

**From:** Rachel Lubar <rlubar@gmu.edu>

**Sent:** Wednesday, February 20, 2019 9:02 AM EST

**To:** Bryna Helfer <bhelfer@arlingtonva.us>

**CC:** Kerr, Jill <jillkerr@amazon.com>; Chuck Bean <cbean@mwkog.org>; Fava, Andrea <afava@amazon.com>; Steven Kania <skania@mwkog.org>; Christina Winn <cwinn@arlingtonva.us>; Jennifer K Smith <jksmith@arlingtonva.us>; Toni Andrews <tandrew7@gmu.edu>; Una Murphy <umurphy@gmu.edu>; Patricia Warren <pawarren@mwkog.org>; Jerusalem Solomon <jsolomon@arlingtonva.us>; Roger Munter <rmunter@arlingtonva.us>; Jeremy Carpel <jcarpel@arlingtonva.us>

**Subject:** Re: RUN OF SHOW--for Feb 21 COG Session on AMZ

Is this the call in number

Number: 1-877-903-2255

Passcode/Meeting ID: 7881631

Sent from my iPhone

On Feb 20, 2019, at 8:55 AM, Bryna Helfer <[bhelfer@arlingtonva.us](mailto:bhelfer@arlingtonva.us)> wrote:

**Thanks to Toni for catching the intro .....pasting update below (in case folks are at home without good access to docs). Talk to everyone soon**

**A Conversation with Amazon  
FINAL DRAFT  
RUN OF SHOW  
(updated 2/19-9PM)  
Feb 21, 2019**

**Location:** GMU Founders Hall Multi-Purpose Room

**Set up:**

- Registration: Guest and Media Registration in hallway
- Light Refreshments: Provided by GMU
- Panel: Small Riser with Five Comfy Chairs/5 Microphones.
- Audience: Seated in FAN style set up with 2 aisles for ease of microphone Access

**Panel**

- Chuck Bean, Washington Council of Governments (Moderator/Host)
- Holly Sullivan, Amazon
- Andrew VanHorn, JBG Smith
- Stephen Moret, Virginia Economic Development Partnership
- Victor Hoskins, Arlington Economic Development
- Jeanette Chapman, Fuller Institute

**LiveStream:** Session will be livestreamed on a COG channel; and shared on other sites (Chat Function Turned on)

**SME:** There will be SME in audience from AMZ, VDOT, ARL County; as well as Christian Dorsey (CB Chair); Sally Durant (Economic Commission member).

**Abbreviated Schedule**

|         |  |
|---------|--|
| 4:30 PM | Registration and Livestream SET UP             |
| 5:00 PM | Sound and AV Check                             |
| 6:00 PM | Registration Opens                             |
| 6:20 PM | ALL panelists have lapel microphones connected |
| 6:30 PM | Program begins                                 |
| 8:00 PM | Program concludes                              |

## FULL RUN OF SHOW

6:30 PM Chuck introduces himself, welcomes everyone to “A Conversation with Amazon”, thanks George Mason University for hosting and invites Dr. Cabrera, President of George Mason University to offer a welcome.

GMU President Dr. Cabrera offers 2-minute welcome

6:33 PM **Chuck** *Bean thanks GMU and makes brief introductory remarks about COGs role in the region, introduces Panelists and reviews format for the evening*

We know that Arlington has hosted a number of sessions on various topics related to AMZ in the region, but we have the opportunity to be here tonight with Amazon and JBG and a few other guests. Some of the topics that have come up in other sessions include:

- The Economic Impacts for Arlington and the benefits to the region?
- People have expressed interest in learning more about the new jobs created by Amazon and what it's like to work at Amazon??
- We have heard about how questions about the development itself, infrastructure, timing, and how JBG will work with trade unions?
- I sense that people are curious about Amazon (and JBGs) approach for becoming part of the community, and working with stakeholders, including government, residents, non-profits, and other businesses? Especially on issues like housing and transportation.
- And, of course there is lots of interest in the region about an ongoing commitment to the environment and sustainability?

6:35 PM **Chuck:** Again, thank you to our panelists for being here tonight. Let's start with a view of the economic scenario that the Fuller Institute highlighted. Jeanette, can you share a little insight and what you learned about the benefits of AMZ coming to the region?

**Jeanette:** *Asks to project 2-3 slides emphasizing the economic impacts in the region (Jeanette can reference the slides as she responds from her chair)*

6:41 PM **Chuck:** Everyone is excited to have the chance to learn more about Amazon's plans to come here to Arlington. So, Holly, we are thrilled to have you here tonight. I am wondering if you might share a little about AMZ and why you selected Arlington and the region?

**Holly :** *References a few slides ( from her chair)-as she talks about Amazon as a company, their guiding principles and why they chose Arlington and the region.*

6:50 PM **NOTE:** *IF it is not highlighted in the first response from Amazon, suggest asking follow up)*

**Chuck:** I know everyone wants to know what Amazon is planning now that you have announced that New York will not be one of your future sites? Is there anything you can share at this point with our audience?

