

ALL.
Pittsburgh, Pennsylvania

**FUTURE.
FORGED.
FOR ALL.**
Pittsburgh, Pennsylvania

**FUTURE.
FORGED.
FOR ALL.**
Pittsburgh, Pennsylvania

**FUTURE.
FORGED.
FOR ALL.**
Pittsburgh, Pennsylvania

**FUTURE.
FORGED.
FOR ALL.**
Pittsburgh, Pennsylvania

**FUTURE.
FORGED.
FOR ALL.**
Pittsburgh, Pennsylvania

Appendices to the Proposal for

AMAZON HQ2 • PITTSBURGH

October 2017

CONFIDENTIAL

A wide-angle photograph of the Pittsburgh skyline at sunset. The sun is low on the horizon, casting a bright orange glow across the sky and reflecting on the water. The city's iconic skyline, including the PPG Place tower, is silhouetted against the bright light. A bridge is visible on the right side of the frame. The text "FUTURE. FORGED. FOR ALL." is overlaid in the center in a bold, white, sans-serif font.

FUTURE. FORGED. FOR ALL.

TABLE OF CONTENTS

Appendix A: *County, City, and School Board Commitment Letters*

Appendix B: *Incentive Package*

Appendix C: *Pittsburgh Building Trades and Council Letter*

Appendix D: *Foundations' Letter of Support*

Appendix E: *University and College Letters of Support*

Appendix F: *Business Community Letters of Support*

Appendix G: *Table of University Degrees Awarded for Last 3 Years*

Appendix H: *Relevant University and College Programs*

Appendix I: *Pittsburgh MSA Employee Counts*

Appendix J: *Organizations Supported by Regional Asset District*

Appendix K: *Maps of Home Affordability*

Appendix L: *Maps of Public Transportation and Walksheds*

Appendix M: *Map of Pittsburgh's "Smart Spines"*

Appendix N: *Map of City-wide Bicycle Network*

Appendix O: *Maps of Cell Phone Coverage*

Appendix P: *Fiber Connectivity and Coverage Map*

Appendix Q: *Energy Solutions*

APPENDIX A:

County, City, and School Board Commitment Letters

County Commitment Letter



October 19, 2017

Ms. Holly Sullivan, Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We are writing on behalf of Allegheny County to express our full support for locating Amazon HQ2 in Pittsburgh. We believe that Amazon will find the talent, innovative culture, and business environment necessary for HQ2 to thrive, while positively contributing to the region's ongoing growth.

As one of the Pittsburgh region's three taxing bodies, we are fully committed to using our legislative and regulatory capacities to offset site-specific costs, support social initiatives that benefit our residents, Amazon and the broader region, and work collaboratively to facilitate efficient and transparent regulatory approvals. Specifically, we commit to the following:

- Use existing economic development tools – such as Tax Increment Financing and Transit Revitalization Investment Districts – to divert future taxes associated with the HQ2 site(s) towards site delivery and public infrastructure. These programs will directly offset costs to Amazon associated with site development and ensure sufficient infrastructure capable of meeting Amazon's growth needs.
- Utilizing other anticipated tax increment generated by HQ2 to invest in Pittsburgh's future by supporting neighborhood stability, affordability, education, and infrastructure. We would support the issuance of a series of bonds, or similar debt instruments, directed towards:
 - Education and workforce development programs;
 - Neighborhood investment in housing affordability, neighborhood stability, and small business; and
 - Public infrastructure development, including public transit and transportation.

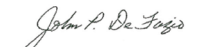
Page 2 of 2, October 19, 2017
Sullivan/Amazon Letter re Allegheny County Commitment

- Working collaboratively to ensure that regulatory and legislative approvals related to site development, incentives, and bond or debt initiatives are completed efficiently and transparently.

We would be pleased to discuss these commitments and the exciting opportunities for Amazon in the Pittsburgh region.

Sincerely,


Rich Fitzgerald
Allegheny County Executive


John P. DeFazio, President
Allegheny County Council

City Commitment Letter



CITY OF PITTSBURGH

"America's Most Livable City"

Office of Mayor William Peduto

October 19, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We are writing on behalf of the City of Pittsburgh to express our full support for locating Amazon HQ2 in Pittsburgh. The City believes that Amazon will find the talent, innovative culture, and business environment necessary for HQ2 to thrive, while positively contributing to the city's ongoing growth.

As one of the Pittsburgh region's three taxing bodies, we are fully committed to using our legislative and regulatory capacities to offset site-specific costs, support social initiatives that benefit our residents, Amazon, and the broader region, and work collaboratively to facilitate efficient and transparent regulatory approvals. Specifically, we commit to the following:

- Use existing economic development tools –such as Tax Increment Financing, Transit Revitalization Investment Districts, and Parking Tax Diversions – to divert future taxes associated with the HQ2 site(s) towards site delivery and public infrastructure. These programs will directly offset costs to Amazon associated with site development and ensure sufficient infrastructure capable of meeting Amazon's growth needs.
- Utilize other anticipated tax increment generated by HQ2 to invest in Pittsburgh's future by supporting neighborhood stability, affordability, education, and infrastructure. We would support the issuance of a series of bonds, or similar debt instruments, directed towards:
 - Education and workforce development programs;
 - Neighborhood investment in housing affordability, neighborhood stability, and small business; and
 - Public infrastructure development, including public transit and transportation.
- Work collaboratively to ensure that regulatory and legislative approvals related to site development, incentives, and bond or debt initiatives are completed efficiently and transparently.

We would be pleased to discuss these commitments and the exciting opportunities for Amazon in the Pittsburgh region.

Sincerely,

The Honorable William Peduto
Mayor of Pittsburgh
City of Pittsburgh

The Honorable Bruce Kraus
President of Council
Pittsburgh City Council

512 CITY-COUNTY BUILDING 414 GRANT STREET PITTSBURGH, PENNSYLVANIA 15219

Phone: 412-255-2626 Fax: 412-255-8602



School Board Commitment Letter



October 11, 2017

Holly Sullivan
Head of WW Economic Development
Amazon - Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

RE: AMAZON HQ2

Dear Ms. Sullivan:

We are writing on behalf of the Pittsburgh Public Schools (PPS) to express our full support for locating Amazon HQ2 in Pittsburgh. PPS believes that Amazon will find the talent, innovative culture, and business environment necessary for HQ2 to thrive, while positively contributing to the city's ongoing growth.

As one of the Pittsburgh region's three taxing bodies, we are fully committed to using our legislative and regulatory capacities to offset site-specific costs, support social initiatives that benefit our residents, Amazon, and the broader region, and work collaboratively to facilitate efficient and transparent regulatory approvals. Specifically, we commit to the following:

- Use existing economic development tools –such as Tax Increment Financing and Transit Revitalization Investment Districts – to divert future taxes associated with the HQ2 site(s) towards site delivery and public infrastructure. These programs will directly offset costs to Amazon associated with site development and ensure sufficient infrastructure capable of meeting Amazon's growth needs.
- Utilize other anticipated tax increment generated by HQ2 to invest in Pittsburgh's future by supporting neighborhood stability, affordability, education, and infrastructure. We would support the issuance of a series of bonds, or similar debt instruments, directed towards:
 - Education and workforce development programs;
 - Neighborhood investment in housing affordability, neighborhood stability, and small business; and
 - Public infrastructure development, including public transit and transportation.
- Work collaboratively to ensure that regulatory and legislative approvals related to site development, incentives, and bond or debt initiatives are completed efficiently and transparently.

We would be pleased to discuss these commitments and the exciting opportunities for Amazon in the Pittsburgh region.

Sincerely,

341 S. Bellefield Avenue
Pittsburgh, PA 15213

Parent Hotline:
412-529-HELP (4357)
pps.k12.pa.us

The Hon. Kevin Carter
Chairman, Business, and Finance Committee
Pittsburgh Board of Public Education

Anthony D. Hamlet, Ed.D
Superintendent of Schools
Pittsburgh Public Schools

The Pittsburgh Public Schools (PPS) does not discriminate on the basis of race, color, national origin, sex, disability or age in its programs, activities or employment and provides equal access to the Boy Scouts and other designated youth groups. Inquiries may be directed to Dr. Dana Ware Allen, Title IX Coordinator or the Section 504/ADA Title I Coordinator at 341 S. Bellefield Avenue, Pittsburgh, PA 15213 or 412.529.HELP (4357).

APPENDIX B:

Incentive Package

The below table includes a comparison of Pittsburgh's offer to Amazon using the Commonwealth of Pennsylvania's valuation methodology assuming a 10-year build-out, the local methodology using a 10-year build-out, and the local methodology using a 15-year build-out. The values presented in the proposal are represented in column 2.

Program	10-Year Build-out		15-Year Build-out
	PA Methodology	Local Methodology	Local Methodology
Capital Support			
PennDOT Capital Improvement Grant	\$100 M	\$81 M	\$81 M
TIF/TRID	\$716 M	\$426 M	\$377 M
Parking Tax Diversion	\$222 M	\$130 M	\$115 M
Operating Support			
PA Performance-Based Grant Program	\$4.5 B	\$1.3 B	\$1.2 B
Regional Investments			
Forging Pittsburgh's Future Investments	\$4.2 B	\$2.1 B	\$1.9 B
TOTAL VALUE (Excluding Cost Savings)	\$9.7 B	\$4.0 B	\$3.6 B
TOTAL VALUE PER JOB	\$194,200	\$79,600	\$72,200
Long-Term Cost Savings			
Pittsburgh vs Seattle	\$37.5 B	\$17.7 B	\$15.8 B
TOTAL VALUE	\$47.2 B	\$21.6 B	\$19.4 B
TOTAL VALUE PER JOB	\$944,600	\$433,000	\$387,400

Incentive Package



Commonwealth of Pennsylvania

October 13, 2017

Mr. Jeffrey P. Bezos
Founder and Chief Executive Officer
Amazon.com, Inc.
410 Terry Ave. North
Seattle, WA 98109-5210

Dear Mr. Bezos:

Please accept this joint leadership letter from the Commonwealth of Pennsylvania as an expression of our full support and invitation to Amazon to select a location in the Keystone State for Amazon HQ2. We are thrilled with the opportunity to become a partner with you and your company on this incredible and unique endeavor to create a second company headquarters in North America.

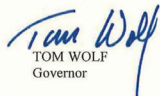
We are confident that Pennsylvania has the perfect metropolitan area with the features most important to Amazon, including a robust and highly talented workforce. Pennsylvania's education system produces the workforce that drives our economy. From pre-K through college and graduate programs, some of the strongest schools in the country can be found in the Keystone State. In addition to being a national leader in science, technology, engineering, and mathematics (STEM) education, Pennsylvania has some of the top graduate programs for business and computer engineering.

It is our understanding this second headquarters project may require as many as 50,000 new full-time employees over ten to fifteen years and could result in an investment of over \$5 billion. As unique as this opportunity is, we appreciate Amazon's acknowledgment that the stature of such a project creates the opportunity for bold state-level economic development action. Pennsylvania is doing just that.


We support the creation of a new performance-based program which would be formulated on revenue collected from Personal Income Tax and for a period of up to 25 years. This new program would be available to a qualified business anywhere in Pennsylvania. For Amazon, it is estimated that several billion dollars could be generated to support your HQ2 project.

We understand that Amazon intends to select and announce the final site in 2018, but regardless of which Pennsylvania location Amazon ultimately chooses, we are committed to pressing forward with legislation to create a new economic development program to attract impactful, job creating projects like HQ2. Additionally, we welcome Amazon to contribute ideas and suggestions as we craft new legislation for a WIN-WIN partnership between Pennsylvania and Amazon.

Sincerely,

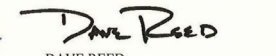

TOM WOLF
Governor



JOE SCARNATI
President Pro Tempore
Senate of Pennsylvania

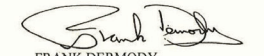

MIKE TURZAI
Speaker
Pennsylvania House of Representatives

Mr. Jeffrey P. Bezos
October 13, 2017
Page Two


JAKE CORMAN
Majority Leader
Senate of Pennsylvania


DAVE REED
Majority Leader
Pennsylvania House of Representatives


JAY COSTA
Democratic Leader
Senate of Pennsylvania


FRANK DERMODY
Democratic Leader
Pennsylvania House of Representatives

Incentive Package



COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

To Whom It May Concern:

On behalf of Governor Tom Wolf, and in partnership with the Pennsylvania General Assembly and the Metropolitan Statistical Areas (MSAs) submitting location information, I am pleased to present the Commonwealth of Pennsylvania's state-level proposal in response to Amazon's RFP for the HQ2 project. This information will accompany the proposals submitted by Pennsylvania communities that have elected to submit a proposal to Amazon. We are committed to working with you seamlessly as a unified force on both state and local levels to implement this project successfully.

Amazon already has a strong presence throughout Pennsylvania, with significant investments in fulfillment centers, warehouse facilities, and numerous other assets. Our shared values, which prioritize sound financials, STEM education, diversity, and inclusiveness, make Pennsylvania an excellent match for your HQ2 project — as well as a welcoming environment where employees can innovate and thrive.

To meet the needs of Amazon's HQ2, the Commonwealth of Pennsylvania proposes up to \$4.6 billion in financial assistance, including up to \$4.5 billion through a new performance-based grant program and \$100 million to support state transportation improvements.

The concept of this new incentive program is straightforward: a grant award will be made available on an annual basis for up to 25 years, and will be based on the amount of personal income tax collected annually from Amazon employees. We believe you will immediately recognize the flexibility and predictable incentive potential of this new program, and we are recommending immediate legislative action to create it. Governor Wolf and the leadership of the Pennsylvania General Assembly are committed to effectively engaging with Amazon to ensure this project's success.

Our talent pipeline is preparing the next generation of leaders and thinkers for the careers that HQ2 will provide. Our workforce — both current and future — is ready for Amazon. Our higher education institutions are among the best in the nation, and are world-renowned for business, computer engineering, and finance. Governor Wolf is a champion for STEM education, and has set a goal of increasing enrollment in STEM majors at state universities by 10,000 before 2020. Each year, he proudly hosts the Governor's PA STEM Competition to highlight STEM education throughout Pennsylvania, and during his term, Governor Wolf has increased K-12 education funding by over \$840 million.

However, all of the assets mentioned above burn most brightly because of our strong inclusivity and diversity. Pennsylvania was founded centuries ago on the principle that all are welcome, and can practice their faith and culture as they see fit. That spirit is still very much alive today, and we strive to uphold its legacy, so that when people are choosing where to go to school, begin their professional lives, start a company, or raise their family, they know that Pennsylvania is open to them.

As you leaf through our accompanying "Work Smart. Live Happy." declaration, we're confident that you'll see Amazon's core values reflected in who we are as a state. Thank you for the opportunity to share our plan of action to assist Amazon in this exciting venture. We look forward to meeting with you soon to engage in what we are confident will be a fruitful partnership.

Sincerely,

Dennis M. Davin
Secretary

Office of the Secretary
400 North Street, 4th Floor | Commonwealth Keystone Building | Harrisburg, PA 17120-0225 | 717.787.3003 | Fax 717.787.6866 | dced.pa.gov

Contents

Project Management – Governor’s Action Team.....2

Pennsylvania Incentives.....3

 Performance-Based Grant Program – New Program Requiring Legislation.....3

 PennDOT Capital Improvement Grant.....5

 DEP Environmental Permitting.....5

STEM Education in Pennsylvania.....6

Invitation to Partner7

Project Management – Governor’s Action Team

The Commonwealth of Pennsylvania will commit a team of economic development professionals to work directly with Amazon for the duration of the Project. The Governor’s Action Team (“GAT”) has extensive experience working with capital-intensive and sophisticated projects. GAT facilitates and coordinates state government’s engagement and support for the Project. Additionally, GAT works directly with local and regional economic development service providers and organizations, as well as local and federal government officials to provide an easy and seamless experience for companies locating or expanding in Pennsylvania.

A recent example of GAT’s collaborative work was Royal Dutch Shell’s new petrochemical facility in Beaver County, Pennsylvania, a project for which GAT acted as project coordinator. For nearly five years, GAT worked on an almost daily basis with countless members of project teams from various companies to deliver concierge-level services. Their tireless efforts led to a successful \$6 billion final investment decision, as well as the creation of a new ethane industry from the second-largest natural gas field in the world. GAT coordinated services for 17 federal, state, and local offices to bring this project to fruition. This proven experience, drive, and know-how is ready to assist Amazon HQ2.

Incentive Package

Pennsylvania Incentives

Governor Wolf is committed to making Pennsylvania an economic leader by investing in the growth of businesses like Amazon. To meet the needs of Amazon's HQ2, the Commonwealth of Pennsylvania proposes up to **\$4.6 billion** in financial assistance, including up to \$4.5 billion through a new performance-based grant program and \$100 million to support state transportation improvements.

In addition to financial assistance, the Governor's Action Team will provide Amazon with any assistance that may be required – including site selection, permitting, and application processes – and be the single point of contact to coordinate the involvement of other state agencies as needed.

Performance-Based Grant Program – New Program Requiring Legislation

Amount:	\$4.5 billion projected
Uses:	Site acquisition, development and construction costs, utility and transportation infrastructure, apprenticeships and cooperative education initiatives, and student education debt
Administered by:	Commonwealth of PA/Department of Community & Economic Development (DCED)
Terms/Conditions:	To be determined

Based on the information made available in your RFP and through economic impact modeling, it is estimated that Amazon's HQ2 project ("Project") may yield approximately \$4.5 billion in program incentives based directly on the collection of Personal Income Tax ("PIT") from 50,000 new direct Amazon employees at HQ2. The Performance-Based Grant Program ("Program") benefits will be influenced directly by Amazon's decisions, including Project time frame, actual wages paid, build-out, and hiring schedules and inflationary factors.

The Commonwealth proposes that an amount equal to no more than 100% of PIT collected by the Commonwealth from direct, full-time Amazon HQ2 employees be offered to Amazon as an annual grant each year for a period not to exceed 25 consecutive years from the date of satisfaction of Program entrance requirements. The grant may be used by Amazon for costs including site acquisition, construction, utility and transportation infrastructure, apprenticeship programs, cooperative education programs, and student education debt of new employees. Since the Program does not yet exist, the description provided in this proposal is intended to offer the general framework of the Program and an outline of the legislative process in Pennsylvania.

The Program is a performance-based, discretionary incentive program that provides cash grants directly to new and expanding companies to help offset the cost of locating or expanding a facility in the Commonwealth. The amount of the grant is based on **a percentage of the personal income tax withholdings** associated with new, direct full-time jobs created in Pennsylvania.

