleboro.....1.8% (156)

Total Commuting from Foxborough: 8,730

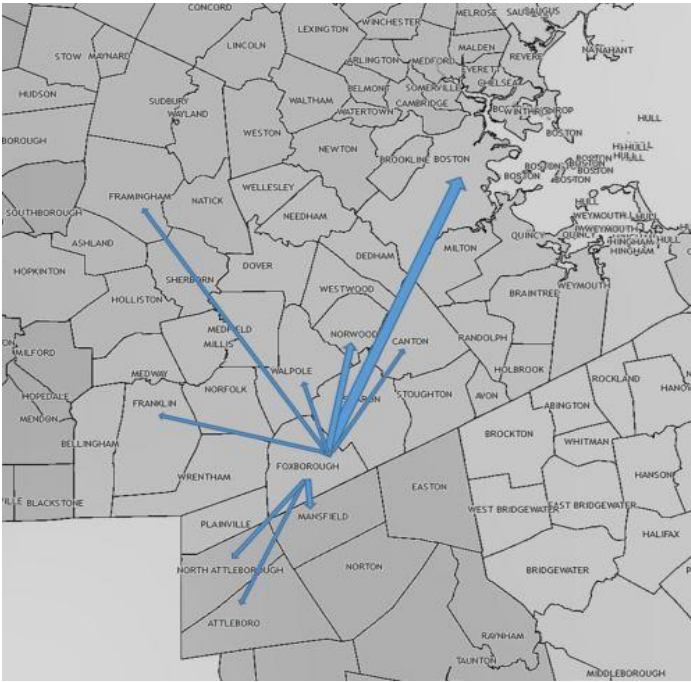
Downtown Foxborough



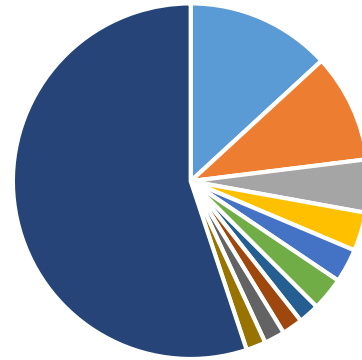
Data and Analysis conducted by the Public Policy Center at UMass Dartmouth for the 495/MetroWest Partnership in support of the 495/MW Suburban Edge Community Commission utilizing 2014 US Census Bureau Local Employment Dynamics. For more information on these data sets please visit <http://lehd.ces.census.gov/>

495/METROWEST ON THE GO

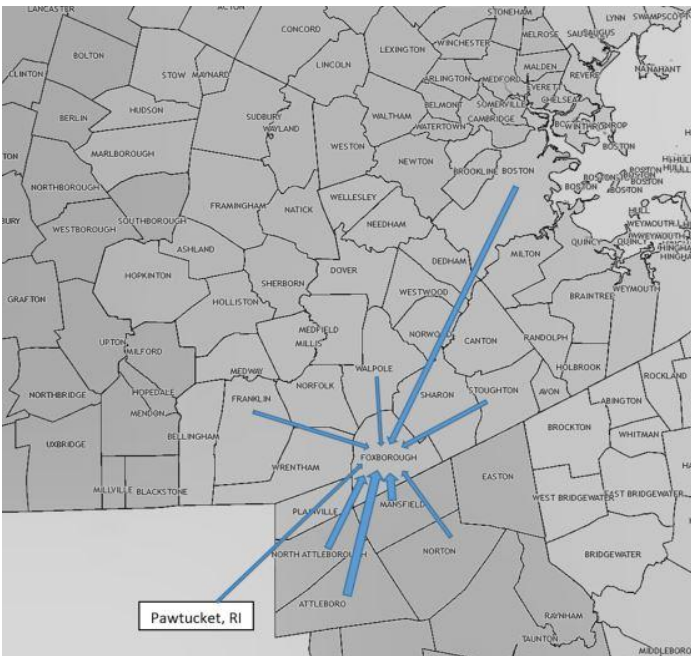
Town of Foxborough Commuting Data



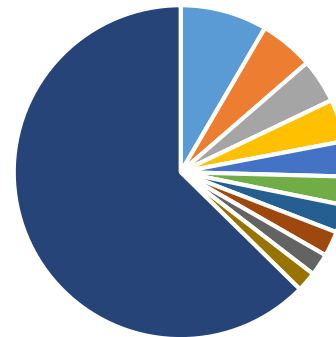
Where Foxborough's Residents Work



- Foxborough
- Boston
- Norwood
- Walpole
- Mansfield
- Canton
- Framingham
- Franklin
- North Attleboro
- Attleboro
- Other



Where Foxborough's Workers Live



- Foxborough
- Attleboro
- North Attleboro
- Mansfield
- Boston
- Norton
- Pawtucket, RI
- Taunton
- Franklin
- Walpole
- Other

From: [Ash, Jay \(EOHED\)](#)
To: [Kennealy, Michael \(EOHED\)](#); [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: Amazon and Veterans Hiring
Date: Wednesday, October 11, 2017 7:53:05 AM

Gov. wants to include something in the proposal about veterans hiring, which is a Amazon priority and then issue which he cares. Please get a reference about veterans, the disabled, and underrepresented populations. All priority areas for us that we would want to work with a company to help him coordinate employment opportunities

Sent from my Verizon, Samsung Galaxy smartphone

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Ash, Jay \(EOHED\)](#)
Cc: [Kennealy, Michael \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: Re: Amazon and Veterans Hiring
Date: Wednesday, October 11, 2017 8:03:20 AM

Included in next draft in quality of life section.

Aimee
617-356-3037

Sent from my iPhone

> On Oct 11, 2017, at 7:53 AM, Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US> wrote:
>
> a

From: [Kaneb, Michael \(GOV\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: Testimonial Blurbs for Talent
Date: Wednesday, October 11, 2017 8:13:38 AM

Aimee and Devon:

It strikes me that we don't have much call-out in the Talent section. It might really help to put one or two quotes in from big companies saying they have had hiring success in MA in particular if they worked with our collaborative system—community colleges/career centers, etc.

We do have this for Amazon Fall River.

Any other stuff like this?

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

From: Brad MacDougall
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: Testimonial Request - AIM
Date: Wednesday, October 11, 2017 8:14:15 AM
Attachments: [image001.png](#)
[image006.png](#)

We are working on a final draft. Someone from the aim team will get a PDF copy of it to you.
Brad



Bradley a. Macdougall
VP government affairs
One Beacon Street, 16th Floor
Boston MA 02108
617.488.8367 | bmacdougall@aimnet.org |
[@bradmacdougall](#)

aimnet.org | blog.aimnet.org



AIM 2017 REGIONAL CELEBRATIONS & AWARDS 4:30—6:30 PM

[OCTOBER 5 - WORCESTER @ MECHANICS HALL](#)

[OCTOBER 12 - LAWRENCE @ SALVATORE'S RIVERWALK COMPLEX](#)

[OCTOBER 19 - FOXBORO @ CBS SCENE AT PATRIOT PLACE](#)

[OCTOBER 26 - BERKSHIRES/PITTSFIELD @ HOTEL ON NORTH](#)

From: Goodall, Devon L (SEA) [<mailto:devon.l.goodall@state.ma.us>]
Sent: Tuesday, October 10, 2017 11:09 AM
To: Brad MacDougall
Subject: RE: Testimonial Request - AIM

Would it be possible to receive it by tomorrow mid-morning? I know this is a really quick turnaround!

From: Brad MacDougall [<mailto:BMacdougall@aimnet.org>]

Sent: Tuesday, October 10, 2017 11:08 AM

To: Goodall, Devon L. (MOBD)

Subject: Re: Testimonial Request - AIM

Devon thanks. When is those due or when did you want this back?

Bradley A. MacDougall
Vice President for Government Affairs
Associated industries of Massachusetts (AIM)

On Oct 10, 2017, at 10:11 AM, Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us> wrote:

Brad,

I hope this email finds you well! I'm reaching out to ask AIM to write a letter of support for the Baker-Polito Administration's effort to recruit Amazon to Massachusetts. I hope that I'm not duplicating efforts of MassTech, but want to be sure that AIM is included. A core piece of this proposal is support from internationally-renowned organizations

within the Commonwealth's borders, touching on the existing culture of innovation, education, cultural and sporting successes.

If AIM is willing to participate, I've attached a draft document outlining key themes and suggested topics for the letter to hit on. We are operating on a tight timeline, so if possible please return the letter to me by the end of the day tomorrow. I also respectfully ask that you keep this request confidential.

Please let me know if you have any questions. I look forward to hearing back from you.

Thank you!

Devon

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

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



ASSOCIATED
INDUSTRIES OF
MASSACHUSETTS



From: Beatty, John
To: [Ash, Jay \(EOHED\)](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Re: Drone testing at Joint Base Cape Cod
Date: Wednesday, October 11, 2017 9:12:49 AM

Jay

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

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

R
John

Sent from my iPhone

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

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

Sent from my Verizon, Samsung Galaxy smartphone

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Chris Geehern](#)
Subject: RE: AIM Amazon Endorsement
Date: Wednesday, October 11, 2017 9:16:06 AM

Hi Chris,

Thanks for the update! I look forward to receiving the letter shortly.

Devon

From: Chris Geehern [mailto:cpg@aimnet.org]

Sent: Wednesday, October 11, 2017 9:05 AM

To: Goodall, Devon L. (MOBD)

Subject: AIM Amazon Endorsement

Good morning Devon,

My name is Chris Geehern and I work with Brad MacDougall at Associated Industries of Massachusetts.

A letter from AIM President Rick Lord endorsing the commonwealth's proposals to Amazon will be forthcoming in about an hour. Please call me at 617.834.4414 if you have any questions.

Best,

Chris Geehern

Executive Vice President

From: Morano, Paul Jr.
To: [Goodall, Devon L. \(MOBD\)](mailto:Devon.L.Goodall@state.ma.us)
Subject: RE: City of Worcester Amazon Site
Date: Wednesday, October 11, 2017 9:20:01 AM

You're welcome. Good luck putting the proposal together. You're almost done!

From: Goodall, Devon L (SEA) [mailto:devon.l.goodall@state.ma.us]
Sent: Wednesday, October 11, 2017 9:16 AM
To: Morano, Paul Jr.
Subject: RE: City of Worcester Amazon Site

Paul,

Thank you for getting back to me so quickly! I really appreciate it.

Have a good day.

Devon

From: Morano, Paul Jr. [<mailto:MoranoP@worchesterma.gov>]
Sent: Wednesday, October 11, 2017 9:01 AM
To: Goodall, Devon L. (MOBD)
Subject: RE: City of Worcester Amazon Site

Devon,

Good morning. Please use the following for the introduction.

"As the second largest city in New England, Worcester has transformed itself into a leader in biotechnology, advanced manufacturing, information technology, health care, medical research, and video gaming and design. Worcester's recent growth can be attributed to its nine colleges and universities and 35,000 college students, affordable cost of housing, high quality of life, ease of accessibility, and growing knowledge-based economy. Add roughly 8.5 million people living within a 60-mile radius of Worcester, a skilled workforce educated by more than 135 colleges and institutes located within an hour's drive, and strong existing infrastructure with easy access to major interstate highways, commuter rail to Boston, and major airports, including Worcester Regional Airport, Logan International Airport, T.F. Green Airport, and Bradley International Airport, and unique opportunities exist for dynamic business growth."

Thank you.

Paul

From: Goodall, Devon L (SEA) [<mailto:devon.l.goodall@state.ma.us>]
Sent: Tuesday, October 10, 2017 8:39 PM
To: Morano, Paul Jr.
Subject: Re: City of Worcester Amazon Site

Hi Paul,

Would it be possible to get a quick one to two sentence write up on Worcester. This will be used as an intro to the site on our display. We would like to get the sentence back by tomorrow COB.

Thanks!

Devon

From: Morano, Paul Jr. <MoranoP@worchesterma.gov>
Sent: Wednesday, October 4, 2017 4:16 PM
To: Goodall, Devon L. (MOBD)
Subject: City of Worcester Amazon Site

Ms. Goodall,

Attached per your request, please find an overview of 3 Eaton Place in Worcester as a potential site for Amazon.

Please let me know if you have any questions or need more information.

Thank you.

Paul

Paul D. Morano, Jr.

Assistant Chief Development Officer

Business & Community Development Division

City of Worcester Economic Development Office

455 Main Street, City Hall, Room 402

moranop@worcesterma.gov

508-799-1400, ext. 31418

From: [Goodall, Devon L. \(MOBD\)](mailto:Goodall.Devon.L.(MOBD)@ci.everett.ma.us)
To: Maria.Josefson@ci.everett.ma.us
Subject: RE: Amazon RFP responses
Date: Wednesday, October 11, 2017 10:16:28 AM

Hi Maria,

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

Thanks!

Devon

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

Dear Mr. Kennealy,

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

Maria Josefson

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

Begin forwarded message:

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

Dear Mayors and City Managers

We are fully committed to submitting a proposal to Amazon in response to their RFP (attached) showcasing the entire state for their consideration when selecting a home for their second headquarters. This includes featuring in our proposal any sites from across the Commonwealth that will be put forth by your municipality.

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

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

All the best,

Mike

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

From: [Goodall, Devon L. \(MOBD\)](#)
To: curt.bellavance@peabody-ma.gov
Subject: RE: City of Peabody, MA. - Response to Amazon RFP
Date: Wednesday, October 11, 2017 10:20:46 AM

Curt,

Following up on Peabody's site submission. Would it be possible to receive 1-2 sentences on the site to serve as an introduction? We need this piece by the end of the day today.

Thanks!

Devon

From: Edward A. Bettencourt, Jr. [<mailto:edward.bettencourt@peabody-ma.gov>]

Sent: Friday, September 29, 2017 12:36 PM

To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>

Cc: Curt Bellavance <curt.bellavance@peabody-ma.gov>

Subject: City of Peabody, MA. - Response to Amazon RFP

Importance: High

Good afternoon Mr. Kennealy,

Thank you for your efforts in allowing cities and towns the opportunity to submit a proposal to Amazon. Attached please find the City of Peabody's response to the Amazon's RFP with some additional information about our community and the many benefits we could provide to Amazon.

Thank you again and if you have any questions or need further information, please don't hesitate to contact me.

My best regards,

Mayor Ted Bettencourt

City of Peabody, Massachusetts

From: Chris Geehern
To: [Goodall, Devon L. \(MOBD\)](#)
Cc: [Lord, Richard \(Assoc Industries of MA\)](#); [John Regan](#); [Brad MacDougall](#)
Subject: AIM Endorsement of Proposals to Amazon.1
Date: Wednesday, October 11, 2017 11:18:08 AM
Attachments: [AIM Endorsement of Proposals to Amazon.1.docx](#)

Devon,

Attached is the letter from Associated Industries of Massachusetts President & CEO Rick Lord endorsing the commonwealth's proposals to Amazon.

Please let me know if you need anything else.

Best,

Chris Geehern

Executive Vice President



1 Beacon Street, 16th Floor
Boston, MA 02108

www.aimnet.org | 617.262.1180 | fax 617.536.6785

October 11, 2017

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

Dear Ms. Sullivan,

Associated Industries of Massachusetts (AIM) is pleased to endorse the proposals of the Commonwealth of Massachusetts to Amazon for the company to site its second corporate headquarters in Massachusetts.

AIM is the statewide employer association in Massachusetts, representing the interests of more than 4,000 employers both large and small from all sectors of the economy on public-policy issues. The association's membership includes companies such as Fidelity Investments, General Electric, Raytheon Company, Google, Microsoft and Biogen.

We join with the commonwealth in welcoming Amazon's interest in Massachusetts for its HQ2 project, especially since the company already employs thousands of Massachusetts residents in areas ranging from robotics in North Reading to Amazon Echo in Cambridge to distribution in Fall River. That presence has given Amazon a first-hand view of the unique combination of world-class research universities, innovation ecosystem, skilled employees and work ethic that has made the Massachusetts economy one of the strongest in the United States.

Greater Boston, in particular, seems a perfect match for a global company like Amazon. The region maintains the ninth highest gross domestic product of any urban area in the country, fueled by its status as the world center of biomedical research and a strong presence in sectors such as information technology, software and advanced manufacturing.

But there is another factor that sets Massachusetts apart as a potential destination for HQ2 – political stability. At a moment of unparalleled dissonance in the national political discourse, Massachusetts has forged a singularly productive collaboration between a Republican governor and Democratic legislature determined to create an atmosphere of policy stability and economic growth.

Executives at General Electric identified the cooperation between Republican Governor Charlie Baker and Boston's Democratic Mayor, Martin Walsh, as one of the primary reasons the company elected to relocate its corporate headquarters to Boston. Collaboration has also been the watchword as the Massachusetts business community has worked this year with lawmakers on a balanced Pregnant Workers Fairness Act and a paid sick-days law that ensures both the public good and the ability of employers to succeed.



1 Beacon Street, 16th Floor
Boston, MA 02108

www.aimnet.org | 617.262.1180 | fax 617.536.6785

Cities like Boston create their own economic gravitational pull. The Berkeley economist Enrico Moretti, in his 2012 book, *The New Geography of Jobs*, explains that economic momentum is the result of two trends: markets offering rewards to “innovation,” and innovative people increasingly needing and preferring each other’s company.

“Once a city attracts some innovative workers and innovative companies, its economy changes in ways that make it even more attractive to other innovators,” Moretti writes.

We very much hope that Amazon will expand its presence among that cast of innovators here in Massachusetts.

Sincerely,

Richard C. Lord
President & Chief Executive Officer

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Chris Geehern](#)
Cc: [Lord, Richard \(Assoc Industries of MA\)](#); [John Regan](#); [Brad MacDougall](#)
Subject: RE: AIM Endorsement of Proposals to Amazon.1
Date: Wednesday, October 11, 2017 11:23:19 AM

Hi Chris,

Thank you for getting this to me so quickly. We will be including it in the testimonials section of the proposal.

Best,

Devon

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

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

From: Chris Geehern [mailto:cpg@aimnet.org]

Sent: Wednesday, October 11, 2017 11:15 AM

To: Goodall, Devon L. (MOBD)

Cc: Lord, Richard (Assoc Industries of MA); John Regan; Brad MacDougall

Subject: AIM Endorsement of Proposals to Amazon.1

Devon,

Attached is the letter from Associated Industries of Massachusetts President & CEO Rick Lord endorsing the commonwealth's proposals to Amazon.

Please let me know if you need anything else.

Best,

Chris Geehern

Executive Vice President

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Bid documents
Date: Wednesday, October 11, 2017 11:27:01 AM

Can you forward this to me with the attachments?

From: Ward Weeden, Aimee (EOHED)
Sent: Tuesday, October 10, 2017 3:06 PM
To: Robin C Elices
Cc: Goodall, Devon L. (MOBD)
Subject: RE: Bid documents

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: Robin C Elices [<mailto:relices@mit.edu>]
Sent: Tuesday, October 10, 2017 1:36 PM
To: Ward Weeden, Aimee (EOHED)
Subject: Re: Bid documents

Dear Aimee,

I write on behalf of Israel to provide you with the final letter signed by President Reif. I also attach the final description of MIT programs and collaborations for your reference. This has been slightly reformatted, but the language has not changed from the version you received yesterday.

Please let me know if there is anything further you may need.

Best,

Robin

Robin Elices

Executive Director

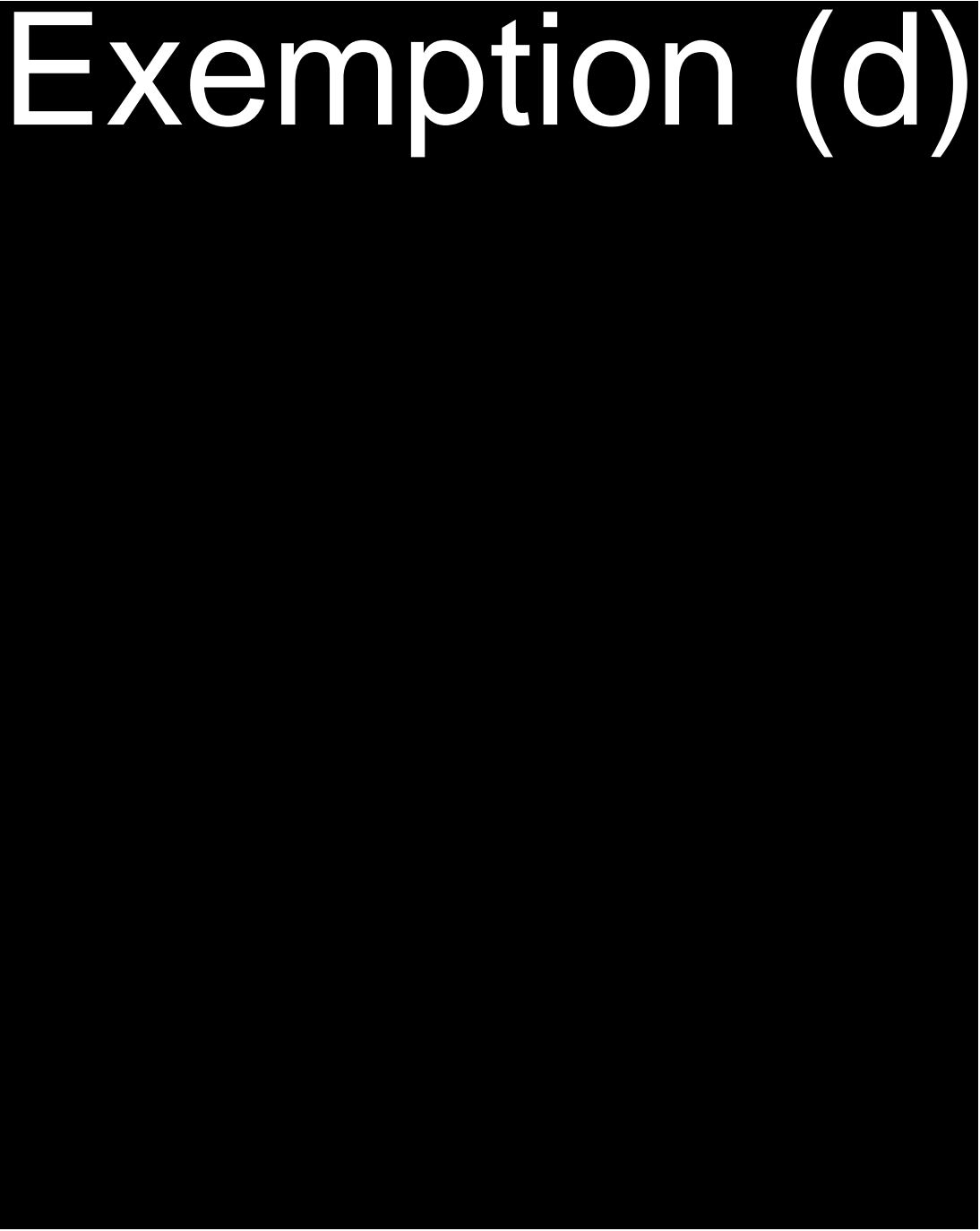
Office of the Executive Vice President and Treasurer

Building 4 Room 208

Telephone 617 324 4603

Exemption (d)

Exemption (d)



From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Bid documents
Date: Wednesday, October 11, 2017 11:45:54 AM
Attachments: [from REIF to BEZOS 2017 10 10.pdf](#)
[MIT Programs and Collaborations.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: Robin C Elices [mailto:relices@mit.edu]
Sent: Tuesday, October 10, 2017 1:36 PM
To: Ward Weeden, Aimee (EOHED)
Subject: Re: Bid documents

Dear Aimee,

I write on behalf of Israel to provide you with the final letter signed by President Reif. I also attach the final description of MIT programs and collaborations for your reference. This has been slightly reformatted, but the language has not changed from the version you received yesterday.

Please let me know if there is anything further you may need.

Best,

Robin

Robin Elices

Executive Director

Office of the Executive Vice President and Treasurer

Building 4 Room 208

Telephone 617 324 4603

Exemption (d)

Exemption (d)



77 Massachusetts Avenue, Building 3-208
Cambridge, Massachusetts 02139-4307 U.S.A.
Phone 1-617-253-0148

October 10, 2017

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

Dear Jeff:

On behalf of the Massachusetts Institute of Technology (MIT), we are extremely excited about the prospect of Amazon coming to Massachusetts. The greater Boston region is an ideal location for Amazon to create its second corporate headquarters, with tremendous opportunities for technological advancement. The region is home to a vast array of world-class universities, hospitals, and technology companies with a deep culture of collaboration. These include not only MIT and Harvard but also over 50 other public and private universities and strong community colleges that are home to approximately 250,000 students. Across all of Massachusetts, our colleges and universities graduate over 118,000 each year. You will find a highly talented workforce here.

MIT has a long-standing tradition of working productively with industry, and we look forward to strengthening our existing relationships with Amazon. We are actively engaged in shaping a regional environment where innovators and companies succeed in translating inventions from the laboratory to commercial products, faster and more effectively. We are rapidly advancing robotics, artificial intelligence, the internet of things, and other areas of technology that are important to Amazon. I have provided a brief summary of some of MIT's research programs and collaborations that may be of interest in thinking about future collaborations between Amazon and MIT.

