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Mr. Jeff Bezos
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, Washington 98121

Amazon HQ2 RFP
Supplement To Application of the State of Connecticut

Dear Messrs. Bezos and Golden:

I would like to submit this supplement to the application of the State of Connecticut, the Cities of Hartford and East Hartford as well as the Greater Stamford area to Amazon for consideration for HQ2. The Governor, mayors and other related parties have made a prodigious effort to present the State of Connecticut's application, but my campaign would like to accentuate aspects that neither Amazon nor the state have touched upon.

Table of Contents

Introduction	page 2
Bos-Wash Megalopolis	page 2
New England	page 3
Why Stamford Region?	page 4
Incentives	page 5
Logistics	page 6
Sustainability	page 7
Intangible Considerations and Employees' Quality of Life	page 9
Stamford Should Qualify for the Final Round of Three	page 11

Introduction

Stamford should qualify, along with consideration for the Hartford region, as one of the top three finalists for your 2018 site visits, negotiations and due diligence before making the final HQ2 selection.

Your RFP states that one should present additional items and intangible considerations with respect to any state that Amazon should include in its analysis. Your RFP has the expected metrics of infrastructure, transportation, labor/talent pool, sustainability, corporate give-backs in the form of “incentives,” educational institutions, cost-of-living, existing commercial space, cultural draws, infill and greenfields. The Stamford metro area has it all. But more goes into the health and productivity of your HQ2. Let us consider some bigger considerations:

Bos-Wash Megalopolis

You may recall from your seventh grade civics class the “modern” concept of the Bos-Wash Megalopolis? Instead of just focusing on what is urban, what is suburban and what is rural, we were taught a new concept in human organization: the megalopolis. Connecticut sits in the Boston to Washington, D.C. megalopolis. We are 47 million people and 20% of the United States economy. We dwarf the State of California, which is 39 million people and 15% of the United States economy and we do it in a smaller geographic area. We often hear that California would be the sixth largest economy in the world if it were on its own. Well, Connecticut sits within the Bos-Wash megalopolis and we are much bigger economically than California.

A core concept of sustainability, is to be close to your market. Twenty percent of the US. economy is a good start. Europe, Africa and South American are relatively close, logistically speaking.

New England

Connecticut is also part of New England. And that is a huge consideration for a healthy lifestyle for your headquarters staff. Let us first consider the New England support for education for its citizenry. When the United States declared its independence from King George in 1776, New England had the highest literacy rate in the world. It has been estimated at 95% for men and 60% for women. The southern colonies were not close as they had laws that made it a capital crime to teach slaves to read or write. Neither London, Paris, Berlin nor Rome had the literacy rate approaching that of New England. And it came from the New England spirit of community and volunteerism to take care of the community and not to look to the king to make things better. This is the volunteer and community spirit found across our great land and remarked upon by Alexis de Toqueville in his book *Democracy in America*. So where we were the most literate part of the world in 1776, we are still amongst the best, educated region in America today! According to Wikipedia, Connecticut and Massachusetts are ranked 4th and 1st respectively for percent of residents with bachelor degrees and 3rd and 1st respectively for percent of residents with advanced degrees.

In view of the RFP's criteria that a "highly educated labor pool is critical and a strong university system is required," New England is the sine qua non of an educated labor pool.

If you consider that Connecticut and Massachusetts would literally fit in the western side of Washington State, the distances in New England are not great. It is about 177 miles from Stamford to Boston. With hourly flights, trains and buses to Boston, we have much to offer in educational institutions. Let us consider a few:

-Yale, Trinity, Fairfield, Brown, Williams, Harvard, MIT, Dartmouth, Amherst, Smith, Mount Holyoke, Columbia, NYU, BC, BU, Middlebury, Northeastern, Fordham, Tufts, Bowdoin, Brandeis, the Coast Guard Academy, West Point, Connecticut College, Worcester Polytechnic Institute, Olin College of Engineering, RISD, Wellesley, Wesleyan, NCC and the list goes on. Education has always been core to New England and it has stayed that way for centuries with a like commitment to public schools for K-12.