The criteria for discretionary benefits include:

- Number of direct full-time jobs to be created, payroll, new capital investment;
- The overall quality, including: wages, benefits, growth potential of the company, multiplier effect of the industry;
- The financial stability and creditworthiness of the company;
- The level of economic stress in the Project area;
- The competitiveness of alternative locations;
- The amount of local incentives committed to the Project; and
- Targeted growth industries

Program funding is not made available until the company meets a new job creation threshold and satisfies base compensation and capital investment requirements. Grant funds are disbursed annually, for a term up to 25 years, to approved companies following the satisfaction of performance criteria set forth in grant agreements.

Applicable to the Project and to Amazon, the proposed Program will specifically have a provision that companies creating 50,000 jobs with an average annual compensation of \$100,000 and investing \$5 billion will be eligible for a grant of up to 100% of personal income tax withholdings for 25 years. Under no circumstances can the grant award exceed the new annual PIT remitted to the Commonwealth.

Program Legislative Process

The Governor will work with legislative leadership to draft, introduce and pass legislation into law to establish the Program. By way of example, the below steps outline how a bill would move through the legislative process to ultimately become a law in Pennsylvania.

BILL INTRODUCTION

The first step will be to have a bill introduced in either the Senate or House of Representatives to implement the program. For example, a Senator could introduce a bill by filing it with the Secretary of the Senate. The title is then read by a clerk during legislative session and the bill is referred to an appropriate standing committee by the Senate President Pro Tempore.

SENATE COMMITTEE

Once referred, the bill may then be considered by the committee. Specifically, the committee would take a vote to report the bill to the Senate floor, either as committed (which means without change) or as amended (with changes).

THE FULL SENATE

The measure then goes to the full Senate for the first of three days of consideration. No debate or amendments are permitted from the floor at this stage. On second consideration, Senators may propose amendments if they are deemed relevant to the subject of the bill. Debate is permitted at this stage. Once agreed to by the Senate for a second time, the bill is reprinted to include any amendments.

SENATE APPROPRIATIONS

Typically, after receiving first or second consideration, the Senate will re-refer a bill to its Appropriations Committee to determine its fiscal impact and vote the bill back to the full Senate Floor for further consideration.

FULL SENATE VOTE

On third consideration, the bill may again be amended or debated in its current form and then voted. After debate, a roll call is held. If a constitutional majority – usually 26 Senators – vote in its favor, the bill passes the Senate.

HOUSE COMMITTEE

After the bill has passed the Senate, it is sent to the House of Representatives, where the Speaker refers it to the appropriate standing committee in the House.

Incentive Package

THE FULL HOUSE

If the bill is reported from committee, it follows a course similar to that in the Senate — except on first consideration. After first consideration in the House, the bill is not automatically moved on to second consideration, but is laid on the table. It may be removed from the table by a motion of the Majority Leader, or a designee. When the bill is so removed from the table, it is placed on the legislative calendar for the next day. The House steps relating to the Appropriations Committee, as well as second and third consideration, are similar to the Senate process. 102 votes are generally the constitutional majority needed for final passage in the House.

THE GOVERNOR

Once the bill has passed both the House and the Senate in the same form, it comes to the Governor for consideration. The Governor can either sign, veto, or take no action on the legislation. The official certified copy of the bill approved by the Governor is placed in the custody of the Secretary of the Commonwealth, given an act number, and filed. It is then an "Act of the General Assembly." If the Governor does not act on the bill within a prescribed time, it becomes law without his signature.

The Governor is committed to advancing the bill and will be working closely with the legislature through the legislative process.

PennDOT Capital Improvement Grant

Amount: \$100 million

Uses: State Road and Bridge Improvements

Administered by: Pennsylvania Department of Transportation (PENNDOT)

Terms/Conditions: Total of up to \$100 million, spread over 10 years from the Project start date with no more than up to \$10 million annually.

PennDOT works closely with the Governor's Action Team to accelerate priority transportation projects, spur economic development, and assist with state surface transportation needs. We understand that additional road improvements may be necessary for the Project. As part of the development process, applicants typically must identify the impacts of a project on the transportation system and identify mitigations to offset that impact. Should the Project require new and additional traffic improvements, the Commonwealth is proposing that PennDOT assist with the funding and prioritization of necessary improvements. The improvements must be to state-owned roads and right-of-ways necessary to accommodate the Project.

DEP Environmental Permitting

The Governor's Action Team will also assist in securing any necessary environmental permits through the Pennsylvania Department of Environmental Protection ("DEP").

DEP is a leader in assisting, educating, and encouraging Pennsylvanians to conserve and efficiently use the Commonwealth's diverse energy resources, resulting in a healthier environment and greater energy security for our future generations. DEP's mission is to protect Pennsylvania's air, land, and water from pollution and to provide for the health and safety of its citizens through a cleaner environment. DEP Secretary Patrick McDonnell brings a broad perspective to the agency's regulatory and policy development processes and is committed to working in partnership with Amazon to accomplish our parallel missions in advancing environmental stewardship.

5

STEM Education in Pennsylvania

By 2018, there will be approximately 300,000 Pennsylvania jobs that require STEM skills or content knowledge and over the next 10 years, 71% of new jobs will require computer science skills. The U.S. Department of Labor estimates that by 2024, an additional 426,900 software development and programming jobs will be available, all of which will require at least a bachelor's degree. Our workforce is ready to fill these jobs. In 2015, more than 11,000 students completed their education in 105 technology-related programs throughout the Commonwealth. The majority of these graduates were from Pennsylvania, and chose to remain here after they received their degree, adding to the network of talented workforce available.

Governor Wolf is a champion for STEM education in Pennsylvania. The Administration aims to increase enrollment in STEM-specific majors by 10,000 at state-supported post-secondary institutions before 2020. In Pennsylvania, a talented workforce is developing as the Pennsylvania State System of Higher Education shifts its curriculum focus to meet changing workforce needs.

Under Governor Wolf's leadership, Pennsylvania also has made early and important progress in delivering more resources to schools and classrooms, as well as fostering collaborative, cross-sector dialogue to support STEM education, work-based learning, career pathways, and college access and completion. Governor Wolf also hosts the Governor's PA STEM Competition each year to highlight the importance of STEM education. The annual themed competition is open to students in grades 9-12 in public, nonpublic, and private schools, and gives the opportunity to showcase their skills and expertise in science, technology, engineering, and mathematics.

In 2016, the United States Chief Technology Officer commended Pennsylvania STEM programs and efforts by the Wolf Administration to increase access to resources and education in the sciences for all students. Recently, the STEM Funders Network recognized Pennsylvania as a national leader in STEM education for its five regional STEM ecosystems and their collaborative efforts. STEM ecosystems encompass schools, businesses, and community settings (including after-school and summer programs, science centers, libraries, museums, and other environments) that constitute a rich array of learning opportunities.

Pennsylvania is home to many talent-rich communities, which are home to both established and developing tech professionals, making them capable providing not only a reliable source of employees for immediate workforce needs, but also a robust advancement pipeline for future skilled workers. While enrollment has increased in STEM fields, that alone is not enough to meet the diverse needs of tech-based companies, especially Amazon. Understanding this, Governor Wolf has not limited the focus to just STEM career opportunities, but has made all education initiatives one of his top priorities.

This new Program will assist Amazon both directly and indirectly, as it provides opportunities to increase financial support for education programs (including STEM programs), apprenticeship programs, and STEM scholarship programs — bolstering workforce development. We also welcome Amazon's ideas for using aspects this new resource to further attract the right talent pool for HQ2 through a student loan debt payment initiative.

6

Incentive Package

Invitation to Partner

Pennsylvania shares Amazon's vision for HQ2, and recognizes that it fulfills mutual goals of progressive entrepreneurship, STEM education development, tech advancement, visionary leadership and ingenuity, and good business.

We recognize that this project's transformative impact will be groundbreaking for its immediate location, and also that a positive effect will be magnified across the entire state. Pennsylvania is eager to work creatively and collaboratively on both state and local levels with Amazon in bringing not only economic benefits to our cities, communities, and businesses, but also in providing an ideal location for Amazon to do business for the long term.

Pennsylvania is already at the table. We invite Amazon to work with us on shaping and creating our new incentive program, reviewing real estate opportunities, and examining cost structure to reach a solution that makes sense and is truly a mutually beneficial public-private partnership.

APPENDIX C:

Pittsburgh Building Trades and Council Letter

Pittsburgh Building Trades and Council Letter

Pittsburgh Building and Construction Trades Council

Affiliated with
The Building and Construction Trades Department — AFL-CIO

1231 BANKSVILLE ROAD • PITTSBURGH, PENNSYLVANIA 15216

Phone: (412) 344-4775 FAX (412) 344-7262



October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave.
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

I am writing on behalf of the Pittsburgh Regional Building Trades Council, if chosen for Amazon's HQ2 location, we recognize the immense opportunity that Amazon HQ2 would present for Pittsburgh, PA. Pittsburgh is a metro region in North America that evolved from the collapse of deindustrialization to our present day city that has been ranked as one of the World's Most Livable Cities.

The Pittsburgh Regional Building Trades Council, consisting of 18 local trades, believes that Amazon HQ2 will find the business environment, workforce, civic improvement and higher education necessary for HQ2 to thrive, while positively contributing to the region's ongoing growth.

Collectively, the building trades, the business community, and government have a proven history of working together. Projects that are delivered on time, on budget, and benefits the entire region. Examples of various projects that the Pittsburgh Regional Building Trades were associated with are as follows;

- Universities: Allegheny County Community College - Carlow College – (CMU) Carnegie Mellon University – Duquesne University - Point Park University – Robert Morris University - University of Pittsburgh (PITT)

- Hospitals: Allegheny General Hospital (major expansion) – Forbes Regional Hospital (major renovations) – Hillman Cancer Center - UPMC Children's Hospital – UPMC-East Hospital - UPMC Hampton Medical Center
- Schools: Ambridge School District – Fox Chapel School District – Hopewell School District – Mt. Lebanon School District – Moon School District - Penn Hills School District – Plum School District – Shaler School District – Thomas Jefferson School District (listed above; new or major renovations)
- Sports Venues: CONSOL Energy Arena – (PPG Paints Arena) - Heinz Field – Highmark Soccer Arena – Lemieux Sports Facility - PNC Park – Robert Morris Sports Neville Island
- Businesses: Bakery Square – Embassy Suites Hotel - Meadows Race Track and Casino – Mellon Arena (reinventing uptown site) – PNC Plaza - PNC Tower – Rivers Casino (remodel and hotel planned)
- Energy Plant: Shell Cracker Plant (new)
- Research Ctr.: Science Center (major renovation) – Second Avenue Scientific Research Corridor UPMC Children's Research Center

We have accomplished this by investing up front in our trades through state-of-the-art apprenticeship training centers that prepare us for every opportunity presented. Our region's affordable labor cost structure permits a commitment to enter into a Project Labor Agreement (PLA) for the construction of HQ2 should Pittsburgh be selected. The "PLA" ensures; cost stability and predictability, no work stoppage, non-discrimination, drug testing, new technical equipment and a reliable source of skilled and experienced labor.

Respectfully, the Pittsburgh Regional Building Trades Council would like to express our absolute support for locating Amazon HQ2 in Pittsburgh and welcome the prospect of meeting with you to discuss the opportunity to work together to continue building Pittsburgh's renaissance.

Sincerely,

Richard Stanizzo
Business Manager
Pittsburgh Regional Building Trades Council
Email: rstanizzo@flypittsburgh.com
Phone: 412-344-4775

APPENDIX D:

Foundations' Letter of Support

Foundations' Letter of Support



October 19, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We are writing as just four of Pittsburgh's many foundations to express our full support for locating Amazon HQ2 in our region. This community is blessed with an unusual abundance of philanthropic resources, which we have collaboratively employed over the past half century to help Pittsburgh rebound from the near-death of a great American city to become a hothouse of talent, entrepreneurship, natural and cultural amenities, university-driven innovation, green building, and visionary plans for a sustainable and equitable future. We believe that Amazon will find the talent, culture, and business environment here that it needs for HQ2 to thrive, while positively contributing to the city's ongoing resurgence.

Our philanthropic community is committed to supporting Pittsburgh's vibrancy, inclusivity, and economic competitiveness. Over the past several decades our organizations have invested over a billion dollars in the resilience and wellbeing of our community and worked closely with the City, County, and Pittsburgh Public Schools to advance our shared vision for the region. A handful of other American cities, admittedly including Seattle, have more foundation resources than we do, but no American city has the regional focus or long history of partnerships that Pittsburgh's foundations live every day.

This region invented the modern notion of public-private partnerships when we first moved to clean up our air and water in the 1950s, and the searing economic challenges of the 1980s annealed in us a spirit of collaboration that permeates everything we do in this town. For almost every major civic challenge or opportunity, we come together to engage the resources and leadership of our corporate, philanthropic, and governmental entities.

We care as passionately about your commitments to quality of life, sustainability and equity as you will, because that's what we do for the benefit of this community every day. Should you come to Pittsburgh, you will find in us a willing partner in our shared efforts to promote innovation and workforce development, reinvent learning, support neighborhood stability and affordability, and ensure that the region has the public and institutional infrastructure necessary to grow.

We would be pleased to discuss these commitments and the exciting opportunities for Amazon in the Pittsburgh region.

Sincerely,

Scott Izzo
Richard King Mellon
Foundation

Maxwell King
The Pittsburgh Foundation

Grant Oliphant
The Heinz Endowments

David K. Roger
Hillman Family Foundations

“Our philanthropic community is committed to supporting Pittsburgh’s vibrancy, inclusivity, and economic competitiveness. Over the past several decades our organizations have invested over a billion dollars in the resilience and wellbeing of our community and worked closely with the City, County, and Pittsburgh Public Schools to advance our shared vision for the region.”

–Scott Izzo, Richard King Mellon Foundation
–Maxwell King, The Pittsburgh Foundation
–Grant Oliphant, The Heinz Endowments
–David K. Roger, Hillman Family Foundations

APPENDIX E:

University and College Letters of Support

University and College Letters of Support



University of Pittsburgh

October 9, 2017

The Office of Economic Development
c/o Site Manager Golden
Amazon
2121 7th Avenue
Seattle, WA 98121

To whom it may concern:

As representatives of the leading academic and research institutions in Pittsburgh, we strongly and enthusiastically support our city's bid to welcome Amazon's next headquarters.

In Pittsburgh and the greater Western Pennsylvania region, our universities have already helped transform industries that will be the focal points of the new global innovation economy. We are leading in new discoveries and technologies in key areas like robotics and automation, life sciences, advanced manufacturing and personalized medicine that are on track to generate trillions in economic value in the coming years.

To advance this work, we have carved out a naturally occurring innovation hub here in Pittsburgh that is fueled by a robust entrepreneurial culture and strong cross-sector partnerships, including a close alliance with one of the nation's leading nonprofit health systems, UPMC. This environment is growing—and ideally suited to catalyze Amazon's continued development as an innovative disruptor of consumer markets.

We are committed to working in close concert with institutional and community partners to do whatever it takes to bring Amazon's next headquarters to Pittsburgh, including launching the PGH-Amazon lab—a novel partnership among Amazon, Carnegie Mellon and Pitt centered in Pittsburgh's burgeoning innovation district. This is just one of the many ways we anticipate working with Amazon to push the needle toward even greater innovation and opportunity and usher in the next exciting chapter in our city's bright future.

Respectfully,

Patrick Gallagher

Chancellor, University of Pittsburgh

Farnam Jahanian

President, Carnegie Mellon University

“To advance [our] work, we have carved out a naturally occurring innovation hub here in Pittsburgh that is fueled by a robust entrepreneurial culture and strong cross-sector partnerships, including a close alliance with one of the nation's leading nonprofit health systems, UPMC. This environment is growing—and ideally suited to catalyze Amazon's continued development as an innovative disruptor of consumer markets. We are committed to working in close concert with institutional and community partners to do whatever it takes to bring Amazon's next headquarters to Pittsburgh. We look forward to working with Amazon to push the needle toward even greater innovation and opportunity as we usher in this next exciting chapter in our city's bright future.”

—Patrick Gallagher, Chancellor,
University of Pittsburgh

— Farnam Jahanian, President,
Carnegie Mellon University

University and College Letters of Support

Carnegie Mellon University School of Computer Science

October 15th, 2017

The School of Computer Science wants to express its absolute commitment to making the Amazon Headquarters in Pittsburgh the industry-leading success that it deserves to be. My name is Andrew Moore. I am dean of the School of Computer Science, but more importantly, in 2006 I founded the Google Pittsburgh office which has now grown to 800 of the strongest and most passionate engineers, product managers, UX designers, Site Reliability Engineers, Ontologists, Linguists and Sales Engineers in the Google organization.

In a 2012 address on CMU's campus, then-CEO of Google, Eric Schmidt described how the Google Pittsburgh office had generated tens of billions (with a "B") of incremental revenue for Google through application of machine learning and systems technology that was unprecedented. One of the reasons that so many of us love having our homes here is the café culture of AI and Machine Learning, and the general feeling that we can always revolutionize the status quo. As you know, Amazon's new Machine Learning platform is entirely based on the work of a professor in the School of Computer Science's Machine Learning department: Alex Smola, who is now leading Amazon's cloud offerings in machine learning.

In my dual roles in local industry and among the academic computer science communities at Pittsburgh, I have been thrilled with the arrival of dozens of successful home-grown startups (such as Eric Xing's Petuum Inc, which just finished a \$100M funding round) and established companies (Amazon, Apple, Bosch, Delphi, Disney, General Dynamics, Ford, Google, IBM, Intel, Microsoft, NVIDIA, Oracle, Uber). More than this, these are all places where having arrived on the scene, they flourished.

The growth of robotics and automation for government agencies and the fast rise of the healthcare AI industry in Pittsburgh are also unique and exciting for Pittsburgh. I believe it will be advantageous to Amazon to have a café culture of advanced software technology covering many industry segments, not solely those parts with a direct relation to Amazon's immediate interests.

I, as dean of computer science, along with my fellow dean of Computer Science at the University of Pittsburgh (Paul Cohen) are both committed to dramatically ramping up the production of world-class computer scientists while Amazon grows in the city.

I have many friends throughout Amazon. They are amazing human beings who care about the future of society. That is completely compatible with the way we all think in Pittsburgh.

Best wishes,



Andrew Moore
Dean, School of Computer Science, CMU
412.334.2063
awm@cs.cmu.edu

P. S. If useful, please contact me at any time for additional insight and discussion about growing a major advanced software development organization in Pittsburgh.