*AMZ Response (BRIEF)*

6:53 PM **Chuck:** Victor and Stephen, you were both instrumental in leading Arlington's efforts in collaboration with the Commonwealth of Virginia and the City of Alexandria to recruit Amazon to Arlington. I am wondering if you can each share a little of what this means for the Commonwealth and for Arlington's economic growth?

**Victor/Stephen:** Each offer a few insights on what it means for the State and County: job growth; vacancy rates in Arlington; revenue, positive revenue helps business, economy, resident/business tax sharing, etc. etc. etc.

7:00 PM **Chuck:** Andy, The timing of the Amazon RFP very nicely coincided with your (merger/buying) Vornados portfolio and being able to submit a proposal working with the County and the State. I know you have been working closely with AMZ on real estate path of growth , I am wondering if you might share a few specifics about what buildings Amazon will occupy and the timeline for filling space in the proposed locations?

**Andy:** *Offers a brief overview of the buildings proposed; the timeline, and how they will work with ARL, AMZ, and the community. (MAYBE reference 1-2 graphical slides) while they talk?*

7:05 PM **Chuck:** I want to make sure we have lots of time to take questions from the audience. I want to take one topic at a time as opposed to randomly scanning the audience. The topics

I have been tracking include:

- Incentives and project benefits for the region
- Amazon's plans for integrating into the community
- Headquarters site development
- Hiring and workforce development
- Other (and time permitting, we will open to other topics not yet covered)

It will be important that we also get to as many topics and participants as possible, so ask that everyone is concise and brief (less than 1 minute) as you ask a question or offer a comment.

I also recognize that people have different views and perspectives. I ask that everyone is respectful—as others ask their question or offer their thoughts. I also ask that you are respectful in your delivery of your question or comment.

7:07 PM

Let's start with **incentives and project benefits for the region** .....any additional comments or questions not already addressed? We have a couple of people with microphones who will assist us—and since this session is being livestreamed, I ask that you wait until the microphone gets to you.

So, again, JUST on the topic of incentives. Let's get started. I will take a couple of questions/comments-and then ask our panelists to offer comment

NOTES:

- Chuck, with help from COG team scans the audience and selects 3-4 individuals to ask a question/offer comment.
- Chuck will be deliberate in the 'one minute' rule—reminding people each time if they are longer.

*Panel Reflections*

7:17 PM

**Chuck:** Throughout the last several months, I know many people have seen curious about understanding more about Amazon's **corporate philosophies and values**. I am wondering if you might just take a few minutes to expand on these for our audience?

*Holly expands on specific principles and values; and share a little insight into the Amazon work environment, dogs on campus, minimum wages, transit benefits, etc.*

7:20 PM

**Chuck:** Thank you. I want to offer another reminder—that we are working through as many topics as possible, but one at a time and concise. One other significant area of curiosity is **How will Amazon integrate into the community and how do you typically engage with other stakeholders and partners?**

*Chuck and COG team will take 4-5 questions/comments from the audience*

*AMZ will highlight their approach and share some of the engagement to date that has been done (with some participants in the audience); And offer lessons learned from other cities; JBG will do the same; and Victor and Stephen can talk about how the County has worked with other new companies to help them integrate into the State/Arlington*

7:28 PM

**Chuck:** Earlier in the evening, we heard a little bit about site development for Amazon's headquarters. And, just wanted to open it up to see if there were any additional questions or comments specifically related to the **Headquarters site?**

*Chuck will take 2-3 questions and offer members of the panel an opportunity to reflect.*

7:35 PM

**Chuck:** There has been a significant interest about job opportunities, training and internship programs, opportunities for establishing project labor agreements. Again, I ask that everyone is concise and also respectful of how you deliver your question/comment; and of others as they offer their thoughts. Let's open it up for specific questions or comments on **hiring and workforce?**

Again, we will gather 4-5 comments/questions specifically on jobs, workforce, and training opportunities--before turning back to our panel for insights? (*NOTE: try to get as many voices in the room as possible*)

**Chuck** asks panel to offer feedback and reflection on specific items that surfaced

7: 42 PM

*IF TIME Permits. We have time for a few just a few other topics that we NOT yet talked about tonight? Let's get to a few of these.....*

*NOTE: **Chuck** takes 2 (maybe 3 depending on time) questions/comments and then asks the panel to reflect*

*BACK POCKET QUESTION:*

*Holly, I know that Amazon is committed to helping employees with using multi-modal options for getting to work. Can you share any incentives or plans to continue this for employees in this region?*

7: 52 PM

**Chuck:** I want to take a minute to ask each of our panel guests to take just a few minutes for closing reflections as we finish out our evening.

*Each Panel member does a one minute SUMMARY reflection (1 minute each).*

7:58 PM

**Chuck:** A reminder that there is a lot of information available on the Arlington County /Amazon website; the State also has a website. We encourage everyone to follow the updates. We will post the livestream video of tonight's' conversation on the COG website. (**Chuck** insert other COG reminders).

In addition, I know that the Arlington County Board will be having a public hearing on March 16<sup>th</sup> on Arlington's performance agreement.

And, there will be many other opportunities for engagement over the course of time related to specific projects and site plans.