Then there is the lower crime rate of New England. In 2016, New England had the lowest regional crime rate in the nation according to the FBI Uniform Crime Reporting. New England had 282 violent crimes per 100,000 of population. Within New England, Connecticut was at 227 violent crimes per 100,000 of population. This is part of your quality of life and your employees' quality of life.

When you consider New England and the multiple cities and towns, they all have their own character. There are 169 different political entities in Connecticut from cities to towns. I am the only Big Tent candidate in the race. I have a Contract with Connecticut that promises to make the business of Connecticut business. If I were elected governor, on the first day in office, the motto would be: "Connecticut is open for business."

Contrary to negative reports, Connecticut is vibrant. Consider the City of Bristol, which has added sixty-six million dollars (\$66 million) of real estate value to its grand list, according to its mayor. That is impressive without herculean efforts by the capital. We have the will and ability to be a stable and consistent business environment.

Why Stamford Region?

There was a time in the 1970s that Fairfield County, Connecticut was a leading host for the headquarters of Fortune 500 companies in the nation. Some of our advantages are still with us and some are improving. In the 1970s there was a clear tax advantage to living and working in Fairfield County over New York and New Jersey. Though our taxes have gotten worse, we are still more competitive than our neighbors.

The awesome advantage of Stamford and Fairfield County is that we have New York City right there. The best city in the world! When the Amazon RFP speaks of a highly educated labor pool, we have not only New England, but also NYC to draw from. Furthermore, the excellent cultural offerings of Manhattan are a train or car ride away, and yet you are not subject to the NY City and State income taxes.

And New York City did not become the best city in the world without some help. We see what a pro-business attitude of Mayor Michael Bloomberg did to help

make it the world's best. Having your Amazon HQ2 in Stamford, puts you right next to NYC, which is also on your list of cities that there should be direct daily flights to. So one would take a train or car instead. This also puts HQ2 in striking distance of Washington, D.C. White Plains Airport is directly connected to Washington, D.C.

And the East Coast is a natural balance to your location in Seattle. Seattle is closer to Asia and has an ear to what is going on in Asia. Stamford is on the East Coast, and we have an ear on what is going on in Europe, South America and Africa, significant markets that are opened from the number one city in the world. New York City also has the United Nations and all their diplomatic missions in the city. And isn't there a natural balance to have one HQ on the East Coast and one on the West Coast? It certainly distributes the assets of Amazon more strategically in the event of a natural disaster to ensure continued operation of the company.

Incentives

While politicians are poor judges of winners and losers in the economy, they are able to impact the conditions that make the state more or less competitive for business. Connecticut may not be in a position to offer generous financial incentives up front, but we are already delivering infrastructure and a highly educated workforce. That costs money. We can, however, address Amazon's need for a level of predictability of what kind of regulatory and tax structure lies ahead for it in Connecticut? With that in mind, it could be rational for the State of Connecticut to lock in the 2018 tax rates for the corporation and for the full time employees of Amazon for ten years. For the following ten years the corporate and individual tax rates for Amazon and its full time employees could be the average between the 2018 rates and the rates of 2028, up or down?

Logistics

The logistics of Stamford are custom-made for Amazon. From the premise of sustainability, which means different things to different people, Stamford is ready. Consider that Stamford used to be a manufacturing town. It then became the host of Fortune 500 headquarters and has innumerable financial firms in its midst. Now consider the ongoing urban renewal of the land south of the Stamford train station. It was custom made for Amazon HQ2. The Harbor Point development has been going on for years already. Former industrial sites and boat yards south of the highway have been transformed into office space and new residential space. We have Interstate 95 there as well as the Stamford train station, which services the commuter line to Manhattan and points east to New Haven and beyond. Many of the roads south of the highway have already been widened and had infrastructure installed into the ground. They even run a free trolley between the Harbor Point neighborhood, downtown Stamford and the train station to obviate the need to drive and park your own car.