“...CEO of Google, Eric Schmidt described how the Google Pittsburgh office had generated tens of billions (with a “B”) of incremental revenue for Google through application of machine learning and systems technology that was unprecedented...As you know, Amazon’s new Machine Learning platform is entirely based on the work of a professor in the School of Computer Science’s Machine Learning department: Alex Smola, who is now leading Amazon’s cloud offerings in machine learning.”

—Andrew Moore, Dean, School of Computer Science, Carnegie Mellon University

University and College Letters of Support



COMMUNITY COLLEGE
OF ALLEGHENY COUNTY
Office of the President
Byers Hall
808 Ridge Avenue
Pittsburgh, PA 15212-6097
Ph: 412.237.4413
Fax: 412.237.4420
www.ccac.edu

October 12, 2017

Ms. Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

Dear Ms. Sullivan:

As president of the Community College of Allegheny County (CCAC), I am pleased to provide this letter of support for the Greater Pittsburgh proposal to bring Amazon to Pittsburgh. We would be honored to serve as a strategic partner for this exciting initiative.

For more than 50 years, CCAC has been focused on workforce development—long before that term defined the process of connecting people with available jobs. Understanding the needs of our region's employers and developing and re-tooling programs to meet those needs have always been part of the college's mission. Additionally, CCAC's status as one of the largest comprehensive community colleges in Pennsylvania enables us to adapt quickly to changing economic trends and conditions while delivering top-notch, industry-driven training to both employers and employees alike.

Building on these strengths, CCAC is currently planning to advance workforce development and education through a new Collaborative Workforce Initiative that includes:

- Using regional forecasting planning strategies to address emerging workforce needs;
- Working with advocates and leaders to connect employers and job seekers with the college;
- Utilizing an internal and external advisory committee to identify, address and develop appropriate education and training programs to provide individuals with enhanced knowledge and skills; and
- Providing a centralized "home base" for CCAC workforce development while at the same time ensuring that its focus is integrated into all of the college's programs and curricula.

Announced this past September, CCAC's new workforce initiative will enable many more individuals to acquire the skills they need to successfully compete in today's global economy. It will also include the construction of a new Workforce Training Center, which will serve as the region's newest training hub for a diverse range of in-demand career fields. As such, the college is uniquely positioned, as well as flexible, to meet the educational needs of secondary and postsecondary students who wish to pursue careers in Science, Technology, Engineering, Arts, and Mathematics (STEAM).

Workforce development is a top priority for CCAC, and the new workforce development center will enable the college to maximize its potential to develop new and future workforce talent to benefit the region's growing economy. This initiative is about building upon the college's past success to provide workforce training and development at CCAC in new and innovative ways—ones that will not only benefit employers and employees, but will benefit all those who call Southwestern Pennsylvania home.

On behalf of the Community College of Allegheny County and the college's board of trustees, the team looks forward to welcoming Amazon to Pittsburgh, and working in collaboration with the region's stakeholders to educate and train a skilled and talented pipeline of workers ready to respond to Amazon's current and future workforce demands.

Sincerely,

A handwritten signature in blue ink, appearing to read "Quintin B. Bullock", with a horizontal line extending to the right.

Dr. Quintin B. Bullock
President

“Workforce development is a top priority for CCAC, and the new workforce development center will serve as the region’s newest training hub for a diverse range of in-demand career fields.”

–Dr. Quintin Bullock, President, CCAC

University and College Letters of Support

October 16, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121



Re: Amazon HQ2

Dear Ms. Sullivan:

As the president of Robert Morris University, I am excited to support Pittsburgh's bid for Amazon's next headquarters. RMU is a preferred strategic partner for corporations, organizations, and professionals in the Pittsburgh region and beyond, and we demonstrated our agility when we become the first and only member of Amazon Web Services' AWS Academy program in the state of Pennsylvania.

This partnership grew out of my service on the U.S. Department of Veterans Affairs' MyVA Advisory Committee, of which Teresa Carlson, Vice President, Worldwide Public Sector at Amazon Web Services, was also a member. Teresa and I discussed our mutual commitment to diversity and inclusion in STEM fields, and Teresa shared with me that Amazon needed more IT workers to become certified in AWS technology.

I immediately set to the task Dr. Derya Jacobs, RMU Vice President for Corporate Relations & Senior Vice Provost. Derya quickly identified the right RMU faculty from both our School of Science Engineering and Math as well as the School of Communication and Information Systems to teach the courses, and we soon reached an agreement with AWS. I dare say that Amazon was pleasantly surprised that a university could be so nimble and user-friendly, but it's typical of how we do business. That's the reason why so many RMU graduates are CEOs of Pittsburgh's leading corporations, and why more and more organizations turn to us to provide leadership development to their employees.

As I noted, RMU shares Amazon's commitment to promoting a diverse and inclusive STEM workforce, and we offer numerous K-12 outreach programs to nurture interest in engineering, science, and high-tech careers. RMU also is a leader in cyber security research and education, with a particular emphasis on mobile security, and we have trained dozens of faculty from other institutions to teach students and IT workers to keep mobile devices and networks safe and secure. In addition, RMU supports our veterans as one of the first Post 9-11 GI Bill Yellow Ribbon private universities in the state providing innovative programming like our 3D Printing Veterans Boot Camp co-sponsored by Google and General Electric.

RMU is committed to working with the City, County, and other institutional and community partners to ensure that Amazon has the talent it needs to build its headquarters. We know that your needs will evolve as the organization evolves, and we have always proven, like you, that we can stay a step ahead.

Sincerely,

A handwritten signature in black ink, appearing to read "CH", is written over a horizontal line.
Dr. Christopher Howard
President, Robert Morris University

“RMU is a preferred strategic partner for corporations, organizations, and professionals in the Pittsburgh region and beyond, and we demonstrated our agility when we become the first and only member of Amazon Web Services' AWS Academy program in the state of Pennsylvania.”

—Dr. Christopher Howard, President,
Robert Morris University

University and College Letters of Support



Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

October 13, 2017

Dear Ms. Sullivan:

On behalf of West Virginia University and its affiliated research & economic development entity, the WVU Innovation Corporation, I am writing to express our support of the Amazon HQ2 proposal from the Pittsburgh region. As the second largest university in the greater Pittsburgh region, and as one of the largest employers in the State of West Virginia, we recognize that Pittsburgh's success in its Amazon HQ2 proposal will have a wide-reaching impact on the economic development of the entire multi-state region.

We look forward to supporting Pittsburgh's Amazon HQ2 proposal by adding to the strong pipeline of talent for Amazon in the Pittsburgh region. Toward that end, together with our partners across the State of West Virginia, we have already launched and are creating additional initiatives focused on teaching software development, data analysis, supply chain and cybersecurity skills to our 33,000 students, as well as to adult learners and K-12 students across the State. In addition, recognizing that our 200,000 living alumni are WVU's greatest asset, and we are actively working to connect our alumni with exciting opportunities in the region such as Amazon.

West Virginia University stands ready to support the Amazon's HQ2 by continuing to grow the Pittsburgh region's pipeline of world-class technical and business talent. We believe that Pittsburgh is an ideal location for Amazon's HQ2, and is one that will provide broad benefits for the population of Pittsburgh and the larger tri-state area.

Thank you for giving serious consideration to Pittsburgh's proposal. Please feel free to contact me if I can provide you with any additional information.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Matt Harbaugh'.

Matt Harbaugh
Executive Director
WVU Innovation Corporation
(304) 293-6194
matt.harbaugh@mail.wvu.edu

P.O. Box 6216, 886 Chestnut Ridge Road, Morgantown, WV 26506

“We believe that Pittsburgh is an ideal location for Amazon’s HQ2, and is one that will provide broad benefits for the population of Pittsburgh and the larger tri-state area.”

**–Matt Harbaugh, Executive Director,
WVU Innovation Corporation**

University and College Letters of Support



Office of the President

Paul Hennigan, President

201 WOOD STREET, PITTSBURGH, PA 15222

phone 412-392-3990

fax 412-392-4715

presidentsoffice@pointpark.edu

www.pointpark.edu

October 13, 2017

Ms. Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

Point Park University is committed to being one of the most dynamic, private, urban universities in America with an intense focus on student success through distinctive, innovative, and experiential learning. We at the University are excited to support our city's bid for Amazon's next headquarters.

Talent is the foundation for our region's economy, and the reason why Pittsburgh is the right place for Amazon's future. Our graduates have already supported the transformation of industries at the focal points of the innovation economy. At Point Park, we provide industry-leading programming via:

- **The Rowland School of Business**, whose Cooperative Education program produces highly trained, ready-to-work graduates in key fields such as finance, sports, arts, and entertainment management, and information technology.
- **The Center for Media Innovation**, which, as one of only a handful of centers of its kind in the United States, focuses on preparing students to tell stories in innovative and creative new ways using cutting-edge technology. The Center contributes to the narrative and financial sustainability of the field of journalism in content production and beyond.
- **The Pittsburgh Playhouse**, set to open in Fall 2018. The only complex of its kind in the country, the new Pittsburgh Playhouse will bring together all aspects of entertainment and theater arts, providing a multi-disciplinary opportunity for collaboration across all dimensions of the entertainment industry. The Playhouse will provide an "artistic research and development" atmosphere where entertainment industry professionals can develop and test new productions.

Point Park University is committed to working with the City of Pittsburgh, Allegheny County, and other institutional and community partners to ensure that our region can be the next great partner for Amazon and its next headquarters expansion. We look forward to collaborating with Amazon.

Sincerely,

A blue ink signature of Paul Hennigan, written in a cursive style.

Paul Hennigan
President, Point Park University

University and College Letters of Support



DUQUESNE UNIVERSITY
OFFICE OF THE PRESIDENT

October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

On behalf of Duquesne University, I am pleased to endorse our city's bid for Amazon's next headquarters.

As a Catholic university which has called Pittsburgh home for nearly 140 years, Duquesne has grown from a one-room school to a 50-acre campus with nearly 10,000 students, 3,000 employees and 90,000 alumni. This talent pool is the foundation for our region's economy and the reason why Pittsburgh is the logical place for Amazon's future. Our graduates have already supported the transformation of industries central to the innovation economy. In particular, we provide industry-leading programs in key fields such as: Mathematics and Computer Science; Information Systems Management; Entrepreneurship and Sustainability, as well as many healthcare-related programs.

The University's new strategic plan focuses on creating bold pathways to offer students the knowledge and skills they will need for 21st century careers, as well as enhancing community engagement through mutually beneficial partnerships that advance the City, the region and the world. The plan will help to accelerate the robust entrepreneurial culture and strong cross-sector partnerships that we already have here in Pittsburgh. The region is growing and ideally suited to support Amazon's innovation in the consumer marketplace.

Amazon would be coming to Pittsburgh at an exciting time. Over the past two years, the University has participated in the Uptown Eco-Innovation District Initiative as a key neighborhood stakeholder and anchor institution. This groundbreaking initiative is an opportunity to identify the ways in which redevelopment can improve the environment, support the needs of existing residents, and expand entrepreneurship and job growth. And Duquesne is excited to take a leadership role in its development.

Duquesne University is committed to working with the City, County, and other institutional and community partners to ensure that Amazon has the talent it needs to build its headquarters and beyond. We look forward to the many ways we can anticipate collaborating with Amazon to help our city and region continue to thrive.

Sincerely,

Kenneth G. Gormley
President

“Amazon would be coming to Pittsburgh at an exciting time. Over the past two years, the University has participated in the Uptown eco-innovation District Initiative as a key neighborhood stakeholder and anchor institution. This groundbreaking initiative is an opportunity to identify the ways in which redevelopment can improve the environment, support the needs of existing residents, and expand entrepreneurship and job growth.”

**–Kenneth G. Gormley, President,
Duquesne University**

600 Forbes Avenue Pittsburgh, PA 15282 412.396.6060 (tel) 412.396.5811 (fax) president@duq.edu

University and College Letters of Support



10/13/2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

As representatives of **Chatham University**, one of the leading institutions for **Sustainability and Gender Equity** in the Pittsburgh region, we are excited to support our city's bid for Amazon's next headquarters.

Talent is the foundation for our region's economy and the reason why Pittsburgh is the right place for Amazon's future. Our graduates have already supported the transformation of industries at the focal points of the innovation economy. In particular, we provide industry-leading programs in key fields such as:

- **Sustainability:** A national leader in Sustainability, Chatham received a Campus Excellence Award from the International Sustainable Campus Network in 2013 (the only North American institution honored that year); ranked in the top 5 in the nation for sustainable achievements in the Sustainable Tracking, Assessment & Rating System (STARS); and has been named one of the 50 Greenest Colleges in America by *Princeton Review* (2015). To further its commitment to sustainability, Chatham established the Falk School of Sustainability & Environment, preparing students to play a meaningful role in shaping a more sustainable future, and Eden Hall Campus, the first academic community in the world built from the ground up for the study of sustainable living, learning, and development.
- **Gender Equity:** In 2017 Chatham was ranked #3 in College Magazine's Top Colleges for Aspiring Women Leaders. Founded as a women's college and boasting a nearly 150-year commitment to gender equity, Chatham today includes the Chatham University Women's Institute, the Pennsylvania Center for Women & Politics, and the Center for Women's Entrepreneurship. The Center for Women's Entrepreneurship at Chatham University has been creating economic opportunities for women through entrepreneurial education and training, mentoring, and networking since 2005. In 2016, the Center was awarded a U.S. Small Business Administration Women's Business Center, "Chatham's Women's Business Center" (CWBC). Since then, CWBC has provided 567 hours of counseling to 269 clients, which has directly contributed to 62 new businesses and \$2.6M in raised capital through a combination of equity, SBA loans, and private loans. Through its entrepreneurial training programs and workshops, CWBC has served over 800 women entrepreneurs with 154 training hours.
- **Academic Excellence:** 60 undergraduate and graduate programs in sustainability, health & lab sciences (excluding MDs, Chatham prepares more healthcare professionals than any other college or university in the Pittsburgh region), business & communication, and the arts & humanities. New degree programs in Management Information Systems and Applied Data Science Analytics.

Woodland Road . . . Pittsburgh, PA 15232 . . . 412-365-1100 . . . www.chatham.edu
FOUNDED 1869

- **Community Engagement:** For 5 years running, Chatham has been named to the President's Higher Education Community Service Honor Roll. Part of Chatham's mission, examples of the Chatham community's service to and engagement with the greater Pittsburgh community includes: the Falk Fellows program, through which grad students in the Falk School consult on neighborhoods' sustainability projects; Chatham undergraduates' participation in the prestigious Bonner Leaders Program, through which students earn federal work study funds while serving local communities; Words Without Walls, through which graduate writing faculty and students teach in the prison system; and All Star Code, a New York City-based nonprofit that teaches African-American and Latino teenage boys how to code and become an entrepreneur during free, six-week-long summer programs, and which expanded outside New York City for the first time to host a program for 20 boys at Chatham University in Pittsburgh.
- **International Education:** Chatham's Global Focus Program received Council for International Exchange of Scholars prestigious Andrew Heiskell Award for Internationalizing the Campus (2003). For its high undergraduate participation in study abroad, Chatham was ranked 9th in the country among Top 40 Masters Colleges and Universities in the 2012 Open Doors Report (2012).

In the coming years, we have committed to investing in these programs, investments that will accelerate the robust entrepreneurial culture and strong cross-sector partnerships that is already here in Pittsburgh. This environment is growing—and ideally suited to catalyze Amazon's continued development as an innovative disruptor of consumer markets.

We are committed to working with the City, County, and other institutional and community partners to ensure that Amazon has the talent it needs to build its headquarters and beyond.

Sincerely,

A handwritten signature in dark ink, appearing to read "David Finegold".
David Finegold, DPhil
President
Chatham University

University and College Letters of Support



A PRIME PARTNERSHIP

**TEAMWORK
HEART
ENERGY**

**GRIT
OPPORTUNITY
LEADERSHIP
DETERMINATION**

**SELFLESS
TRUST
ATTITUDE
NONSTOP
DISCIPLINE
ACCOUNTABILITY
RESPECT
DOMINATE**



**Pitt
THE SCRIPT**

The University of Pittsburgh Athletics family strives to achieve comprehensive excellence by working together tirelessly to build bridges to the community, our supporters and the history of our university. Pitt Athletics has tremendous expectations for our student-athletes, coaches and staff and our shared commitment to excellence fosters an environment of achievement and inspires our teams to perform to The Gold Standard.

OUR BRIDGES

STUDENT-ATHLETE EXPERIENCE 365
We provide extraordinary experiences for our student-athletes, giving them a foundation for success beyond their college careers.

UNITE AND ENGAGE
Pitt Athletics serves as a source of pride connecting the university's past, present and future, while creating meaningful relationships.


INTEGRITY ALWAYS
Integrity is the highest governing value in how we lead and shape future leaders.

INNOVATE AND CREATE
We are forward-thinking in all that we do, creating new ways to achieve, lead and inspire.

PERSISTENCE IN PURPOSE
Like the city we call home, we show resolve, passion and toughness in pursuit of The Gold Standard.

CHAMPIONS LIVE HERE
Pittsburgh is the City of Champions. We prepare to win and expect success.

HAIL TO PITT



PITT ATHLETICS AMAZON LEADERSHIP INSTITUTE
Pitt Athletics will partner with Amazon to create a Leadership Institute.

- The Leadership Institute will be designed to teach the values of teamwork, communication, trust and leadership through competition and leadership programming
- Access to Pitt Athletic venues
- On-court/On-field experience led by coaches and Pitt alumni
- Group discussion with Head Coaches and Department Executives
- Corporate Coaches Luncheon Series at Pitt Athletic venues

ALL-ACCESS TO PITT ATHLETICS
Pitt will provide Amazon with unparalleled access to its athletic department.

- Potential training camp series with football and men's basketball
- Day in the Life feature series on student-athletes and administrators
- Hail to Pitt features with prominent alumni

SUITES AT HEINZ FIELD & PETERSEN EVENTS CENTER
Pitt Athletics will issue Amazon a suite at Heinz Field for all Pitt football home games as well as at the Petersen Events Center for all men's and women's basketball games for each of the next three seasons.

- Football Suite (33 seats)
- Men's Basketball Suite (16 seats)
- Women's Basketball Suite (16 seats)

AMAZON PITT PERKS
Pitt Athletics will partner with Amazon to provide employee incentive opportunities.

- Pitt Team Store Discount (20% off with employee ID card)
- Discounted Hotel Accommodations through Pitt contracted hotel partners
- Discounted Tailgate experience through Tailgate Guys on the Great Lawn at Heinz Field

PITT ATHLETICS TICKET INCENTIVES
Pitt Athletics will offer Amazon employees exclusive discounts off season tickets, mini packages and single-game tickets for each of the next three seasons.