MIT is also committed to extending our already robust K-12 educational programs. Working with Cambridge, Boston, and other local communities, we aim to increase curiosity and inspire a new pool of STEM talent for the future. Through our programs at the MIT Edgerton Center (over 150 on-campus workshops touching about 3,000 students annually), the Cambridge Science Festival (over 250 events and 100,00 visitors each spring), and Boston STEM Week (reaching 37 middle schools and 6,500 students this fall), we offer hands-on science and engineering experiences to inspire our communities. MIT embraces diversity and inclusiveness, and true to our values, we seek to provide access and opportunities for all. Through MITx and edX, MIT is expanding online learning.

I believe that your search presents Amazon and the region a unique opportunity to build a more exciting future together. MIT wants to play a major role. My colleagues and I are available to provide any additional information that may be helpful as you move forward with the selection process, and we welcome the occasion to talk with you about the tremendous opportunities that lie before us.

Sincerely,

L. Rafael Reif

LRR/rce



Summary of MIT Research Programs and Collaborations

Boston and MIT

The Massachusetts Institute of Technology is a magnet for talent. The Institute attracts people from all over the world to our academic programs and research labs. Once they're here, they tend to stay — and act as one of the most important forces in the Boston economy. The engineers, scientists, and technologists who come to MIT collaborate frequently with their counterparts at many of Boston's 50 local universities. They go to work in our local hospitals, engineering firms, biotech or technology companies, or they create new ventures of their own, in every sector of the marketplace.

MIT's connections and contributions to Boston take four principle forms:

- The **research** of our faculty and investigators
- Our inter-institutional **collaborations**
- Our efforts to cultivate **the next generation** of leaders in technology

RESEARCH PROGRAMS

Artificial intelligence and machine learning

At MIT's Computer Science and Artificial Intelligence Laboratory, more than 115 principal investigators have active research projects in dozens of areas — from decentralized information to human-computer interaction to computer vision. At the Institute for Data, Systems, and Society, researchers from all five schools at MIT (from economics and computer science, to math and anthropology) are collaborating on projects that explore the intersections between data, modeling, and society. At the Operations Research Center, founded in 1953, projects range from finance to education to health care. And while researchers in the Institute for Medical Engineering and Science are discovering new avenues for unleashing the power of computation on health care, their colleagues in the Media Lab are modeling human emotional expressions to understand how they impact health, social interaction, learning, memory, and behavior.

Robotics

From the Robust Robotics Group and the Robot Locomotion Group in the Computer Science and Artificial Intelligence Laboratory, to the robotic cheetah from the Biomimetic Robotics Lab in the Department of Mechanical Engineering, to the creation of new miniaturized drones from the Department of Aeronautics and Astronautics, to the Media Lab's "personal robots" that are built with the social savvy, physical adeptness, and common sense to partake in daily life — MIT has long held a leadership role in the field of robotics.



Nanotechnology

More than 20 percent of the researchers at MIT are working on methods and tools to synthesize and manipulate matter at the molecular level. The potential for this research to have an impact in such areas as [computing and communications](#), [energy](#), [health and health care](#), [manufacturing](#), [materials and structures](#), [prototyping](#), [sustainable futures](#), and [toolmaking](#) is revolutionary. In order to satisfy the rapidly expanding (and highly specific) needs related to research on the nano scale, three years ago MIT started construction on [MIT.nano](#), a 200,000-square-foot laboratory for nanoscience and nanotechnology in the center of campus. The building is scheduled to open in June, 2018.

Manufacturing

Making things has always been at the core of MIT's culture and mission, and our researchers have played a fundamental role in developing many of the technologies driving today's — and tomorrow's — manufacturing industries. From re-inventions of old paradigms and industries like [fabrics](#), [concrete](#), and [steel](#), to novel implementations of 3D-printing for use in the biomedical domain (printing [new organs](#), to novel [forms of drug-delivery](#)), [architecture and construction](#), charting new paths for making the technology [more environmentally sustainable](#), or creating [robots on demand](#), MIT researchers remain committed to finding avenues through which their work can be brought to scale in industry.

Internet of Things

MIT's engineers and scientists are developing the next generation of tools and technologies that will form the connections between people, their devices, and the world they live in. Device research spans low-power chips that could make [speech recognition ubiquitous](#), to others than can [implement neural networks](#), to ones that harvest the [human body's own heat](#) to power themselves. Researchers are also developing security and privacy, from [protecting urban infrastructure](#) to the mapping the [future power grid of Boston](#).

Quantum Engineering

MIT physicists and engineers are working to understand, design, manufacture, and control quantum systems comprising superconducting artificial atoms (qubits) for quantum information science and technology applications. A key focus of our effort across campus is advancing quantum computing. Efforts include [fundamental research to applied physics and systems engineering](#) and the study of [quantum dynamics and control in spin systems](#), with applications to quantum information and precision measurement.



COLLABORATIONS

Manufacturing USA Institutes

MIT catalyzed statewide collaborations in 10 of the 11 new national institutes that are part of the National Network for Manufacturing Innovation (NNMI). This network focuses on developing and commercializing manufacturing technologies through public-private partnerships between U.S. industry, universities, and federal government agencies. Our contributions have included proposals for new technical projects and workforce development programs in manufacturing technologies relevant to production, sensing and automation, physical and cybersecurity, robotic handling, and scaleup technologies. Academic collaborators on these projects include many local universities and community colleges. MIT played a facilitating role in NNMI's American Institute for Manufacturing Integrated Photonics (AIM Photonics), Advanced Robotics for Manufacturing Institute (ARM), the Clean Energy Smart Manufacturing Innovation Institute (CESMII), the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL), and the [Advanced Functional Fabrics of America](#) (AFFOA), which is based in Cambridge and [last summer](#) opened a new center for development of high-tech fibers and fabrics, as well as two products already ready for commercialization. (They also created a [special handout](#) for this year's crop of MIT first-year students.)

The Engine

Built by MIT — but not just *for* MIT — [The Engine](#) seeks to bridge the gap between discovery and commercialization by empowering disruptive technologies with the long-term capital, knowledge, and specialized equipment and labs they need to thrive. The Engine, which has already attracted \$200 million in investment capital, has a mission to help founders bring their scientific discoveries in tough technologies into the world and commercialize them at scale. They provide funding, facilities, services, and partner networks to build the next generation of tough tech companies, which have historically been underserved and underfunded, leaving many breakthrough inventions stuck inside the lab. A first-of-its-kind organization, The Engine [recently announced](#) investments in its first group of startups.

High-Performance Computing Center (HPCC)

A joint venture between MIT, the University of Massachusetts, Boston University, and Northeastern University, the state of Massachusetts, and a range of industry sponsors, the HPCC is an environmentally friendly high-performance computing center in western Massachusetts. The center houses a wide range of computing resources, from massive clusters of commodity computers to specialized supercomputers, and associated data storage, all connected to each other and to users via high-speed networks. This is critical infrastructure for modern scientific research.

Broad Institute

Launched in 2004 as a partnership between MIT and Harvard, the [Broad Institute](#) seeks to improve human health by using genomics to advance our understanding of the biology and treatment of human disease, and to help lay the groundwork for a new generation of therapies.



Consortia for Improving Medicine with Innovation and Technology (CIMIT)

One of a range of programs through which MIT researchers collaborate with the Massachusetts General Hospital, [CIMIT](#) is a network of academic and medical institutions partnering with industry and government to foster collaboration among clinicians, technologists, and entrepreneurs and accelerate innovation and the discovery, development, and implementation of innovative healthcare technologies.

Woods Hole Oceanographic Institute

MIT also has a range of collaborative efforts with the [Woods Hole Oceanographic Institute](#). They cohost a [joint graduate program](#) in marine science with particular strengths in sensors and robotics. The program brings together experts in applied ocean science and engineering, chemical oceanography, biological oceanography, marine geology and geophysics, and physical oceanography.

MIT Media Lab Cities Partnerships

The Media Lab's [City Science research group](#) develops strategies for creating the places where people live and work, and the mobility systems that connect them. They investigate, for example, how new models for urban architecture and personal vehicles can be more responsive to the unique needs and values of individuals through the application of disentangled systems and smart customization.

MIT Industrial Liaison Program

The [Industrial Liaison Program](#) (ILP) is dedicated to creating and strengthening mutually beneficial relationships between MIT and corporations worldwide. Established in 1948, the ILP provides more than 200 of the world's leading companies with access to MIT faculty and their expertise. The ILP's [Startup Exchange](#) is a web community that lists more than 1,000 MIT-connected startups in various stages of development.

Tata Center for Technology + Design

Researchers at the [Tata Center for Technology + Design](#) at MIT work closely with on-the-ground collaborators and community members to design appropriate, practical solutions to the persistent and emerging challenges of the developing world. They seek novel and creative ways to use sophisticated science and technology to bring the benefits of modernity to resource-constrained communities. Their strategy is to have a large and sustained impact by translating our ideas and discoveries into affordable products and services, scientifically-informed policy tools, and entrepreneurial ventures.

MIT Collaborative Initiatives

Addressing today's most challenging issues requires soliciting input from as wide a range of experts as one can find. Non-traditional viewpoints can broaden debates and lead them in new directions. The [MIT Collaborative Initiatives](#) aims to promote a systems-based approach to solving deep-rooted societal issues by engaging experts from a broad range of disciplines both within and outside the scope of a problem.



EDUCATIONAL OUTREACH AND WORKFORCE DEVELOPMENT

Office of Engineering Outreach Programs

The MIT [Office of Engineering Outreach Programs](#) (OEOP) offers a range of K-12 programs that have proven to be especially effective at diversifying the broader science and engineering community. It's [Saturday Engineering Enrichment and Discovery](#) (SEED) program serves students from Boston, Cambridge, and Lawrence public schools. And since 1975, OEOP has been home to the [MITES](#) program, a national model that has been replicated at universities across the country since it was established.

Edgerton Center

The MIT [Edgerton Center](#) offers hands-on science and engineering challenges to educate and inspire kindergarten through 12th-grade students, aiming to increase their curiosity and desire to pursue these fields in their future. From intensive summer programs to daily classroom visits, the center's activities are focused on the Greater Boston area. The center supports over 150 on-campus classroom workshops annually, plus intensive summer programs, innovative curriculum, and teacher professional development.

Office of Digital Learning

MIT's [Office of Digital Learning](#) is working to transform pre K-12 Education by inspiring young learners and teachers in STEM (Science, Technology, Engineering, and Mathematics) subjects through its many [programs](#). MIT students and faculty are immersed in an intense and joyful process of experimenting, tinkering, investigating, and inventing. Underlying this process is a deep-seated commitment to making the world a better place. A recent manifestation of this vision is the [2014 Institute-Wide Task Force Report on the Future of MIT Education](#), which calls for coordinating many existing MIT K-12 initiatives and working toward a greater impact for the pre-college work that is taking place on campus.

Cambridge Science Festival

MIT has played a leadership role in the annual Cambridge Science Festival, a 10-day celebration offering over 250 events and attracting 100,000 visitors to inspire both children and adults across New England to take an interest in STEM.

Boston Stem Week

STEM Week is an immersive program that transforms middle schools into STEM learning labs. During STEM Week, regularly scheduled course periods are replaced by hands-on curriculum developed by MIT and other organizations. Teachers and students work in teams to solve real-world problems with a focus on hands-on experimentation, critical thinking, and collaboration. In October 2017, Boston STEM Week brings hands-on STEM experiences to 37 middle schools, 300 teachers and 6,500 students.



Leaders for Global Operations

MIT's [Leaders for Global Operations](#) (LGO) program offers a two-year curriculum that places students in research internships at elite partner companies. Students develop leadership skills to manage operations units in the pharmaceutical, manufacturing, energy, high-tech, and global supply chain industries. During the program, students combine advanced engineering and management knowledge, which makes LGO graduates among the most sought after on the job market. LGO alumni lead a variety of product development, global operations, and manufacturing development initiatives at leading companies and entrepreneurial ventures throughout the world.

edX

In 2012, MIT and Harvard teamed up to launch [edX](#) — an ambitious partnership to deliver online education to learners anywhere in the world. The venture now has 52 partner universities, offers more than 1,300 courses, and has provided millions of people worldwide with access to new educational opportunities.

Innovation programs

Cultivating and providing opportunities for the entrepreneurial spirit of MIT students and faculty is an Institute priority. Faculty and students have access to myriad programs, centers, and initiatives that help them translate the work they are doing in their labs and classrooms for use in the world. Programs like MIT's [Sandbox Innovation Program](#) and [Deshpande Center for Technological Innovation](#) provide funding and mentorship to support innovative ideas. And for the broader innovation community of Boston, last year MIT started [The Engine](#) described above.

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Bezos Address
Date: Wednesday, October 11, 2017 11:51:41 AM

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

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

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

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Albert Ng](#)
Subject: Updated Welcome Letter
Date: Wednesday, October 11, 2017 12:01:08 PM
Attachments: [Welcome Letter AW edits.docx](#)
[ATT00001.txt](#)

Hi Albert,

Attached is the updated Welcome letter to be included in today's draft. The headshots of Gov, LG, senate president and speaker should be included on this page as well. Thanks!!!

Governor/Lieutenant Governor Welcome Letter

On behalf of the Commonwealth of Massachusetts, we are excited to submit this invitation for Amazon to locate its second headquarters in Massachusetts. As you are already aware as a current employer, Massachusetts offers an innovative culture led by world-class research institutions and universities, a growing economy that succeeds because of productive collaboration between government and private industry, and an exciting collection of development sites that meet all of Amazon's needs for growth.

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

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

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

Massachusetts offers the business environment, the resources, and the development sites to meet Amazon's needs now and in the future. We are a state that has always been willing to embrace bold ideas, to launch new ventures, and to welcome newcomers. As the opportunities of this partnership become more in focus and the remaining details to achieve our mutual goals become clearer, please know that we will work collaboratively and expeditiously to find common ground on any additional requirements to turn our shared intentions into winning results. We hope Amazon will accept our invitation to discover a great future here in Massachusetts.

Devon Goodall
617-413-6058

From: [Kennealy, Michael \(EOHED\)](#)
To: [Mayor](#)
Subject: RE: Gardner's 2 paragraphs
Date: Wednesday, October 11, 2017 12:05:31 PM

Ok thanks

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

From: Mayor [mailto:Mayor@gardner-ma.gov]
Sent: Wednesday, October 11, 2017 11:47 AM
To: Kennealy, Michael (EOHED)
Subject: Gardner's 2 paragraphs

Michael,
Secretary Ash asked me to get two paragraphs regarding Amazon to you. It is attached.
Let me know if you need anything else.

Thanks,

Mark

Mark Hawke
Mayor, City of Gardner
95 Pleasant Street, Room 125
Gardner, MA 01440
(0)978-630-1490

From: [Kennealy, Michael \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Gardner's 2 paragraphs
Date: Wednesday, October 11, 2017 12:05:35 PM
Attachments: [Amazon paragraphs 10-11-17.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: Mayor [mailto:Mayor@gardner-ma.gov]
Sent: Wednesday, October 11, 2017 11:47 AM
To: Kennealy, Michael (EOHED)
Subject: Gardner's 2 paragraphs

Michael,

Secretary Ash asked me to get two paragraphs regarding Amazon to you. It is attached.

Let me know if you need anything else.

Thanks,

Mark

Mark Hawke
Mayor, City of Gardner
95 Pleasant Street, Room 125
Gardner, MA 01440
(0978-630-1490

Bisected by State Routes 2, 140 and 68, acting as the gateway between the western and eastern regions of the state, the City of Gardner is a growing economic hub in North Central Massachusetts. During the past five years, over forty new businesses have opened their doors and millions of dollars have been invested in the area to make the city a welcoming location for both families and businesses. With an economy rooted in health care, education, and manufacturing, Gardner has taken on a new and vibrant life that continues to grow, develop, expand, and succeed. By way of example, Advanced Cable Ties, in 2016, doubled the size of their facility by adding a 53,000 square foot expansion allowing them to double the size of their workforce. Partnerships with community assets, such as Henry Heywood Memorial Hospital and Mount Wachusett Community College, have also fueled mutually beneficial development as these organizations continue to grow and expand within Gardner.

Gardner has also invested resources to better improve the overall quality of life for its residents. In the past ten years, all of the city's playgrounds and parks have been upgraded and renovated. Gardner officials have worked with state and local partners to expand the North Central Pathway Bike Trail to 16 miles, connecting downtown Gardner to neighboring Winchendon Town Center. Gardner is also in the process of building a new elementary school, to ensure that its students are provided with the best resources available to them. As these efforts continue, so does Gardner's path to become the new economic heart of the region. With easy access to economic centers around Boston, the resources of the western portions of the state and markets just north in New Hampshire, Gardner serves as the prime central location for businesses looking to settle in a location where they know they can succeed.

From: [Vladeck, Abigail \(GOV\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Amazon and Veterans Hiring
Date: Wednesday, October 11, 2017 12:07:35 PM

All in the current livability draft, though not in great detail.

From: Ward Weeden, Aimee (EOHED)
Sent: Wednesday, October 11, 2017 10:48 AM
To: Vladeck, Abigail (GOV)
Subject: FW: Amazon and Veterans Hiring

As I mentioned this morning....

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

Boston, MA 02108

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

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

From: Ash, Jay (EOHED)

Sent: Wednesday, October 11, 2017 7:53 AM

To: Kennealy, Michael (EOHED); Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD)

Subject: Amazon and Veterans Hiring

Gov. wants to include something in the proposal about veterans hiring, which is a Amazon priority and then issue which he cares. Please get a reference about veterans, the disabled, and underrepresented populations. All priority areas for us that we would want to work with a company to help him coordinate employment opportunities

Sent from my Verizon, Samsung Galaxy smartphone

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Vladeck, Abigail \(GOV\)](#)
Subject: Fwd: Follow-up Housing Data
Date: Wednesday, October 11, 2017 12:10:22 PM
Attachments: [Amazon housing context DRAFT.pptx](#)
[ATT00001.htm](#)

Housing attached from Crystal

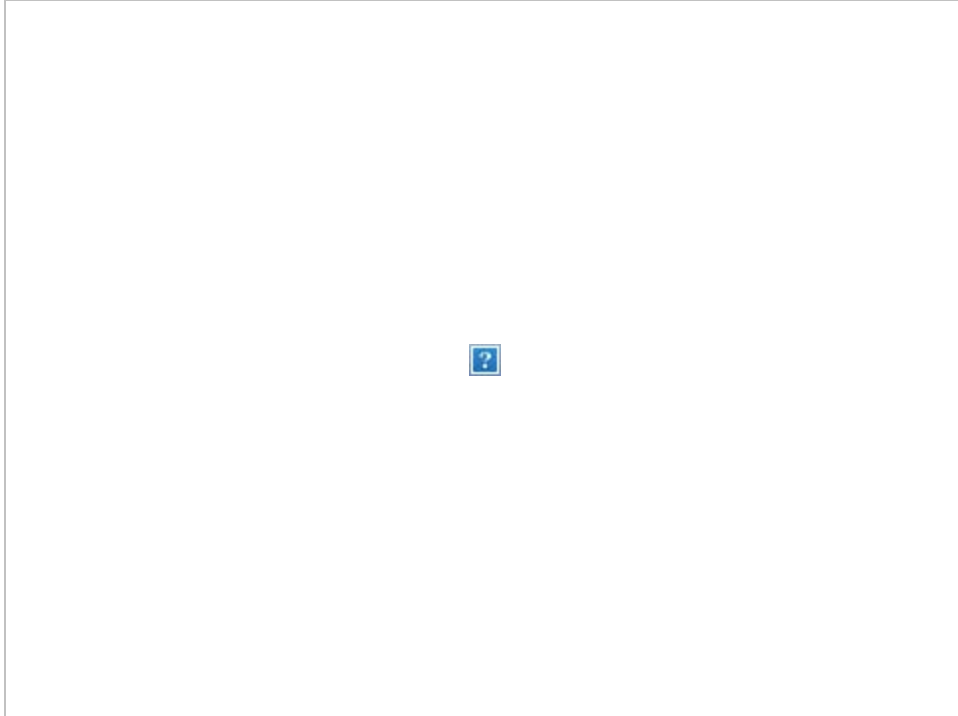
Devon Goodall
617-413-6058

Begin forwarded message:

From: "Kornegay, Chrystal (OCD)"
<Chrystal.Kornegay@MassMail.State.MA.US>
To: "Goodall, Devon L. (MOBD)" <Devon.L.Goodall@MassMail.State.MA.US>
Cc: "Ward Weeden, Aimee (EOHED)" <aimee.ward@MassMail.State.MA.US>
Subject: RE: Follow-up Housing Data

Devon,

The deck we showed earlier is attached. Below is the slide I use about housing and how we stack up. Let me know if you need anything else.



From: Goodall, Devon L. (MOBD)
Sent: Monday, October 02, 2017 4:46 PM
To: Kornegay, Chrystal (OCD) <Chrystal.Kornegay@MassMail.State.MA.US>
Cc: Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>

Subject: Follow-up Housing Data

Hi Chrystal,

Following up from today's housing meeting, I'm hoping that you might be able to send me an electronic copy of the PowerPoint from today along with a list of competitive facts and "first & only," including right to shelter. I'll share the information with our consultants who will be writing up the housing piece.

Thank you!

Devon

Devon Goodall

Devon.L.Goodall@state.ma.us



Commonwealth of Massachusetts

Amazon HQ2: Housing Context

October 2, 2017



The HQ2 Opportunity

Massachusetts has been preparing for success in achieving economic growth with a focus on supporting the innovation economy. Increased investments in housing and transportation will serve to continue nurturing that growth. Amazon’s current headquarters hunt creates an opportunity to focus on both pieces.

Amazon has issued an RFP, to identify a location to construct a second corporate headquarters (HQ2). The company anticipates making a phased expansion that could ultimately add **50,000 new full-time employees**, in **8 million square feet of commercial space**, over the next **15 years**.

The HQ2 opportunity can serve as a rallying point with a concrete deadline, to focus attention to achieve the kind of housing production needed to support state’s continued economic growth. HQ2 presents an opportunity to “prime the pump” on what Massachusetts has already been doing to grow, to meet our future needs on an accelerated basis.

As Massachusetts prepares a response to the HQ2 RFP, the state has: the **capacity** to add new housing to accommodate Amazon’s anticipated growth; the **assets** to support new housing growth; and a **responsive toolkit** that allows municipalities to deliver on new housing opportunities.



Capacity for housing growth

Massachusetts will need to add **25,000 new housing units to accommodate Amazon's anticipated growth**. The state has the **capacity** to meet this demand for new housing.

Massachusetts permitted over 48,000 new housing units over the past three years, including 40,000 in eastern cities and towns.

- Statewide, municipalities are on track to add **224,000 new housing units by 2030**. Metropolitan Boston alone is on pace to add 129,000 units by 2030.
- Meeting additional growth from HQ2 means adding an increment, over 10-15 years, on top of the housing cities and towns are already on pace to produce.
- Most of that growth is coming from metropolitan Boston, and most of the growth in the metro area will be in the City of **Boston**. Boston is ahead of its goal of adding **53,000 new housing units by 2030**, and **Somerville** is committed to building **6,000 new housing units by 2030**. The region's urban core is committed to achieving dynamic growth.
- Greater Boston region has redevelopment opportunities and regulations to drive growth. Suburbs are already driving housing growth by investing in their downtowns, and embracing the redevelopment of outdated retail properties.
- **Chapter 40B** ensures a minimum level of permitting capacity of **63,000 units statewide**.

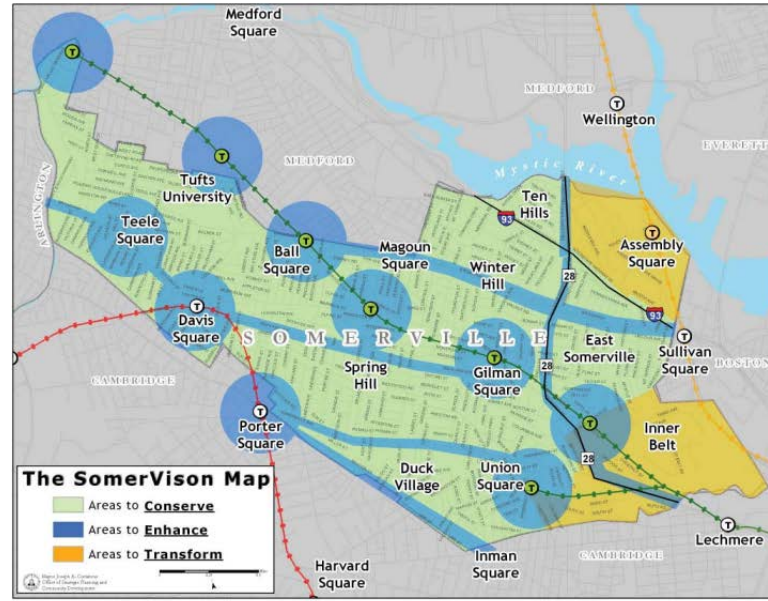
Massachusetts is a mature state with relatively few large greenfield sites, compared to peer states. The state boasts an abundance of sites, across a variety of community types, to drive housing growth through **infill and redevelopment**.



Local case study: Capacity for growth

Somerville leveraged state and local investments in **rail and roadway infrastructure** to transform a failed mall and low-grade industrial properties into Assembly Square, a mixed-use neighborhood delivering 1,800 new housing units, and 3.4 million square feet of commercial space.

