

From: Fava, Andrea <afava@amazon.com>
Sent: Sunday, March 17, 2019 6:39 PM EDT
To: Mark Schwartz <mschwartz@arlingtonva.us>
CC: Sullivan, Holly <hollyss@amazon.com>; Moore, Brian <brsmoore@amazon.com>; Huseman, Brian <bhuseman@amazon.com>; Victor Hoskins <vhoskins@arlingtonva.us>; Alexander Iams <aiams@arlingtonva.us>; Christina Winn <cwinn@arlingtonva.us>; Shannon Flanagan-Watson <sflanagan-watson@arlingtonva.us>
Subject: Re: Thank you

Mark,

Thanks for this thoughtful note and for the partnership with you and your team. A lot of work went into getting us to yesterday. I know I speak for all of us when I say that we truly appreciate that and are looking forward to this next phase our partnership!

We would be very happy to follow-up with you on the items below. Perhaps we find time in the next week or two to come in and map out next steps?

Very best,

Andrea

On Mar 17, 2019, at 11:34 AM, Mark Schwartz <mschwartz@arlingtonva.us> wrote:

Holly, Andrea, Brian, and Brian: I don't have all of the names of your entire team, but I wanted to reinforce my personal thanks and the thanks from all of our staff for your efforts that have brought us to where we are today. You have all been unfailingly gracious and thoughtful (I assume that is because your concerns were all channeled to Victor et al, and not me!), and I am so excited that you will be our partners going forward. Andrea and Brian M. have been everywhere and a great resource. I wanted to share a few thoughts with you, while fresh in my mind.

*I would truly appreciate any "after action" thoughts you have on what we did well and what we could have done better. I get a bit misty eyed when I think of how well our AED team and partners in other County Departments perform, but each of you come for a high performing organization and may have insights that will help us immensely in excelling in ALL of our lines of business. Always room for improvement.

*We have a good system in place and your staff have, I hope, all of the right contacts for going forward. However, if you would prefer, as we move into the implementation phase of the performance agreement to have any changes made to how we interact, let me know. I have put together an Amazon Steering Committee that has been meeting since November. This pulled together many departmental staff. I am thinking of reformulating this group to a different set of staff and welcome any thoughts you might have.

*As you heard yesterday, there are some points of emphasis and concern on the part of the County Board - labor, housing, hiring, etc... I know you will have numerous conversations with them going forward and I do not want to get in the middle of these for now. The one area where County staff have an important role to play (in addition to working on the upcoming site plans and permitting) is the housing situation. As you heard yesterday, we are very focused on having the Commonwealth live up to its commitment to provide the new funding **directly to Arlington and Alexandria**. This will be an important issue for me and for the Board and community moving forward. Over the next few weeks we will be unveiling a HOUSING ARLINGTON initiative that pulls together many of the programs we have worked on for the past five years but also includes new ideas on increasing the amount of affordable housing that can be part of site plan projects and looks at different ways of financing projects. I think it would be very well received if someone on your end wanted to focus on this and get briefed by our staff team and perhaps add some ideas to the big mix of items. That is completely your call.

*One of the people who testified in favor yesterday is my neighbor, who lives across the street. So many of the people I talked to in our community (and not all of them look like me.....thank goodness!) are **excited** about what this all means and take a lot of pride in our community. Many of the negative voices you heard yesterday, as Christian noted, are not familiar with our process and I hope that some of their energy can be channeled into working on our challenges.

*I have been asked by some members of the County Board to challenge our staff to think BIG about what the presence of Amazon in our community could mean. By that, I do not mean how you would transform our culture of philanthropy (which you will ☐), or how your employees will become great neighbors (which they will!) but.....how we can be sure not to get lost in the day to day, month to month, processing of site plans (which is so important) and think of what could set us apart 20 years from now from every other community. We have some phenomenal staff that focus on net zero energy approaches, we have top notch schools and education staff, and some very dreamy eyed staff that envision planning and technology 20 years from now. At the right time, we

would love access to the secret lair of futurists that you have so we can work on ideas that aren't simply out of the box, but do not need a box for reference.

*Finally, I hope you all will release Braden from his prison. I met him once, and he lives in Arlington, but we hope he is being fed well and is alive!

Happy Sunday.

Mark