- Football Season Tickets (20% off ticket value)
- Men's Basketball Season Tickets (10% off ticket value)
- Women's Basketball Season Tickets (50% off ticket value)
- Volleyball Season Tickets (50% off ticket value)
- Wrestling Season Tickets (50% off ticket value)
- Additional ticketed programs: Baseball, Gymnastics and Men's Soccer

IN-VENUE SPONSORSHIP & SIGNAGE
Pitt Athletics provides Amazon with in-venue signage at home events and around the city of Pittsburgh.

- Courtside LED at Petersen Events Center
- Ribbon Boards at PEC
- Scoreboard advertisements at Heinz Field and PEC
- Photographer vests to be worn at all Pitt Athletics events featuring Pitt and Amazon logos
- Pitt Prime Student Shuttle Bus Wraps

APPENDIX F:

Business Community Letters of Support

Business Community Letters of Support



Greater Pittsburgh Chamber of Commerce | Pennsylvania Economy League of Greater Pittsburgh | Pittsburgh Regional Alliance

11 Stanwix Street, 17th Floor
PITTSBURGH, PA 15222-1312

T: 412.281.1890
AlleghenyConference.org

October 19, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We are writing to you today on behalf of the Allegheny Conference on Community Development (Conference) to express our full support for Pittsburgh's proposal to locate Amazon HQ2 in our region. We believe Pittsburgh not only has the talent, innovation ecosystem and business-friendly environment that will allow Amazon HQ2 to thrive, but also a unique sense of place, community mindset and entrepreneurial spirit that future HQ2 employees will find attractive.

The Conference, a private sector nonprofit representing 10 counties in southwestern Pennsylvania, is the parent of three affiliated organizations – the Greater Pittsburgh Chamber of Commerce, the Pennsylvania Economy League of Greater Pittsburgh and the Pittsburgh Regional Alliance. These organizations work together to improve the economic future and quality of life in the Pittsburgh region.

For almost 75 years, the Conference has been bringing together public and private sector leaders to drive an agenda to transform the 10-county Pittsburgh region. We've worked closely with many partners – including the City of Pittsburgh and Allegheny County – to set a regional vision and build consensus on achieving goals to improve our region. This model has worked for two generations, leading to environmental and economic transformation.

Our transformative work continues today as we seek to connect people to opportunity by focusing on economic and community development initiatives, building and reinforcing

systems that support sustainability and opportunity through world-class infrastructure, and improving access to economic opportunity.

With our commitment to supporting Pittsburgh's vibrancy, inclusivity and economic competitiveness, we can confidently say that Amazon's HQ2 is a fit for our region. Moreover, we are prepared to bring to bear our resources and significant public-private partnerships, which include corporate, philanthropic and government entities, to work with you on this project for the benefit of Amazon and of the Pittsburgh region.

The Conference, through our economic development affiliate which serves as a single point of contact for companies looking to locate in the Pittsburgh region, is at the ready to ensure a soft landing and support for your long-term success here. We are also committed to complementing the significant investment of HQ2 by supporting investments and initiatives that encourage innovation, develop our workforce, support neighborhood stability and affordability and ensure our region has the necessary public and institutional infrastructure to accommodate growth.

We believe Amazon HQ2 and the Pittsburgh region are a perfect match, and we are pleased to further discuss these commitments and the exciting opportunities for Amazon in the Pittsburgh region.

Sincerely,

A handwritten signature in blue ink, reading "Richard J. Harshman".

Richard J. Harshman
Chairman, President and Chief Executive Officer
ATI

Robert O. Agbede
President and Chief Executive Officer
Hatch Chester

Leroy M. Ball Jr.
President and Chief Executive Officer
Koppers Inc.

John A. Barbour
Executive Chairman
Buchanan Ingersoll & Rooney PC

Jeff Broadhurst
President and Chief Executive Officer
Eat'n Park Hospitality Group, Inc.

A handwritten signature in blue ink, reading "Bill Demchak".

William S. Demchak
Chairman, President and Chief Executive Officer
The PNC Financial Services Group, Inc.

Julie Caponi
Assistant Treasurer
Arconic Inc.

Helen Hanna Casey
President
Howard Hanna Real Estate Services

Randall S. Dearth
President and Chief Executive Officer
Calgon Carbon Corporation

Nicholas J. DeLulius
Chief Executive Officer
CONSOL Energy Inc.

Business Community Letters of Support

Vincent J. Delie Jr.
President and Chief Executive Officer
F.N.B. Corporation

J. Christopher Donahue
President and Chief Executive Officer
Federated Investors, Inc.

Audrey Dunning
Senior Vice President
CGI

John J. Engel
Chairman
WESCO International, Inc.

Mark Eubanks
President
Eaton

Michele Fabrizi
President and Chief Executive Officer
MARC USA

Karen Wolk Feinstein
President
Jewish Healthcare Foundation

Daniel K. Fitzpatrick
President and Chief Executive Officer
Citizens Bank of PA / NY / NJ / DE

Kimberly Tillotson Fleming
Chairman and Chief Executive Officer
Hefren-Tillotson, Inc.

Dawn Fuchs
President and Chief Executive Officer
The Weavertown Environmental Group

Patrick D. Gallagher
Chancellor
University of Pittsburgh

William P. Getty
President
Claude Worthington Benedum Foundation

Kenneth G. Gormley
President
Duquesne University

Steven J. Guy
President and Chief Executive Officer
Oxford Development Company

Charles L. Hammel III
President
PITT OHIO

Paul Hennigan
President
Point Park University

David L. Holmberg
President and Chief Executive Officer
Highmark Health

Christopher B. Howard
President
Robert Morris University

Michael Huwar
President
Columbia Gas of Pennsylvania, Inc.

Scott D. Izzo
Director
Richard King Mellon Foundation

Farnam Jahanian
Interim President
Carnegie Mellon University

Laura Karet
Chief Executive Officer
Giant Eagle, Inc.

William Lambert
President and Chief Executive Officer
MSA Safety, Inc.

Gerald F. MacCleary
President
Covestro LLC

David J. Malone
President and Chief Executive Officer
Gateway Financial Group, Inc.

Michael H. McGarry
Chairman and Chief Executive Officer
PPG

Linda L. Moss
Regional President
FirstEnergy Corporation

Todd C. Moules
President
KeyBank

Morgan K. O'Brien
President and Chief Executive Officer
Peoples Natural Gas

Robert P. Oeler
Chairman
Dollar Bank, FSB

Grant Oliphant
President
The Heinz Endowments

Stacey Olson
President - Chevron Appalachia, LLC
Chevron

Antonis Papadourakis
President and Chief Executive Officer
LANXESS Corporation

Richard Riazzi
President and Chief Executive Officer
Duquesne Light Company

Jeffrey A. Romoff
President
UPMC

Steven T. Schlotterbeck
Chief Executive Officer
EQT Corporation

James R. Segerdahl
Global Managing Partner
K&L Gates LLP

Venkee Sharma
President and Chief Executive Officer
Aquatech International Corporation

Susan Baker Shipley
Regional President
The Huntington National Bank

George L. Stewart II
Partner
Reed Smith LLP

Ian K. Stewart
Chairman of BNY Mellon PA, Exec. VP, CEO Treasury Services
BNY Mellon

William E. Strickland Jr.
President and Chief Executive Officer
Manchester Bidwell Corporation

Sunil Wadhwani
Managing Partner
Sunil and Nita Wadhwani Family Foundation

Lara Washington
President
AHRCO

Business Community Letters of Support

Pittsburgh Technology Council

October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

The Pittsburgh Technology Council, which serves as the oldest and largest technology trade association in North America, is excited to welcome Amazon's next headquarters to the Pittsburgh tech and innovation community.

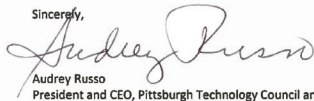
Over the past decade, I have witnessed the phenomenal growth of innovation and tech companies in Pittsburgh and across our metro area. The technology sector represents 33% of our regional payroll.

Serving on our board of directors, we have representation from the leading tech companies which include Google, Duolingo, Carnegie Mellon, University of Pittsburgh and multiple leaders who have exited their own companies. This board works actively to build a strong, organic ecosystem. We also work closely with the leadership of the Amazon Pittsburgh office, particularly as they plot their technology talent growth.

Our work at the Tech Council includes public policy, talent attraction, capital investment and visibility. We represent the voices of the entire ecosystem to facilitate the growth needed. Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. Our city is leading in key areas such as life sciences, health tech, robotics, automation, AI, VR, cyber security and advanced manufacturing. Venture investment from outside of Pittsburgh over the last 3 years has reached record levels. The growth of our urban core has created a rapid transformation to include amenities which compare to any major metropolitan area. Six regional universities accounted for over 10,000 science, engineering and health field graduate students in 2015, the last year for which complete data is available.

As you can see, this is a powerful region who has successfully transformed to an innovative epicenter. We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,



Audrey Russo
President and CEO, Pittsburgh Technology Council and Fortyx80.org

2000 Technology Drive Pittsburgh, PA 15219-3110 PHONE 412.687.2700 FAX 412.687.5232 www.pgtech.org

Business Community Letters of Support

Pittsburgh Robotics Network



October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

The Pittsburgh Robotics Network is very excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Pittsburgh is the home to many dozens of robotics technology companies and we've made our home here due to the many benefits of being in Pittsburgh. Many other large tech companies also make their development home here from Uber, Google, AutoDesk, Caterpillar and others.

Pittsburgh is the hotbed of tech, robotics, and entrepreneurship in the country. Our city is leading in key areas such as software for systems, AI, machine learning, and many more areas. The city and the universities here are strongly supportive and continue to drive interest in Pittsburgh.

We look forward to building an even stronger community here in Pittsburgh with Amazon. Please don't hesitate to reach out with any questions.

Sincerely,

Kevin Dowling
Founder, Pittsburgh Robotics Network
www.roboPGH.com
kevin@kaarta.com

“Many other large tech companies also make their development home here from Uber, Google, AutoDesk, Caterpillar and others. Pittsburgh is the hotbed of tech, robotics, and entrepreneurship in the country.”

**–Kevin Dowling, Founder,
Pittsburgh Robotics Network**

Business Community Letters of Support

innovation
works

Nova Place Tower 2
Two Allegheny Center
Pittsburgh, PA 15212
412-681-1520
www.innovationworks.org

October 13, 2017



Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Innovation Works are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Innovation Works has been instrumental over the past 35 years in helping to transform the Pittsburgh region from one focused on metals manufacturing to one that has a broad entrepreneurial and innovation-driven economy. With this transformation, Pittsburgh has the workforce, anchor institutions and technology focus that Amazon needs.

Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. Our city is leading in key areas such as robotics and automation, computer learning, and IOT – all key innovation focuses for Amazon. Recognizing the wealth of opportunity in these areas, Innovation Works has invested in over 200 local startup technology companies through our Seed Fund – making our organization one of the most active seed-stage investors in recent years (including the most active nationally this year). Those companies have raised a collective \$2 billion in follow-on funding and employ over 18,000 people in the Pittsburgh region. Our companies have found the talent to grow their businesses from the local labor force or have had great success in recruiting new talent to a region that has great employment opportunities.

Armed with an engineering degree from Carnegie Mellon University and several years of corporate R&D experience, I co-founded a robotics company in Pittsburgh 25 years ago. When I left the top position at that business 12 years ago, it had been acquired by a Fortune 20 company and employed 2,000 here in Pittsburgh. Our acquirer saw the local region as a great place to further grow their operations. I share this story because I am living proof that Pittsburgh is not only an ideal location for creating a startup, but also for scaling large corporations.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

Richard R. Lunak
President and CEO

“Innovation Works has invested in over 200 local startup technology companies through our Seed Fund – making our organization one of the most active seed-stage investors in recent years (including the most active nationally this year)...Our companies have found the talent to grow their businesses from the local labor force or have had great success in recruiting new talent to a region that has great employment opportunities.”

–Rich Lunak, President & CEO,
Innovation Works

Business Community Letters of Support



October 19, 2017

Holly Sullivan
Head of WW Economic Development,
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

Dear Ms. Sullivan:

This letter conveys our deep and enthusiastic support for locating Amazon HQ2 in the Pittsburgh region. Pittsburgh's bid reflects existing priorities and initiatives that are already underway, not speculative future plans. The team that came together to work on this process are a specific example of a general theme: Pittsburgh institutions simply work well together to get things done.

InnovatePGH is a public/private partnership between Pittsburgh's leading research universities, foundations, companies, and public officials. Our work focuses on building a tech-based economic development model centered on the Oakland Innovation District; a place-based innovation network connecting the university/research hub in Oakland with neighborhoods across the city. InnovatePGH is also a platform to connect the region's growing strength in specialized technology education with existing, nationally recognized, workforce development pipelines. Our mission is to connect and support the entrepreneurs, firms, and research institutions that define our region's high-tech economy.

Pittsburgh's bid squarely aligns with our mission. It rightly positions Pittsburgh's research universities as the crown jewel of the region and highlights how the connectivity between these institutions and firms of all sizes. The bid also articulates the commitment of local stakeholders to fill demand in the region's high growth sectors including healthcare, robotics, and software and existing sector strengths such as advanced manufacturing and corporate services. Finally, the bid emphasizes of the city's public spaces assets to both attract and retain high-skilled workers.

Amazon will find a strong partner in InnovatePGH. We represent a new and unprecedented collaboration focused solely on the success of Pittsburgh's innovation economy. Specifically, our tech-firm attraction strategy will develop a steady flow of startups and provide a one-stop-shop to connect with university faculty. Our work in building the Oakland Innovation District will benefit Amazon by integrating the firm into a world-class medical and engineering network that is affordable, vibrant, and city-wide.

InnovatePGH is excited to support the city's HQ2 bid and to welcome Amazon to Pittsburgh.

Sincerely,

Sean C. Luther,
Executive Director

3710 Forbes Avenue, 2nd Floor
Pittsburgh, PA 15213

“Pittsburgh’s bid reflects existing priorities and initiatives that are already underway, not speculative future plans. The team that came together to work on this process are a specific example of a general theme: Pittsburgh institutions simply work well together to get things done.”

**–Sean Luther, Executive Director,
Innovate PGH**

Business Community Letters of Support



BUILDING A **STRONGER** WEST VIRGINIA

October 13, 2017

Ms. Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

I am truly excited to provide you this letter of support for the selection of Pittsburgh, Pennsylvania as the second Amazon headquarters location. I'm confident you will see that the innovative and entrepreneurial culture of the Pittsburgh region is a perfect location to enable the continued and unrivaled growth of Amazon. Moreover, this region provides unique and substantial business opportunities for Amazon that can't be found in other locations.

For example, here in Fairmont, West Virginia, approximately 90 miles south of Pittsburgh, the National Oceanic and Atmospheric Administration (NOAA) and the U.S. Department of Commerce, have made substantial investments in the **I-79 Technology Park**. NOAA chose to locate their Environmental Security Computing Center (ESCC), one of the nation's most advanced supercomputing centers, in the park six years ago. The following year, NOAA chose to also locate their two most important satellite ground stations in the park, the Geostationary Operational Environmental Satellite - R series (GOES-R) and the Joint Polar Satellite System (JPSS). The park has since become home to NOAA's Cyber Security Operations Center (SOC), and the U.S. Department of Commerce will very likely locate its Enterprise Security Operations Center (SOC) in the park in 2018. All of these operations are supported by a 100 Gigabit per second national NOAA network called "NWAVE" that includes new fiber infrastructure from the park into Pittsburgh.

This cluster of activity represents a unique business development opportunity that Amazon is, in fact, already pursuing. These NOAA programs handle tens of terabytes of data generated daily by NOAA satellites and other devices around the planet. The

1000 Technology Drive • Suite 1000 • Fairmont, WV 26554 • 877-363-5482 • Local: 304-366-2577 • Fax: 304-366-2699 www.wvhtf.org

business opportunity is generally related to what will likely be an unprecedented need for unique Cloud Computing support. The I-79 Technology Park will continue to play an increasing role in a high priority federal program called the **NOAA Big Data Project (BDP)** – something of relevance to Amazon. NOAA describes the project as follows. *"The NOAA BDP was created to explore the potential benefits of storing copies of key observations and model outputs in the "Cloud" to allow computing directly on the data without requiring further distribution. Such an approach could help form new lines of business and economic growth while making NOAA's data more easily accessible to the American Public."*

Amazon Web Services (AWS) is already actively engaged in the NOAA BDP effort through a Cooperative Research and Development Agreement (CRADA) with NOAA – along with five other infrastructure-as-a-service (IaaS) providers. It is widely accepted that this effort has enormous economic potential and will be a core program activity within the U.S. Department of Commerce for many years. Because of the substantial potential of the NOAA BDP, it would be strategically advantageous for Amazon to locate its headquarters in the Pittsburgh region to exploit the geographical proximity and the existing telecommunications infrastructure related to the growing program activity at the I-79 Technology Park. Because the potential of such a collaboration is so significant, I am officially offering Amazon and Amazon Web Services FREE land at the I-79 Technology Park for the construction of a data center that could specifically support Cloud Service operations related to the unique requirements of programs such as the NOAA BDP.

Please do not hesitate to contact me if you would like to discuss the opportunity further.

Sincerely,

A stylized, handwritten signature in black ink, appearing to read "JL Ester".

James L. Ester
President and CEO

1000 Technology Drive • Suite 1000 • Fairmont, WV 26554 • 877-363-5482 • Local: 304-366-2577 • Fax: 304-366-2699 www.wvhtf.org

Business Community Letters of Support

William S. Demchak
Chairman, President and Chief Executive Officer
T 412-768-2927 bill.demchak@pnc.com



October 5, 2017

To whom it may concern,

For more than 160 years, Pittsburgh has been home to my company, the PNC Financial Services Group. Through the decades, we have grown a small Pittsburgh bank into one of the largest financial services providers in the United States, and we've succeeded in no small part because of where we've come from. As you consider where to invest in Amazon's future, I strongly urge you to build that future here.

At PNC, we have invested in Pittsburgh to grow our brand here and elsewhere. In just the last 15 years, we have built a major new operations center, a new mixed-use office building and a new headquarters tower in the heart of the city's central business district. We have renovated other existing buildings to create even more attractive, environmentally friendly workspaces. In total, we've built or renovated approximately 4 million square feet of downtown office space, and we've been able to do so in a cost-effective way due to Pittsburgh's relatively low cost of land, labor and materials.

As we have grown, the city and the greater region have supported and built around us, creating more vibrant community spaces; introducing amenities such as bike lanes to encourage healthier living; and investing in green spaces, improved public transit for enhanced accessibility and other assets that make Pittsburgh an even more attractive destination to the talent we seek.