The city's 20-year master plan sets a goal of adding 6,000 new housing units by 2030, by transforming hundreds of acres of formerly industrial parcels along the Orange and Green Lines.



The SomerVision Map illustrates our Vision for the community to:

- Conserve**
our great residential neighborhoods
- Enhance**
our funky squares and commercial corridors
- Transform**
opportunity areas on the eastern and southern edges of Somerville.





Local case studies: Capacity for growth



Lynn is reclaiming its waterfront, cleaning formerly contaminated parcels, and harnessing a unique state-local-federal working group, to remove permitting hurdles and advance significant new housing opportunities. The city now has 1,900 new market-rate units in its immediate development pipeline.

The towns of **Abington**, **Rockland**, and **Weymouth** jointly rezoned a former naval air station into Union Point, a master-planned community with direct rail access, and zoning allowing the development of 3,855 new homes, and 8 million square feet of commercial space. The Baker-Polito Administration provided public infrastructure funds, enabling construction of new apartments, and a robotics manufacturing facility.





Assets to support housing growth

Massachusetts has the **infrastructure and assets** to support new housing growth.

Massachusetts does not face the same constraints to growth, driven by **drinking water**, that peer states struggle with.

Greater Boston's **mass transit** system, the MBTA, is a driver of regional economic expansion. The Baker-Polito administration is building a platform for long-term sustainability, by focusing on strong management, accelerated systems modernization, and strategic service expansion.

Greater Boston professionals already commute to work in a manner consistent with Amazon's desire to promote **multi-modal access** to HQ2.

- More than half of Suffolk County residents working in management, business, science, and arts occupations commute by transit, biking, or walking.
- One in every five residents of Middlesex and Norfolk Counties working in management, business, science, and arts occupations commute by transit, biking, or walking.

Massachusetts boasts the most expansive menu of **state-level affordable housing supports** for low- and moderate-income residents in the US. The state is uniquely positioned to meet the needs of a growing service sector population that supports innovation economy expansion.



Assets to support housing growth

Massachusetts has the **infrastructure and assets** to support new housing growth.

The HQ2 RFP puts a premium on locations “with the potential to **attract and retain strong technical talent.**” Massachusetts has an abundance of these locations.

Employers across the U.S. are trading single-use suburban office parks for urban, mixed-use locations. This shift is a corporate talent retention strategy, as younger, highly educated employees increasingly value work environments that offer a high quality of life, including relative proximity to after-work amenities and varied housing choices.

This shift is happening broadly, in sectors that range from **technology** (GE in Boston, IBM Watson Health and IBM Security in Cambridge, Motorola Mobility in Chicago), to **insurance and financial services** (State Street in Boston, Aetna in New York), **apparel** (Converse and Reebok in Boston), and **biopharmaceutical research** (Bristol-Myers Squibb and Takeda in Cambridge).

Greater Boston has benefitted greatly from this dynamic. The region has already shown that it has the **quality of life** and the **ability to respond to market demand**, to facilitate dynamic growth in the innovation economy, from the urban core, to Gateway Cities and mature suburbs.



Local case study: Assets to support housing growth

The Orange Line is fueling a surge in housing development. **Boston** is adding new mixed-income rentals, at AO Flats at Forest Hills. **Malden** is leveraging transit access to remake its downtown, adding 900 new apartments that are spurring further investment in retail and commercial space.





A pro-growth toolkit

Massachusetts has built a **responsive toolkit** that allows municipalities to deliver on new housing opportunities, and quickly adapt to new market demand.

It is no secret that highly educated regions have tighter, higher-cost housing markets than the country at large. But among peer states, Massachusetts has established a broader array of successful tools for stimulating additional housing supply.

- **Chapter 40R** offers incentives to municipalities adopting turnkey housing zoning in downtowns, near transit, and in other sustainable locations. There are currently 13,000 units zoned for by-right development in 40R communities. 40R was recently highlighted by the Urban Land Institute's Terwilliger Center for Housing, as national best practice in expanding housing choice.
- **MassWorks** makes public infrastructure grants that support shovel-ready economic development projects. MassWorks has unlocked 3,000 housing units over the past two years.
- The **Housing Development Incentive Program** promotes housing growth in Gateway Cities. These cities tend to be pro-growth, but have weaker real estate markets. There are currently 1,300 housing units in the immediate HDIP construction pipeline. Baker-Polito Administration reforms to the program have grown the pipeline by a factor of 1.6x.



A pro-growth toolkit

Massachusetts has built a **responsive toolkit** that allows municipalities to deliver on new housing opportunities, and quickly adapt to new market demand.

- **Chapter 40B** sets minimum affordable housing production benchmarks for individual communities, with mechanisms to deliver those benchmarks, by overriding restrictive local zoning. Most 40B projects are mixed-income, in desirable housing markets. 40B benchmarks equal at least 63,000 units of current development capacity statewide. California recently used 40B as a model statute, in crafting a legislative solution to its own housing affordability crisis.
- The **Workforce Housing Initiative** is the nation's largest and most ambitious state-level initiative for middle-income housing affordability. Since its launch last year, the Workforce Housing Initiative has supported the construction of 1,600 new housing units, including 459 workforce units.
- The **Brownfields Redevelopment Fund** and **Brownfields Tax Credit** speed the cleanup and reuse of formerly contaminated sites.

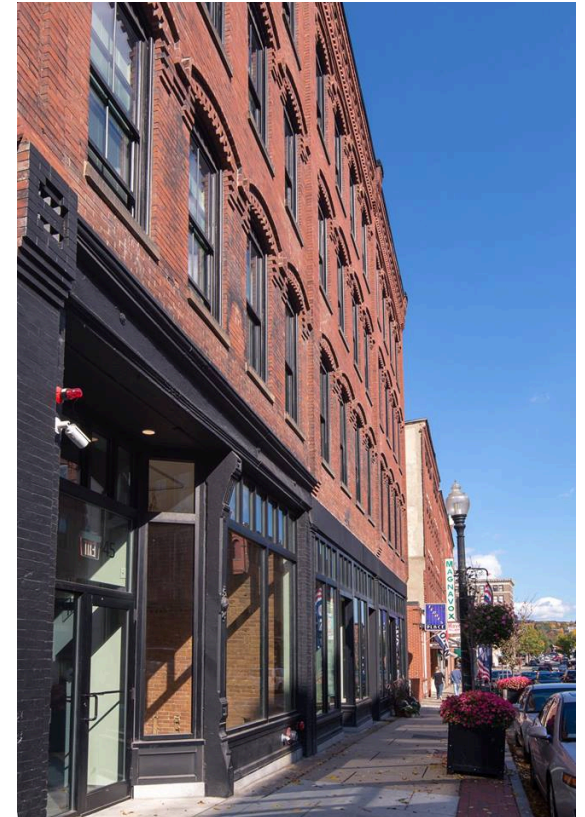


Local case studies: A pro-growth toolkit



Plymouth is harnessing **MassWorks** public infrastructure funds and **Chapter 40R zoning**, to transform an abandoned former Walmart into a new waterfront neighborhood, with commercial space and 675 new homes.

Haverhill has layered **Chapter 40R zoning** on top of **HDIP** development incentives and dedicated MassDevelopment technical assistance, to create a development-ready downtown zone that is attracting substantial private investment in new housing.



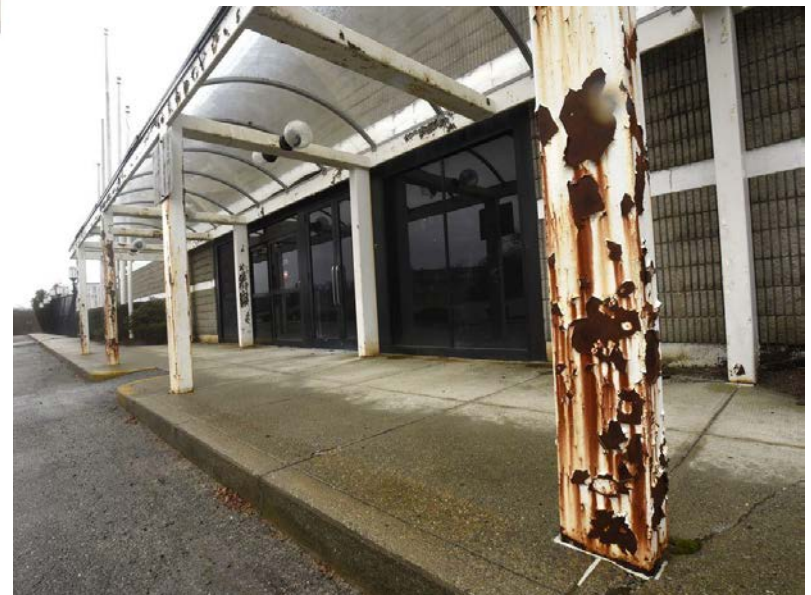


Local case studies: A pro-growth toolkit



Chelsea is redeveloping an outdated public housing complex into a new mixed-income community. The public-private redevelopment partnership will preserve affordable housing, while tripling the density of a site located adjacent to a new **bus rapid transit** station.

Swansea is breathing new life into a troubled mall, by using **Chapter 40B** zoning to add hundreds of new mixed-income housing units.



From: [Ash, Jay \(EOHED\)](#)
To: [Susan Houston](#); [Kennealy, Michael \(EOHED\)](#)
Cc: [Brian Cohen](#)
Subject: RE: Possible Stats for Amazon package/ MA differentiators in innovation
Date: Wednesday, October 11, 2017 1:05:20 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

Thx, we'll take a peek.

From: Susan Houston [mailto:shouston@massecon.com]
Sent: Wednesday, October 11, 2017 9:36 AM
To: Kennealy, Michael (EOHED); Ash, Jay (EOHED)
Cc: Brian Cohen
Subject: Possible Stats for Amazon package/ MA differentiators in innovation

Hi Mike and Jay,

I imagine you're well on your way to assembling the Massachusetts package for Amazon, but I wanted to pass this along. Under the MassEcon umbrella to help support the Amazon effort, our member Transwestern assembled some interesting material that demonstrates how our innovation ecosystem operates at a much higher level of intensity than other locations.

⌘ Page 1 (attached) : Transwestern analyzed STEM degrees conferred in the 2015-2016 academic year and patents granted in Massachusetts in Classes 700-726 (key technology-related patent classes) in the 5 year period 2011-2015. The educational statistics are measured at the Boston Metropolitan Area level and the patent information is measured at the state level. Both show Massachusetts in positive light and illustrate how the outsized educational output translates into outsized innovation output.

⌘ Page 2 (attached) drills down into two representative patent classes – Class 704 (related to language translation/linguistics/speech processing) and Class 706 (related to artificial intelligence). **These two classes were selected because Amazon is actively building a patent portfolio in these two classes.** Looking at other companies being awarded patents in these classes, a substantial percentage of the largest patent awardees have a major presence in Massachusetts, validating our innovation ecosystem. This could provide a major advantage to Amazon if its intent is to do some level of innovation work in the HQ2 location.

Put simply, Massachusetts offers a location where Amazon can continue to innovate and separate itself from the competition. These data help describe that advantage to folks that are used to making data-driven decisions. If you'd like to use the data for presentation materials and need files in a different format, just let me know.

Continued good luck!

Best,

Susan

Susan Houston

Executive Director | **MassEcon**



101 Walnut Street | Watertown, MA 02472

617-924-4600 x11 | shouston@massecon.com











From: [Ash, Jay \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Possible Stats for Amazon package/ MA differentiators in innovation
Date: Wednesday, October 11, 2017 1:05:27 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[Amazon Patents Education Infographic 10.11.17.pdf](#)

From: Susan Houston [mailto:shouston@massecon.com]

Sent: Wednesday, October 11, 2017 9:36 AM

To: Kennealy, Michael (EOHED); Ash, Jay (EOHED)

Cc: Brian Cohen

Subject: Possible Stats for Amazon package/ MA differentiators in innovation

Hi Mike and Jay,

I imagine you're well on your way to assembling the Massachusetts package for Amazon, but I wanted to pass this along. Under the MassEcon umbrella to help support the Amazon effort, our member Transwestern assembled some interesting material that demonstrates how our innovation ecosystem operates at a much higher level of intensity than other locations.

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Leadership in STEM Education & Tech Innovation

In Massachusetts, our focus on STEM education, along with the research being conducted in educational institutions state wide, leads to dramatic outperformance in innovation when compared to other states (see sampling of states below).

EDUCATION

STEM & BUSINESS MANAGEMENT

TOTAL DEGREES CONFERRED
(2015-2016 ACADEMIC YEAR)

Per 1,000 employees in labor force

11 
METRO BOSTON

8 
METRO DC

8 
METRO AUSTIN

6 
METRO DENVER

5 
METRO NEW YORK



INNOVATION

PATENT CLASSES 700-726: DATA PROCESSING

TOTAL PATENTS
2011-2015

Per 1,000 employees in labor force

1.94 
MASSACHUSETTS

1.13 
COLORADO

0.92 
TEXAS

0.89 
NEW YORK

0.06 
DISTRICT OF COLUMBIA

MASSACHUSETTS IS A LEADER
IN PATENTS FOCUSED ON DATA
PROCESSING (I.E., SPEECH
RECOGNITION, ARTIFICIAL
INTELLIGENCE, ETC.)

State by State comparison of patents registered within Technology Classes 700-726.
Data is represented as # Patents/ 1,000 People in the Labor force.

SEE DETAILS NEXT PAGE

SOURCES:

National Center for Education Statistics (NCES), US Patent and Trademark Office (USPTO), Bureau of Labor Statistics (BLS)











Patents in Speech Recognition & Artificial Intelligence

Leading patent awardees in AI and speech recognition (both patent classes in which Amazon is active) are deeply rooted in Massachusetts. This data provides a glimpse into the breadth and depth of the technology ecosystem that Amazon could “plug into” if it locates in Massachusetts.











AMONG THE TOP 10 COMPANIES GRANTED PATENTS IN CLASS 704, COMPANIES WITH A MAJOR PRESENCE IN GREATER BOSTON ACCOUNT FOR 60% OF THE PATENTS GRANTED

AMONG THE TOP 10 COMPANIES GRANTED PATENTS IN CLASS 706, COMPANIES WITH A MAJOR PRESENCE IN GREATER BOSTON ACCOUNT FOR 73% OF THE PATENTS GRANTED

CLASS 704: SPEECH SIGNAL PROCESSING

COMPANY	PATENTS AWARDED 2011-2015
 NUANCE COMMUNICATIONS, INC.	447
 GOOGLE, INC.	384
 INTERNATIONAL BUSINESS MACHINES CORPORATION	343
 MICROSOFT CORPORATION	328
 AT&T INTELLECTUAL PROPERTY II, L.P.	226
 SAMSUNG ELECTRONICS CO., LTD.	213
 AT&T INTELLECTUAL PROPERTY I, L.P.	160
 PANASONIC CORPORATION	143
 TOSHIBA CORPORATION	133
 LG ELECTRONICS INC.	107
AMAZON TECHNOLOGIES, INC.	50

CLASS 706: ARTIFICIAL INTELLIGENCE

COMPANY	PATENTS AWARDED 2011-2015
 INTERNATIONAL BUSINESS MACHINES CORPORATION	492
 MICROSOFT CORPORATION	246
 GOOGLE, INC.	197
 YAHOO, INC.	78
 HEWLETT-PACKARD DEVELOPMENT COMPANY, L.P.	74
 SONY CORPORATION	64
 ORACLE INTERNATIONAL CORPORATION	56
 XEROX CORPORATION	52
 FUJITSU LIMITED	50
 SAP AKTIENGESELLSCHAFT	46
AMAZON TECHNOLOGIES, INC.	39

From: [Kennealy, Michael \(EOHED\)](#)
To: [Gerry Kavanaugh](#)
Subject: RE: Amazon proposal
Date: Wednesday, October 11, 2017 1:05:49 PM

Hi Gerry, I will look into what we are doing on letters of support – will let you know as soon as I know. Re: incentives, we are not preparing anything for individual cities and towns; if you want to include a mention of potential state incentives there is language online. And one request for you – could you send me a two-line description of the site that you would like for us to include in our proposal? Would need by end of day today. 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: Gerry Kavanaugh [mailto:gerry@lvnt.com]
Sent: Tuesday, October 10, 2017 4:00 PM
To: Kennealy, Michael (EOHED)
Subject: Amazon proposal

Michael –

I have two quick questions on our Amazon proposal:

1. The Herald quoted the Governor today saying that he would be writing letters of support for cities and towns submitting proposals. Is that true? And if so, can we have one?
2. Should we be including in our proposal the package of incentives that the state will be offering? And if so, when will you have that prepared for distribution to proposing entities?

Many thanks to you and Jay for all your help.

Gerry

From: [Kaneb, Michael \(GOV\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Vladeck, Abigail \(GOV\)](#)
Cc: [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: Welcome letter
Date: Wednesday, October 11, 2017 1:15:56 PM
Attachments: [Welcome Letter AW edits with GLO edits.docx](#)

Aimee:

Here's some editing on the letter.

Mike

From: Ward Weeden, Aimee (EOHED)
Sent: Wednesday, October 11, 2017 11:33 AM
To: Kaneb, Michael (GOV); Vladeck, Abigail (GOV)
Cc: Goodall, Devon L. (MOBD)
Subject: Welcome letter

Here is my updated version...don't kill me, but I forgot to track changes!!! Small edits, but important to Jay.

Devon – can you send this version with the images of the 3 leaders to VHB for inclusion in today's draft?

This will continue to change as we have conversations with the legislature.

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)

Governor/Lieutenant Governor Amazon Welcome Letter

On behalf of the Commonwealth of Massachusetts, we are excited to ~~submit this invitation for~~invite Amazon to locate its second headquarters in Massachusetts. As you ~~are already aware as a current employer~~know from your existing operations here, Massachusetts offers an innovative culture led by world-class research institutions and universities, a growing economy that succeeds because of productive collaboration between government and private industry, and an ~~exciting~~exceptional collection of development sites that meet all of Amazon's needs for ~~growth~~its HQ2.

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

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

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

Massachusetts offers the business environment, the resources, and the development sites to meet Amazon's needs now and in the future. We are a state that has always been willing to embrace bold ideas, to launch new ventures, and to welcome newcomers. ~~As the opportunities of this partnership become more in focus and the remaining details to achieve our mutual goals become clearer, please know that we will work collaboratively and expeditiously to find common ground on any additional requirements to turn our shared intentions into winning results.~~ We hope Amazon will accept our invitation to discover a great future here in Massachusetts.

As the possibilities of this partnership become clearer, Amazon may identify additional requirements. Please know that Massachusetts will work collaboratively and expeditiously with Amazon so that we can turn our shared intentions into winning results.

From: Febeo, James
To: [Goodall, Devon L \(MOBD\)](mailto:Goodall_Devon_L_(MOBD)@state.ma.us)
Subject: RE: Testimonial Request - Fidelity
Date: Wednesday, October 11, 2017 1:19:04 PM

Hi Devon,

I forwarded your request to my colleague on our state side, Jesse Stanesa. He will circle back with you.

I hope all is going well with you.

Best,

Jim

From: Goodall, Devon L (SEA) [mailto:devon.l.goodall@state.ma.us]
Sent: Tuesday, October 10, 2017 11:16 AM
To: Febeo, James
Subject: Testimonial Request - Fidelity
Importance: High

Hi Jim,

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

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

Please let me know if either would be a possibility.

Thanks!

Devon

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

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

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

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

Also, we respectfully ask you and your organization to keep this request confidential. Please refrain from any social media or marketing around this request or your letter. As always, thank you for your leadership, partnership, and for making our Commonwealth a great place to live, work, and play. If you have any questions, don't hesitate to reach out to Dan or myself.

Best regards,

Tim

Timothy J Connelly CFA
Executive Director / CEO
Massachusetts Technology Collaborative
2 Center Plaza, Suite 200
Boston, MA 02108
617-371-3999 x205
617-331-3451 (m)
connelly@masstech.org
www.masstech.org

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

From: [Vladeck, Abigail \(GOV\)](#)
To: [Servetnick, Adrian \(EOHED\)](#)
Subject: FW: Follow-up Housing Data
Date: Wednesday, October 11, 2017 1:57:11 PM
Attachments: [Amazon housing context DRAFT.pptx](#)
[ATT00001.htm](#)

For the housing call-outs in the livability section.

From: Goodall, Devon L. (MOBD)
Sent: Wednesday, October 11, 2017 12:10 PM
To: Vladeck, Abigail (GOV)
Subject: Fwd: Follow-up Housing Data
Housing attached from Crystal

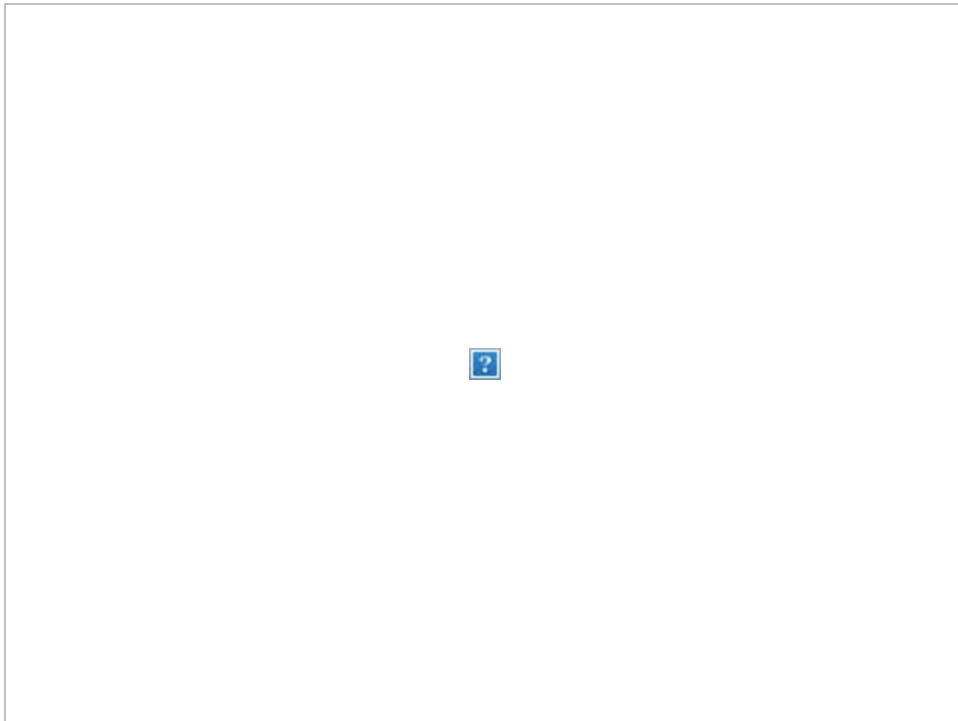
Devon Goodall
617-413-6058

Begin forwarded message:

From: "Kornegay, Chrystal (OCD)" <Chrystal.Kornegay@MassMail.State.MA.US>
To: "Goodall, Devon L. (MOBD)" <Devon.L.Goodall@MassMail.State.MA.US>
Cc: "Ward Weeden, Aimee (EOHED)" <aimee.ward@MassMail.State.MA.US>
Subject: RE: Follow-up Housing Data

Devon,

The deck we showed earlier is attached. Below is the slide I use about housing and how we stack up. Let me know if you need anything else.



From: Goodall, Devon L. (MOBD)
Sent: Monday, October 02, 2017 4:46 PM

To: Kornegay, Chrystal (OCD) <Chrystal.Kornegay@MassMail.State.MA.US>

Cc: Ward Weeden, Aimee (EOHED) <aimee.ward@MassMail.State.MA.US>

Subject: Follow-up Housing Data

Hi Chrystal,

Following up from today's housing meeting, I'm hoping that you might be able to send me an electronic copy of the PowerPoint from today along with a list of competitive facts and "first & only," including right to shelter. I'll share the information with our consultants who will be writing up the housing piece.

Thank you!

Devon

Devon Goodall

Devon.L.Goodall@state.ma.us



Commonwealth of Massachusetts

Amazon HQ2: Housing Context

October 2, 2017



The HQ2 Opportunity

Massachusetts has been preparing for success in achieving economic growth with a focus on supporting the innovation economy. Increased investments in housing and transportation will serve to continue nurturing that growth. Amazon’s current headquarters hunt creates an opportunity to focus on both pieces.

Amazon has issued an RFP, to identify a location to construct a second corporate headquarters (HQ2). The company anticipates making a phased expansion that could ultimately add **50,000 new full-time employees**, in **8 million square feet of commercial space**, over the next **15 years**.

The HQ2 opportunity can serve as a rallying point with a concrete deadline, to focus attention to achieve the kind of housing production needed to support state’s continued economic growth. HQ2 presents an opportunity to “prime the pump” on what Massachusetts has already been doing to grow, to meet our future needs on an accelerated basis.

As Massachusetts prepares a response to the HQ2 RFP, the state has: the **capacity** to add new housing to accommodate Amazon’s anticipated growth; the **assets** to support new housing growth; and a **responsive toolkit** that allows municipalities to deliver on new housing opportunities.



Capacity for housing growth

Massachusetts will need to add **25,000 new housing units to accommodate Amazon's anticipated growth**. The state has the **capacity** to meet this demand for new housing.

Massachusetts permitted over 48,000 new housing units over the past three years, including 40,000 in eastern cities and towns.