Your RFP points out “time to operations.” How long do you need to plan, permit and build before your staff can start working? Commencement of construction might better be rephrased as “commencement of renovations and construction.” Using existing space, such as the former UBS trading floor and the Royal Bank of Scotland trading floor and turning them into open concept space is compelling. But if you really want to drill down into sustainability, the first objective is to use space that already has hard surface on it such as a building or a parking lot. This space has already been taken away from nature. With sensible redesign, some of the hard surface may be removed so that surface water can flow back into the ground. When you take an existing structure that already has a foundation, sewer, water service, roads, traffic signals, sidewalks, nearby parks and you repurpose the structure that is what infill is about. And Stamford has a track record of delivering on that score and is in the midst of one of the biggest redevelopment projects in the United States in Harbor Point, south of I95 and the train station. The competing concepts of “sustainability” will be discussed below. Stamford has sufficient existing square footage to absorb your office space demands and open or underutilized

parcels near modern structures to incorporate into your design. It is faster to renovate these buildings than to build from scratch.

While I95 does suffer from traffic, the State of Connecticut may commit to adding a fourth lane between Stamford and Exit 27A in Bridgeport or the more sustainable route is to add more parking to stations along the train corridor and add more frequent service to reach those stations.

Laguardia Airport is in the midst of a billion dollar upgrade and is less than 45 minutes away. White Plains airport is less than 30 minutes away with daily flights around the country, including D.C. Let us not forget, Kennedy and Newark airports. If you went to Bradley International Airport on the other side of Hartford there is ample parking and no traffic.

By picking Stamford, you start your HQ2 tomorrow, not 18 months down the road due to lengthy site design and review in other jurisdictions and then construction and the installation of brand new infrastructure. Stamford has it and is a top three qualifier on Time to Operations!

Sustainability

Sustainability should first consider nature and how we interact with it? Do we carve up more land or do we stay closer to each other and use existing transportation networks and previously used land? I think that is the better definition of sustainability. As such, New England in general, and Stamford, in particular, has plenty to offer. We are, by American standards, old. We have towns that were founded in the 1600's. We have a labyrinth of interstate highways and green parkways. We have train tracks to move people and commerce. And very importantly, but underestimated, we have the Atlantic Ocean! While General Dynamics constructs submarines in New London Harbor on the Groton side, New London Harbor could be an excellent location for a container port in the nature of Port Elizabeth, New Jersey. It is right off of the ocean. It is a deep, water harbor and nobody is running a container port there yet. Wouldn't a Greek, Korean, U.S. concern or sovereign wealth fund be interested in setting up a new container port for the import and export of goods into the Bos-Wash megalopolis, the sixth largest

economy in the world? This could benefit HQ2 to be closer to operations? It is more sustainable when you compress the distance between facilities.

So what makes a region sustainable? The American Southwest is a nice place to work and play with perpetual sunshine, but many states, including California and the sovereign nation of Mexico all depend on the amount of snow that falls in the Colorado Rockies for their water. That is a problem into the future. There are treaties to divide up that water, whatever is left. Visit the Hoover Dam and look at the white rim on the sides of the Lake Mead to see where the water used to be? Or look as the “marinas” have to keep moving down further as the water recedes. To keep building houses in the desert, while hoping that the snow will fall in the mountains, is not a secure future.

The Los Angeles River in California consists of concrete poured in the base and along the walls, lest the rivers have any natural state. They enabled a cyborg to drive an eighteen wheeler truck down the “river” bed in *Terminator, 2*. In Connecticut, on the other hand, we have the beautiful Connecticut River, which starts at the border with Canada and ambles 406 miles through four states and discharges into Long Island Sound. According to Wikipedia, the Connecticut River Valley has some of the New England’s most productive farmland. The Connecticut River is alive for wildlife and recreational use. Connecticut also has the Housatonic River, which flows down Western Massachusetts and Connecticut.

Speaking of warm temperatures, a region like Houston receives approximately 49 inches of rain a year, but it is so hot in the summer, that Texans are often paler in the summer as they stay in air conditioned spaces and come out to enjoy the weather in the winter. Is that sustainable?

Water is very much a key to human life. That is relevant to sustainability. While Seattle has a reputation for being rainy, it only gets about 37 inches of annual rainfall versus the 53 in Stamford. With an estimated 200 days per year of clouds and 93 partly cloudy days per year, Seattle compresses their sun into the summer months. Come to Connecticut, where we can have days on end of crisp sunshine in the middle of the winter. It does the soul good and recharges the human spirit! That is good for morale!

