

**From:** Katie Cristol  
**Sent:** Wednesday, December 19, 2018 7:10 PM EST  
**To:** Fava, Andrea <afava@amazon.com>  
**Subject:** RE: Following up from last Friday's chat

Andrea, thank you for such a swift response. I'm encouraged to hear about the Seattle example and am looking forward to continuing the conversation.

Recognizing that we still have quite a journey to the final development plans – including the Arlington site plan review community process, which you have been so respectful of (thank you) – I do hope we could start our conversations sooner rather than later. We may have an opportunity to send an “early signal” by working with JBG to develop good practices on the interior retrofits and renovations of the first-phase buildings, for example. I'll continue my outreach to Andy Van Horn, and know that having you all share this goal as their client would be even more influential, too.

Thanks again, and look forward to talking further.

Katie

---

**From:** Fava, Andrea [mailto:afava@amazon.com]  
**Sent:** Friday, December 14, 2018 7:14 PM  
**To:** Katie Cristol <kcristol@arlingtonva.us>  
**Subject:** RE: Following up from last Friday's chat

Chair Cristol,

Thanks for following up. It was great to see you on Friday.

The development plan for our headquarters in National Landing is still in the very early stages of design and development. Amazon looks forward to meeting with the building trades once we have development plans. The recent expansion of our Seattle headquarters was built almost entirely with union labor. We look forward to discussions here.

Very best,

Andrea

[Andrea Fava](#) | Public Policy Director | Amazon  
[afava@amazon.com](mailto:afava@amazon.com) | T 202.442.2952 | M 202.580.9510

---

**From:** Katie Cristol [mailto:kcristol@arlingtonva.us]  
**Sent:** Friday, December 14, 2018 4:28 PM  
**To:** Fava, Andrea <afava@amazon.com>  
**Subject:** Following up from last Friday's chat

Dear Andrea,

I hope you're looking forward to a nice weekend. Great to see you last Friday, and thanks for chatting with me briefly about a meeting on a potential construction Project Labor Agreement for the headquarters projects in Arlington.

Broadly speaking, I think a PLA could be an avenue to develop a solid response on the economic inequality concerns that seem to be motivating most of the pushback we've seen locally - as well as substantively a good thing to do, and in Amazon and JBG's interest.

Certainly, the protests here haven't reached New York levels (we're anticipating another raucous crowd at our Arlington County Board meeting tomorrow, although not like the week's events in Queens, I hope), but the pressures are persisting. So, the opportunity to garner the strong support of our trades unions - a group of folks that speak with a lot of moral authority on these issues, even in a “right to work” context like Virginia's - is, I think, a chance to both firmly rebut those protests and establish an alternative story about how Amazon's arrival will not only bring great, high-paying tech jobs but also realize economic opportunity across the income ladder.

I've learned a little more about the Project Labor Agreement model through conversations with some of the building trades leaders and Andy Van Horn at JBG (who helpfully met with me and a couple of these folks back over the summer, when Amazon's arrival was merely a hope and aspiration!). Personally, I was struck by the extent to which these agreements aren't guarantees of union labor - normally around half of the contractors on the projects aren't signed to the union - but rather just give the union contractors a shot at bidding for the work that they otherwise don't have at all. It also helps with training and local apprenticeship approaches to the problem of the shortage of supply of quality construction labor in the region, which has been a pain point for us when we build public facilities, and I know is for the commercial developers, as well.

I know from Andy that your team is still working with JBG on who will “own” the construction contracting, and there's a lot that's still unresolved in the development plans. But I'd love to facilitate an introduction and brainstorming meeting with a few folks from the regional building trades groups in the nearer term, to explore this idea.

Let me know if you're amenable? I really appreciate your partnership on integrating Amazon and your team members into community goals - be it energy and environmental sustainability, land use planning, or other issues - and your consideration of this request, too.

Very best,  
Katie

*All correspondence, including email, sent to and from Arlington County Board members is subject to the public record laws of the Commonwealth of Virginia and may be subject to mandatory disclosure.*