- Statewide, municipalities are on track to add **224,000 new housing units by 2030**. Metropolitan Boston alone is on pace to add 129,000 units by 2030.
- Meeting additional growth from HQ2 means adding an increment, over 10-15 years, on top of the housing cities and towns are already on pace to produce.
- Most of that growth is coming from metropolitan Boston, and most of the growth in the metro area will be in the City of **Boston**. Boston is ahead of its goal of adding **53,000 new housing units by 2030**, and **Somerville** is committed to building **6,000 new housing units by 2030**. The region's urban core is committed to achieving dynamic growth.
- Greater Boston region has redevelopment opportunities and regulations to drive growth. Suburbs are already driving housing growth by investing in their downtowns, and embracing the redevelopment of outdated retail properties.
- **Chapter 40B** ensures a minimum level of permitting capacity of **63,000 units statewide**.

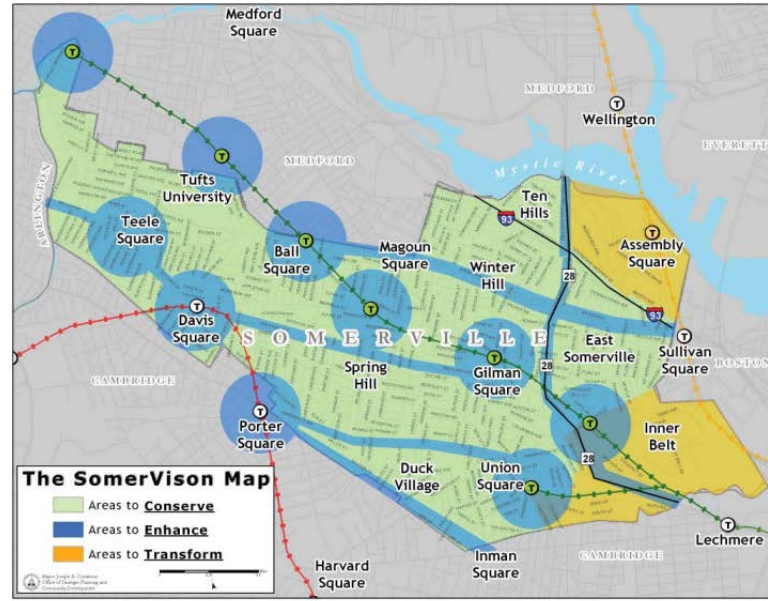
Massachusetts is a mature state with relatively few large greenfield sites, compared to peer states. The state boasts an abundance of sites, across a variety of community types, to drive housing growth through **infill and redevelopment**.



Local case study: Capacity for growth

Somerville leveraged state and local investments in **rail and roadway infrastructure** to transform a failed mall and low-grade industrial properties into Assembly Square, a mixed-use neighborhood delivering 1,800 new housing units, and 3.4 million square feet of commercial space.

The city's 20-year master plan sets a goal of adding 6,000 new housing units by 2030, by transforming hundreds of acres of formerly industrial parcels along the Orange and Green Lines.



The SomerVision Map illustrates our Vision for the community to:

Conserve
our great residential neighborhoods

Enhance
our funky squares and commercial corridors

Transform
opportunity areas on the eastern and southern edges of Somerville.





Local case studies: Capacity for growth



Lynn is reclaiming its waterfront, cleaning formerly contaminated parcels, and harnessing a unique state-local-federal working group, to remove permitting hurdles and advance significant new housing opportunities. The city now has 1,900 new market-rate units in its immediate development pipeline.

The towns of **Abington**, **Rockland**, and **Weymouth** jointly rezoned a former naval air station into Union Point, a master-planned community with direct rail access, and zoning allowing the development of 3,855 new homes, and 8 million square feet of commercial space. The Baker-Polito Administration provided public infrastructure funds, enabling construction of new apartments, and a robotics manufacturing facility.





Assets to support housing growth

Massachusetts has the **infrastructure and assets** to support new housing growth.

Massachusetts does not face the same constraints to growth, driven by **drinking water**, that peer states struggle with.

Greater Boston's **mass transit** system, the MBTA, is a driver of regional economic expansion. The Baker-Polito administration is building a platform for long-term sustainability, by focusing on strong management, accelerated systems modernization, and strategic service expansion.

Greater Boston professionals already commute to work in a manner consistent with Amazon's desire to promote **multi-modal access** to HQ2.

- More than half of Suffolk County residents working in management, business, science, and arts occupations commute by transit, biking, or walking.
- One in every five residents of Middlesex and Norfolk Counties working in management, business, science, and arts occupations commute by transit, biking, or walking.

Massachusetts boasts the most expansive menu of **state-level affordable housing supports** for low- and moderate-income residents in the US. The state is uniquely positioned to meet the needs of a growing service sector population that supports innovation economy expansion.



Assets to support housing growth

Massachusetts has the **infrastructure and assets** to support new housing growth.

The HQ2 RFP puts a premium on locations “with the potential to **attract and retain strong technical talent.**” Massachusetts has an abundance of these locations.

Employers across the U.S. are trading single-use suburban office parks for urban, mixed-use locations. This shift is a corporate talent retention strategy, as younger, highly educated employees increasingly value work environments that offer a high quality of life, including relative proximity to after-work amenities and varied housing choices.

This shift is happening broadly, in sectors that range from **technology** (GE in Boston, IBM Watson Health and IBM Security in Cambridge, Motorola Mobility in Chicago), to **insurance and financial services** (State Street in Boston, Aetna in New York), **apparel** (Converse and Reebok in Boston), and **biopharmaceutical research** (Bristol-Myers Squibb and Takeda in Cambridge).

Greater Boston has benefitted greatly from this dynamic. The region has already shown that it has the **quality of life** and the **ability to respond to market demand**, to facilitate dynamic growth in the innovation economy, from the urban core, to Gateway Cities and mature suburbs.



Local case study: Assets to support housing growth

The Orange Line is fueling a surge in housing development. **Boston** is adding new mixed-income rentals, at AO Flats at Forest Hills. **Malden** is leveraging transit access to remake its downtown, adding 900 new apartments that are spurring further investment in retail and commercial space.





A pro-growth toolkit

Massachusetts has built a **responsive toolkit** that allows municipalities to deliver on new housing opportunities, and quickly adapt to new market demand.

It is no secret that highly educated regions have tighter, higher-cost housing markets than the country at large. But among peer states, Massachusetts has established a broader array of successful tools for stimulating additional housing supply.

- **Chapter 40R** offers incentives to municipalities adopting turnkey housing zoning in downtowns, near transit, and in other sustainable locations. There are currently 13,000 units zoned for by-right development in 40R communities. 40R was recently highlighted by the Urban Land Institute's Terwilliger Center for Housing, as national best practice in expanding housing choice.
- **MassWorks** makes public infrastructure grants that support shovel-ready economic development projects. MassWorks has unlocked 3,000 housing units over the past two years.
- The **Housing Development Incentive Program** promotes housing growth in Gateway Cities. These cities tend to be pro-growth, but have weaker real estate markets. There are currently 1,300 housing units in the immediate HDIP construction pipeline. Baker-Polito Administration reforms to the program have grown the pipeline by a factor of 1.6x.



A pro-growth toolkit

Massachusetts has built a **responsive toolkit** that allows municipalities to deliver on new housing opportunities, and quickly adapt to new market demand.

- **Chapter 40B** sets minimum affordable housing production benchmarks for individual communities, with mechanisms to deliver those benchmarks, by overriding restrictive local zoning. Most 40B projects are mixed-income, in desirable housing markets. 40B benchmarks equal at least 63,000 units of current development capacity statewide. California recently used 40B as a model statute, in crafting a legislative solution to its own housing affordability crisis.
- The **Workforce Housing Initiative** is the nation's largest and most ambitious state-level initiative for middle-income housing affordability. Since its launch last year, the Workforce Housing Initiative has supported the construction of 1,600 new housing units, including 459 workforce units.
- The **Brownfields Redevelopment Fund** and **Brownfields Tax Credit** speed the cleanup and reuse of formerly contaminated sites.

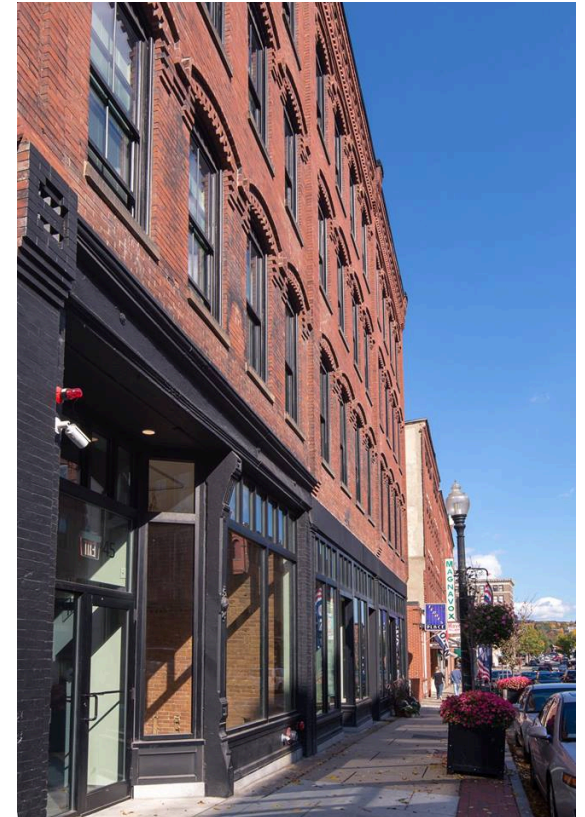


Local case studies: A pro-growth toolkit



Plymouth is harnessing **MassWorks** public infrastructure funds and **Chapter 40R zoning**, to transform an abandoned former Walmart into a new waterfront neighborhood, with commercial space and 675 new homes.

Haverhill has layered **Chapter 40R zoning** on top of **HDIP** development incentives and dedicated MassDevelopment technical assistance, to create a development-ready downtown zone that is attracting substantial private investment in new housing.



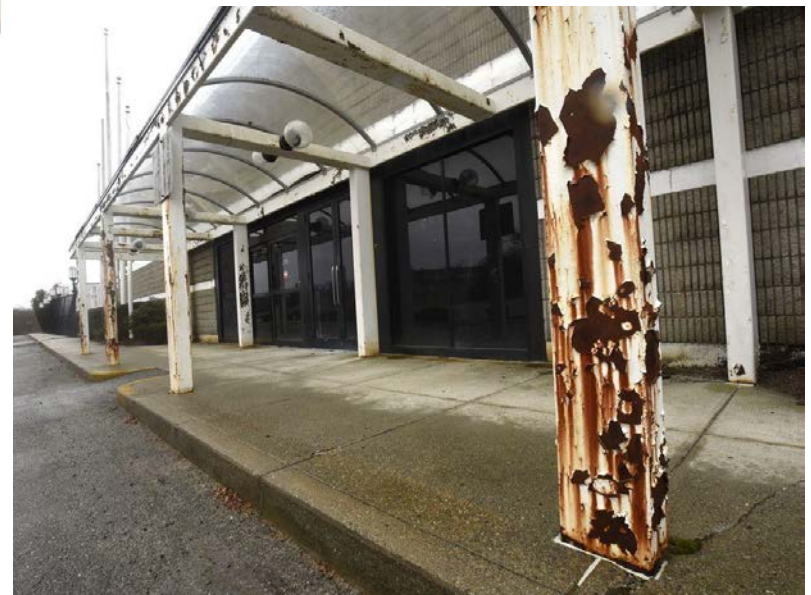


Local case studies: A pro-growth toolkit



Chelsea is redeveloping an outdated public housing complex into a new mixed-income community. The public-private redevelopment partnership will preserve affordable housing, while tripling the density of a site located adjacent to a new **bus rapid transit** station.

Swansea is breathing new life into a troubled mall, by using **Chapter 40B** zoning to add hundreds of new mixed-income housing units.



From: [Kennealy, Michael \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Possible Stats for Amazon package/ MA differentiators in innovation
Date: Wednesday, October 11, 2017 2:00:19 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[Amazon Patents Education Infographic 10.11.17.pdf](#)

This stuff looked interesting.

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: Susan Houston [mailto:shouston@massecon.com]

Sent: Wednesday, October 11, 2017 9:36 AM

To: Kennealy, Michael (EOHED) ; Ash, Jay (EOHED)

Cc: Brian Cohen

Subject: Possible Stats for Amazon package/ MA differentiators in innovation

Hi Mike and Jay,

I imagine you're well on your way to assembling the Massachusetts package for Amazon, but I wanted to pass this along. Under the MassEcon umbrella to help support the Amazon effort, our member Transwestern assembled some interesting material that demonstrates how our innovation ecosystem operates at a much higher level of intensity than other locations.

⌘ Page 1 (attached) : Transwestern analyzed STEM degrees conferred in the 2015-2016 academic year and patents granted in Massachusetts in Classes 700-726 (key technology-related patent classes) in the 5 year period 2011-2015. The educational statistics are measured at the Boston Metropolitan Area level and the patent information is measured at the state level. Both show Massachusetts in positive light and illustrate how the outsized educational output translates into outsized innovation output.

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Put simply, Massachusetts offers a location where Amazon can continue to innovate and separate itself from the competition. These data help describe that advantage to folks that are used to making data-driven decisions. If you'd like to use the data for presentation materials and need files in a different format, just let me know.

Continued good luck!

Best,

Susan

Susan Houston

Executive Director | **MassEcon**



101 Walnut Street | Watertown, MA 02472

617-924-4600 x11 | shouston@massecon.com

[Download v-card](#) | [Learn about membership](#)













Leadership in STEM Education & Tech Innovation

In Massachusetts, our focus on STEM education, along with the research being conducted in educational institutions state wide, leads to dramatic outperformance in innovation when compared to other states (see sampling of states below).

EDUCATION

STEM & BUSINESS MANAGEMENT

TOTAL DEGREES CONFERRED
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INNOVATION

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TOTAL PATENTS
2011-2015

Per 1,000 employees in labor force

1.94 
MASSACHUSETTS

1.13 
COLORADO

0.92 
TEXAS

0.89 
NEW YORK

0.06 
DISTRICT OF COLUMBIA

MASSACHUSETTS IS A LEADER
IN PATENTS FOCUSED ON DATA
PROCESSING (I.E., SPEECH
RECOGNITION, ARTIFICIAL
INTELLIGENCE, ETC.)

State by State comparison of patents registered within Technology Classes 700-726.
Data is represented as # Patents/ 1,000 People in the Labor force.

SEE DETAILS NEXT PAGE

SOURCES:

National Center for Education Statistics (NCES), US Patent and Trademark Office (USPTO), Bureau of Labor Statistics (BLS)











Patents in Speech Recognition & Artificial Intelligence

Leading patent awardees in AI and speech recognition (both patent classes in which Amazon is active) are deeply rooted in Massachusetts. This data provides a glimpse into the breadth and depth of the technology ecosystem that Amazon could “plug into” if it locates in Massachusetts.











AMONG THE TOP 10 COMPANIES GRANTED PATENTS IN CLASS 704, COMPANIES WITH A MAJOR PRESENCE IN GREATER BOSTON ACCOUNT FOR 60% OF THE PATENTS GRANTED

AMONG THE TOP 10 COMPANIES GRANTED PATENTS IN CLASS 706, COMPANIES WITH A MAJOR PRESENCE IN GREATER BOSTON ACCOUNT FOR 73% OF THE PATENTS GRANTED

CLASS 704: SPEECH SIGNAL PROCESSING

COMPANY	PATENTS AWARDED 2011-2015
 NUANCE COMMUNICATIONS, INC.	447
 GOOGLE, INC.	384
 INTERNATIONAL BUSINESS MACHINES CORPORATION	343
 MICROSOFT CORPORATION	328
 AT&T INTELLECTUAL PROPERTY II, L.P.	226
 SAMSUNG ELECTRONICS CO., LTD.	213
 AT&T INTELLECTUAL PROPERTY I, L.P.	160
 PANASONIC CORPORATION	143
 TOSHIBA CORPORATION	133
 LG ELECTRONICS INC.	107
AMAZON TECHNOLOGIES, INC.	50

CLASS 706: ARTIFICIAL INTELLIGENCE

COMPANY	PATENTS AWARDED 2011-2015
 INTERNATIONAL BUSINESS MACHINES CORPORATION	492
 MICROSOFT CORPORATION	246
 GOOGLE, INC.	197
 YAHOO, INC.	78
 HEWLETT-PACKARD DEVELOPMENT COMPANY, L.P.	74
 SONY CORPORATION	64
 ORACLE INTERNATIONAL CORPORATION	56
 XEROX CORPORATION	52
 FUJITSU LIMITED	50
 SAP AKTIENGESELLSCHAFT	46
AMAZON TECHNOLOGIES, INC.	39

From: Susan Houston
To: [Kennealy, Michael \(EOHED\)](mailto:Michael.Kennealy@EOHED.com)
Cc: [Ash, Jay \(EOHED\)](mailto:Ash.Jay@EOHED.com); [Brian Cohen](mailto:Brian.Cohen@transwestern.com)
Subject: Re: Possible Stats for Amazon package/ MA differentiators in innovation
Date: Wednesday, October 11, 2017 2:12:08 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

Our pleasure!

Susan Houston
Executive Director
MassEcon
617-924-4600 X11
www.massecon.com
<https://twitter.com/massecon>

Sent from my iPhone

On Oct 11, 2017, at 2:00 PM, Kennealy, Michael (EOHED)
<Michael.kennealy@MassMail.State.MA.US> wrote:

Thanks Susan!
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: Susan Houston [<mailto:shouston@massecon.com>]
Sent: Wednesday, October 11, 2017 9:36 AM
To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>; Ash, Jay (EOHED) <jay.ash@MassMail.State.MA.US>
Cc: Brian Cohen <Brian.Cohen@transwestern.com>
Subject: Possible Stats for Amazon package/ MA differentiators in innovation

Hi Mike and Jay,

I imagine you're well on your way to assembling the Massachusetts package for Amazon, but I wanted to pass this along. Under the MassEcon umbrella to help support the Amazon effort, our member Transwestern assembled some interesting material that demonstrates how our innovation ecosystem operates at a much higher level of intensity than other locations.

<!--[if !supportLists]-->P <!--[endif]-->Page 1 (attached) : Transwestern analyzed STEM degrees conferred in the 2015-2016 academic year and patents granted in Massachusetts in Classes 700-726 (key technology-related patent classes) in the 5 year period 2011-2015. The educational statistics are measured at the Boston Metropolitan Area level and the patent information is measured at the state level. Both show Massachusetts in positive light and illustrate how the outsized educational output translates into outsized innovation output.

<!--[if !supportLists]-->P <!--[endif]-->Page 2 (attached) drills down into two representative patent classes – Class 704 (related to language translation/linguistics/speech processing) and Class 706 (related to artificial intelligence). **These two classes were selected because Amazon is actively building a patent portfolio in these two classes.** Looking at other companies being awarded patents in these classes, a substantial percentage of the largest patent awardees have a major presence in Massachusetts, validating our innovation ecosystem. This could provide a major advantage to Amazon if its intent is to do some level of innovation work in the HQ2 location.

Put simply, Massachusetts offers a location where Amazon can continue to innovate and separate itself from the competition. These data help describe that advantage to folks that are used to making data-driven decisions. If you'd like to use the data for presentation materials and need files in a different format, just let me know.

Continued good luck!

Best,

Susan

Susan Houston

Executive Director | **MassEcon**

101 Walnut Street | Watertown, MA 02472

617-924-4600 x11 | shouston@massecon.com

[Download v-card](#) | [Learn about membership](#)











From: [Kennealy, Michael \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Talent - Project Rufus
Date: Wednesday, October 11, 2017 2:16:50 PM

Aimee, Devon,

Here is a summary that Adrian did on the stuff we received from universities. How about a call out box on Northeastern? They also did a letter – I will send to you.

From: Servetnick, Adrian (EOHED)
Sent: Monday, October 02, 2017 4:43 PM
To: Kelleher, Michael (EHS)
Cc: Kennealy, Michael (EOHED) ; Goodall, Devon L. (MOBD)
Subject: Talent - Project Rufus

Mike-

Universities have sent us a bunch of materials. Below is a short summary of interesting & relevant points.

Northeastern

- Northeastern University is the only university with campuses in both Boston and Seattle
- Northeastern's ALIGN program, piloted in Seattle, is helping 600 professionals transition into high-growth careers, including cybersecurity, computer science, data analytics, and engineering. If Amazon comes to Boston, and if the pilot in Seattle is successful, this is the kind of innovative education they can tap.
- Northeastern's co-op program has led to more than 500 students completing full-time six-month internships at Amazon over the past 5 years.
- And in Northeastern's combined Boston and Seattle campuses the school is producing ~5,000 computer science, engineering, business admin, and science graduates annually.
- Northeastern is ready to expand its partnership with Amazon, building on its existing partnership to run the Amazon Web Services Academy.

Boston College

- Boston College has 325 ungraduate majors in computer science as of Sept. 2017, having seen 300% growth in the last decade
- 78 seniors expect to graduate in May 2018
- At least three research projects have won NSF or NIH awards: *Design and Distributed Computation of Metrics in Graphs (with applications such as graph mining and biological networks)*; *Computational Modeling of genetic Networks in Antibiotic Resistance*; *Algebraic Methods for Logics on Trees*

WPI

- WPI does significant outreach to K-12 students around STEM curriculum, and hosts more than 2000 kids and young adults annually through variety of programs ranging from introductory STEM courses to robotics and math competitions
- WPI leveraged their robotics/ STEM outreach experience, and, for the past two summers, instructors and students have joined with the employees of Amazon Robotics to host a summer program for children of Amazon Robotics employees
- Since 2012 WPI has partnered with the local Girls Inc. organization on a special STEM and leadership program, and was the first higher ed institution to partner with FIRST robotics and Girls Who Code to offer scholarships to program alumni.

- Fall 2017 Freshman class is 44% female – the highest level ever
 - o And the number of women choosing computer science as their major of choice has tripled over the last 3 years
- Over the past 10 years WPI has increased its combined under/grad student population by 68%
 - o Most recent academic year WPI awarded 987 bachelors, 626 Masters, 45 Ph.Ds, vast majority in STEM fields, with computer science accounting for more than half of all grads
- WPI's Corporate and Professional Education specializes in helping working professionals develop new skills. Over the last 5 years WPI has educated more than 580 MA residents in customized corporate grad programs, and delivered professional development programs to approximately 2500 residents

Boston University

- 200+ companies are currently developing and selling products based on BU discoveries.
- Based on US News & World Report rankings, BU College of Engineering is in the top 20% of engineering schools in the US. It ranks #34 among graduate engineering programs in the US
- Strategic Academic-Industry Research Partnerships – BU & Red Hat: In early 2017, Red Hat, the world's leading provider of open source enterprise software, joined into a five-year-long partnership with Boston University, an arrangement aimed at advancing research into emerging and translational technologies, such as cloud computing and big data platforms. The collaboration will involve researchers from both Red Hat and BU, and will provide opportunities for students, staff, and faculty to drive new ideas and new technologies.

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: [Kennealy, Michael \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Introduction
Date: Wednesday, October 11, 2017 2:17:00 PM
Attachments: [Northeastern profile Amazon.docx](#)
[Bezos, Jeff 9.26.17.pdf](#)

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: Friday, September 29, 2017 9:34 AM
To: Kennealy, Michael (EOHED)
Cc: Leshan, Tim
Subject: Re: Introduction
Mike,

Sorry for the delay. Here are both documents – the President's letter to Bezos and a short document highlighting some of our connections to Seattle and Amazon and some facts and figures of interest. Let us know if you need anything else.

Brendan

Brendan P. O'Bryan
Northeastern University
Government Relations
(617) 373-8709

From: "Kennealy, Michael (SEA)" <michael.kennealy@state.ma.us>
Date: Thursday, September 28, 2017 at 1:26 PM
To: "O'Bryan, Brendan" <b.obryan@northeastern.edu>
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) <Michael.kennealy@MassMail.State.MA.US>
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)

About Northeastern

Founded in 1898, Northeastern is a global research university that pushes learning and discovery beyond the boundaries of classroom and campus. This distinctive approach is built on a tradition of actively engaging our university community with industry and nonprofit partners around the world.

Northeastern is the recognized leader in experiential learning, powered by the world's most far-reaching and innovative cooperative education program. We offer students opportunities for professional work, research, service, and global learning with more than 3,000 employers in more than 100 countries.

This distinctive integration of classroom study and professional experience has drawn an outstanding pool of high-talent students from around the world. Three-quarters of our fall 2017 freshmen graduated in the top 10 percent of their high school class.

The same spirit of engagement guides a use-inspired research enterprise that is focused on global challenges in physical and cybersecurity, drug discovery and delivery, coastal sustainability, and global resilience. External funding for faculty research exceeded \$140 million last year, growing by 189 percent since 2006.

Northeastern's entrepreneurial ecosystem—the university is ranked among the top institutions nationally for undergraduate and graduate entrepreneurship programs—includes the student-run venture accelerator IDEA, and strong connections to the VC communities in Boston and Silicon Valley.

Our regional campuses in Charlotte, North Carolina; Seattle; Silicon Valley; and Toronto are platforms for flexible professional learning programs, undergraduate and graduate experiential opportunities, and industry research partnerships.