Colorado is pretty and has beautiful mountains, but Colorado is contractually obligated to share its water with other states and the nation of Mexico. And since they are not located on an ocean, a desalinization plant is not even a possibility to slack their thirst. The Denver International Airport was set so far from Denver and Boulder that more carbon is used to get there. Now that there is a light rail installed, it is likely that urban sprawl will develop all unspoiled land between Denver, Boulder and DIA. That does not seem to be consistent with infill and sustainability?

Amazon will find Connecticut's climate similar to Seattle's, only better, with more sunshine. While we cannot offer you the rugged coastline of Washington State, the frigid waters of Puget Sound, the spectacular Cascade Mountains and the wide, open spaces of Central Washington, we can offer a wholesome lifestyle that can approximate some of the things you have experienced in Seattle. More on quality of life will be set forth below.

If you examine the Connecticut submission, you will see that much of the actual buildings and infrastructure HQ2 needs already exists here. The Metro-North and Amtrak train station is sustainable. I95 is right there. The Merritt Parkway is in North Stamford. If one speaks of intermodal transportation, the establishment of Amazon HQ2 may finally justify a high, speed ferry from the South End of Stamford to LGA Airport as well as mid-town Manhattan? There are no traffic jams on Long Island Sound. And wouldn't some ferries be a little reminiscent of Seattle?

Intangible Considerations and Employee Quality of Life

In the various paragraphs of Amazon's RFP, it touches on aspects of quality of life but does not ask about work-life balance? The RFP certainly addresses the ease with which one can move between company facilities, cultural amenities, institutions of higher learning, highway, airport and related travel and logistical considerations, but there is an issue of the quality of life.

This involves what people do in their off-time? Some people like to go to the mountains? Some people like to go to the beach? Some people like to go to museums? Some people like to see Broadway shows? Some people like to go camping? Some people like to go sailing? We have it all!

HQ2 has to work not only for Amazon, but also long-term for your employees. And more often than not, employees start or are parts of families with spouses and children. While we have very good public schools in Connecticut, some Amazon employees may feel that they want to send their children to private schools or boarding schools. There are ninety-six college-prep and junior boarding schools in New England such as Choate, Cheshire, Miss Porter's, Deerfield, Andover, Taber, Pomfret and Kent.

In the winter, we have the mountains of Massachusetts, Vermont, New Hampshire and Maine, that offer skiing within driving distance. In the summer months, people on the west coast come east to vacation. After all, the Pacific Ocean, north of Santa Barbara, is pretty cold for swimming and there is generally a dearth of quality harbors to boat between. Long Island Sound and New England, on the other hand, are littered with quality water destinations. Long Island Sound itself is a quality play space of salt water with the protection of Long Island from the Atlantic Ocean. Then there are the beach and island destinations of the Hamptons, Shelter Island, Fisher's Island, Block Island, Watch Hill, Cape Cod, Martha's Vineyard, Nantucket, Marblehead, Provincetown, harbors north and south of Boston, the entire Maine Coast, which would stretch more than 3,000 miles if it were made into a straight line, which is longer than the coast line of California. The warm lakes of New Hampshire and Maine beckon. Plus we have countless classic summer camps throughout New England.

For pleasure, don't forget our proximity to Paris, London, Berlin, Rome, Johannesburg, Abu Dhabi, Prag, Florence, Moscow, Copenhagen, Cairo, etc.?
Discount European carriers are starting to offer fantastic fares to Europe!

This is part of your quality of life. While single people may enjoy a more urban environment with its conveniences, experience has shown that once people have kids and the kids start to grow, parents tend to want more space for things and a yard, which points to suburban living. That may not be fashionable to say but it is what your employees will want. Stamford offers a combination of city and country for Amazon HQ2.

Stamford Should Qualify for the Final Round of Three

Stamford, Connecticut certainly merits qualifying for the final round of three applicants so that we may answer your questions more directly and that we may personally introduce you to our state.

The representatives of Connecticut, Hartford, Stamford and I are available to discuss this supplement and look forward to hearing from you. Thank you for your consideration of the Connecticut submission and to this matter.

Respectfully submitted,

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