Today, nearly 13,000 PNC employees work in the Pittsburgh market. Still, I am often asked about the challenge of attracting and retaining talent in Pittsburgh. The fact is, being in Pittsburgh has proven to be an advantage. We benefit from the region's highly educated workforce. With more than 30 colleges and universities in and around Pittsburgh, including Carnegie Mellon and the University of Pittsburgh, it's not at all difficult to find talent whether we're looking for finance majors; quantitative analysts; or computer science grads with specialties in programming, cybersecurity, artificial intelligence or robotics. And they really aren't hard to recruit from elsewhere, either, because Pittsburgh offers a combination of opportunity and quality of life that are hard to match.

Pittsburgh is the best place we could choose to run our company. We enjoy tremendous partnerships with local business, civic and community leaders. Our relationship with the Tepper School of Business at Carnegie Mellon, for instance, has helped us think through new approaches to the vast transformation taking place within our industry and to redefine our customer experience for the future. Through PNC Grow Up Great – our \$350 million effort to improve access to quality early childhood education – we have partnered with groups including the Fred Rogers Center to give millions of more children here and across our footprint a better chance at lifetime success.

The PNC Financial Services Group
The Tower at PNC Plaza 300 Fifth Avenue Pittsburgh Pennsylvania 15222
www.pnc.com

Pittsburgh has long supported us as a member of this community, and we have been proud to play a role in the reinvention of this region. Pittsburgh's economic, environmental and cultural evolution has given rise to a bustling community of technology thought leaders that are driving innovation. Apple, Google and Facebook are just a few of the Silicon Valley brands that have taken notice and put down roots in our region, and I am proud to add my voice to the community of leaders who believe that Amazon should be the next to come and capitalize on all that Pittsburgh has to offer.

Sincerely,

Bill Demchak
Chairman, President and Chief Executive Officer

“We enjoy tremendous partnerships with local business, civic, and community leaders. Our relationship with the Tepper School of Business at Carnegie Mellon, for instance, has helped us think through new approaches to the vast transformation taking place within our industry and to redefine our customer experience for the future.”

–Bill Demchak, Chairman, President, CEO,
PNC Bank

Business Community Letters of Support



Ian K. Stewart
Executive Vice President
CEO of Treasury Services and
Chairman of BNY Mellon of
Pennsylvania

500 Grant Street
Pittsburgh, PA 15258

412 234 4478
ian.k.stewart1@bnymellon.com

10/6/2017

To Whom it May Concern at Amazon,

I know you're receiving a lot of unsolicited letters (and at least one 21-foot cactus) as cities across North America vie for the opportunity to host your second headquarters. You'd be wise to place Pittsburgh at the top of your list.

After growing up in Boston and spending most of my career in New York City, I moved my family to Pittsburgh about two-and-a-half years ago when I became Chairman of BNY Mellon Pennsylvania. I wasn't entirely sure what it would be like to live in this comparatively smaller city, but was happy to find its culture warm and welcoming from the very start.

Today I can tell you Pittsburgh's highly educated workforce, low cost of living, passion for innovation, culture and community have not only made it home to BNY Mellon's largest employee base (more than 7,100 strong) and one of the company's nine global innovation centers, but also helped to attract well-known, forward-thinking companies like Google and Uber.

Pittsburgh sits in an accessible and strategic location within 500 miles of 41% of U.S. businesses, 45% of total manufacturing production, 46% of U.S. aggregate earnings and more than 40% of total U.S. retail sales. The region is also noteworthy for what doesn't happen here; it's an area that's spared from most natural disasters like earthquakes, floods, hurricanes and tornadoes¹.

The city's talent, affordability, location and infrastructure make it prime for business growth for any employer – and you don't have to take my word for it.

- Pittsburgh International Airport was named 2017 Airport of the Year by Air Transport World Magazine
- According to WalletHub, Pittsburgh is 2017's 10th best metro area for STEM professionals
- Pittsburgh ranks third among CNBC's top 15 cities in America where you can live like royalty on a \$60,000 salary
- *Harper's Bazaar* named Pittsburgh America's Most Underrated City
- MarketWatch lists Pittsburgh as the 6th most livable city in the U.S.²

Recently ranked as one of the Friendliest Cities in America by Travel + Leisure, Pittsburgh is known for its open, accommodating people, something I can personally confirm. It attracts thousands of bright, young minds to large, respected institutions like the University of Pittsburgh, Carnegie-Mellon University and Penn State University each year. Additional high-quality talent comes out of other area schools like Robert Morris, Carlow, Chatham and Point Park. The high-quality living standards and wide array of career opportunities allow us, and will allow you, to attract the talent needed for success.

I've read the list of attributes you're looking for as you search for the right place to establish Amazon HQ2. Be sure Pittsburgh gets close consideration; you'll like what you see.

To paraphrase Mr. Rogers – one of Pittsburgh's most famous and recognizable sons – “won't you be our neighbor?”

Sincerely,

Ian Stewart
CEO, Treasury Services and
Chairman, BNY Mellon Pennsylvania

¹ <http://safetyprep101.com>

² <https://www.visitpittsburgh.com/media/press-kit/pittsburgh-rankings/>

“Pittsburgh’s highly educated workforce, low cost of living, passion for innovation, culture and community have not only made it home to BNY Mellon’s largest employee base and one of the company nine global innovation centers, but also helped to attract well-known, forward-thinking companies like Google and Uber.”

– Ian Stewart, CEO Treasury Services, Chairman, BNY Mellon

Business Community Letters of Support

UBER ATG

Uber Advanced Technologies Group
50 33rd Street
Pittsburgh, PA 15201
uberatc.com

October 3, 2017

Re: Letter of Support for Amazon HQ2

To whom It may concern,

On behalf of Uber Advanced Technologies Group ("ATG"), we are excited about the recent news that Amazon is considering the greater Pittsburgh, Pennsylvania region for its HQ2. As a Pittsburgh native who spent 10 years in Silicon Valley before returning to the Pittsburgh area, I have witnessed firsthand the evolution of this region, and look forward to what's to come.

Pittsburgh has become a hub to world-renowned innovation: from well-publicized health and technical innovations that will forever change the way we live, to the vibrant civic institutions, the culture of innovation runs deep and wide. It's a great environment for companies to innovate and create, which was the primary reason we decided to open ATG in Pittsburgh. With world-class educational institutions like CMU right in our backyard, affordable cost of living, supportive state and local government, and much more, Pittsburgh is the place to be in business.

A common misconception that we dispel daily is that recruiting local talent is the easy part - that it's getting non-locals to come to Pittsburgh. To the contrary, at Uber, recruiting top talent, whether locally or from around the world, is much less of a barrier than what someone might have experienced 5 or 10 years ago. With a growing technical ecosystem in Pittsburgh, opportunities are available across many fields and has opened up a talent pipeline that non-locals are also eager to fill.

We look forward to the opportunity to welcome Amazon's HQ2 to the neighborhood.

Regards,

Eric Meyhofer, *Head of Uber Advanced Technologies Group*

“A common misconception that we dispel daily is that recruiting local talent is the easy part - it's getting non-locals to come to Pittsburgh. To the contrary, at Uber, recruiting top talent, whether locally or from around the world, is much less of a barrier than what someone might have experienced 5 or 10 years ago. With a growing technical ecosystem in Pittsburgh, opportunities are available across many fields and has opened up a talent pipeline that non-locals are also eager to fill.”

—Eric Meyhofer, Head of Uber Advanced Technologies Group

Business Community Letters of Support



October 9, 2017

Jeffrey A. Romoff
President and
Chief Executive Officer
U.S. Steel Tower
Suite 6262
600 Grant Street
Pittsburgh, PA 15219
T 412-647-4800
F 412-647-4801
romoffja@upmc.edu

As the largest non-government employer in Pennsylvania and a rapidly growing innovator like Amazon, UPMC hopes to soon be welcoming you and your new headquarters to Pittsburgh and western Pennsylvania.

Why Pittsburgh?

First and foremost, thanks to UPMC and its 80,000 employees, western Pennsylvania enjoys world-class healthcare at commercial insurance rates that are among the lowest in the country. We have transformed the health insurance market here from one of the least competitive to one of the most vibrant and innovative in the U.S., benefiting all employers in the region. And our integrated payor-provider model aligns our incentives around what is best for patients and consumers, which is why our Health Plan consistently wins top awards for service and excellence and our provider division repeatedly ranks as one of *U.S. News*' "Best Hospitals."

More boldly, UPMC is investing billions of dollars in the future of science, medicine and technology in this region, including through our partnerships with the University of Pittsburgh and Carnegie Mellon. Over the past five years, we have invested more than \$2 billion into research and education at Pitt alone. You may also have heard of UPMC's funding for the Pittsburgh Health Data Alliance. This consortium of Pitt, CMU and UPMC aims to transform the tsunami of healthcare data into technologies that will change the way we prevent and treat disease.

And you'll soon be hearing more about our funding for ground-breaking advances in immunotherapy, investments that promise to reframe our very understanding of disease pathways—leading to cures that will one day restore sight, stop cancer in its tracks and expand the "healthspan" of every human being. We anticipate that this work will draw additional entrepreneurs, pharmaceutical companies and others to western Pa. to be part of this important ecosystem.

UPMC's vision has been and will continue to be fueled by our significant investments in world-class hospitals, research labs and other facilities across the city, which have repeatedly led to revitalization of neighborhoods, a growing employment base and increased quality of life (yes, even restaurants worthy of mention in the *Washington Post*). In addition, we contribute nearly \$1 billion a year in community benefits, from free health screenings to support for the performing arts.

In short, if Amazon were to choose Pittsburgh as its new home, you would find a place that has proven to be rich soil for innovation and transformation. At least, that has been UPMC's experience. And you would find in UPMC a partner willing and able to drive this region to its full potential as an attractive home for the best and brightest minds sought by all of us.

Sincerely,

Jeffrey A. Romoff

“We have transformed the health insurance market here from one of the least competitive to one of the most vibrant and innovative in the U.S., benefiting all employers in the region. And our integrated payor-provider model aligns our incentives around what is best for patients and consumers, which is why our Health Plan consistently wins top awards for service and excellence and our provider division repeatedly ranks as one of *U.S. News*' 'Best Hospitals.'

—Jeffrey A. Romoff, President and CEO,
UPMC

Business Community Letters of Support



PPG
One PPG Place
Pittsburgh, PA 15272
T: +1.412.434.3930
F: +1.412.434.2134

Michael H. McGarry
Chairman and Chief Executive Officer

Dear Amazon Leadership Team,

PPG is the world's leading paint, coatings and specialty materials company with operations in more than 70 countries around the world. Our paint and coatings protect and beautify airplanes, automobiles, houses, industrial equipment, bridges, ships, electronics and everything in between. We have been proud to call Pittsburgh home to our global headquarters for nearly 135 years.

Why have we stayed committed to Pittsburgh? This special city and region provides a world-class quality of life for more than 2,500 PPG employees in the region; access to an educated, skilled workforce; a thriving research and development community; a competitive cost of doing business; a unique public/private partnership environment that drives collaboration; and a robust culture and arts community and boundless recreation opportunities. Not to mention championship sports teams, including the five-time Stanley Cup winning Pittsburgh Penguins, who call PPG Paints Arena home.

In addition to our headquarters, Pittsburgh is home to our global research and development center and a number of other PPG facilities. Our researchers and scientists, who have come here from around the world, work closely with our many renowned universities and startups to create the next generation of innovative paints and coatings used on autonomous vehicles, new green building designs and many other state-of-the-art technology applications.

Amazon and its employees would fit right into the fabric of this growing and transforming community. We welcome you and hope you decide to call Pittsburgh home.

Sincerely,

Michael H. McGarry
Chairman and CEO
PPG

“Why have we stayed committed to Pittsburgh? This special city and region provides a world-class quality of life for more than 2,500 PPG employees in the region; access to an educated, skilled workforce; a thriving research and development community; a competitive cost of doing business; a unique public/private partnership environment that drives collaboration; and a robust culture and arts community and boundless recreation opportunities.”

—Michael McGarry, Chairman & CEO, PPG

Business Community Letters of Support

KraftHeinz

Bernardo Hees
1 PPG Place
Pittsburgh, PA 15222

October 2, 2017

Dear Amazon Leadership Team:

In your search for a second Amazon headquarters, I offer my wholehearted endorsement of Pittsburgh as that location. As CEO of Kraft Heinz, I can attest that the city is an underrated gem -- one that has been undergoing an incredible reinvention. Let me tell you why I think the Steel City would be perfect for the next phase of your transformational company.

First, Pittsburgh has an amazing, well-educated workforce, as well as proximity to highly ranked universities including Carnegie Mellon University, the University of Pittsburgh, and Duquesne University. Students from its well-regarded colleges and professional schools often stay after graduation because of the city's affordable housing and job growth. This has led to young, aspiring Millennials joining the ranks of a local white-collar workforce that is remarkably stable.

Pittsburgh's cost of living is impressive -- so much so that *U.S. News & World Report* includes it on its "Best Places to Live." It's a place where Amazon HQ2's \$100,000 average salaries will go a long way toward real estate in the city. This affordability and safe urban streets, combined with good public schools, make Pittsburgh a great place to raise a family.

Quality of life matters -- and Pittsburgh's is superb. A city with a long history of diversity of all types, it enjoys a dynamic downtown Cultural District and beautiful tree-lined parks and green spaces. It's a sports lover's dream, with three legendary professional sports teams -- including MLB's Pittsburgh Pirates and the current Stanley Cup Champion Pittsburgh Penguins. We at Kraft Heinz proudly support the Pittsburgh Steelers, who play their football home games at our namesake Heinz Field on the riverfront (as do the University of Pittsburgh Panthers).

Corporations like ours enjoy a productive and supportive relationship with business-friendly Pittsburgh, Allegheny County, and the state government. These strong ties have attracted blue-chip employers across industries like technology, banking, healthcare, pharmaceuticals, and manufacturing to a city *U.S. News* calls "a hub of technology and education." Kraft Heinz is proud to call Pittsburgh our co-headquarters' home -- and believe Amazon also will find it an incredible place to live and do business.

Sincerely,



Bernardo Hees
Chief Executive Officer

“Quality of life matters – and Pittsburgh’s is superb. A city with a long history of diversity of all types, it enjoys a dynamic downtown Cultural District and beautiful tree-lined parks and green spaces. It’s a sports lover’s dream, with three legendary professional sports teams.”

–Bernardo Hees, CEO, Kraft Heinz

Business Community Letters of Support



October 2, 2017

To Whom It May Concern:

I am writing to provide a testimonial in support of the Pittsburgh region and its bid to host Amazon's second headquarters.

For a large part of my career, I worked outside the United States pursuing energy opportunities in Asia, Europe, and Africa, and South America. In many cases, I led large teams of engineers and technical experts. I moved to Pittsburgh in June 2016, and I can genuinely say that it is has been exciting for me to have the opportunity to live and work in Pittsburgh. I'm finding this region is an excellent place to live and to do business - and it is poised to get better.

I say this for several reasons.

- First, I'm struck by the strong business leadership and collaboration across public and private sectors. I serve on the Executive Board of the Allegheny Conference, and I see firsthand the extent to which business and public leaders work tirelessly and deliberately to turn this region into an economic powerhouse where its citizens will thrive.
- Pittsburgh shares many of the exciting and important attributes of other major metropolitan areas, like the Bay Area or Houston, but it also has a genuine friendliness and close-knit sense of community. I, along with many of my colleagues at Chevron, appreciate the region's cultural dynamics; access to world class arts, theater, cuisine, and sports; it's natural beauty; and, its relative affordability. I've found that it has been easy to encourage Chevron employees to transfer here from other areas; and, when they get here, they tend to want to stay.
- I find it has been easy to find high-quality talent locally. The Pittsburgh region has a wealth of young talent – engineers and scientists among them – thanks to the many world class universities. These universities are turning out some of the world's best and brightest young individuals, many of whom are keen to stay in the region if given the opportunity. It's too bad Chevron can't hire all of them.
- This region is a hub of technical innovation. I see it on the streets when I pass a driverless vehicle, or when I speak to some of the region's renowned scientists. In fact, Chevron has taken advantage of our proximity to these innovative leaders, and we have built strong research and recruiting partnerships with schools like Carnegie Mellon University and Penn State University.
- Finally, this region is sitting on top of one of the world's largest, cleanest and lowest-cost sources of energy – natural gas from the Marcellus and Utica shale. In the past decade, this resource has attracted hundreds of companies – some of the largest in the world – to this region. I believe this region is poised to capitalize on this energy opportunity, and over the next decade it can continue to attract investment and people that will make this region even more dynamic and competitive.

For these and many other reasons, I encourage you to seriously consider the Pittsburgh region for Amazon's new headquarters facility. If you have any questions or would like to discuss Pittsburgh further, please do not hesitate to contact me. Thank you for your consideration.

Sincerely,

Stacey Olson
President

Chevron Appalachia, LLC
700 Cherrington Parkway, Coraopolis, PA 15108
Tel 412 262 2830 Fax 412 262 4613
staceyolson@chevron.com

“I’m struck by the strong business leadership and collaboration across public and private sectors. I serve on the Executive Board of the Allegheny Conference, and I see firsthand the extent to which business and public leaders work tirelessly and deliberately to turn this region into an economic powerhouse where its citizens will thrive.”

–Stacey Olson, President, Chevron

Business Community Letters of Support

AMERICAN EAGLE OUTFITTERS®

October 10, 2017

Dear Amazon Leadership Team,

American Eagle Outfitters, Inc. (NYSE: AEO) and its associates have called Pittsburgh home since 1977. We're proud to be part of the city's thriving economy, known as the hub for the healthcare, education, retail, and technology industries.

AEO loves doing business in Pittsburgh for many reasons:

- **Pittsburgh is the perfect location for recruiting, as we have access to world-class talent.** We are fortunate to be headquartered in close proximity to many leading universities, including Carnegie Mellon University, a global leader in technology and research.
- **Our employees embrace everything Pittsburgh has to offer.** Our region offers high-quality, nationally ranked public school districts, a thriving restaurant scene, and lively culture complete with theaters and museums. For an additional cultural experience, our employees can explore walkable, historic neighborhoods, each with its own personality influenced by diverse heritage. And of course, you can't talk about things to do in Pittsburgh without mentioning its deeply-rooted passion for champion sports teams. On any given weekend, our employees can catch game day action and watch the Steelers, Penguins, or Pirates – all national championship winners!
- **We enjoy the outdoors right outside of our buildings.** This includes kayaking, biking on riverside trails, and practicing yoga on the lawn of our corporate campus. On the weekends, employees can escape to the mountains for camping and skiing or take a short road trip to Lake Erie or Deep Creek Lake.
- **Pittsburgh offers affordable living.** For those seeking a career in the fashion and retail industries, larger cities such as New York, Los Angeles, Seattle, and San Francisco, average a cost of living that's more than triple the cost of living in Pittsburgh. That's one of the key reasons why we're able to both attract and keep talent here. In fact, 25% of our employees have been with the company for over 10 years and are proud to call Pittsburgh home.