Northeastern offers a comprehensive range of undergraduate and graduate programs leading to degrees through the doctorate in nine colleges and schools:

College of Arts, Media and Design
D'Amore-McKim School of Business
College of Computer and Information Science
College of Engineering
Bouvé College of Health Sciences
School of Law
College of Professional Studies
College of Science
College of Social Sciences and Humanities

The Power of Our Partnerships

Northeastern University 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 focus around 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 fields are currently pursuing accelerated master's degrees in cybersecurity, computer science, data analytics, project management, and engineering.

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 graduates each year in computer science, engineering, business administration, and science.

In a manner distinct among educational institutions, Northeastern places a priority on working closely with businesses to expand their employees' educational opportunities and advance innovative solutions responsive to their customer needs. A key pillar of this approach is a focus on lifelong learning programs in which the university and the employer co-develop educational opportunities for learners at all stages of their careers.

Our customized learning partnerships with GE, IBM, and Major League Baseball are recent examples of those kinds of collaborations. In addition, we are working with more than 70 schools and public school districts nationally to expand experiential learning in K–12 curricula. And Northeastern was one of only a handful of institutions to be selected to offer an industry boot camp as a pilot member of the Amazon Web Services Academy.

Among our discovery-focused partnerships, we have co-located our research faculty side-by-side with the R&D arms of industry and government partners at the Kostas Research Institute on our Innovation Campus in Burlington, Massachusetts.

Northeastern stands ready to expand on this suite of partnerships to build close working relationships with Amazon in Boston, in Seattle, and anywhere around the world.

Robot-Proof Higher Education

Automation is expected to eliminate more than half the current jobs in the world's largest economies, including many requiring advanced education. To thrive in this economy, learners and innovators must be agile, adaptable, creative problem solvers, able to acquire new knowledge and insights whenever and however they need it, throughout their lives.

The university's new academic plan—Northeastern 2025—is a transformative vision for higher education designed to address those critical needs.

Learning will be a network of experiences—in classrooms and in workplaces anywhere in the world; of six months’ duration or six hours; taught by a world-leading professor or an accomplished alumna who happens to be an expert in the field.

Discovery networks will enable researchers to connect from anywhere to anywhere, to integrate expertise into their project teams, free from the cultural, geographic, disciplinary, and organizational silos that limit innovation. To facilitate this, Northeastern will initiate joint faculty appointments with industry and academic partners, faculty exchanges, and “co-op for faculty” industry partnerships.

We will move beyond the traditional linear model of higher education that silos learners within major fields, campus boundaries, and rigid program schedules. We will focus instead on immersing students in the mix of creative and technological literacies and competencies that promotes the kind of critical and systems thinking that is beyond the capacity of any intelligent machine. And we will emphasize diversity and inclusion because fully activating our networks will require cultural agility—an ability to navigate and adapt across different cultures, backgrounds, and experiences.

www.northeastern.edu/2025



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: [Kennealy, Michael \(EOHED\)](#)
To: [O'Bryan, Brendan](#)
Subject: RE: Introduction
Date: Wednesday, October 11, 2017 2:18:15 PM

Hi Brendan just tried to reach you with a quick question – could you call my cell phone when you have a minute?

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
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Cc: Shaheen, Rachel <r.shaheen@northeastern.edu>; O'Bryan, Brendan <b.obryan@northeastern.edu>
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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

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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)

From: [Saia, Susan \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: Interim Draft
Date: Wednesday, October 11, 2017 2:21:30 PM

Sorry Aimee. But it is not allowing me to log on.
I used your email address with the password below.
I am probably doing something wrong.

From: Ward Weeden, Aimee (EOHED)
Sent: Wednesday, October 11, 2017 2:17 PM
To: Saia, Susan (EOHED)
Cc: Goodall, Devon L. (MOBD)
Subject: Re: Interim Draft
project rufus

Aimee
617-356-3037
Sent from my iPhone

On Oct 11, 2017, at 2:15 PM, Saia, Susan (EOHED) <ssaia@MassMail.State.MA.US> wrote:

[Do you have a password? Happy to create one.](#)

From: Ward Weeden, Aimee (EOHED)
Sent: Wednesday, October 11, 2017 2:10 PM
To: Saia, Susan (EOHED) <ssaia@MassMail.State.MA.US>
Cc: Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>
Subject: Fwd: Interim Draft
For print

Aimee
617-356-3037
Sent from my iPhone

Begin forwarded message:

From: "Ng, Albert" <ANG@VHB.com>
Date: October 11, 2017 at 2:08:58 PM EDT
To: "Goodall, Devon L. (MOBD)" <devon.l.goodall@massmail.state.ma.us>, "Ward Weeden, Aimee (EOHED)" <aimee.ward@massmail.state.ma.us>
Cc: "Thomas, Steve" <STHOMAS@VHB.com>
Subject: Interim Draft

Devon and Aimee,
Below is a link to the interim draft.
<https://vhb.sharefile.com/f/foff2968-3b1b-4d09-a1f9-c527c87ee27e>

The document files are password protected. Same password as used earlier.

Albert Ng

Senior Transportation Planner/Transportation Technology Leader

101 Walnut Street

PO Box 9151

Watertown, MA 02472-4026

P 617.607.2922 | **M** 857.234.1306 | **F** 617.924.2286

ang@vhb.com

Engineers | Scientists | Planners | Designers

www.vhb.com

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From: Mike Cantalupa
To: [Vallarelli, Michael \(GOV\)](#); [Kennealy, Michael \(EOHED\)](#)
Cc: [Ash, Jay \(EOHED\)](#); [Bosworth, Scott \(DOT\)](#)
Subject: Amazon River
Date: Wednesday, October 11, 2017 2:25:44 PM
Attachments: [image001.png](#)
[Back Bay Station Site Description.docx](#)

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

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

Please confirm receipt. Thank you.

Michael A Cantalupa

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



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Thank you.

bxp

Boston
Properties

BACK BAY STATION/COLUMBUS CENTER SITE

LOCATION

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

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

SITE CONTROL

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

PROXIMITY TO POPULATION CENTER

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

PROXIMITY TO AIRPORT

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

PROXIMITY TO MAJOR HIGHWAYS

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

ACCESS TO MASS TRANSIT

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

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

INFRASTRUCTURE

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

SUSTAINABILITY/UNIQUE SITE BENEFITS

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

PHASE 1 LOCATION

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

From: [Kennealy, Michael \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: Introduction
Date: Wednesday, October 11, 2017 2:28:56 PM

Just FYI – this letter was already sent, but we could include in our package if we wanted.

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)
Sent: Wednesday, October 11, 2017 2:17 PM
To: Ward Weeden, Aimee (EOHED) ; Devon Goodall
Subject: FW: Introduction

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: Friday, September 29, 2017 9:34 AM
To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>
Cc: Leshan, Tim <t.leshan@northeastern.edu>
Subject: Re: Introduction

Mike,

Sorry for the delay. Here are both documents – the President's letter to Bezos and a short document highlighting some of our connections to Seattle and Amazon and some facts and figures of interest. Let us know if you need anything else.

Brendan

Brendan P. O'Bryan
Northeastern University
Government Relations
(617) 373-8709

From: "Kennealy, Michael (SEA)" <michael.kennealy@state.ma.us>
Date: Thursday, September 28, 2017 at 1:26 PM

To: "O'Bryan, Brendan" <b.obryan@northeastern.edu>

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) <Michael.kennealy@MassMail.State.MA.US>

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)

From: [Ash, Jay \(EOHED\)](#)
To: [Mark Kerwin: "Jack Hart"](#)
Cc: [Saia, Susan \(EOHED\)](#)
Subject: RE: Museum of Fine Arts/ Amazon
Date: Wednesday, October 11, 2017 2:29:10 PM

Perfect – I'll call you. Thx!

From: Mark Kerwin [mailto:MKerwin@mfa.org]
Sent: Wednesday, October 11, 2017 2:16 PM
To: 'Jack Hart'; Ash, Jay (EOHED)
Cc: Saia, Susan (EOHED)
Subject: RE: Museum of Fine Arts/ Amazon
Jay, How about 3PM if that still works.
Mark

Mark B. Kerwin, CPA
Deputy Director and CFO

Museum of Fine Arts

465 Huntington Avenue
Boston, MA 02115
617-369-3281
mkerwin@mfa.org
www.mfa.org



From: Jack Hart [mailto:jack.hart@nelsonmullins.com]
Sent: Wednesday, October 11, 2017 1:16 PM
To: Ash, Jay (EOHED)
Cc: Saia, Susan (EOHED); Mark Kerwin
Subject: RE: Museum of Fine Arts/ Amazon
No worries. I'll have Mark set it up w you.

|

JACK HART PARTNER

jack.hart@nelsonmullins.com

ONE POST OFFICE SQUARE | 30TH FLOOR

BOSTON, MA 02109

T 617.217.4724 F 617.217.4710

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

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

Sent: Wednesday, October 11, 2017 10:19 AM

To: Ash, Jay (EOHED)

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

Subject: RE: Museum of Fine Arts/ Amazon

Jay,

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

I hope that's ok.

Mark can be reached at 617 369 3281.

Thanks again,

Jack

JACK HART PARTNER

jack.hart@nelsonmullins.com

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BOSTON, MA 02109

T 617.217.4724 F 617.217.4710

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

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

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

Cc: Saia, Susan (EOHED) <susan.saia@state.ma.us>

Subject: Re: Museum of Fine Arts/ Amazon

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

Sent from my Verizon, Samsung Galaxy smartphone

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

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

Date: 10/10/17 4:53 PM (GMT-05:00)

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

Subject: RE: Museum of Fine Arts/ Amazon

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

Jack

JACK HART PARTNER

jack.hart@nelsonmullins.com

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BOSTON, MA 02109

T 617.217.4724 F 617.217.4710

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

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

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

Subject: Re: Museum of Fine Arts/ Amazon

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

Sent from my Verizon, Samsung Galaxy smartphone

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

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

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

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

Subject: FW: Museum of Fine Arts/ Amazon

Jay,

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

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

Hope you are well.

Jack

JACK HART PARTNER

jack.hart@nelsonmullins.com

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BOSTON, MA 02109

T 617.217.4724 F 617.217.4710

NELSONMULLINS.COM [VCARD](#) [VIEW BIO](#)

From: Jack Hart

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

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

Subject: Museum of Fine Arts/ Amazon

Mr. Secretary,

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

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

Let us know if we can be helpful.

Jack

JACK HART PARTNER

jack.hart@nelsonmullins.com

ONE POST OFFICE SQUARE | 30TH FLOOR

BOSTON, MA 02109

T 617.217.4724 F 617.217.4710

NELSONMULLINS.COM [VCARD](#) [VIEW BIO](#)

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From: Rob Anderson
To: [Goodall, Devon L. \(MOBD\); scronin@middlesex3.com](mailto:Goodall, Devon L. (MOBD); scronin@middlesex3.com)
Subject: RE: Template submission
Date: Wednesday, October 11, 2017 2:32:07 PM

Devon,

I'm not sure if Stephanie has responded, but I wanted to give a bit of flavor to the site. I've kept it short (below) but it is still probably somewhat longer than you need. Please feel free to edit:
Riverview Business Park is a world-class, 130-acre campus located just a ½ hour north of Boston in the three communities of Billerica, Tewksbury, and Lowell. There is an existing 560,000+ square foot facility in addition to a 20 acre pad site at this location. Immediately adjacent to Riverview is another 130 acre campus, currently owned by Baker Commodities. This is a greenfield site that can be developed to fulfill the added expansion of the Amazon project. Both sites are located along the Concord River and are bisected by the MBTA Lowell Commuter line which can allow for the creation of a public transit stop dedicated specifically for Amazon. If there is further need for Amazon, its supplier or vendors, Brookwood Business Center (a 44-acre campus of six buildings totally ~448,000 square feet) is located across the roadway from the Baker Commodities site.

Thanks,

Rob

Rob Anderson

Community Development Director

Town of Billerica

365 Boston Road

Billerica, MA 01821

978-671-0963

Cell: 978-408-7827

randerson@town.billerica.ma.us

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

Sent: Tuesday, October 10, 2017 8:44 PM

To: scronin@middlesex3.com

Cc: Rob Anderson

Subject: Re: Template submission

Hi Stephanie,

Would it be possible to get a one to two sentence write up on the site submitted? We are hoping to include it in our proposal. If it's possible, we would like to get it back by tomorrow COB.

Thanks!

Devon

From: Stephanie Cronin <scronin@middlesex3.com>

Sent: Monday, October 2, 2017 5:00 PM

To: Goodall, Devon L. (MOBD); Goodall, Devon L. (MOBD)

Cc: randerson@town.billerica.ma.us

Subject: FW: Template submission

Hi Devon,

Good talking with you today. As promised, I have attached the template for the M3 – Billerica, Tewksbury, Lowell site. It was submitted to MassEcon for Mike Kennealy. I have copied Rob

Anderson, who is the primary contact and included his contact information below, in case you have any follow-up questions.

Have a great night.

Thanks,

Stephanie

Stephanie Cronin

Executive Director

Middlesex 3 Coalition

(978) 808-5281

www.middlesex3.com

info@middlesex3.com

From: Rob Anderson [<mailto:randerson@town.billerica.ma.us>]

Sent: Tuesday, September 26, 2017 1:47 PM

To: Doug Kehlhem <dkehlhem@massecon.com>

Cc: scronin@middlesex3.com

Subject: Template submission

Doug,

Thanks for the call. I wanted to get our submission for Amazon in to you as quickly as possible. As I mentioned in my voicemail, we can answer any questions about the property and the benefits of choosing our region to anyone that has any.

Thanks,

Rob

Rob Anderson

Community Development Director

Town of Billerica

365 Boston Road

Billerica, MA 01821

978-671-0963

Cell: 978-408-7827

randerson@town.billerica.ma.us

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From: Bill Bochnak
To: [Goodall, Devon L. \(MOBD\)](#)
Cc: [Jim Cowdell](#); [Ward Weeden, Aimee \(EOHED\)](#)
Subject: RE: Template needed
Date: Wednesday, October 11, 2017 2:50:08 PM
Attachments: [LynnAmazonRFPMOBD.rtf](#)

Hi Devon,
Hope all is well, attached you will find an intro we believe is a good fit for the proposed site here in Lynn.....let me know if you need anything else.
All the best.
Bill

From: Goodall, Devon L. (MOBD) [mailto:Devon.L.Goodall@MassMail.State.MA.US]
Sent: Wednesday, October 11, 2017 10:08 AM
To: Bill Bochnak; Ward Weeden, Aimee (EOHED)
Cc: Jim Cowdell
Subject: RE: Template needed

Hi Bill and Jim,
Would it be possible for you to write up one to two sentences as an introduction for the site? We are hoping to use this as an intro for the sites and would need something by close of business today.
Thanks!
Devon

From: Bill Bochnak [<mailto:wbochnak@ediclynn.org>]
Sent: Tuesday, October 03, 2017 4:51 PM
To: Ward Weeden, Aimee (EOHED)
Cc: Jim Cowdell; Goodall, Devon L. (MOBD)
Subject: RE: Template needed

Hi Aimee, here are the changes you suggested. Let me know if you need anything else, if you are heading over to the breakfast with the boss in the morning enjoy!
Catch you later.
Bill

From: Ward Weeden, Aimee (EOHED) [<mailto:aimee.ward@MassMail.State.MA.US>]
Sent: Tuesday, October 03, 2017 4:30 PM
To: Bill Bochnak
Cc: Jim Cowdell; Goodall, Devon L. (MOBD)
Subject: Re: Template needed
Thanks bill.

Looping in Devon here.
On proximity - you may want to add other major highways like rte1 and 128 as reference.
For commuter rail probably note the specific line. You may want to add bus access to blue line, seasonal ferry - too...
For proximity to Logan - add mileage.
Aimee
617-356-3037
Sent from my iPhone

On Oct 3, 2017, at 4:16 PM, Bill Bochnak <wbochnak@ediclynn.org> wrote:

Hi Aimee, here is the Template you requested. Would you like me to forward it to Devon or is that something you are going to coordinate on your end. Hope all else is well.

Catch up later the next time you are in Lynn!

Bill Bochnak

Project Coordinator

EDIC Lynn

781-586-6928

From: Ward Weeden, Aimee (EOHED) [<mailto:aimee.ward@MassMail.State.MA.US>]

Sent: Tuesday, October 03, 2017 2:39 PM

To: Jim Cowdell

Cc: MaryJane Smalley; Goodall, Devon L. (MOBD); Bill Bochnak

Subject: Template needed

Hi Jim,

Please find the template the State needs by end of the day today for reference of your site in our proposal. This was due last Friday, 9/29. The original content is below:

We are fully committed to submitting a proposal to Amazon showcasing the entire state for their consideration when selecting a home for their second headquarters. This includes featuring sites from across the Commonwealth in our proposal that will also be put forth by your municipality.

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

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

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)

<scanner@ediclynn.org_20171003_142623.pdf>

Municipality Lynn, MA 01901-01905

Insert site

Site Size (Acres) 100 plus
Full Buildout Capacity (Sq. Ft) over 800,000

Proximity to:
Major Highway Less than 2 miles to 1A, close proximity to the Massachusetts Turnpike, Route 128 & Route 1

Regional Train Site features onsite public transportation with MBTA commuter rail (2 stops on the Newburyport/Rockport line)
Close proximity to ferry service

International Airport Logan International to Lynn 8 miles

Local Tax Relief Available (Y/N) Yes

Ownership Private

Site Overview: Located directly on the Atlantic waterfront in Lynn, the 100-plus acre site is an ideal location for Amazon’s second headquarters. Likely one of only a few direct oceanfront sites in the entire nation that will be offered to Amazon, the property offers views of the Boston skyline and onsite public transportation. The site is also home to a former manufacturing plant and the remedial work has been completed – making the property largely shovel-ready and primed for innovation and growth. Just eight miles from Logan Airport, this property is located next to General Electric’s Lynn facility and within 15 miles of more than a dozen Massachusetts colleges and universities.

From: [Hillman, Michelle M. \(EOHED\)](#)
To: [Brian Noyes](#); [Kaufman, Samantha \(EOHED\)](#)
Cc: [Maeghan Welford](#)
Subject: RE: Boston Globe: Business community could be key ally in Amazon courtship
Date: Wednesday, October 11, 2017 2:55:27 PM
Attachments: [image001.png](#)

Thanks Brian.

Michelle Hillman

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

From: Brian Noyes [mailto:noyes@masstech.org]
Sent: Wednesday, October 11, 2017 2:44 PM
To: Hillman, Michelle M. (EOHED) ; Kaufman, Samantha (EOHED)
Cc: Maeghan Welford
Subject: Boston Globe: Business community could be key ally in Amazon courtship
Michelle/Sam,

FYI in case you hadn't seen it....

Brian

Business community could be key ally in Amazon courtship

Boston Globe

By Jon Chesto GLOBE STAFF OCTOBER 11, 2017

With an eye on an even bigger prize, members of the city's business community are preparing a repeat of the strategy that won over General Electric, to convince Amazon to also locate a headquarters in Boston.

For now, most of the business community's leaders are waiting quietly while state and city officials prepare bids to meet Amazon's Oct. 19 deadline. But should Massachusetts make it into the second round of consideration, then local business leaders are considering a reprise of events such as a dinner they hosted for GE officials in a North End restaurant, when Boston was among the final eight places the company was considering for a new headquarters.

Only this time, with Amazon on the line, GE will be among the companies now offering to talk up Boston.

"We can tell [Amazon] how our assumptions played out. Frankly, Boston has exceeded all our expectations," said Ann Klee, the GE vice president who led the site selection project. "The factors that were important to us, many of those are going to be relevant for a company like Amazon."

The dinner at Tresca was in September 2015, months before GE announced its relocation decision. But Klee said it proved important, providing tipping-point info about the local workforce, housing and transportation, and making Boston's bid stand out among the rivals.

“Hearing from the business community gives you a different perspective than the city and state,” Klee said.

GE was a huge prize — the promise of a \$200 million headquarters campus in Fort Point, 800 corporate jobs, and a widening role in the region’s innovation community. But Amazon threatens to dwarf that with its “second headquarters”: a complex that could eventually employ 50,000, with the average salary expected to top \$100,000 a year.

For now, business leaders are signing a letter circulated on behalf of the Baker administration to highlight the state’s skilled workforce and close working relationships between government officials.

The Massachusetts Competitive Partnership, a group of prominent chief executives, is among the organizations that have agreed to assist. Some leaders are sending letters of their own, including the presidents of the UMass system and Northeastern University, as well as local chambers of commerce from various corners in Massachusetts.

Greater Boston Chamber of Commerce chief executive Jim Rooney said he doubts these letters will be a differentiating factor this early in the process.

Amazon could end up with hundreds of submissions from across the country later this month, many arriving with endorsements from hometown business honchos.

Boston’s business community can really come into play, Rooney said, later in the process. Assuming the Boston area makes it into the second round, one-on-one conversations with local executives could play a bigger role in helping Amazon and chief executive Jeff Bezos make that final choice.

For GE, the courtship continued after the Tresca dinner. New England Patriots owner Robert Kraft entertained then-chief executive Jeff Immelt at Gillette Stadium, for example, and State Street chief executive Jay Hooley met with Immelt and chief financial officer Jeff Bornstein at GE’s former headquarters in Fairfield, Conn.

“The game now is to get into round two,” Rooney said. “I think the business community can be more tactical and more effective when that comes around. Now you’re starting to say, ‘OK, is this a GE-like strategy in which the Bob Krafts and the very prominent business leaders of our community are asked to or are willing to step up and have those conversations?’ ”

Mass. Competitive Partnership member John Fish, chief executive of Suffolk Construction, sums up what he expects to be central to Boston’s business pitch to Amazon: “Our colleges and universities are second to none. This is the ground zero of innovation. What we’re doing, institutions are collaborating in such a way, we’re creating a workforce for the future. Amazon is not focused on what’s happening today. They’re betting on, investing in, what community is positioning itself for the future.”

Among those who may reach out to Bezos is iRobot chief executive Colin Angle, who considers the Amazon boss a mentor, particularly in the years before iRobot became a publicly traded company. He is submitting a personal letter of support, as part of the state’s package.

While some tech executives have quietly expressed concern that Amazon’s arrival could make it tougher to hire skilled workers, such as engineers, Angle argues it would only make the Boston region a bigger magnet for talent.

There is some skepticism that Massachusetts can offer the kind of tax breaks and other incentives

more common in other regions of the country. Plus, lobbying can only go so far.

Jack Connors, the ad mogul-turned-philanthropist, said Bezos is probably already well aware of the Boston area's biggest selling point: its wealth of universities.

"Most of the work that is necessary to convince Jeff Bezos [about Boston's strengths] has been done over the past 200 years," Connors said. "I think Bezos is the kind of guy who probably has a list in his pocket of the places he'd want to be."

Jon Chesto can be reached at jon.chesto@globe.com. Follow him on Twitter @jonchesto.

[HTTPS://WWW.BOSTONGLOBE.COM/BUSINESS/2017/10/10/BUSINESS-COMMUNITY-COULD-KEY-ALLY-AMAZON-COURTSHIP/W2E0PU5AT6UL2Y91R4IWVM/STORY.HTML](https://www.bostonglobe.com/BUSINESS/2017/10/10/BUSINESS-COMMUNITY-COULD-KEY-ALLY-AMAZON-COURTSHIP/W2E0PU5AT6UL2Y91R4IWVM/STORY.HTML)



Brian H. Noyes

Director of Research and Communications

P: 508-870-0312 x 293

C: 206-755-1509

noyes@masstech.org

www.masstech.org

75 North Drive

Westborough, MA 01581



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE

From: [Goodall, Devon L. \(MOBD\)](mailto:Goodall, Devon L. (MOBD))
To: Curt Bellavance
Subject: RE: City of Peabody, MA. - Response to Amazon RFP
Date: Wednesday, October 11, 2017 3:07:24 PM

Thank you!

From: Curt Bellavance [mailto:curt.bellavance@peabody-ma.gov]
Sent: Wednesday, October 11, 2017 1:28 PM
To: Goodall, Devon L. (MOBD)
Subject: RE: City of Peabody, MA. - Response to Amazon RFP

Hi Devon,

Here's what we have....

Centennial Park Peabody is among the North Shore's premier locations for innovative thinking and cutting-edge technology. Home to world-class organizations such as Analogic, Weston & Sampson and Boston Children's at Peabody, this 500+ acre site sits at the nexus of Route 128, Interstate 95 and U.S. Route 1. With its easy access and Peabody's renowned affordability, Centennial Park Peabody is the perfect location for living and working.

From: Goodall, Devon L (SEA) [mailto:devon.l.goodall@state.ma.us]
Sent: Wednesday, October 11, 2017 10:21 AM
To: Curt Bellavance <curt.bellavance@peabody-ma.gov>
Subject: RE: City of Peabody, MA. - Response to Amazon RFP

Curt,

Following up on Peabody's site submission. Would it be possible to receive 1-2 sentences on the site to serve as an introduction? We need this piece by the end of the day today.

Thanks!