Again, I want to thank our panelists and to all of you for a robust discussion tonight. I want to offer a special thanks to GMU for your hospitality this evening. Thank you!

**STAFF/VOLUNTEER ROLES**

| <b>Role</b>                   | <b>Location</b>             | <b>Team Members</b>                     |
|-------------------------------|-----------------------------|---|
| Overall                       | Anywhere Needed             | Una, Bryna                              |
| Guest Registration            | Front Table                 | Julie, Rachel, Pat W, Roger, Jerusalem, |
| Media Check In and Monitoring | Front Table and In the room | Erika, Steve, Kelly, GMU-TBD            |
| Rovers                        | Anywhere Needed             | Jennifer, Christina, Una,               |
| Panel /Elected Escort         | Hallway                     | Richard, Erik B, David C, Shannon,      |
| Sound/Audio                   | In the Room                 | Kenny and GMU Team                      |
| Livestream                    | In the room                 | Jeremy, David                           |
| Chat                          | In the Room (BRING LAPTOPS) | Jill, Megan, Ryan, AMZ-TBD,             |
| Microphones                   | In Room                     | Monica, Tim C, Bob S                    |
| Slide Production              | In Room                     | Bryna or Christina                      |

**SME Possibilities**

- Transportation: Dennis Leach, Renee Hamilton, Christian Dorsey
- Housing: David Cristeal, Christian Dorsey
- Economic Development: Sally Duran, Alex lam
- Planning: Anthony Fusarelli
- AMZ: Andrea Fava, Brian Huseman
- Business Community: Kate Bates (Chamber of Commerce)
- Civic/Neighborhoods: Carol Fuller
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Please note that any email sent to/from Arlington County email addresses may be subject to disclosure under the Freedom of Information Act (FOIA)

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**From:** Bryna Helfer  
**Sent:** Tuesday, February 19, 2019 10:19 PM  
**To:** Kerr, Jill <[jillkerr@amazon.com](mailto:jillkerr@amazon.com)>; Chuck Bean <[cbean@mwkog.org](mailto:cbean@mwkog.org)>; Fava, Andrea <[afava@amazon.com](mailto:afava@amazon.com)>; Steven Kania <[skania@mwkog.org](mailto:skania@mwkog.org)>; Christina Winn <[Cwinn@arlingtonva.us](mailto:Cwinn@arlingtonva.us)>; Jennifer K Smith <[JKsmith@arlingtonva.us](mailto:JKsmith@arlingtonva.us)>; [rlubar@gmu.edu](mailto:rlubar@gmu.edu); Toni Andrews <[tandrew7@gmu.edu](mailto:tandrew7@gmu.edu)>; Una Murphy <[umurphy@gmu.edu](mailto:umurphy@gmu.edu)>; Patricia Warren <[pawarren@mwkog.org](mailto:pawarren@mwkog.org)>  
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**Subject:** RUN OF SHOW--for Feb 21 COG Session on AMZ

THANKS to everyone at COG, AMZ, and GMU!!!

Attached is the updated RUN of SHOW—which I believe now reflects everyone’s feedback (but we will have ONE more review—during our 9am call tomorrow, before sharing it with the panel members).  
NOTE: The last page of the ROS now includes a staffing list—so please review and let me know if you have any changes or additions.

Also, below is the list of ACTION items from our 11am meeting this morning—with some updated status notes—which I think will round out our morning conversation. Looking forward to connecting everyone—from their comfy couches on a snowy morning! ALRIGHTA!

**MEDIA:**

- Confirm language and timing for Media Advisory
- Develop Language for Media Check in

- GMU will set up reserved chairs in back for print media
- GMU will provide PLUG ins

#### LIVESTREAM

- COG/AMZ Determine IF we turn on CHAT (I believe this was a confirmed YES?)
- Identify strategy, timing, and language for livestream amplification
- COG will provide livestream team YOUTUBE credentials
- Need TWO tables (one for Camera team/ one for LIVE CHAT)
- CHAT team will bring OWN Laptops
- GMU will provide MULT Box
- Coordinate TEST time with GMU/ARL

#### PPT/PRESENTATIONS

- Coordinate all slides and video files- by WED afternoon (Determine if ARL/COG is gathering)
- TBD-ARL or COG will review (and resize if needed)
- TBD-ARL or COG will Send ONE file to Kenny at GMU
- TBD- ARL or COG will bring everything on ONE Flash Drive
- Need to determine welcome, middle and end slides
- Handouts???

#### REGISTRATION

- COG will bring media, and VIP sign-in lists
- COG will make invitee name tags
- Determine TP for people arriving at event without an individual invitation
- GMU will provide stanchions and registration/
- Add ALL staff/volunteers to LIST
- Identification for STAFF?

#### SIGNAGE

- Send GMU wayfinder signage- 8 ½ X 11 in and landscape
- 

#### PARKING

- GMU will arrange 8 reserved parking spaces
- GMU will provide COG with written instructions for garage parking (NOTE: different instructions for attendees and VIPs)

#### Security:

- GMU security will supply plain clothes officers in five areas
- ACPD will take care of presence outside of building

OTHER: Sure we missed something?

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