American Eagle Outfitters has been in Pittsburgh for 40 years. We are excited to see where the city takes us in the next four decades and beyond!

Sincerely,



Stacy Siegel
SVP, General Counsel and Chief Human Resources Officer

“Pittsburgh offers affordable living. For those seeking a career in the fashion and retail industries, larger cities such as New York, Los Angeles, Seattle, and San Francisco, average a cost of living that’s more than triple the cost of living in Pittsburgh. That’s one of the key reasons why we’re able to both attract and keep talent here. In fact, 25% of our employees have been with the company for over 10 years and are proud to call Pittsburgh home”

–Stacy Siegel, SVP, General Counsel, Chief HR Officer, American Eagle Outfitters

Business Community Letters of Support



MITSUBISHI ELECTRIC POWER PRODUCTS, INC.
THORN HILL INDUSTRIAL PARK
530 Keystone Drive • Warrendale, PA 15086-7538
Phone: (724) 772-2555
Home Page: www.meppi.com

Dear Amazon Leadership Team:

I am pleased to offer this letter in support of the bids by the Pittsburgh community to be your location for the second Amazon headquarters. For the past decade, I have had the good fortune to be the CEO of Mitsubishi Electric Power Products, Inc., a Japanese-owned American company. We are headquartered in the northern suburbs of Pittsburgh, with operations that employ about 700 people locally.

Mitsubishi Electric twice chose Pittsburgh as our home; 30 years ago when we were established in the US and about 10 years later when growth caused us to consider all options. As a growing company, with global operations and a steady flow of “expats” in and out of our headquarters, our decision was influenced by three factors: *stability, capacity, and quality of life*. Because I suspect that these factors will also be important to Amazon, I want to elaborate a bit on each.

Pittsburgh is a stable area, politically, economically, and socially. It’s an often-repeated phrase that “Pittsburgh is a great place to raise a family.” For the same reasons, it’s a great place to run a company. Our local and state governments are stable and behave logically, with very little scandal or intrigue. While nobody likes paying taxes, ours don’t feel to be wasted. The region has a long history of successful public/private partnership, with much of that facilitated by the Allegheny Conference on Community Development. Business and government have together solved a lot of problems here over the past 70 years. Of most current significance is the diversity of industry in the region, which is a direct result of strategies identified over 30 years ago. Because of those strategies, our “highs” have not been too high nor our “lows” too low. This type of ambient stability is very valuable to those running businesses.

The Pittsburgh region has capacity, with talent and infrastructure. People here have a long history of executing the dreams of technical visionaries. Our company has been recruiting technical talent here for 30 years and rarely has had to go national for candidates. Because of the region’s manufacturing roots, the area also has a long history of providing infrastructure for industry. As a result, we have a strong electric power supply situation, with current investment in keeping our grid strong as well as developing the next generation of supply and microgrids. Our company’s operations here have never been unusually affected by electrical outages. Nor had issues with water supply or sewage. The region also has plenty of road capacity. Our company draws employees from 12 counties in Pennsylvania and seven counties in neighboring Ohio and West Virginia.

Quality of life is a major reason why we have located here and remain here. Throughout our corporation, Pittsburgh is known as one of the best locations, worldwide, for an expat assignment. The local features that expats appreciate tend to be the same that recruited candidates appreciate and our employees appreciate: diverse and affordable housing and solid public school systems. And the world-class health care systems here mean that Pittsburghers never have to travel for diagnosis or care.

I’m sure that you will receive letters from supporters here testifying to the many other local strengths of our community.

Thank you for seriously considering the Pittsburgh region for your next headquarters. We appreciate the opportunity to become the home for such an important investment, of people and capital. You’re a global brand with visions for the next. We know that we will benefit from having you headquartered here and hope that you come to feel that Amazon can benefit from Pittsburgh.

Please don’t hesitate to contact me if I can be of any help during your search. I wish you the best as you work through this process.

Sincerely,

Brian Heery
President & CEO
Mitsubishi Electric Power Products, Inc.

“Throughout Mitsubishi, Pittsburgh is known as one of the best locations, worldwide, for an expat assignment. The local features that expats appreciate tend to be the same that recruited candidates appreciate and our employees appreciate: diverse and affordable housing and solid public school systems.”

–Brian Heery, President & CEO,
Mitsubishi Electric

Business Community Letters of Support

JONES DAY

500 GRANT STREET • SUITE 4500 • PITTSBURGH, PENNSYLVANIA 15219-2514
TELEPHONE: +1.412.391.3939 • FACSIMILE: +1.412.394.7959

October 6, 2017

DIRECT NUMBER: (412) 394-9528
LFDEJULIUS@JONESDAY.COM

To Whom It May Concern

Amazon.com, Inc.
c/o Bill Flanagan, Allegheny Conference for Community Development
410 Terry Avenue North
Seattle, Washington 98109-5210

To Whom It May Concern:

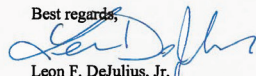
I am writing this letter as a testimonial to the Pittsburgh region as a competitive marketplace for business. Jones Day is a leading law firm with more than 2,500 attorneys in 44 major business centers around the world. Our Pittsburgh office has approximately 70 attorneys providing complete corporate legal services, including Mergers & Acquisitions, Litigation, Tax, Intellectual Property, and Insurance Recovery.

We saw the benefits of opening a Pittsburgh office nearly 30 years ago. In 1989, when Jones Day arrived, Pittsburgh was a city determined to rise from the collapse of the steel industry. Today, Pittsburgh is a vibrant, world-class city with a diversified economy that has become a model for innovation and a blueprint for industrial transformation. And the best days for Pittsburgh are still to come.

- The Pittsburgh region is filled with highly-educated workers who have a Midwestern work ethic: a quiet humility to work hard and get the job done. Our Firm embodies these values, and in Pittsburgh, we do not have to look far to attract new talent.
- Our world-class universities and one of the top academic medical centers in the world have made Pittsburgh a leader in cutting-edge technologies and have infused the community with an entrepreneurial spirit. Pittsburgh's professional services, including law firms, have benefitted from these developments and are filled with highly-skilled professionals that are at the top of their field.
- The region provides a unique economic climate due to Pittsburgh's business-friendly policies, low cost-of-living, and high quality of life. Our recent law school graduates are fully able to enjoy the arts, sports, and culture that Pittsburgh offers in a way that is out of reach for those starting out in other major metropolitan areas.

Our lawyers are involved in the largest matters across the world but are proud to call Pittsburgh—one of the best places to live—home. I invite you to see all that Pittsburgh has to offer.

Best regards,



Leon F. DeJulius, Jr.
Partner-in-Charge

ALKHOBAR • AMSTERDAM • ATLANTA • BEIJING • BOSTON • BRISBANE • BRUSSELS • CHICAGO • CLEVELAND • COLUMBUS • DALLAS
DETROIT • DUBAI • DOSSELDORF • FRANKFURT • HONG KONG • HOUSTON • IRVINE • JEDDAH • LONDON • LOS ANGELES • MADRID
MEXICO CITY • MIAMI • MILAN • MINNEAPOLIS • MOSCOW • MUNICH • NEW YORK • PARIS • PERTH • PITTSBURGH • RYAD
SAN DIEGO • SAN FRANCISCO • SÃO PAULO • SHANGHAI • SILICON VALLEY • SINGAPORE • SYDNEY • TAIPEI • TOKYO • WASHINGTON

“The region provides a unique economic climate due to Pittsburgh’s business-friendly policies, low cost of living, and high quality of life. Our recent law school graduates are fully able to enjoy the arts, sports, and culture Pittsburgh offers in a way that is out of reach for those starting out in other major metropolitan areas.”

—Leon DeJulius Jr., Partner-In-Charge,
Jones Day

Business Community Letters of Support



Ronald L. Francis, Jr.
Direct Phone: +1 412 288 7234
Email: rfrancis@reedsmith.com

Reed Smith LLP
Reed Smith Centre
225 Fifth Avenue
Pittsburgh, PA 15222-2716
Tel +1 412 288 3131
Fax +1 412 288 3063
reedsmith.com

October 9, 2017

To Whom It May Concern:

Reed Smith is pleased to endorse PGHHQ2, LLC's submission to Amazon because of the many benefits we know Pittsburgh provides to businesses operating in this region.

Our 140-year-old, Pittsburgh-founded global law firm has had a front row seat; in fact, has been in the trenches of the journey that Pittsburgh has taken from the Industrial Revolution, through the depression and the heyday of the steel industry, to the rebirth and growth into the energetic, buzzing, innovative, technology-driven economy it is today. Several years ago we faced the same challenge that Amazon is now tackling – where to house a critical piece of infrastructure that would support and drive our business for years to come. We welcome this opportunity to share with Amazon why, after an exhaustive worldwide search, Reed Smith chose Pittsburgh as the site for our firm's Global Customer Centre (GCC). We hope our experience will help inform yours.

The Reed Smith Global Customer Centre requires a deep bench of talented, committed and well-trained employees to serve our lawyers and their clients around the globe, including our flagship office located in downtown Pittsburgh. The Centre now houses 101 lawyers and 248 staff operating 24/7/365. With 15 offices across the United States and 12 offices in Europe, the Middle East and Asia, our firm sought a location with an exceptional business climate, an abundant high-quality talent pool, affordable housing, and world-class cultural amenities where our employees and our business would prosper.

After a painstaking examination of many of the leading cities and back-road locations in the United States and abroad, we chose Pittsburgh. Here's why:

Having reinvented itself numerous times in its history, Pittsburgh understands what companies need in order to be competitive in a global market, especially those at the top of their industry sectors, like Amazon and Reed Smith are. Pittsburgh has experienced change and has evolved. Adapting is part of the city's DNA.

Today, Pittsburgh is a center for technology and innovation, with a medical technology field that leads the way for many of the world's newest devices and solutions. GE's decision to locate its additive manufacturing facility here (after a lengthy nationwide search similar to our efforts and your own), as well as the more than \$6 billion of recent investments by robotics and other AI-focused companies, underscores the city's successful transformation into a commercial center dominated by technology, banking, health care, and education. NASA, Carnegie Mellon University-affiliated National Robotics Engineering Institute, Uber, and Ford Motor Company are now among Pittsburgh's key drivers of global innovation. Eight companies on the Fortune 500 are headquartered here, and many others have a substantial local presence.

ABU DHABI • ATHENS • BEIJING • CENTURY CITY • CHICAGO • DUBAI • FRANKFURT • HONG KONG • HOUSTON • KAZAKHSTAN • LONDON • LOS ANGELES • MIAMI • MUNICH
NEW YORK • PARIS • PHILADELPHIA • PITTSBURGH • PRINCETON • RICHMOND • SAN FRANCISCO • SHANGHAI • SILICON VALLEY • SINGAPORE • TYSONS • WASHINGTON, D.C. • WILMINGTON

ReedSmith

October 9, 2017
Page 2

The recent revitalization of the downtown area has attracted young, top-notch talent from the best schools in the country to an urban center that serves both as a vibrant working and living environment.

The Pittsburgh business community is the beneficiary of the long-established research and development efforts of its institutions of higher education, including Carnegie Mellon University, University of Pittsburgh, Duquesne University, Pennsylvania State University, West Virginia University, and many other established colleges and universities within the geographic footprint. Annually, these colleges and universities attract more than \$1 billion in academic research funding; moreover, the Pittsburgh Council on Higher Education, a consortium of all 10 accredited institutions here, has numerous workforce development initiatives already underway to develop and sustain a diverse pipeline of talent for local businesses, including our own.

Affordability is another key reason why we chose Pittsburgh as the site of our Global Customer Centre. This seven-county metro region ranks among the top 50 most affordable housing markets in the country, according to the National Association of Home Builders Housing Opportunity Index. Recent surveys indicate a median local home price of between \$110,000 to \$162,000 for a 3- or 4-bedroom, 2-bath home – some 40 percent below the national average. Those metrics are important to us, not only for attracting, but also for retaining and providing the quality of life we want for our valued employees.

Equally important is Pittsburgh's expansive infrastructure, including an international airport (with ample capacity for future expansion), and a strong public transportation system. We particularly value its location outside the crowded Eastern seaboard air traffic corridor as a boon for efficient travel.

In addition, Pittsburgh has always highly valued and punched well above its weight in arts and culture. The city boasts an acclaimed symphony orchestra, ballet and opera; and numerous museums, including the four diverse museums comprising the Carnegie Institute; as well as the August Wilson Center, an African American cultural center. The city has been lauded for its successful use of cultural arts as a tool for civic redevelopment.

With a downtown Cultural District as its heart, local culture is multidimensional and vibrant, including the Thrival Innovation+ Music Festival, capped by a two-day outdoor live music experience, and The JazzLive International Festival, which transforms downtown into a larger-than-life jazz club for a full weekend annually. In fact, many of the city's 90 unique neighborhoods have their own significant cultural resources, like South Side's City Theatre and East Liberty's Kelly Strayhorn Theatre. No matter where your employees make their home in Pittsburgh, they will find much to entertain and delight them.

Above all, Pittsburgh is a place with a true sense of community; in the end, that is what makes people put down roots, raise their families and build their lives.

With Amazon's strong existing presence in the city's West End, we know you are already aware of many of Pittsburgh's civic assets and accomplishments, and its expanding economic strengths. Reed Smith was founded here in 1877, and some 140 years later we continue to find new reasons why this community is a great place to grow our business and expand our roots.

We hope after reviewing other locations, you will agree with us that an expansion in Pittsburgh is a great way to continue Amazon's phenomenal economic growth and market dominance.

Very truly yours,

Ronald L. Francis, Jr.

RLF:em

Business Community Letters of Support



4551 Forbes Avenue
Pittsburgh, PA 15213
O: 412.682.3067
F: 412.682.3068
ideafoundry.org

October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

Idea Foundry is excited to welcome Amazon's next headquarters to the Pittsburgh community. Over the past 15 years we have commercialized a wide variety of technologies including SAFABA Language Translation which was acquired by you a few years ago. We look forward to filling your pipeline with additional innovative companies and solutions as you grow.

In addition to commercializing innovation we are deeply involved with global talent and capital attraction. We have programs and resources dedicated to bring the world's talent to Pittsburgh, helping them attain academic and career goals while attracting international capital to the region to grow companies and diversify our communities.

I am a lifelong Pittsburgher who was here during the decline of the steel industry and I am personally proud to see all of what we have completed and truly committed to all of what we can do...

We cannot wait to see what Amazon and the Pittsburgh community can build together.

Sincerely,

Michael M. Matesic
President & CEO

IDEAFOUNDRY
Transforming Ideas Into Businesses

“Over the past 15 years, Idea Foundry has commercialized a wide variety of technologies including the SAFABA Language Translation acquired by Amazon a few years ago. We look forward to filling your pipeline with additional innovative companies and solutions as you grow.”

**–Michael Matesic, President & CEO,
Idea Foundry**

Business Community Letters of Support



October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

AlphaLab would love to welcome Amazon's next headquarters to the Pittsburgh community. Having personally nurtured many of the region's top technology startups over the past 15 years, I can say that Pittsburgh has the perfect mix of ingredients needed for company success: world-class academic institutions, leading edge technology, and a high quality of life, all in an innovation-driven culture.

Pittsburgh has become an active hub for technology and entrepreneurship across the country. When we created AlphaLab in 2008 as one of the country's first software accelerators, this was not the case. Now, Pittsburgh is regularly recognized as a great place to build a company and to live. AlphaLab is also consistently ranked among the top accelerators in the U.S. based on the growth and successful outcomes of the 100+ companies we have funded, most of whom are still located in Pittsburgh. Regionally, our network includes almost 1000 alumni founders and mentors who have helped build a tight-knit tech community. As a charter member of the Global Accelerator Network, we have also built relationships with other top accelerators across the world, further expanding Pittsburgh's reach.

One of AlphaLab's missions has been to make entrepreneurship more accessible to all, by providing the key resources (funding, mentorship, and connections) that not all founders have equal access to. We have strived to create a diverse and inclusive environment through the companies we recruit and the culture we promote in our accelerator programs. In our nine years, 44% of AlphaLab-funded companies have a minority founder and over 31% of the companies include a female founder, both figures far exceeding national averages but ones we will continue to improve upon.

On a personal note, my wife and I chose to move to Pittsburgh in 2002 after spending almost two decades in Palo Alto, mostly in the software industry. We wanted to raise our family here because of the quality of life and the hope of an emerging startup community. Pittsburgh significantly exceeded our expectations on both counts. Our children have been able to grow up in an environment that has the warmth and community of a small town while enjoying all the amenities you would expect from a large city.

It has also been exciting to see the organic growth in the technology ecosystem and the city's ability to attract newcomers, especially in the last 5 years. On an almost daily basis, I am introduced to someone who wants to move here: recent college graduates who want to start their careers here; mid-career "Boomerangs" who want to come back to Pittsburgh; or other executives who want to relocate here. I always enjoy talking with them about the opportunities I see and how our personal decision to move here was the best one we ever made.

I believe Pittsburgh is the perfect city to support Amazon's growth plans and am excited to see what the two can create together.

Sincerely,

A handwritten signature in blue ink that reads 'Jim C Jen'.

Jim Jen
Executive Director, AlphaLab

“My wife and I chose to move to Pittsburgh in 2002 after spending two decades in Palo Alto, mostly in the software industry. On an almost daily basis, I am introduced to someone who wants to move here: recent college graduates who want to start their careers here, mid-career boomerang who want to come back to Pittsburgh, or other executive who want to relocate here.”

–Jim Jen, Executive Director, AlphaLab

Business Community Letters of Support

October 13, 2017



Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

AlphaLab Gear is excited to welcome Amazon's HQ2 to Pittsburgh. Pittsburgh is a unique place. Our community at-large - whether it's the tech, entrepreneurial, manufacturing, or maker communities - works together to ensure a future for our entire city. Pittsburgh has an innate desire for and commitment to supporting each other and growing together as we all reinvest in Pittsburgh and the southwestern Pennsylvania region. Pittsburgh is an ideal community for Amazon HQ 2 because of our ongoing commitment to growing the city and region.