Devon

From: Edward A. Bettencourt, Jr. [mailto:edward.bettencourt@peabody-ma.gov]
Sent: Friday, September 29, 2017 12:36 PM
To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>
Cc: Curt Bellavance <curt.bellavance@peabody-ma.gov>
Subject: City of Peabody, MA. - Response to Amazon RFP
Importance: High

Good afternoon Mr. Kennealy,

Thank you for your efforts in allowing cities and towns the opportunity to submit a proposal to Amazon. Attached please find the City of Peabody's response to the Amazon's RFP with some additional information about our community and the many benefits we could provide to Amazon.

Thank you again and if you have any questions or need further information, please don't hesitate to contact me.

My best regards,

Mayor Ted Bettencourt

City of Peabody, Massachusetts

From: [Henderson, Richard](#)
To: [Steve Thomas \(STHOMAS@VHB.com\)](#); [Ng, Albert \(ANG@VHB.com\)](#)
Cc: [Starzec, Edmund](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Amazon Sites
Date: Wednesday, October 11, 2017 3:14:25 PM
Attachments: [Worcester Sites For Amazon.pdf](#)

Hi guys: here is the info from Worcester on the scattered sites near Union Station. I'd call it 0.2 miles to both train and highway. Their description below:
Five sites within a 1/3 of a mile of Union Station. The sites total 13.1 acres with an estimated full buildout capacity of 1,850,000 square feet without including on-site surface or garage parking.

From: Traynor, Michael E. [mailto:TraynorM@worcesterma.gov]
Sent: Wednesday, October 11, 2017 2:33 PM
To: Henderson, Richard
Subject: FW: Amazon Sites

Richard

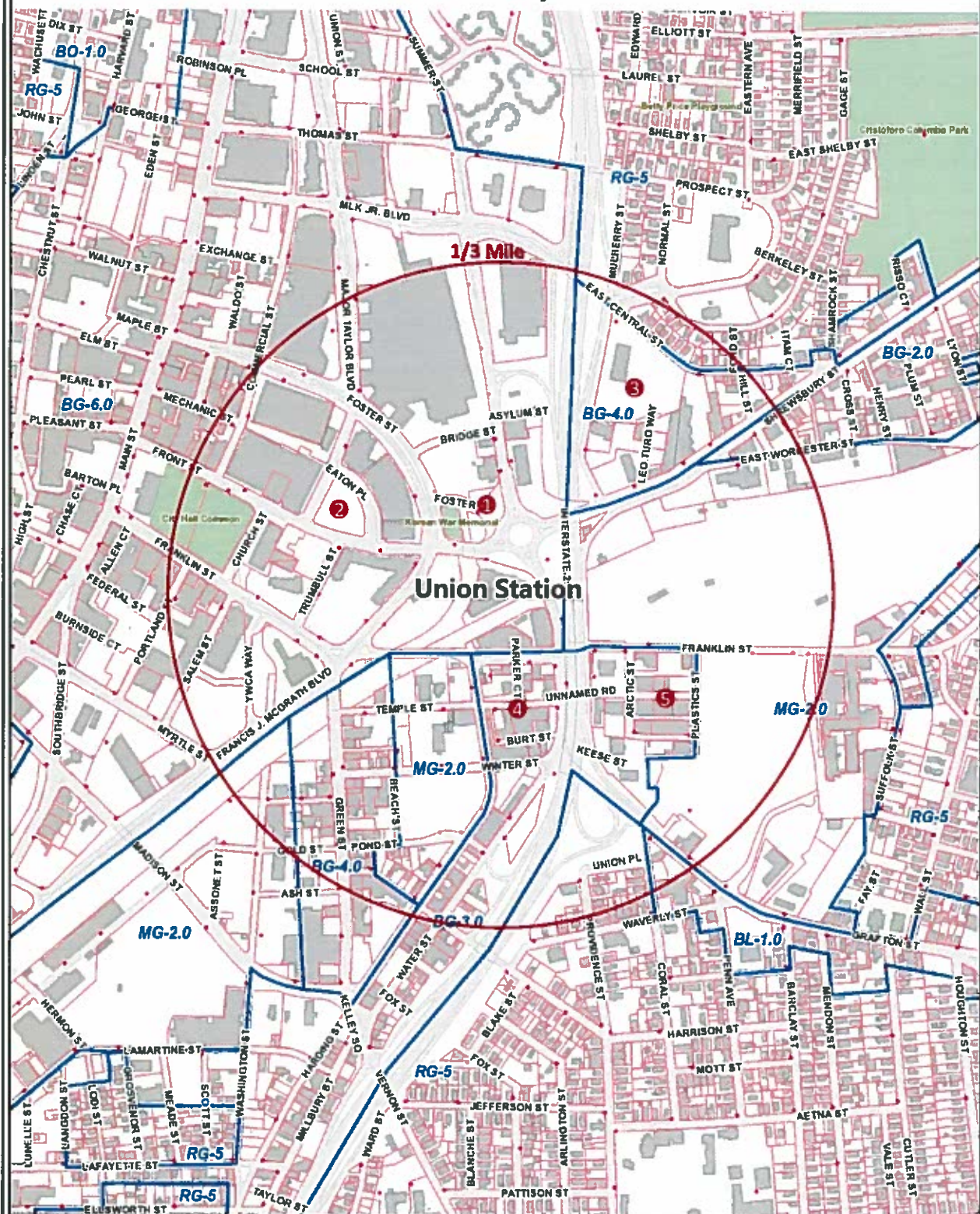
Here is our information. Below, Paul supplies total acreage and buildout capacity of the five properties.

Mike

Michael E. Traynor, Esq.
Chief Development Officer
Executive Office of Economic Development
City Hall, Room 402
455 Main Street
Worcester, MA 01608
(508) 799-1400, ext. 31403

From: Morano, Paul Jr.
Sent: Wednesday, October 11, 2017 2:31 PM
To: Traynor, Michael E.
Subject: Amazon Sites
Paul D. Morano, Jr.
Assistant Chief Development Officer
Business & Community Development Division
City of Worcester Economic Development Office
455 Main Street, City Hall, Room 402
moranop@worcesterma.gov
508-799-1400, ext. 31418

Worcester, MA



DATA SOURCES
 Base map data: City of Worcester, MA Geographic Information System
 Original Data: Digitized at 1:400 scale (Data base resolution: 1 inch = 40 feet)
 Updated Using Bing 2003 Photography at 1:1000 scale (1 inch = 100 feet)
 Parcel Updates Using City of Worcester Information Property Database, City of Worcester, MA Assessing Commission

COORDINATE SYSTEM
 All map data is in the Massachusetts State Plane Coordinate system, North America Datum of 1983, Massachusetts Mainland Zone (418°). Units are measured in Feet.

DISCLAIMER
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- Hydrants
- Zoning
 - Parcel
 - Edge of Pavement
 - Hard Surface
 - Paved
 - Unpaved
 - Streams
 - Ponds
- Outlines
 - Building
 - Duck/Fence
- Open Space
 - Conserved or Restricted
 - City of Worcester Parks
 - Worcester Conservation Commission
 - Greater Worcester Land Trust
 - Massachusetts Audubon Society
 - Communities of Massachusetts
 - Other (school, cemetery, private)
- City

Worcester, MA



DATA SOURCES
 Base map data: City of Worcester, MA Geographic Information System
 Original Data: Digitized at 1:480 scale (Data true resolution: 1 inch = 40 feet)
 Licensed Library: Bing 2003 Photography at 1 inch = 100 feet
 Further Licenses: Liara City of Worcester Information
 Property Details: City of Worcester MA Assessing Division

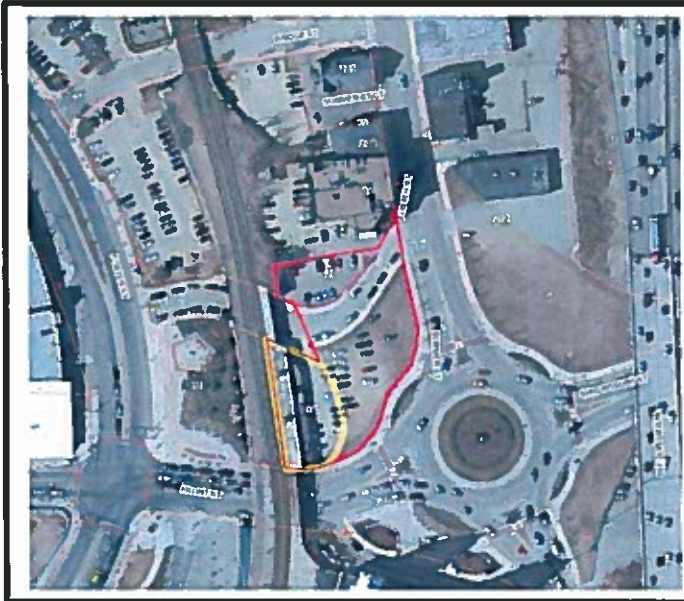
- Hydrants
- Parcels
- City

COORDINATE SYSTEM
 All map data is in the Massachusetts State Plane Coordinate system,
 North American Datum of 1983, Massachusetts Meridian Zone (4151)
 Units are measured in Feet

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1.

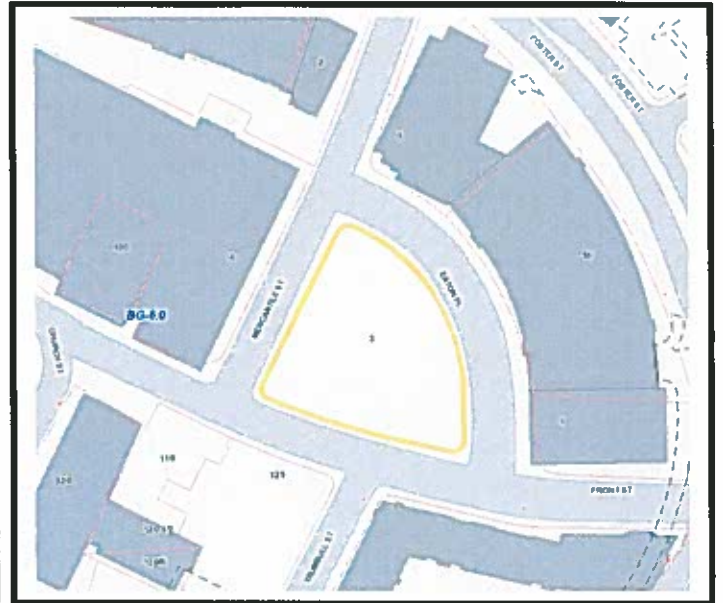
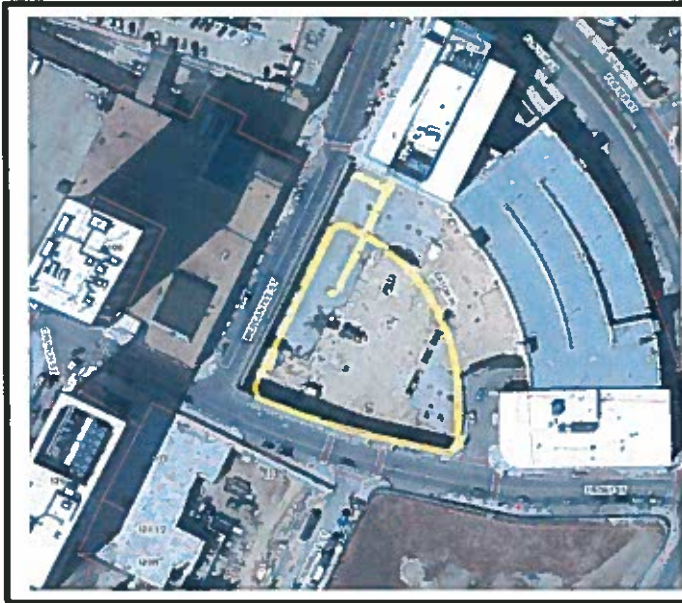
City of Worcester – Front, Summer & Foster Streets



Site Size (Acres):	1.1 Acres
Full Buildout Capacity (SF):	200,000 SF
Proximity to:	
• Major Highway:	Interstate 290 – 0.1 Miles / MA Turnpike – 4.7 Miles
• Regional Train:	Union Station MBTA – 0.1 Miles
• International Airport:	Logan International Airport – 49 Miles Worcester Airport – 4.8 Miles
Local Tax Relief Available (Y/N):	Yes
Ownership:	Public – Worcester Redevelopment Authority

2.

City of Worcester – 3 Eaton Place



Site Size (Acres): 1.2 Acres
Full Buildout Capacity (SF): 200,000 SF

Proximity to:

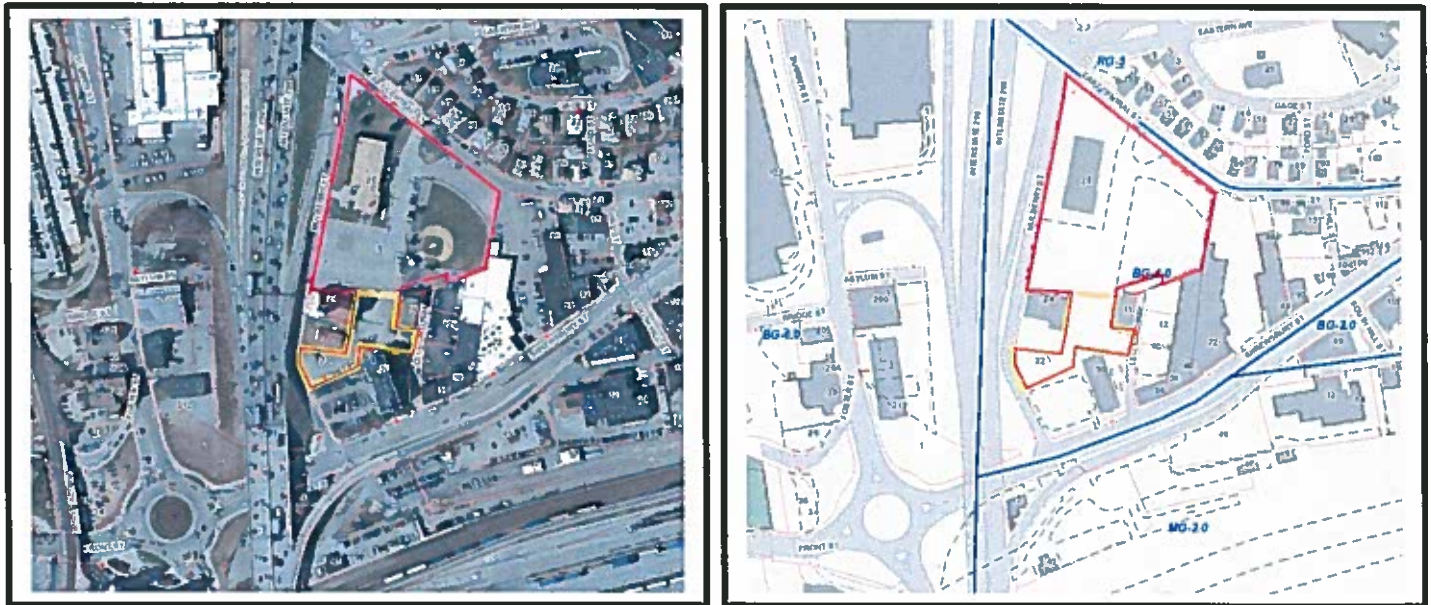
- Major Highway: Interstate 290 – 0.2 / MA Turnpike – 4.7 Miles
- Regional Train: Union Station MBTA – 0.3 Miles
- International Airport: Logan International Airport – 49 Miles
Worcester Airport – 4.6 Miles

Local Tax Relief Available (Y/N): Yes

Ownership: Private – Citysquare II Development Co. LLC

3.

City of Worcester – 22 & 28 Mulberry Street



Site Size (Acres): 5.2 Acres
Full Buildout Capacity (SF): 900,000 SF

Proximity to:

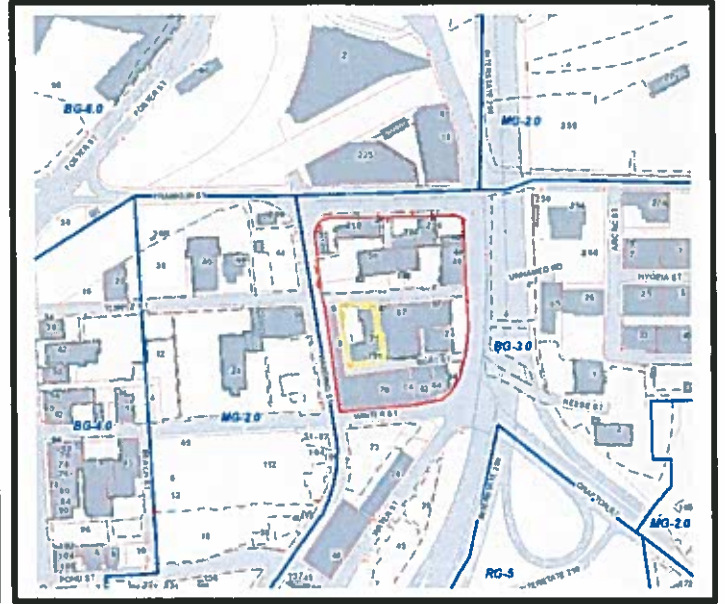
- Major Highway: Interstate 290 – 0.2 Miles / MA Turnpike – 4.7 Miles
- Regional Train: Union Station MBTA – 0.2 Miles
- International Airport: Logan International Airport – 49 Miles
Worcester Airport – 4.9 Miles

Local Tax Relief Available (Y/N): Yes

Ownership: Private – Roman Catholic Bishop of Worcester

4.

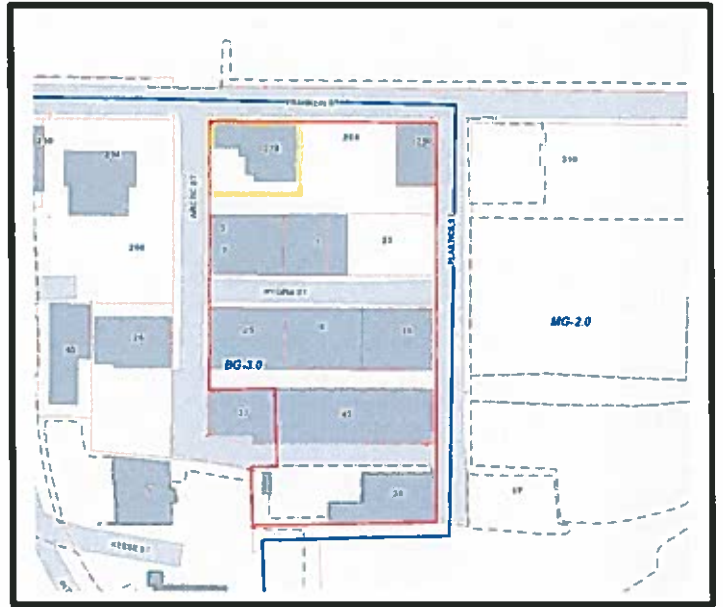
City of Worcester – Franklin, Temple, Harding & Grafton Streets



Site Size (Acres):	1.6 Acres
Full Buildout Capacity (SF):	200,000 SF
Proximity to:	
• Major Highway:	Interstate 290 – 0.1 Miles / MA Turnpike – 4.6 Miles
• Regional Train:	Union Station MBTA – 0.1 Miles
• International Airport:	Logan International Airport – 49 Miles Worcester Airport – 4.8 Miles
Local Tax Relief Available (Y/N):	Yes
Ownership:	Private – Multiple Owners

5.

City of Worcester – Franklin, Hygeia, Plastics & Arctic Streets



- Site Size (Acres): 4 Acres
- Full Buildout Capacity (SF): 350,000 SF
- Proximity to:
 - Major Highway: Interstate 290 – 0.1 Miles / MA Turnpike – 4.7 Miles
 - Regional Train: Union Station MBTA – 0.2 Miles
 - International Airport: Logan International Airport – 49 Miles
Worcester Airport – 4.8 Miles
- Local Tax Relief Available (Y/N): Yes
- Ownership: Private – Tony Kwan

From: Nathan Haddad
To: [Goodall, Devon L. \(MOBD\)](#)
Cc: [David Curtis](#); [Jonathan Butler](#)
Subject: Re: Amazon
Date: Wednesday, October 11, 2017 3:21:18 PM
Attachments: [HQ2 narratives.docx](#)

Devon,

Please see the attached HQ2 narratives document. Let me know if this is sufficient and provides the ideal information you were looking for.

Thanks,
- Nathan

On Tue, Oct 10, 2017 at 8:49 PM, Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us> wrote:

Hi all -

Would it be possible to get a one to two sentence write up to frame the Pittsfield and Lee sites? We need this by COB tomorrow (Weds 10/11).

Thanks!

Devon

From: Goodall, Devon L. (MOBD)
Sent: Thursday, October 5, 2017 4:06 PM
To: Nathan Haddad
Cc: David Curtis; Jonathan Butler
Subject: RE: Amazon

Got it – thanks!

Devon

From: Nathan Haddad [mailto:nhaddad@1berkshire.com]
Sent: Thursday, October 05, 2017 4:05 PM
To: Goodall, Devon L. (MOBD)
Cc: David Curtis; Jonathan Butler
Subject: Re: Amazon

Devon,

No problem, thank you for reaching out!

The William Stanley Business Park/GE parcel in the center of Pittsfield and accompanying South Pittsfield parcels best fit the RFP. We have the initial space, the space for expansion into 2027, and the proximity to airports with a lower commute time than many larger municipalities at these locations. Plus - the regional train runs right through the site.

Let me know if you need anything else,

- Nathan

On Thu, Oct 5, 2017 at 3:31 PM, Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us> wrote:

Hi Nathan,

This is great! Thank you for getting it back to me so quickly. For Pittsfield, is there one submission that you would like for us to highlight?

Devon

From: Nathan Haddad [mailto:nhaddad@1berkshire.com]

Sent: Thursday, October 05, 2017 3:08 PM

To: Goodall, Devon L. (MOBD)

Cc: Jonathan Butler; David Curtis

Subject: Re: Amazon

Devon,

Jonathan, David and I have put together some sites for the Amazon HQ2 proposal. We omitted the Full Buildout Capacity on each submission because we lack certain delineations i.e. wetlands and don't know if you want total space to reflect vertical space as well as the ground-print. Please see the attached documents.

Thank you,

- Nathan

On Wed, Oct 4, 2017 at 2:21 PM, Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us> wrote:

Hi Jonathan,

I'm sorry I missed your call! I've been in meetings for most of the day and just got a chance to look at my email.

EOHED had reached out to the Mayors and City Managers with the attached document to be filled out with sites. If you could fill it out with properties, we will include it in our proposal. Our timeline is tight so by the end of the day tomorrow would be best.

Thanks so much,

Devon

From: Jonathan Butler [mailto:jbutler@1berkshire.com]

Sent: Wednesday, October 04, 2017 1:48 PM

To: Goodall, Devon L. (MOBD)

Cc: Nathan Haddad

Subject: Amazon

Devon -

I left you a VM earlier in the day, Nathan let me know you were reaching out yesterday.

We had just come to the conclusion (and are still informing some stakeholders), regionally, that we would not be submitting an Amazon response. After mapping out the RFP and how we might approach it and also speaking with several municipal stakeholders, ED leaders and our own business leaders - it was determined that we were not in the right position to respond to an RFP of this scope. I'm in the process of preparing a memo to explain our rationale.

That being said, we hadn't heard anything from EOHED about a state proposal. If we could include a few properties in that, we could certainly get something your way in a day or two.

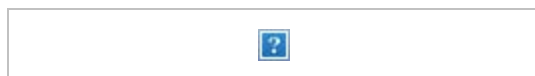
Please let us know.

Best,

Jonathan.

Jonathan Butler

President & CEO



[66 Allen Street, Pittsfield, MA 01201](#)

[413.499.1600](tel:413.499.1600)

1berkshire.com | #liveBRK



berkshires.org | #intheberkshires



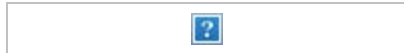
--

Nathan Haddad

Special Projects Associate

Economic Development Team

P.S. [Nominate someone to be spotlighted for Women in Business Month!](#)



[66 Allen Street, Pittsfield, MA 01201](#)

[413.499.1600 x111](tel:413.499.1600)



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Nathan Haddad

Special Projects Associate

Economic Development Team

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Nathan Haddad
Special Projects Associate
Economic Development Team

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1berkshire.com | #liveBRK



berkshires.org | #intheberkshires



The construction-ready **William Stanley Business Park** and adjoining **General Electric** properties are located in downtown Pittsfield in the heart of the Berkshires, a world class cultural destination in the rolling hills of Western Massachusetts. Pittsfield itself is at a geographic advantage, with close proximity to the Boston and New York City metropolitan areas, and surrounded by top-tier education institutions like Williams College, RPI, WPI, University of Albany, University of Massachusetts Amherst, and more within a short drive. There is also convenient access to schools like MIT, Harvard, and Northeastern, only two hours away in Boston. The parcels are 45 minutes from Albany International Airport, 15 minutes away from Interstate 90 (the Mass Pike), and at the crossroads of four state routes.

General Electric patented the commercial alternating current transformer at this site - an industry standard. Altogether, the downtown parcels offer the necessary contiguous space for the development of HQ2. Down the road, there are also several parcels for non-contiguous development, located in south Pittsfield and at the Pittsfield Municipal Airport, a highly utilized business asset with a 5,790 foot runway. With more than enough room for planned expansion of HQ2 into 2027 and proximity to metropolitan areas without the headache of a daily commute, Pittsfield possesses many assets to complement this potential opportunity.