My connection to Pittsburgh started on a more personal level. My husband and I moved to Pittsburgh in 1986. We fell in love with the city, the people, the culture, and the history of this city and region. For a short period of time we returned to Chicago, my hometown, but eagerly returned to Pittsburgh in 1993 with our then-new family, when professional opportunities were presented to both of us. At that time, I moved my company, Sima Products - where I served as Chief Executive Officer - to Pittsburgh and opened the second U.S. headquarters. After opening this second headquarters, we moved manufacturing from China back to the United States in 2008, to a town just outside of Pittsburgh. Sima Products did exceptionally well in Pittsburgh; we not only expanded the business here but created job opportunities for local manufacturers.

After selling Sima Products, I helped launch AlphaLab Gear in Pittsburgh in 2013. It was one of the first hardware accelerators in the world and one of the only led by a woman. My experience working in the male-dominated manufacturing world helped us develop an accelerator where men and women in our startup communities felt welcomed and encouraged to pursue opportunities in the hardware technology space. In fact, AlphaLab Gear prioritizes equity and inclusivity in its recruitment efforts. We consistently surpass national standards; AlphaLab Gear has more than double the companies founded by women compared to the national average (34% at AlphaLab Gear compared to 14% nationally). AlphaLab Gear was named by the Female Entrepreneurs Institute as one of the 12 best accelerators for women in the country.

AlphaLab Gear has also prioritized creating a next generation of entrepreneurs and makers through our Startable program. Startable engages at-risk youth during an eight-week summer program to learn about entrepreneurship and maker skills. Our goal is to encourage and help these young people understand the many opportunities available to them right here in Pittsburgh and southwestern Pennsylvania. Most recently, AlphaLab Gear launched its newest cycle - focused specifically on connecting hardware startups with local rural manufacturers. We hope that our startup companies will understand the cost and community benefits of manufacturing locally. Of course the other goal is to create more opportunities for our manufacturers in the rural communities in southwestern Pennsylvania. Through all of our efforts at AlphaLab Gear, inclusivity and equity is a real priority. Amazon's HQ2 could further our efforts, creating additional opportunities for all of these individuals.

With AlphaLab Gear's commitment to creating opportunities for youth, local rural manufacturers, and hardware startups, Pittsburgh is eager to welcome Amazon and know we can collaborate on opportunities for Pittsburgh and the region together.

Sincerely,

A handwritten signature in dark ink, appearing to read "Ilana Diamond".

Ilana Diamond
Managing Director, AlphaLab Gear

“Pittsburgh is a unique place. Our community at-large, whether it’s tech, entrepreneurial, manufacturing, or maker communities - works together to ensure a future for our entire city.”

**—Ilana Diamond, Managing Director,
AlphaLab Gear**

Business Community Letters of Support



10/13/2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at 4moms are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past 25 years, I have helped drive the phenomenal growth of tech companies in Pittsburgh by founding or co-founding two of them, 4moms and Aethon. A major anchor such as you would help continue building the ecosystem of jobs and creative business culture that Pittsburgh embraces.

Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. Our city is leading in key areas: robotics, automation and advanced manufacturing, one of the major reasons why we have chosen Pittsburgh for our company. It is a great environment to innovate and create, and firms like ours have been able to scale rapidly thanks to a thriving network of like-minded peers. This environment is growing—and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and technology.

We believe there is no better place hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life. Most recently, we have hired workers from Boston and San Diego. I'm from New York City, came here to college (CMU), worked in Detroit for five years and came back because this is a great place to live and a great place for a family.

Finally, the Pittsburgh community is extremely welcoming. Our firm have benefitted from their support and generosity through help with parking costs, neighborhood location services and more.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

DocuSigned by:
A digital signature of Henry Thorne in black ink.
BC9E79F850284F7...

Henry Thorne
Co-Founder 4moms, Founder Aethon

“I’m from New York City, came here for college (CMU), worked in Detroit for five years and came back because this is a great place to live and a great place for a family.”

–Henry Thorne, Co-Founder 4moms, Founder Aethon

Business Community Letters of Support



October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at AKM Productions, Inc. are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past 10 years I have witnessed the phenomenal growth of tech companies in Pittsburgh, from our partners in the media industry to major anchors such as Google and Argo AI.

Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. Our city is leading in key areas such as robotics, automation, advanced manufacturing and internet technology. AKM relocated here 10 years ago from New York City because of the great potential in helping us refine and develop our Digital Asset Management Marketplace platform for licensed media content. It is a great environment to innovate and create, and firms like ours have been able to scale rapidly thanks to a thriving network of like-minded peers. We currently host our Kontentcore.com application on AWS and excited that we will have you as our neighbor. This environment is growing and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and media technology.

We believe there is no better place to hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life. AKM is currently in the second stage of its business and interviewing an entire tech team to help facilitate the version 2 of our platform called KontentCore.com. We believe our business model is a perfect partner for Amazon in the way of content management, licensing, and media management.

Finally, the Pittsburgh community is extremely welcoming. AKM has benefitted from their support and generosity through Innovation Works and other investor and tech relations.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

A handwritten signature in blue ink, appearing to read 'AKM' or 'Andrew Knox'.

Andrew Knox
CEO Founder / AKM Productions, Inc.
andrew@aknoxmusic.com

“AKM relocated here 10 years ago from New York City because of the great potential in helping us refine and develop our Digital Asset Management Marketplace platform for licensed media content. It is a great environment to innovate and create, and firms like ours have been able to scale rapidly thanks to a thriving network of like-minded peers.”

—Andrew Knox, CEO Founder,
AKM Productions

Business Community Letters of Support



13 October 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Aquorn, Inc. are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past seven years, I have witnessed the phenomenal growth of tech companies in Pittsburgh, in a wide range of sectors including major anchors such as Google and Argo AI.

Having come from San Francisco, I initially was skeptical about Pittsburgh and the opportunities it would present. In the seven years we have been here, I can say that it is by far the best move I ever made both professionally and personally. The base of talent, engagement and pride that you find in Pittsburgh rivals any city I have ever worked in. The transformation of Pittsburgh from Steel City to a modern innovation hub is breath-taking. The transformation is founded on a commitment to education, innovation and engagement that started decades ago and continues to this day.

Specializing in State & Local Government debt management, tax policy and capital planning, I have an expertise on helping communities create dynamic economies that offer not only strong growth opportunities but also exceptionally high quality of life and civic engagement. We chose Pittsburgh because it exemplifies the forward thinking, investment, and engagement that is critical to long-term success. The transformation of Pittsburgh rivals any I have seen and bodes well for any organization that locates in the region.

We believe there is no better place hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life.

Finally, the Pittsburgh community is extremely welcoming. Our firm has benefitted from their support and generosity through the engagement of civic leaders throughout the region, the university system that has given us access to some of the most talented engineers in the country and many other organizations that are uniquely committed to making Pittsburgh a world-class city.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

Andrew R. Flynn
Founder & CEO

“Having come from San Francisco, I initially was skeptical about Pittsburgh and the opportunities it would present. In the seven years we have been here, I can say that it is by far the best move I ever made both professionally and personally.”

—Andrew Flynn, Founder & CEO, Aquorn

Business Community Letters of Support



10/13/2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Ariel Precision Medicine are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past 15, I have witnessed the phenomenal growth of tech companies in Pittsburgh, from our partners in Petuum to major anchors such as Carnegie Mellon, Google and Argo AI.

Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. Our city is leading in key areas such as genetics, precision medicine and machine learning, a few of the major reasons why we have chosen Pittsburgh for our company. This environment is growing—and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and technology.

The company's CFO and I are both native Pittsburghers who previously left town and believe that the city is the best place for the company because of its unique combination of talent, quality of life and public private partnerships. I still live in California, but commute to Pittsburgh bi-weekly, and our CFO left to go to college, but moved back ten years later after graduate school because of the local opportunities. We have benefitted from the support of the local universities and the start-up ecosystem here, and look forward to expanding our team. As we grow our database, we intend to use AWS as our solution with EC2 to expand our processing capabilities. Recently, we have hired workers from San Francisco and Miami who both love living in the city because of everything that is happening here and the exciting opportunities at Ariel. Finally, the Pittsburgh community is extremely welcoming. We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

A handwritten signature in black ink that reads "Jessica M. Gibson".

Jessica M. Gibson
President & CEO

Advanced Intelligence for Complex Chronic Disease • www.arielmedicine.com • 256.327.9569 • 4638 Centre Avenue • Pittsburgh, PA 15213

“The company’s CFO and I are both native Pittsburghers who previously left town and believe that the city is the best place for the company because of its unique combination of talent, quality of life and public private partnerships.”

**–Jessica M. Gibson, President & CEO,
Ariel Precision Medicine**

Business Community Letters of Support



Bobby Zappala
412 726 2386
bobby@ascenderpgh.com

6401 Penn Ave
Pittsburgh, PA 15206
www.ascenderpgh.com

October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Ascender are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past ten years, I have witnessed the phenomenal growth of tech companies in Pittsburgh, from our partners in Carnegie Mellon, University of Pittsburgh, Innovation Works, and many others, to major anchors such as Google and Argo AI.

Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. Our city is leading in key areas such as robotics, automation, machine learning, artificial intelligence, computer science and advanced manufacturing.

In fact, our organization partnered with the founders of Wired Magazine through their media business, Newco, to deliver an artificial intelligence, machine learning and automation-focused conference at our annual event, Thrival Innovation + Music Festival. The event drew more than 14,000 attendees, demonstrating the excitement both in the region and around the country surrounding Pittsburgh's fast-growing technology sector.

I returned to Pittsburgh in 2006, moving back from Washington, D.C. because I believed that the city was turning a critical corner: rather than a destination for great educational opportunities, shipping graduates all over the country and around the world to create massive impact, people wanted to stay. I built Ascender, a coworking, incubation and startup



programming space, to seize on this momentum. We've served thousands of entrepreneurs since 2012, most of whom still call Pittsburgh home.

As we say here at Ascender – Pittsburgh is back. We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Very truly yours,

Bobby Zappala
CEO, Cofounder

“I returned to Pittsburgh in 2006, moving back from Washington, D.C. because I believed that the city was turning a critical corner: rather than a destination for great educational opportunities, shipping graduates all over the country and around the world to create massive impact, people wanted to stay.”

**–Bobby Zappala, CEO & Co-Founder,
Ascender**

Business Community Letters of Support

A V E R E

October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Avere Systems are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past nine years I have witnessed the phenomenal growth of the technology sector in Pittsburgh, from emerging companies such as Bossa Nova Robotics, Duolingo and Wombat Security to major anchors such as Google and Argo AI.

As an entrepreneur who has started multiple venture-backed technology companies in Pittsburgh, one of the largest factors in my decision to base each of them here was the ability to hire and retain top talent. We have the world-class universities of Carnegie Mellon, University of Pittsburgh and Penn State on our doorstep providing access to a top tier engineering talent pool. Similarly, it is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life. We have hired workers from Austin, Boston, Denver and Silicon Valley, among other places, who love the vibrancy and the lifestyle that the Pittsburgh community offers.

Finally, the Pittsburgh community is extremely welcoming. Technology firms have benefitted from the support of local early stage investors like Innovation Works and networking associations such as the Pittsburgh Technology Council—both good examples of how the local community is enabling the continued growth of the technology sector in Pittsburgh.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,



Ronald P. Bianchini, Jr.
President and CEO
Avere Systems

“As an entrepreneur who has started multiple venture-backed technology companies in Pittsburgh, one of the largest factors in my decision to base each of them here was the ability to hire and retain top talent. We have hired workers from Austin, Boston, Denver and Silicon Valley, among other places who love the vibrancy and lifestyle that the Pittsburgh community offers.”

—Ronald P. Bianchini, Jr., President and CEO,
Avere Systems

Business Community Letters of Support



“I have experience recruiting in Silicon Valley and I feel fortunate to have access to Pittsburgh’s rich talent pool of eager, gifted individuals who are interested in investing their skills in growing new opportunities. Many of our recruits came from outside of Pittsburgh: from Seattle to Wisconsin to Israel and India. This is a great opportunity for companies like Amazon.”

—Alison Alvarez, CEO, Co-Founder,
BlastPoint

Business Community Letters of Support



10/12/2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

The entire Clarabyte team is ecstatic to welcome Amazon's next headquarters to the Pittsburgh tech community. I'm Pittsburgh born and raised, and have spent the majority of my professional life as an entrepreneur. Over the past few years, I've been lucky enough to witness and participate in the incredible, exponential growth in the local tech community. From Uber and Google to Alcoa's HQ boomerang and the now bevy of co-work spaces, Pittsburgh is booming with exciting innovation while still maintaining its reputation as the most livable city.

With the rich academia led by Carnegie Mellon, there's no shortage of excitement in our tech community. We are quickly becoming a hub for some of the most exciting areas in tech. From robotics and machine learning, to leaders in the education space with Duolingo & Schell Games, it's truly amazing. Atmosphere is invaluable, and Pittsburgh has the people, enterprise partners and community to really push this trend even further upwards.

As a world leader, there's no question that Amazon would find an exceptional fit to further bolster it's competitive advantage.

Talent is something we have in spades. With over 25 colleges and universities, a low cost of living, and a high quality of life, it's easy to find and retain the team members any company needs to grow. Any company, no matter the size, is only ever as good as its people. As a business owner, I'm ecstatic that the quality of the talent still carries a Pittsburgh price tag that provides a meaningful regional savings that Amazon could certainly put to work.

From food and culture to tech and innovation, Pittsburgh's evolution has been incredible to be a part of. We at Clarabyte cannot wait to see what Amazon can do with some Steel City fuel.

Sincerely,

James Deighan
Clarabyte.com
Owner

“Talent is something we have in spades. With over 25 colleges and universities, a low cost of living, and a high quality of life, it's easy to find and retain the team members any company needs to grow. Any company, no matter the size, is only ever as good as its people. As a business owner, I'm ecstatic that the quality of the talent still carries a Pittsburgh price tag that provides a meaningful regional savings that Amazon could certainly put to work.”

—James Deighan, CEO, Clarabyte

Business Community Letters of Support



Cognowear Inc.

10/13/2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Cognowear are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Cognowear is a technology company that is using embedded electronics and sensing technology to create intelligent attire. Since 2009, I have witnessed the phenomenal growth of technology companies in Pittsburgh: from small, growing startups like Cognowear, to major anchors such as Google and Argo AI.

I was raised in the Boston area and spent my entire life living in "big" cities such as Boston, New York, and Los Angeles. When I moved to Pittsburgh with my family, I was expecting to come to a small city with not much to offer. I was amazed to discover a bustling hub that is extremely accessible and offers a great quality of life for families and young professionals alike.

I have found Pittsburgh to be an ideal place to foster my company's growth. I have access to well-qualified talent from world renowned institutions like Carnegie Mellon University and the University of Pittsburgh. Additionally, since these institutions are at the forefront of cutting edge research, I also have access to experts in the field of embedded electronics and wearables.

Outside of these institutions, Pittsburgh has a plethora of resources for businesses, such as, Innovation Works, the Innovation Partnership, PantherLabs, and Project Olympus. As a startup, I have benefitted from these resources for a wide array of "asks" such as talent recruitment, expert advice, and creating partnerships with vendors and suppliers.

Furthermore, the city of Pittsburgh is extremely supportive in advocating for and promoting the needs of technology companies. One example of this is the PGH Lab program. The PGH Lab program enables companies to innovate, scale, and test their products within the City of Pittsburgh. Our partnership with the Urban Redevelopment Authority (URA) accelerated our product development because we got real-time feedback on our product from URA employees (our end-users).

Finally, Pittsburgh offers a great environment for work-life balance. As mother of two young children, access to high quality education, museums, restaurants, and recreational activities is extremely important to me. In addition to stellar school districts such as Fox Chapel, Upper St. Clair, and North Allegheny, Pittsburgh is one of the few cities to have a laboratory school for secondary school education: The Falk Laboratory School at the University of Pittsburgh. This is a huge asset for technology companies who are trying to recruit talent for their organization. Additionally, the Carnegie Museum network, Phipps conservatory, and the Children's museum provide affordable and easy access to educational and recreational opportunities for young families.

The Pittsburgh community is extremely welcoming. We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

A handwritten signature in blue ink that reads "Ameet Chaudry".

Ameet Chaudry
CEO
Cognowear Inc.

“The city of Pittsburgh is extremely supportive in advocating for and promoting the needs of technology companies. One example of this is the PGH Lab program. The PGH Lab program enables companies to innovate, scale, and test their products within the City of Pittsburgh. Our partnership with the Urban Redevelopment Authority (URA) accelerated our product development because we got real-time feedback on our product from URA employees (our end-users).”

–Ameet Chaudry, CEO, Cognowear

Business Community Letters of Support

FutureDerm, Inc.
700 River Avenue
Suite 223
Pittsburgh PA 15212

October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at FutureDerm are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past five years, I have witnessed the phenomenal growth of tech companies in Pittsburgh, from our clients in local startup companies to business incubators like AlphaLab to major anchors such as Google and Argo AI.

Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. We are a unique blend of midwestern work ethic and values, Eastern seaboard ambition and pride in education, and, yes, a touch of southern charm and politeness. To boot, the city is significantly lower in cost for high-quality office space near a plethora of world-class universities. I would not have been able to recruit our level of talent, nor pay employees what is considered to be a fair and livable wage, in many other cities in that close of proximity to major university and tech centers. Being in Pittsburgh, in fact, is a major part of what has allowed our revenues to double year over year for the past three years. Our city is leading in industries such as manufacturing, media, and scientific research and development, one of the major reasons why we have chosen Pittsburgh for our company. It is a great environment to innovate and create, and firms like ours have been able to scale rapidly thanks to a thriving network of like-minded peers. This environment is growing—and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and technology.

We believe there is no better place hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it

is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life. Most recently, we have hired employees from Madison, Wisconsin; Hershey and Erie and Franklin, Pennsylvania; New York, NY; and other locations.

Finally, the Pittsburgh community is extremely welcoming. Our firm have benefitted from their support and generosity through the University of Pittsburgh, AlphaLab, innovation works, local technology firms, and local law firms.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

Nicki Zevola Benvenuti
Founder and CEO, FutureDerm

“Being in Pittsburgh, in fact, is a major part of what has allowed our revenues to double year over year for the past three years. Our city is leading in industries such as manufacturing, media, and scientific research and development, one of the major reasons why we have chosen Pittsburgh for our company.”

—Nicki Zevola Benvenuti, Founder and CEO, FutureDerm, Inc.

Business Community Letters of Support



October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Gridwise are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past 2 years, I have witnessed the phenomenal growth of tech companies in Pittsburgh, from our partners in startups growing out of top tier accelerators like Alpha lab, all the way to major anchors such as Google and Argo AI.