The **Greylock Mills** and **Columbia Mills** complexes are located within a mile of Interstate 90 (the Mass Pike) with easy access to Boston and New York City Metropolitan areas. The Greylock Mills complex is 17 acres in size, has a modern 167,670 SF building that was initially constructed in 1966, with two newer additions since added. An adjoining Greenfield site 28 acres in size is contiguous and south of the first parcel. Both parcels have rail service provided by a Housatonic Railroad siding that ties into the CSX's system.

Located on 22 acres along a bend of the Housatonic River, the historic Columbia Mill in Lee once manufactured some of the world's first wood-pulp paper. With structures dating back to 1865, the complex is across the street from the Greylock Mills complex above. Altogether, this complex hosts over 230,000 SF of space over several buildings, with both river and rail access. A decade ago, many of the mills in Lee closed down, shutting their doors, awaiting an opportunity to start printing again. However, opportunity could allow them to be printing reports for the world's largest ecommerce corporation.

This one's special. Redeveloped mills are a hot item, and we are running out of them. They're historic sites with incredible cultural value. This complex is in a great location with room to expand.

From: [Ash, Jay \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Subject: Amazon Boston letter
Date: Wednesday, October 11, 2017 3:22:23 PM

October 10, 2017

Amazon.com

Office of Economic Development

c/o Ms. Holly Sullivan

2121 Seventh Avenue

Seattle, Washington 98121

Dear Ms. Sullivan:

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

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

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

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

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

Sincerely,

From: [Henderson, Richard](#)
To: "[Steve Thomas \(STHOMAS@VHB.com\)](#)"; "[Ng, Albert \(ANG@VHB.com\)](#)"
Cc: [Starzec, Edmund](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: RE: Amazon Sites
Date: Wednesday, October 11, 2017 3:34:18 PM

Oh, and I think the existing description still works if you want to say "13.1 acres on 5 sites" in the first line of the infographic. I note that the graphic say "5 miles to I-90", but wouldn't I-290, which is right next to the site, count?

From: Henderson, Richard
Sent: Wednesday, October 11, 2017 3:12 PM
To: Steve Thomas (STHOMAS@VHB.com); Ng, Albert (ANG@VHB.com)
Cc: Starzec, Edmund; Goodall, Devon L. (MOBD)
Subject: FW: Amazon Sites

Hi guys: here is the info from Worcester on the scattered sites near Union Station. I'd call it 0.2 miles to both train and highway. Their description below:

Five sites within a 1/3 of a mile of Union Station. The sites total 13.1 acres with an estimated full buildout capacity of 1,850,000 square feet without including on-site surface or garage parking.

From: Traynor, Michael E. [mailto:TraynorM@worcesterma.gov]
Sent: Wednesday, October 11, 2017 2:33 PM
To: Henderson, Richard
Subject: FW: Amazon Sites

Richard

Here is our information. Below, Paul supplies total acreage and buildout capacity of the five properties.

Mike

Michael E. Traynor, Esq.
Chief Development Officer
Executive Office of Economic Development
City Hall, Room 402
455 Main Street
Worcester, MA 01608
(508) 799-1400, ext. 31403

From: Morano, Paul Jr.
Sent: Wednesday, October 11, 2017 2:31 PM
To: Traynor, Michael E.
Subject: Amazon Sites

Paul D. Morano, Jr.
Assistant Chief Development Officer
Business & Community Development Division
City of Worcester Economic Development Office
455 Main Street, City Hall, Room 402
moranop@worcesterma.gov
508-799-1400, ext. 31418

From: Matthew Rice
To: [Servetnick, Adrian \(EOHED\)](#)
Subject: RE: Stanmar Introduction Letter - Amazon HQ2
Date: Wednesday, October 11, 2017 3:53:57 PM

Hi Adrian,

That sounds great, please feel free to reach out to us at any time, we would be happy to help. In the meantime, we will keep our fingers crossed!

All the best,

Matt

Matthew Rice

Director of Operations

www.stanmar-inc.com

(P) 508-310-9922 x7841

From: Servetnick, Adrian (SEA) [mailto:adrian.servetnick@state.ma.us]

Sent: Wednesday, October 11, 2017 3:50 PM

To: Matthew Rice

Subject: RE: Stanmar Introduction Letter - Amazon HQ2

Matthew-

Thanks for your email. If Massachusetts gets through the first phase, and we start getting more in the weeds, we'll reach out to talk about how you may be able to help.

Best,

Adrian Servetnick

Policy and Research Associate

Executive Office of Housing and Economic Development

e: adrian.servetnick@state.ma.us

p: 617-788-3615

t: @MassEOHED

From: Matthew Rice [mailto:mrice@Stanmar-Inc.com]

Sent: Friday, October 06, 2017 4:21 PM

To: Servetnick, Adrian (EOHED) <Adrian.Servetnick@MassMail.State.MA.US>

Subject: RE: Stanmar Introduction Letter - Amazon HQ2

Hi Adrian,

I just wanted to quickly check back in to see if there may be a time that we could meet to discuss your office's role in projects like bidding for Amazon's HQ2, and how our firm may be able to offer our services to improve the overall process, and ultimately, construction of these types of projects. I know that you are likely very busy at the moment, and we would be happy to work around any time that may be convenient for you. Thank you again, and I look forward to speaking with you soon.

All the best,

Matt

Matthew Rice

Director of Operations

www.stanmar-inc.com

(P) 508-310-9922 x7841

From: Matthew Rice

Sent: Wednesday, September 13, 2017 4:46 PM

To: 'adrian.servetnick@state.ma.us' <adrian.servetnick@state.ma.us>

Subject: Stanmar Introduction Letter - Amazon HQ2

Hi Adrian,

We spoke earlier in the week about Amazon's HQ2 plans and our firm's interest in the potential project, and attached to this email please find our formal introduction letter. I would love to learn more about your office's role in these type of projects, and would like to find a time that is convenient for us to meet with you or your office to discuss this further. Thank you again for your help, and I look forward to speaking with you soon.

All the best,

Matthew Rice

Director of Operations

www.stanmar-inc.com

(P) 508-310-9922 x7841

From: Andrew Maylor
To: [Ash, Jay \(EOHED\)](#)
Subject: Amazon HQ2 - MV Regional Application Summary
Date: Wednesday, October 11, 2017 4:05:56 PM
Attachments: [image004.png](#)

Jay,
As you requested.

AMAZON HQ2 - NORTH ANDOVER AND THE MERRIMACK VALLEY

Our regional proposal is focused on Osgood Landing, a 168-acre facility that can easily satisfy Amazon's desire for an 8 million square foot build out. Additionally, it provides parcels of land in each of the 5-towns associated with this effort for Amazon to expand and other businesses to locate next to HQ2. The multi-use Smart Growth Overlay zoning put in place at the site in 2007 allows for virtually any configuration Amazon should desire including its own rail station and residential development making commuting to work very easy.

The regional leadership is fully committed to Osgood Landing as the most advantageous location for the area to benefit from the increased commerce and investment that Amazon's will bring. This will add to the strong growth of the diverse economy that exists in the Merrimack Valley, which includes technology, defense, manufacturing and the various sectors of the pharmaceutical and medical fields. The owners of Osgood Landing, Ozzy Properties, have thrown their full support behind this effort and have gone on record as having the desire to see this landmark property return to world-class status.

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: Emily Judem
To: [Kaufman, Samantha \(EOHED\)](mailto:Samantha.Kaufman@state.ma.us)
Subject: RE: following up
Date: Wednesday, October 11, 2017 4:07:02 PM

Thank you, Samantha, I just submitted a request. Do you know approximately how long these requests take to process/when I might expect to hear back?

Thanks again, I appreciate your help.

All the best,

Emily

From: Kaufman, Samantha (SEA) [mailto:samantha.kaufman@state.ma.us]

Sent: Wednesday, October 11, 2017 2:59 PM

To: Emily Judem

Subject: following up

Hi Emily,

Thanks for your call. For all questions related to the Amazon HQ2, we're asking that folks fill out a PRR. You can find the form here: <https://www.mass.gov/public-records-requests-for-housing-and-economic-development>

Thanks

Sam

Samantha Kaufman

Deputy Director of Communications

Executive Office of Housing and Economic Development

Samantha.Kaufman@state.ma.us

Office: 617.788.3604

From: John Dyjach
To: [Goodall, Devon L. \(MOBD\)](#)
Cc: [Marcos Marrero](#)
Subject: Re: Amazon RFP responses
Date: Wednesday, October 11, 2017 4:09:36 PM
Attachments: [Holyoke - Municipality Application \(2\).pdf](#)

Hi Devon, below is the requested introduction to go with what we submitted (attached). Hope this is sufficient but let me know if not.

Thank you

Amazon Urban Campus, Downtown Holyoke, Massachusetts

The Amazon Urban Campus is centered in Open Square, Holyoke, Massachusetts. Open Square is the country's largest zero net energy mixed-use development - a growing, economically self-sustaining, mixed-use urban center and event venue. A city block of historic mills between the canals in the first planned industrial city in the country.

- **Convenient central western New England location for employees and customers.**
- **5-minute access to interstate highways; 25 minutes to Bradley International Airport**
- **Intermodal transport center within 2 blocks including local / regional bus service and passenger rail to and from Washington DC, New York City, Vermont and Connecticut.**
- **Adjacent to the Massachusetts Green High Performance Computing Center**

John

John A. Dyjach
Assistant Director
Economic Development Department
City of Holyoke
20 Korean Veteran's Plaza, Suite 406
Holyoke, MA 01040
Phone: (413) 322-5655
Email: DyjachJ@holyoke.org
Web: www.holyoke.org/
www.holyokeredevelopment.com/

On Wed, Oct 11, 2017 at 10:17 AM, Goodall, Devon L (SEA) <devon.l.goodall@state.ma.us> wrote:

Hi John,

Following up on the Holyoke site submitted for Amazon's HQ2. Would it be possible to get 1-2 sentences on the site to use as an introduction? We need this by the end of the day today.

Thanks!

Devon

From: John Dyjach [<mailto:dyjachj@holyoke.org>]
Sent: Friday, September 29, 2017 4:23 PM
To: Kennealy, Michael (EOHED) <Michael.kennealy@MassMail.State.MA.US>
Cc: Marcos Marrero <marreroma@holyoke.org>; Sarah Meier-Zimblner <zimblers@holyoke.org>
Subject: Fwd: Amazon RFP responses

Hello Mike, attached is information on a Holyoke site that we are working on for an Amazon RFP submittal.
Thank you and please let me know if you require any additional information at this time.

John

John A. Dyjach
Assistant Director
Economic Development Department
City of Holyoke
20 Korean Veteran's Plaza, Suite 406
Holyoke, MA 01040
Phone: [\(413\) 322-5655](tel:4133225655)
Email: DyjachJ@holyoke.org
Web: www.holyoke.org/
www.holyokeredevelopment.com/

----- Forwarded message -----

From: Marcos Marrero <marreroma@holyoke.org>
Date: Mon, Sep 25, 2017 at 10:45 AM
Subject: Fwd: Amazon RFP responses
To: John Dyjach <dyjachj@holyoke.org>, Sarah Meier-Zimblner <zimblers@holyoke.org>

----- Forwarded message -----

From: Alex Morse <morsea@holyoke.org>
Date: Sun, Sep 24, 2017 at 12:57 PM
Subject: Fwd: Amazon RFP responses
To: Marcos A Marrero <marreroma@holyoke.org>

----- Forwarded message -----

From: Kennealy, Michael (EOHED) <Michael.kennealy@massmail.state.ma.us>
Date: Fri, Sep 22, 2017 at 3:44 PM
Subject: Amazon RFP responses
To: "Ward Weeden, Aimee (EOHED)" <aimee.ward@state.ma.us>

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](tel:617-788-3640)

Cell: [617-634-4762](tel:617-634-4762)

michael.kennealy@state.ma.us

--

Alex B. Morse, Mayor

City of Holyoke

[413-322-5510](tel:413-322-5510)

morsea@holyoke.org

www.holyoke.org

Municipality Holyoke



Site Size (Acres)	<u>8 Acres plus</u>
Full Buildout Capacity (Sq. Ft)	<u>500,000 Sq. Ft. plus</u>
Proximity to:	
Major Highway	<u>1 to 2 miles</u>
Regional Train	<u>¼ mile</u>
International Airport	<u>25 miles</u>
Local Tax Relief Available (Y/N)	<u>Y</u>
Ownership	<u>Private</u>

Holyoke submittal will be for a downtown urban campus consisting of Open Square (<http://www.opensquare.com/>) as an anchor along with nearby sites. The campus is in the Holyoke Innovation District (<https://www.innovateholyoke.com/>) and situated along the City's new CanalWalk in close proximity to the Massachusetts Green High Performance Computing Center (<https://www.mghpcc.org/>).

From: Gerry Kavanaugh
To: [Kennealy, Michael \(EOHED\)](mailto:Kennealy.Michael@EOHED)
Subject: Fwd: Union Point two sentence description for Jay Ash
Date: Wednesday, October 11, 2017 4:21:09 PM

Mike - here you go.

Gerry

Sent from my iPhone

Begin forwarded message:

From: Kyle Corkum <Kyle@lvnt.com>
Date: October 11, 2017 at 4:14:33 PM EDT
To: Gerry Kavanaugh <gerry@lvnt.com>
Cc: "Austin, Renee " <raustin@webershandwick.com>, "Wallace, Bevin (BOS-WSW) (BWallace@webershandwick.com)" <BWallace@webershandwick.com>, Jennifer Bynum <Jenn@lvnt.com>, Matthew Barry <matthew@lvnt.com>
Subject: Union Point two sentence description for Jay Ash

Union Point is a 1,500-acre Smart City located 12 miles from downtown Boston that is pad-ready and zoned for 10M SF of commercial and 4,000 residential units. With an onsite commuter rail station and unparalleled site plan approval timing (30 days), Union Point provides an affordable, sustainable and technology-focused urban environment that meets and exceeds 100% of Amazon's HQ2 requirements.



Kyle Corkum | *Managing Partner*

Kyle@LVNT.com | 26 Memorial Grove Ave | S. Weymouth, MA 02190

Office 617-249-1105 | Cell 919-624-5121

www.LVNT.com

Innovation. Collaboration. Community.

From: [Goodall, Devon L. \(MOBD\)](#)
To: [April Lamoureux](#); [Meredith Harris](#)
Subject: RE: Marlborough - Amazon
Date: Wednesday, October 11, 2017 4:45:16 PM

Thanks so much! Do you also have a write up for the Northborough site?

From: April Lamoureux [mailto:april@govbizstrategy.com]
Sent: Wednesday, October 11, 2017 3:54 PM
To: Meredith Harris; Goodall, Devon L. (MOBD)
Subject: Re: Marlborough - Amazon

Devon,
See below. Let me know if you have any questions.

Thanks,
April

100 Campus Drive, Marlborough

100 Campus Drive is a 121-acre shovel ready site that is permitted for 650,000 sq ft of new office development within a 1.2M sq ft office campus. The site is located within one mile of Interstate 495 and will be served by shuttle service to a regional light rail system.

EMC/Dell Campus, Southborough/Westborough

The EMC/Dell campus is a 600-acre shovel ready industrial subdivision permitted for 2.1 million sq ft of office and R&D. The roadway with drainage and utilities are installed and an on-site waste water treatment facility is to be built by the developer. The site is located within 1.5 miles of Interstate 495 and will be served by shuttle service to a regional light rail system.

April Anderson Lamoureux, President
Anderson Strategic Advisors, LLC
781.690.3820

April@GovBizStrategy.com

www.GovBizStrategy.com

@GovBizStrategy

On Tuesday, October 10, 2017, 8:48:21 PM EDT, Goodall, Devon L (SEA)
<devon.l.goodall@state.ma.us> wrote:

Hi Meredith and April,

Would it be possible to get a one to two sentence write up for the sites that you submitted? We are hoping to use this to frame the submissions in our proposal. If possible, could I receive it by COB tomorrow (Weds 10/11)?

Thanks!

Devon

From: Goodall, Devon L. (MOBD)
Sent: Wednesday, October 4, 2017 3:54 PM
To: Meredith Harris
Cc: April Lamoureux
Subject: RE: Marlborough - Amazon

Received – thank you!

Devon

From: Meredith Harris [<mailto:MHarris@marlboroughedc.com>]
Sent: Wednesday, October 04, 2017 3:50 PM
To: Goodall, Devon L. (MOBD)
Cc: April Lamoureux
Subject: RE: Marlborough - Amazon

Meredith Harris

Executive Director

91 Main Street, Suite 204

Marlborough, MA 01752

Tel: 508 229 2010

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Live, Work, Play! [Marlborough Video](#)



From: Goodall, Devon L (SEA) [<mailto:devon.l.goodall@state.ma.us>]
Sent: Wednesday, October 04, 2017 3:26 PM
To: Meredith Harris <MHarris@marlboroughedc.com>
Cc: April Lamoureux <april@govbizstrategy.com>
Subject: RE: Marlborough - Amazon

Could you use the attached document to submit the site? Thank you!

From: Meredith Harris [<mailto:MHarris@marlboroughedc.com>]
Sent: Wednesday, October 04, 2017 3:25 PM
To: Goodall, Devon L. (MOBD)
Cc: April Lamoureux
Subject: Marlborough - Amazon

Hi Devon – as discussed, see attached.

Let me know if you need anything else!

Meredith Harris

Executive Director

91 Main Street, Suite 204

Marlborough, MA 01752

Tel: 508 229 2010

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Live, Work, Play! [Marlborough Video](#)



From: [Kaufman, Samantha \(EOHED\)](#)
To: [Emily Judem](#)
Subject: RE: following up
Date: Wednesday, October 11, 2017 4:52:44 PM

Hey Emily,

When you get a chance if you could give me a call that would be great thanks

From: Emily Judem [mailto:emily_judem@wgbh.org]

Sent: Wednesday, October 11, 2017 4:07 PM

To: Kaufman, Samantha (EOHED)

Subject: RE: following up

Thank you, Samantha, I just submitted a request. Do you know approximately how long these requests take to process/when I might expect to hear back?

Thanks again, I appreciate your help.

All the best,

Emily

From: Kaufman, Samantha (SEA) [mailto:samantha.kaufman@state.ma.us]

Sent: Wednesday, October 11, 2017 2:59 PM

To: Emily Judem <emily_judem@wgbh.org>

Subject: following up

Hi Emily,

Thanks for your call. For all questions related to the Amazon HQ2, we're asking that folks fill out a PRR. You can find the form here: <https://www.mass.gov/public-records-requests-for-housing-and-economic-development>

Thanks

Sam

Samantha Kaufman

Deputy Director of Communications

Executive Office of Housing and Economic Development

Samantha.Kaufman@state.ma.us

Office: 617.788.3604

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Ng, Albert](#)
Cc: [Ward Weeden, Aimee \(EOHED\)](#); [Henderson, Richard](#)
Subject: Site Intro Lines
Date: Wednesday, October 11, 2017 4:59:39 PM
Attachments: [municipal tracking.xlsx](#)
[Sites Intro Lines.docx](#)

Hi Albert,

See attached for the site intro lines and an updated version of the municipal site tracker. We are still waiting for a few lines from Everett, Fall River, Haverhill-Lawrence-North Andover, New Bedford, Northborough, Somerville and Weymouth.

Richard – do you have a few lines on New Bedford? They mentioned they were working with MassDevelopment.

Thanks!

Devon

Devon Goodall

Executive Office of Housing & Economic Development

Phone: 617-413-6058

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

Communities	Submitted	Intro Line	Received
Boston			
P3			
Seaport Square*			
South Station*			
Suffolk Downs*			
Everett	X	DG	
Fall River	X	DG	
Foxborough	X		Y
Gardner	X	JA	Y
Haverhill - Lawrence - North Andover	X	JA	
Holyoke	X	DG	Y
Lee	X	DG	Y
Lowell - Billerica - Tewksbury	X	DG	Y
Lynn	X	DG	Y
Marlborough	X	DG	Y
New Bedford	X	DG	
Northborough	X	DG	
Peabody	X	DG	Y
Pittsfield	X	DG	Y
Randolph	X	DG	Y
Somerville	X		
Taunton	X	DG	
Waltham*	X		Y
Westborough	X	DG	Y
Weymouth/Rockland/Abington - Union Point*	X		
Worcester	X	DG	Y

Sites Intro Lines:

Billerica – Tewksbury – Lowell - Riverview Business Park is a world-class, 130-acre campus located just a ½ hour north of Boston in the three communities of Billerica, Tewksbury, and Lowell. There is an existing 560,000+ square foot facility in addition to a 20 acre pad site at this location. Immediately adjacent to Riverview is another 130 acre campus, currently owned by Baker Commodities. This is a greenfield site that can be developed to fulfill the added expansion of the Amazon project. Both sites are located along the Concord River and are bisected by the MBTA Lowell Commuter line which can allow for the creation of a public transit stop dedicated specifically for Amazon. If there is further need for Amazon, its supplier or vendors, Brookwood Business Center (a 44-acre campus of six buildings totally ~448,000 square feet) is located across the roadway from the Baker Commodities site.

Foxborough – Patriot Place, home of the New England Patriots, is shovel-ready for 1.5 million square feet of development on 200 acres. 1.2 million square feet of existing development offers immediate access to amenities. Hotels, healthcare, restaurants, shopping, services and entertainment exist on the property today.

Gardner - Bisected by State Routes 2, 140 and 68, acting as the gateway between the western and eastern regions of the state, the City of Gardner is a growing economic hub in North Central Massachusetts. During the past five years, over forty new businesses have opened their doors and millions of dollars have been invested in the area to make the city a welcoming location for both families and businesses. With an economy rooted in health care, education, and manufacturing, Gardner has taken on a new and vibrant life that continues to grow, develop, expand, and succeed. By way of example, Advanced Cable Ties, in 2016, doubled the size of their facility by adding a 53,000 square foot expansion allowing them to double the size of their workforce. Partnerships with community assets, such as Henry Heywood Memorial Hospital and Mount Wachusett Community College, have also fueled mutually beneficial development as these organizations continue to grow and expand within Gardner.

Gardner has also invested resources to better improve the overall quality of life for its residents. In the past ten years, all of the city's playgrounds and parks have been upgraded and renovated. Gardner officials have worked with state and local partners to expand the North Central Pathway Bike Trail to 16 miles, connecting downtown Gardner to neighboring Winchendon Town Center. Gardner is also in the process of building a new elementary school, to ensure that its students are provided with the best resources available to them. As these efforts continue, so does Gardner's path to become the new economic heart of the region. With easy access to economic centers around Boston, the resources of the western portions of the state and markets just north in New Hampshire, Gardner serves as the prime central location for businesses looking to settle in a location where they know they can succeed.

Holyoke -

Open Square is the country's largest zero net energy mixed-use development - a growing, economically self-sustaining, mixed-use urban center and event venue. A city block of historic mills between the canals in the first planned industrial city in the country.

Lee - The Greylock Mills and Columbia Mills complexes are located within a mile of Interstate 90 (the Mass Pike) with easy access to Boston and New York City Metropolitan areas. The Greylock Mills complex is 17 acres in size, has a modern 167,670 SF building that was initially constructed in 1966, with

two newer additions since added. An adjoining Greenfield site 28 acres in size is contiguous and south of the first parcel. Both parcels have rail service provided by a Housatonic Railroad siding that ties into the CSX's system.

Located on 22 acres along a bend of the Housatonic River, the historic Columbia Mill in Lee once manufactured some of the world's first wood-pulp paper. With structures dating back to 1865, the complex is across the street from the Greylock Mills complex above. **Altogether, this complex hosts over 230,000 SF of space over several buildings, with both river and rail access. A decade ago, many of the mills in Lee closed down, shutting their doors, awaiting an opportunity to start printing again. However, opportunity could allow them to be printing reports for the world's largest ecommerce corporation.**

This one's special. Redeveloped mills are a hot item, and we are running out of them. They're historic sites with incredible cultural value. This complex is in a great location with room to expand.

Lynn - Located directly on the Atlantic waterfront in Lynn, the 100-plus acre site is an ideal location for Amazon's second headquarters. Likely one of only a few direct oceanfront sites in the entire nation that will be offered to Amazon, the property offers views of the Boston skyline and onsite public transportation. The site is also home to a former manufacturing plant and the remedial work has been completed – making the property largely shovel-ready and primed for innovation and growth. Just eight miles from Logan Airport, this property is located next to General Electric's Lynn facility and within 15 miles of more than a dozen Massachusetts colleges and universities.

Marlborough - 100 Campus Drive is a 121-acre shovel ready site that is permitted for 650,000 sq ft of new office development within a 1.2M sq ft office campus. The site is located within one mile of Interstate 495 and will be served by shuttle service to a regional light rail system.

Peabody - Centennial Park Peabody is among the North Shore's premier locations for innovative thinking and cutting-edge technology. Home to world-class organizations such as Analogic, Weston & Sampson and Boston Children's at Peabody, this 500+ acre site sits at the nexus of Route 128, Interstate 95 and U.S. Route 1. With its easy access and Peabody's renowned affordability, Centennial Park Peabody is the perfect location for living and working.

Pittsfield - The construction-ready William Stanley Business Park and adjoining General Electric properties are located in downtown Pittsfield in the heart of the Berkshires, a world class cultural destination in the rolling hills of Western Massachusetts. Pittsfield itself is at a geographic advantage, with close proximity to the Boston and New York City metropolitan areas, and surrounded by top-tier education institutions like Williams College, RPI, WPI, University of Albany, University of Massachusetts Amherst, and more within a short drive. There is also convenient access to schools like MIT, Harvard, and Northeastern, only two hours away in Boston. The parcels are 45 minutes from Albany International Airport, 15 minutes away from Interstate 90 (the Mass Pike), and at the crossroads of four state routes.

General Electric patented the commercial alternating current transformer at this site - an industry standard. Altogether, the downtown parcels offer the necessary contiguous space for the development of HQ2. Down the road, there are also several parcels for non-contiguous development, located in south

Pittsfield and at the Pittsfield Municipal Airport, a highly utilized business asset with a 5,790 foot runway. With more than enough room for planned expansion of HQ2 into 2027 and proximity to metropolitan areas without the headache of a daily commute, Pittsfield possesses many assets to complement this potential opportunity.

Randolph – The site is conveniently located in an uncongested area just 11 miles from Boston and is adjacent to the Blue Hills. It is an ideal site for a project of this proposed magnitude. It offers many of the advantages Amazon is seeking, including site size, location, area housing and easy access from multiple locations.

Waltham – Waltham’s location is a key to its economic success and its diversified economy. Waltham has always been able to lead the way as well as adapt to change. Waltham is an unparalleled nexus within Massachusetts for the knowledge-based economy, where 55% or more of residents living within a 5-mile radius of the proposed sites have graduate or professional degrees and is uniquely able to satisfy Amazon’s desire for a campus that balances access to talent, transportation and green space.

Westborough - EMC/Dell Campus, Southborough/Westborough

The EMC/Dell campus is a 600-acre shovel ready industrial subdivision permitted for 2.1 million sq ft of office and R&D. The roadway with drainage and utilities are installed and an on-site waste water treatment facility is to be built by the developer. The site is located within 1.5 miles of Interstate 495 and will be served by shuttle service to a regional light rail system.

Worcester - “As the second largest city in New England, Worcester has transformed itself into a leader in biotechnology, advanced manufacturing, information technology, health care, medical research, and video gaming and design. Worcester’s recent growth can be attributed to its nine colleges and universities and 35,000 college students, affordable cost of housing, high quality of life, ease of accessibility, and growing knowledge-based economy. Add roughly 8.5 million people living within a 60-mile radius of Worcester, a skilled workforce educated by more than 135 colleges and institutes located within an hour’s drive, and strong existing infrastructure with easy access to major interstate highways, commuter rail to Boston, and major airports, including Worcester Regional Airport, Logan International Airport, T.F. Green Airport, and Bradley International Airport, and unique opportunities exist for dynamic business growth.”

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Ash, Jay \(EOHED\)](#)
Subject: RE: Amazon Boston letter
Date: Wednesday, October 11, 2017 5:13:40 PM

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

Mr. Jeffrey P. Bezos
Chairman and Chief Executive Officer
Amazon.com, Inc.
410 Terry Avenue North
Seattle, WA 98109-5210
Dear Mr. Bezos,
[Aimee Ward Weeden](#)
Chief of Staff and Director of Policy
Executive Office of Housing and Economic Development
One Ashburton Place
Room 2101
Boston, MA 02108
[Tel: 617-788-3658](tel:617-788-3658)
[Cell: 617-356-3037](tel:617-356-3037)

From: Ash, Jay (EOHED)
Sent: Wednesday, October 11, 2017 3:22 PM
To: Ward Weeden, Aimee (EOHED)
Subject: Amazon Boston letter
October 10, 2017
Amazon.com
Office of Economic Development
c/o Ms. Holly Sullivan
2121 Seventh Avenue
Seattle, Washington 98121

Dear Ms. Sullivan:

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

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

The innovative spirit of Massachusetts is complemented by a competitive tax structure, proactive economic development groups in both the public and private sectors, and communities succeeding in strengthen our local neighborhoods and regional economies. Our businesses, institutions and residents all benefit from our political and fiscal stability,

with all levels of government committed to a bi-partisan approach to cooperatively build upon a healthy economy and all that we have already achieved.

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

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

Sincerely,

From: April Lamoureux
To: [Meredith Harris](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: Re: Marlborough - Amazon
Date: Wednesday, October 11, 2017 5:22:41 PM

Oops! Sorry! See below.

301 Bartlett St, Northborough

The Crossroads Business Park is a 100-acre site offering 1.35 million sq ft of new planned development, including a 220,100 sq ft shovel-ready office parcel. The site is located within 1 mile of a Interstate 495 and will be served by shuttle service to a regional light rail system.

April Anderson Lamoureux, President
Anderson Strategic Advisors, LLC
781.690.3820
April@GovBizStrategy.com
www.GovBizStrategy.com
[@GovBizStrategy](#)

On Wednesday, October 11, 2017, 3:54:11 PM EDT, April Lamoureux wrote:

Devon,
See below. Let me know if you have any questions.
Thanks,
April

100 Campus Drive, Marlborough

100 Campus Drive is a 121-acre shovel ready site that is permitted for 650,000 sq ft of new office development within a 1.2M sq ft office campus. The site is located within one mile of Interstate 495 and will be served by shuttle service to a regional light rail system.

EMC/Dell Campus, Southborough/Westborough

The EMC/Dell campus is a 600-acre shovel ready industrial subdivision permitted for 2.1 million sq ft of office and R&D. The roadway with drainage and utilities are installed and an on-site waste water treatment facility is to be built by the developer. The site is located within 1.5 miles of Interstate 495 and will be served by shuttle service to a regional light rail system.

April Anderson Lamoureux, President
Anderson Strategic Advisors, LLC
781.690.3820
April@GovBizStrategy.com
www.GovBizStrategy.com
[@GovBizStrategy](#)

On Tuesday, October 10, 2017, 8:48:21 PM EDT, Goodall, Devon L (SEA) wrote:

Hi Meredith and April,

Would it be possible to get a one to two sentence write up for the sites that you submitted? We are hoping to use this to frame the submissions in our proposal. If possible, could I receive it by COB tomorrow (Weds 10/11)?

Thanks!

Devon

From: Goodall, Devon L. (MOBD)
Sent: Wednesday, October 4, 2017 3:54 PM
To: Meredith Harris
Cc: April Lamoureux
Subject: RE: Marlborough - Amazon

Received – thank you!

Devon

From: Meredith Harris [mailto:MHarris@marlboroughedc.com]
Sent: Wednesday, October 04, 2017 3:50 PM
To: Goodall, Devon L. (MOBD)
Cc: April Lamoureux
Subject: RE: Marlborough - Amazon

Meredith Harris

Executive Director

91 Main Street, Suite 204

Marlborough, MA 01752

Tel: 508 229 2010

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Live, Work, Play! [Marlborough Video](#)



From: Goodall, Devon L (SEA) [mailto:devon.l.goodall@state.ma.us]
Sent: Wednesday, October 04, 2017 3:26 PM
To: Meredith Harris <MHarris@marlboroughedc.com>
Cc: April Lamoureux <april@govbizstrategy.com>
Subject: RE: Marlborough - Amazon

Could you use the attached document to submit the site? Thank you!

From: Meredith Harris [<mailto:MHarris@marlboroughedc.com>]

Sent: Wednesday, October 04, 2017 3:25 PM

To: Goodall, Devon L. (MOBD)

Cc: April Lamoureux

Subject: Marlborough - Amazon

Hi Devon – as discussed, see attached.

Let me know if you need anything else!

Meredith Harris

Executive Director

91 Main Street, Suite 204

Marlborough, MA 01752

Tel: 508 229 2010

Follow us on [Twitter](#) & [Facebook](#): MarlboroughEDC

Live, Work, Play! [Marlborough Video](#)



From: [Ash, Jay \(EOHED\)](#)
To: [Goodall, Devon L. \(MOBD\)](#)
Subject: FW: Amazon HQ2 - MV Regional Application Summary
Date: Wednesday, October 11, 2017 5:29:52 PM
Attachments: [image004.png](#)

From: Andrew Maylor [mailto:amaylor@northandoverma.gov]

Sent: Wednesday, October 11, 2017 4:06 PM

To: Ash, Jay (EOHED)

Subject: Amazon HQ2 - MV Regional Application Summary

Jay,

As you requested.

AMAZON HQ2 - NORTH ANDOVER AND THE MERRIMACK VALLEY

Our regional proposal is focused on Osgood Landing, a 168-acre facility that can easily satisfy Amazon's desire for an 8 million square foot build out. Additionally, it provides parcels of land in each of the 5-towns associated with this effort for Amazon to expand and other businesses to locate next to HQ2. The multi-use Smart Growth Overlay zoning put in place at the site in 2007 allows for virtually any configuration Amazon should desire including its own rail station and residential development making commuting to work very easy.

The regional leadership is fully committed to Osgood Landing as the most advantageous location for the area to benefit from the increased commerce and investment that Amazon's will bring. This will add to the strong growth of the diverse economy that exists in the Merrimack Valley, which includes technology, defense, manufacturing and the various sectors of the pharmaceutical and medical fields. The owners of Osgood Landing, Ozzy Properties, have thrown their full support behind this effort and have gone on record as having the desire to see this landmark property return to world-class status.

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.



From: [Kennealy, Michael \(EOHED\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#); [Goodall, Devon L. \(MOBD\)](#)
Subject: Fwd: Union Point two sentence description for Jay Ash
Date: Wednesday, October 11, 2017 6:20:20 PM

Sent from my iPhone

Begin forwarded message:

From: Gerry Kavanaugh <gerry@lvnt.com>
Date: October 11, 2017 at 4:21:00 PM EDT
To: "michael.kennealy@state.ma.us" <michael.kennealy@massmail.state.ma.us>
Subject: Fwd: Union Point two sentence description for Jay Ash

Mike - here you go.

Gerry

Sent from my iPhone

Begin forwarded message:

From: Kyle Corkum <Kyle@lvnt.com>
Date: October 11, 2017 at 4:14:33 PM EDT
To: Gerry Kavanaugh <gerry@lvnt.com>
Cc: "Austin, Renee " <raustin@webershandwick.com>, "Wallace, Bevin (BOS-WSW) (BWallace@webershandwick.com)" <BWallace@webershandwick.com>, Jennifer Bynum <Jenn@lvnt.com>, Matthew Barry <matthew@lvnt.com>
Subject: Union Point two sentence description for Jay Ash

Union Point is a 1,500-acre Smart City located 12 miles from downtown Boston that is pad-ready and zoned for 10M SF of commercial and 4,000 residential units. With an onsite commuter rail station and unparalleled site plan approval timing (30 days), Union Point provides an affordable, sustainable and technology-focused urban environment that meets and exceeds 100% of Amazon's HQ2 requirements.



Kyle Corkum | *Managing Partner*

Kyle@LVNT.com | 26 Memorial Grove Ave | S. Weymouth, MA 02190

Office 617-249-1105 | Cell 919-624-5121

www.LVNT.com

Innovation. Collaboration. Community.

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Kaneb, Michael \(GOV\)](#)
Subject: Jay rewrite of welcome
Date: Wednesday, October 11, 2017 6:41:30 PM
Attachments: [Jay rewrite welcome letter.docx](#)

I am just reading through now – it is significantly different and needs clean-up.

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)

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

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

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

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

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

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

From: [Lee, Daniel \(GOV\)](#)
To: [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Goodall, Devon L. \(MOBD\)](#); [Vladeck, Abigail \(GOV\)](#)
Subject: RE: Storyboard
Date: Wednesday, October 11, 2017 6:51:25 PM
Attachments: [Project RUFUS storyboard_v9.pdf](#)

Attached! Apologies for the delay. It's been a virtual sprint since 5:30am!! Exhausting day... Also uploaded onto Sharefile.
Let me know if this fits the bill.
In case you need to reach me: 703-731-1425 (VZ does not work here).

From: Ward Weeden, Aimee (EOHED)
Sent: Wednesday, October 11, 2017 6:39 PM
To: Lee, Daniel (GOV)
Cc: Goodall, Devon L. (MOBD) ; Vladeck, Abigail (GOV)
Subject: RE: Storyboard

No worries!

Updated to:

Welcome Letter → [Table of Contents](#) → MA Fast Facts → Our Story → Stable biz → Talent → Higher Education Profiles → Innovation

Everything else the same just add a conclusion after Quality of life section.

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: Lee, Daniel (GOV)
Sent: Wednesday, October 11, 2017 6:18 PM
To: Ward Weeden, Aimee (EOHED)
Cc: Goodall, Devon L. (MOBD); Vladeck, Abigail (GOV)
Subject: RE: Storyboard

Sorry, Kristen and Mindy asked me to help out with a critical issue out in Shrewsbury this morning (still here!). What is the request? Haven't seen anything specific.

From: Ward Weeden, Aimee (EOHED)
Sent: Wednesday, October 11, 2017 6:12 PM
To: Lee, Daniel (GOV) <daniel.m.lee@MassMail.State.MA.US>
Cc: Goodall, Devon L. (MOBD) <Devon.L.Goodall@MassMail.State.MA.US>; Vladeck, Abigail (GOV) <Abigail.Vladeck@MassMail.State.MA.US>
Subject: Storyboard

Importance: High

Hi Dan,

Any chance we can get the update Devon requested earlier ASAP? VHB needs it to ensure they

are laying out the document correctly.

Thanks!

Aimee Ward Weeden

Chief of Staff and Director of Policy

Executive Office of Housing and Economic Development

One Ashburton Place

Room 2101

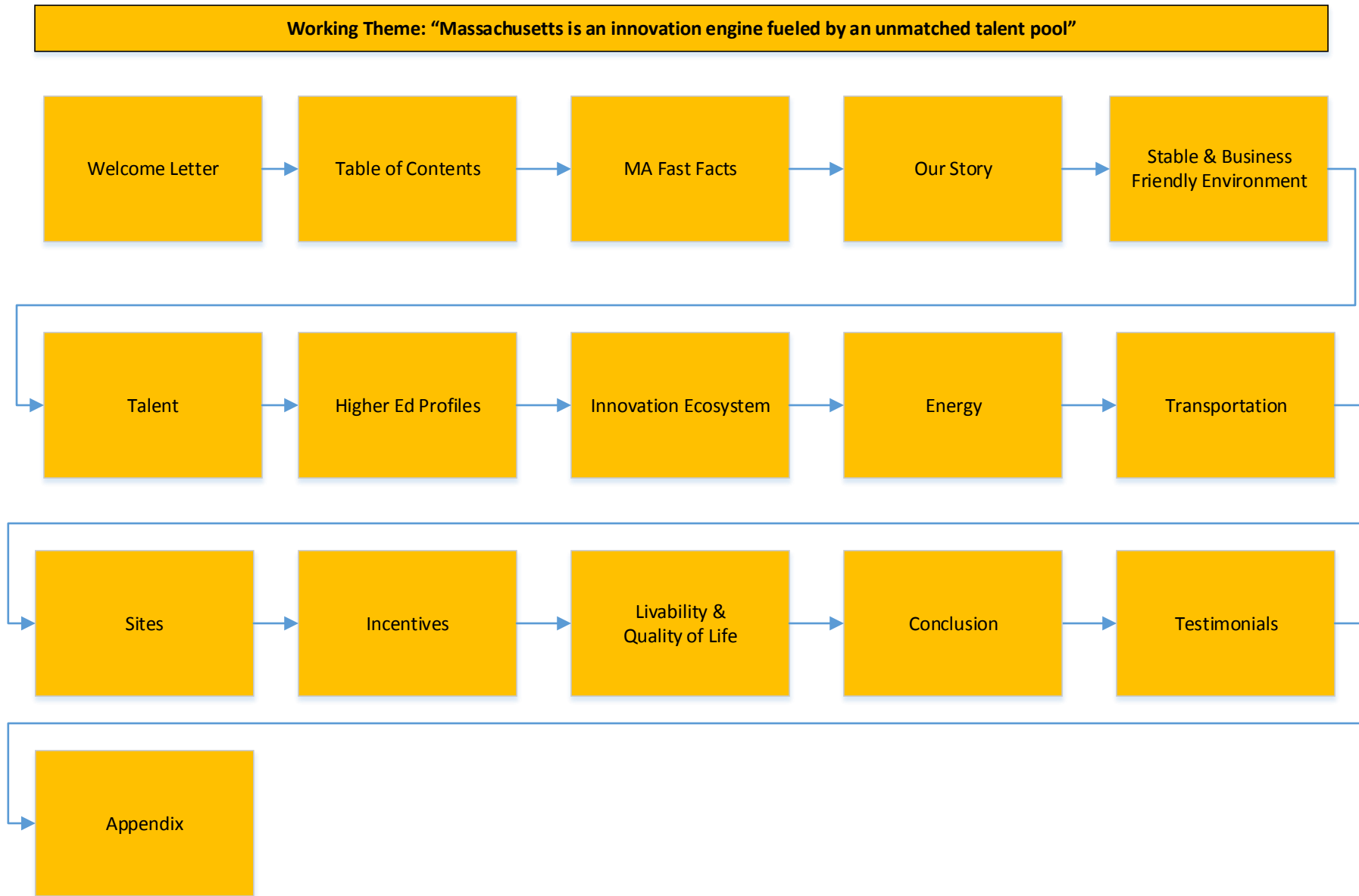
Boston, MA 02108

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

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

Storyboard for Project RUFUS

10/11/17 v.9



From: Ng, Albert
To: [Ward Weeden, Aimee \(EOHED\)](#)
Cc: [Goodall, Devon L. \(MOBD\)](#); [Thomas, Steve](#)
Subject: Welcome Letter
Date: Wednesday, October 11, 2017 7:14:49 PM
Attachments: [Welcome Letter.pdf](#)

Aimee,

Attached is the draft of the welcome letter.

Albert Ng

Senior Transportation Planner/Transportation Technology Leader



101 Walnut Street
PO Box 9151
Watertown, MA 02472-4026
P 617.607.2922 | **M** 857.234.1306 | **F** 617.924.2286
ang@vhb.com

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

On behalf of the Commonwealth of Massachusetts, we are excited to invite Amazon to locate its second headquarters in Massachusetts. As you know from your existing operations here, Massachusetts offers an innovative culture led by world-class research institutions and universities, a growing economy that succeeds because of productive collaboration between government and private industry, and an exceptional collection of development sites that meet all of Amazon's needs for its HQ2.



Charles D. Baker
Governor



Karyn E. Polito
Lieutenant Governor



Stanley C. Rosenberg
Senate President



Robert A. DeLeo
Speaker of the House

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

We see tremendous opportunities for Amazon to add to this story.

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

Our unparalleled constellation of 125 colleges and universities is a unique resource that creates opportunity in Massachusetts. Great things happen when these engines of innovation connect with pioneering entrepreneurs and business leaders and with science

and technology companies.

They also produce the best educated workforce in the country.

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

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

As the possibilities of this partnership become clearer, Amazon may identify additional requirements. Please know that Massachusetts will work collaboratively and expeditiously with Amazon so that we can turn our shared intentions into winning results.

From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Lepore, Kristen \(GOV\)](#); [Buckley, Timothy \(GOV\)](#)
Cc: [Ash, Jay \(EOHED\)](#)
Subject: Final Letter
Date: Wednesday, October 11, 2017 7:49:16 PM
Attachments: [Gov_letter.docx](#)

Chief Lepore,

Please find the final draft letter we discussed attached.

The City would like the following:

- 1.) Raw text in word document
- 2.) PDF of letter with seal and signature
- 3.) Electronic signature

Please send whatever formats you would like to send to me and we will be sure to get it to the City tomorrow morning. Give me a call if you have questions.

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)

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

Dear Mr. Bezos,

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

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

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

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

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

Charles D. Baker
Governor

From: [Goodall, Devon L. \(MOBD\)](#)
To: [Henderson, Richard](#); [Ward Weeden, Aimee \(EOHED\)](#); [Ng, Albert](#)
Cc: [Thomas, Steve](#)
Subject: Re: Site Intro Lines
Date: Wednesday, October 11, 2017 7:58:10 PM

Just a few more outstanding. Additionally, I'll be picking up info on the outstanding sites tomorrow and send it over by 9:30 a.m. Thanks all!

Union Point:

Union Point is a 1,500-acre Smart City located 12 miles from downtown Boston that is pad-ready and zoned for 10M SF of commercial and 4,000 residential units. With an onsite commuter rail station and unparalleled site plan approval timing (30 days), Union Point provides an affordable, sustainable and technology-focused urban environment that meets and exceeds 100% of Amazon's HQ2 requirements.

North Andover-Haverhill-Lawrence:

Our regional proposal is focused on Osgood Landing, a 168-acre facility that can easily satisfy Amazon's desire for an 8 million square foot build out. Additionally, it provides parcels of land in each of the 5-towns associated with this effort for Amazon to expand and other businesses to locate next to HQ2. The multi-use Smart Growth Overlay zoning put in place at the site in 2007 allows for virtually any configuration Amazon should desire including its own rail station and residential development making commuting to work very easy.

The regional leadership is fully committed to Osgood Landing as the most advantageous location for the area to benefit from the increased commerce and investment that Amazon's will bring. This will add to the strong growth of the diverse economy that exists in the Merrimack Valley, which includes technology, defense, manufacturing and the various sectors of the pharmaceutical and medical fields. The owners of Osgood Landing, Ozzy Properties, have thrown their full support behind this effort and have gone on record as having the desire to see this landmark property return to world-class status.

From: Henderson, Richard
Sent: Wednesday, October 11, 2017 5:55 PM
To: Ward Weeden, Aimee (EOHED); Goodall, Devon L. (MOBD); Ng, Albert
Cc: Thomas, Steve
Subject: RE: Site Intro Lines
[Ok, I just sent a couple lines on New Bedford to Albert and Devon.](#)

From: Ward Weeden, Aimee (EOHED) [mailto:aimee.ward@MassMail.State.MA.US]
Sent: Wednesday, October 11, 2017 5:54 PM

To: Goodall, Devon L. (MOBD); Ng, Albert

Cc: Henderson, Richard; Thomas, Steve

Subject: RE: Site Intro Lines

Looping in Steve on this too.

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: Goodall, Devon L. (MOBD)

Sent: Wednesday, October 11, 2017 5:25 PM

To: Ng, Albert

Cc: Ward Weeden, Aimee (EOHED); Henderson, Richard

Subject: RE: Site Intro Lines

Northborough is in!

301 Bartlett St, Northborough

The Crossroads Business Park is a 100-acre site offering 1.35 million sq ft of new planned development, including a 220,100 sq ft shovel-ready office parcel. The site is located within 1 mile of an Interstate 495 and will be served by shuttle service to a regional light rail system.

From: Goodall, Devon L. (MOBD)

Sent: Wednesday, October 11, 2017 5:00 PM

To: Ng, Albert

Cc: Ward Weeden, Aimee (EOHED); Henderson, Richard

Subject: Site Intro Lines

Hi Albert,

See attached for the site intro lines and an updated version of the municipal site tracker. We are still waiting for a few lines from Everett, Fall River, Haverhill-Lawrence-North Andover, New Bedford, Northborough, Somerville and Weymouth.

Richard – do you have a few lines on New Bedford? They mentioned they were working with MassDevelopment.

Thanks!

Devon

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From: [Ward Weeden, Aimee \(EOHED\)](#)
To: [Ash, Jay \(EOHED\)](#)
Subject: Intro and Conclusion
Date: Wednesday, October 11, 2017 8:00:14 PM
Attachments: [Welcome Letter.pdf](#)

Okay so after much thought – what do you think about the following...
Keep welcome letter attached largely the same (cut out last sentence).

Then conclusion is:

Revolution or evolution, the Massachusetts story is a bit of both. We are pleased to respond to Amazon's search for a second North American headquarters. Amazon choosing to locate HQ2 here would certainly be the decision heard around the world. Such a selection would build upon the tremendous working relationship we already enjoy, while further enhancing what is recognized as one of the most robust innovation ecosystems anywhere in the world.

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

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

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

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

Rationale:

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

Let me know – obviously defer to you. Either way – we should plan on getting letter to Speaker and SP office tomorrow by mid-day. Need their okay by Friday at 12 latest!

Thank you.

Aimee Ward Weeden
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On behalf of the Commonwealth of Massachusetts, we are excited to invite Amazon to locate its second headquarters in Massachusetts. As you know from your existing operations here, Massachusetts offers an innovative culture led by world-class research institutions and universities, a growing economy that succeeds because of productive collaboration between government and private industry, and an exceptional collection of development sites that meet all of Amazon's needs for its HQ2.



Charles D. Baker
Governor



Karyn E. Polito
Lieutenant Governor



Stanley C. Rosenberg
Senate President



Robert A. DeLeo
Speaker of the House

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

We see tremendous opportunities for Amazon to add to this story.

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

Our unparalleled constellation of 125 colleges and universities is a unique resource that creates opportunity in Massachusetts. Great things happen when these engines of innovation connect with pioneering entrepreneurs and business leaders and with science

and technology companies.

They also produce the best educated workforce in the country.

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

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

As the possibilities of this partnership become clearer, Amazon may identify additional requirements. Please know that Massachusetts will work collaboratively and expeditiously with Amazon so that we can turn our shared intentions into winning results.