I didn't realize it until moving here two years ago, but Pittsburgh has become an epicenter for tech and entrepreneurship across the country. After moving to Pittsburgh, I became consumed by the vast amounts of resources available for those in the tech scene and those looking to grow a business. Due to our city leading in key areas such as robotics, mobility, & artificial intelligence, we have been able to have access to an abundance of technical & business savvy talent to help us grow our company to where it is today. With major institutions like Carnegie Mellon and University of Pittsburgh, there is no better place hire and retain talent.

I have lived in 12 different states and have not found a better place that offers an abundance of resources both professionally and personally – being a perfect place to raise a family. The city is affordable and has some of the top educational institutes for children. That's why my wife and I have decided to turn Pittsburgh into our long-term residence.

Pittsburgh is a great environment to innovate and create, and firms like ours have been able to scale rapidly thanks to a thriving network of like-minded peers. This environment is growing—and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and technology.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ryan Green'.

Ryan Green
Gridwise CEO

“I have lived in 12 different states and have not found a better place that offers an abundance of resources both professionally and personally – being a perfect place to raise a family. The city is affordable and has some of the top educational institutes for children. That’s why my wife and I have decided to turn Pittsburgh into our long-term residence.”

–Ryan Green, CEO, Gridwise

Business Community Letters of Support



Daniel Mosse
6024 Broad St, suite 2R
Pittsburgh, PA 15206
412-535-3501
danielmosse@hibersense.com

12 October 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

As a Professor of Computer Science at Pitt and entrepreneur at HiberSense, I am sure I speak for both when I say we are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past 25 years, since I moved to Pittsburgh, and especially in the last 5-7 years, I have witnessed the phenomenal growth of tech scene (CS, ECE, IS, Business, companies, headquarters, startups) in Pittsburgh, from NoWait (just sold) to Cadence and NetApp (both of which acquired local startups) to major anchors such as Intel and Google.

Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. Our city is leading in key areas such as home automation, computer vision, IoT, security, machine learning, and distributed systems; one of the major reasons why we have chosen Pittsburgh for our company. Given the universities (Pitt and CMU are the largest, Pitt just started a new School of Computing and Information) and the number of tech companies, it is a great environment to innovate and create, and firms like ours have been able to scale rapidly thanks to a pool of talent, collaborative peers, and local help such as accelerators and public/private programs. This environment is growing—and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and technology.

We believe there is no better place for a company to establish itself. Hiring and retaining talent is easy given the local supply from local universities, but also from other cities due to our growing reputation, affordability, and excellent quality of life; all three HiberSense co-founders have adopted Pittsburgh as their homes, having originally come from Rio de Janeiro (Brazil) by way of earning a PhD in Maryland; from Baltimore; and from Philadelphia. Many of our friends and colleagues come to visit and are very jealous, of course, especially now that we also have a thriving restaurant/food scene.

Finally, the Pittsburgh community is extremely welcoming. Our firm have benefitted from their support and generosity through the PGHLab program, an innovative program by the City of Pittsburgh to help tech companies test out technologies (it allowed HiberSense to deploy our first real pilot in a whole floor at a government building), through cash prizes from foundations, free events from governments and associations, and from IW/AlphaLab Gear accelerators.

We are very excited about Amazon's headquarters and the collaborations between Amazon and the Pittsburgh tech community.

Sincerely,

Daniel Mosse
Professor of Computer Science at Pitt
Co-founder of HiberSense in Pittsburgh

ps. I actually worked for a year with your CTO, Werner Vogels, at Cornell University in 2000-2001.

“Since I moved to Pittsburgh, and especially in the last 5-7 years, I have witnessed the phenomenal growth of tech scene (CS, ECE, IS, Business, companies, headquarters, startups) in Pittsburgh, from NoWait (just sold) to Cadence and NetApp (both of which acquired local startups) to major anchors such as Intel and Google”

—Daniel Mosse, Professor of Computer Science, University of Pittsburgh, Co-founder, HiberSense of Pittsburgh

Business Community Letters of Support



October 14, 2017

Like Amazon, IAM Robotics is focused on meeting the rising demands of eCommerce and online fulfillment by transforming supply chain logistics. IAM Robotics provides the world's first mobile piece picking robot, based on an intelligent autonomous material handling technology. Swift enables its robots to autonomously navigate human-friendly environments, identify the location of objects, and pick individual items or bins - at human-level speeds and accuracy.

IAM Robotics was founded by roboticists from Carnegie Mellon's National Robotics Engineering Center (NREC) and is one of many automation and artificial intelligence companies and organizations in the Southwestern Pennsylvania region. This includes 4Moms, Aesynt, Aethon, Argo AI, Astrobotic, Aurora, Bossa Nova Robotics, Carnegie Robotics, CMU's Advanced Robotics Manufacturing (ARM) Institute, Edge Case Research, Identified Technologies, Kaarta, Near Earth Autonomy, Oculus Rift, RE2 Robotics, Seegrid Robotics and Uber's Advanced Technologies Center ... to only name a few!

We at IAM Robotics, and the robotics community at large, encourage Amazon, and welcome you with open arms, to join us in Pittsburgh to cement its position as a global leader in automation, artificial intelligence, and transformational technologies.

We believe there is no better place for our company to hire and retain talent, to grow the company and to share our success with our families and communities. With major institutions such as Carnegie Mellon and the University of Pittsburgh, Pittsburgh has one of the highest and most diverse concentrations of students, research funding and innovation activity in the United States. Furthermore, Pittsburgh continues to lead the country in quality of living with affordable housing, rich cultural amenities, diverse outdoor activities and a very active and growing core of city neighborhoods. We have been able to attract employees from across the country, including New York, DC, Florida and California.

Additionally, evidence shows millennials are finding Pittsburgh on their own, flocking to the city for great food, authentic neighborhoods, and entrepreneurial activities. In Pittsburgh, everyone can make a difference.

To close, we have a tight and highly collaborative community. Our firm has benefitted from the support and generosity from groups such as Innovation Works, Carnegie Mellon University, the University of Pittsburgh, the Pittsburgh Robotics Network (PRN), the Pittsburgh Regional Alliance (PRA), the Pittsburgh Technology Council (PTC) and many others.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

A handwritten signature in black ink that reads "Thomas Galluzzo".

Tom Galluzzo
CEO, IAM Robotics



12 South Avenue, Sewickley, PA 15143

IAMRobotics.com

“We have a tight and highly collaborative community. Our firm has benefited from the support and generosity from groups such as Innovation Works, Carnegie Mellon University, the University of Pittsburgh, the Pittsburgh Robotics Network (PRN), the Pittsburgh Regional Alliance (PRA), the Pittsburgh Technology Council (PTC) and many others.”

–Tom Galluzzo, CEO, IAM Robotics

Business Community Letters of Support



Oct 12, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

I had the opportunity to meet Howard Schultz a couple of months ago here in Pittsburgh and he was very impressed with the amount of energy, tech development, and business climate here in Pittsburgh. Pittsburgh has been a too-well-kept secret of innovation and transformation.

Kaarta is very excited to welcome Amazon's next headquarters to the Pittsburgh tech and business community. While I went to school here in Pittsburgh at Carnegie Mellon, I returned to my native New England years ago but returned here in 2014 because of the wide range of improvements, from tech companies, to bike trails, to the many cultural and sports offerings here. Many outdoor recreation opportunities are also very attractive. Millennials are also flocking here and bringing their energy and passion with them. Whatever your picture of Pittsburgh, if it is none or more than a few years old, it is way out of date.

Pittsburgh has also grown major outposts for tech companies like Google, Apple, Disney, Bosch, Facebook, Caterpillar, Autodesk and many others. They have all taken advantage of leading development in software, AI, and general tech to big iron and knowledge of how to build anything. Pittsburgh has a critical mass in tech and much more from numerous Fortune 500 companies with a deep bench of talent, with a blossoming startup culture.

We believe there is no better place hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing



reputation, affordability, and high quality of life. Most recently, we have hired workers from

Finally, the Pittsburgh community is extremely welcoming. Kaarta has benefitted from local investment, collaborations, and much more by being here in Pittsburgh. I travel frequently and have lived and worked in other major cities. I had many choices but I have made Pittsburgh my home and work because of what it has to offer.

Amazon and the Pittsburgh tech community will build great business and tech together.

Sincerely,

A handwritten signature in black ink, reading "Kevin Dowling". The signature is fluid and cursive, with the first name "Kevin" and last name "Dowling" clearly distinguishable.

Kevin Dowling
CEO

5001 Baum Blvd. Suite 430, Pittsburgh, PA 15213 USA
www.kaarta.com

Business Community Letters of Support

KEXTIL

10/13/17

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Kextil are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past 5 years, I have witnessed the phenomenal growth of tech companies in Pittsburgh, from our partners in Innovation Works to major anchors such as Google and Argo AI.

Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. Our city is leading in key areas such as speech recognition, artificial intelligence, and data analytics, one of the major reasons why we have chosen Pittsburgh for our company. It is a great environment to innovate and create, and firms like ours have been able to scale rapidly thanks to a thriving network of like-minded peers. This environment is growing—and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and technology.

We believe there is no better place hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life. Most recently, we have hired workers from New York. Pittsburgh is also a tremendous arts center which drives quality of life benefits and attracts talented workers in key demographics for technology companies.

Finally, the Pittsburgh community is extremely welcoming. Our firm have benefitted from their support and generosity through the Allegheny Conference, UPMC, and the Pittsburgh Cultural Trust.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

Jonathan Berman
CEO, Kextil

“We believe there is no better place to hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent.”

—Jonathan Berman, CEO, Kextil

Business Community Letters of Support



October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

The team at LaneSpotter is excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past 15 years, I have witnessed the phenomenal growth of tech companies in Pittsburgh, from ModCloth, ShowClix (the company I founded in 2007) and Duolingo - to major anchors such as Google and Argo AI.

I'm a two-time tech entrepreneur who's lived in cities across the United States, including New York City, Los Angeles and San Francisco. While I may have moved multiple times, I've found myself returning to Pittsburgh over and over again, for so many reasons. The city is rapidly becoming the epicenter for tech and entrepreneurship across the country, which made it the perfect place to start my second tech company, LaneSpotter, a website and mobile application that helps cyclists find safe routes. As we grow and iterate on our product, we plan to leverage Amazon's innovation in voice technology to help our users navigate the streets of America by bike.

LaneSpotter is incorporated as a Public Benefit Corporation. As a B Corp, we're committed to having a positive impact on society, our employees, community and the environment. This is very much in line with **Pittsburgh's progressive culture of supporting quality of life**, which includes a focus on alternative transportation and expanding bike infrastructure, making it the perfect place to create and grow our business.

Finally, I believe **there is no better place hire and retain talent**. With major institutions like Carnegie Mellon, University of Pittsburgh, Duquesne University (my alma mater), Point Park University and Chatham University (particularly Chatham's Center for Women's Entrepreneurship), there's no shortage of qualified talent to fill every type of position that Amazon may need to fill at the new HQ, including engineering, customer support, client services and marketing. My first tech company, ShowClix, grew from two to 65 people by building relationships with - and recruiting the exceptional talent coming out of - these institutions.

I love Pittsburgh and believe that Amazon will too. We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

A handwritten signature in black ink, appearing to read "Lynsie Campbell".

Lynsie Campbell
Founder & CEO, LaneSpotter

“I’m a two-time tech entrepreneur who’s lived in cities across the United States, including New York City, Los Angeles and San Francisco. While I may have moved multiple times, I’ve found myself returning to Pittsburgh over and over again.”

–Lynsie Campbell, Founder & CEO,
LaneSpotter

Business Community Letters of Support



October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Meter Feeder are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past 20 years, I have witnessed the phenomenal growth of tech companies in Pittsburgh, from our partners in ContainerShip, Gecko Robotics, and NetBeez, to major anchors such as Google and Argo AI.

We believe there is no better place hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life. As a Y Combinator alum, and former resident of Silicon Valley and New York, I believe that there is no other place that would give you a greater bang for your buck, regarding talent in Pittsburgh.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

A handwritten signature in black ink, appearing to read "James Gibbs".

James Gibbs
Meter Feeder, Inc.
Co-Founder and CEO

Business Community Letters of Support

Music Everywhere

6024 Broad Street, 3rd Floor
Pittsburgh, PA 15206

13 October 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan,

My name is Seth Glickman. I came to Pittsburgh almost three years ago following a ten-year stay in New York City to attend graduate school at Carnegie Mellon University.

As a New Yorker, I left NYC quite expecting to return once my degree was completed. However, upon graduation, when it came down to it and I was ready to start a technology-based company, Pittsburgh was the obvious choice. There is ample access to excellent talent, the support of a thriving small business community, and overall a high quality of life.

My company, Music Everywhere, Inc., develops augmented reality software that assists in the learning of musical instruments, and is currently part of the 18th cycle of the AlphaLab accelerator program. I'm a pianist, composer and multi-instrumentalist, and I met my co-founders here in Pittsburgh: a software developer and a visual designer. The three of us have contacts in a variety of circles in town, from which we are confident we will hire and retain new talent as our business expands.

I hope that Amazon will consider Pittsburgh as the location of its new headquarters.

Sincerely,



Seth Glickman
CEO & Co-Founder, Music Everywhere

“As a New Yorker, I left NYC quite expecting to return once my degree was completed. However, upon graduation, when it came down to it and I was ready to start a technology-based company, Pittsburgh was the obvious choice. There is ample access to excellent talent, the support of a thriving small business community, and overall a high quality of life.”

—Seth Glickman, CEO & Co-Founder,
Music Everywhere

Business Community Letters of Support

Marcel Bergerman
Near Earth Autonomy, Inc.
Tel.: (412) 513-6110



5001 Baum Blvd., Suite 750
Pittsburgh, PA 15213
marcel@nearearth.aero

October 14th, 2017

To
Mr. Jeff Bezos
Amazon

Dear Mr. Bezos:

We at Near Earth Autonomy write this letter in strong support of Amazon's selection of Pittsburgh as the site of its next headquarters. Pittsburgh is rapidly becoming a worldwide-recognized leader in technology and entrepreneurship. Among others, the city is a leader in robotics, an industry very relevant to Amazon's future growth.

We believe there is no better place than Pittsburgh to hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing reputation and high quality of life. In fact, in the last few years we have hired workers from New York, Seattle, and Boston.

We have a professional environment where people create, innovate, and grow; a low cost of living; and an amazing cultural, environment, and sports life.

Should you make the right choice and open Amazon's HQ2 in Pittsburgh, you and our tech community will build great things together.

Sincerely,

**Marcel
Bergerman**

Marcel Bergerman
Chief Operating Officer
Near Earth Autonomy, Inc.

Digitally signed by Marcel Bergerman
DN: cn=Marcel Bergerman, o=Near
Earth Autonomy, ou,
email=marcel@nearearth.aero, c=US
Date: 2017.10.14 22:18:14 -05'00'

Business Community Letters of Support



October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Qlicket are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Having grown up attending public schools in the Pittsburgh suburbs, and having studied and worked in other major cities – including Philadelphia, New York, San Francisco, New Delhi, Mumbai, Bengaluru, London and Hong Kong – before boomeranging back to Pittsburgh, I have witnessed the phenomenal growth of tech companies here, from some of the biggest ecosystem supporters at Innovation Works and the Urban Redevelopment Authority, to major anchors such as Google and Argo AI.

One of the reasons we choose Pittsburgh is that it's a "great value for money" city, whether you're thinking about hiring, housing affordability, community and culture, or more. It's also highly accessible to other major cities through a reasonable drive, including Washington, D.C., Baltimore, Philadelphia, New York, and Toronto. We'll look to continue scaling our business from Pittsburgh, and we believe the positive tech environment here is growing – and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and technology.

We believe there is no better place to hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life.

Finally, the Pittsburgh community is extremely welcoming. People are genuinely described as "nice," but don't let that trick you into thinking they are not ambitious. The most active seed fund for technology investments for the first half of 2017 is Pittsburgh's Innovation Works, ahead of leading coastal names including Y Combinator, 500 Startups, Techstars and SV Angel.

We're excited for Pittsburgh's future and cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

A handwritten signature in black ink, appearing to read "Vivek Kumar", written over a horizontal line.

Vivek Kumar
Founder/CEO Qlicket

“One of the reasons we choose Pittsburgh is that it’s a “great value for money” city, whether you’re thinking about hiring, housing affordability, community and culture, or more. It’s also highly accessible to other major cities through a reasonable drive, including Washington, D.C., Baltimore, Philadelphia, New York, and Toronto. We’ll look to continue scaling our business from Pittsburgh, and we believe the positive tech environment here is growing – and ideally suited to expand Amazon’s reputation as an innovator and disruptor in retail, logistics, and technology.”

–Vivek Kumar, Founder CEO, Qlicket

Business Community Letters of Support

RapidTPC

RAPID TPC, LLC
6945 Lynn Way
Pittsburgh, PA 15208
(202) 812-1261

10/13/17

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Rapid TPC, LLC are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past 4 years, I have witnessed the phenomenal growth of tech companies in Pittsburgh, from our partners in Gecko Robotics, Identified Tech, Maven Machines and Conturo Prototyping to major anchors such as Google and Argo AI.

Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. Our city is leading in key areas such as robotics, automation and advanced manufacturing one of the major reasons why we have chosen Pittsburgh for our company. It is a great environment to innovate and create, and firms like ours have been able to scale rapidly thanks to a thriving network of like-minded peers. This environment is growing—and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and technology.

We believe there is no better place hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life.

We were able to assemble a team from Seattle, Philadelphia, New Brunswick, Santo Domingo (Dominican Republic) and Beirut (Lebanon), and grow into a profitable manufacturing business in Pittsburgh. With manufacturing engrained in the city's roots, we are now poised to make Pittsburgh the capital of advanced composite parts manufacturing in the United States.

Finally, the Pittsburgh community is extremely welcoming. Our firm has benefitted from their support and generosity through Alphalab Gear, a state funded startup accelerator program focused on hardware tech companies, university research programs such as HERL Labs in the University of Pittsburgh, and the presence of multinational chemical companies such as Covestro, LLC.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,



Mark Jreissaty
Chief Technology Officer

“We were able to assemble a team from Seattle, Philadelphia, New Brunswick, Santo Domingo (Dominican Republic) and Beirut (Lebanon), and grow into a profitable manufacturing business in Pittsburgh. With manufacturing engrained in the city’s roots, we are now poised to make Pittsburgh the capital of advanced composite parts manufacturing in the United States.”

– Mark Jreissaty, Chief Technology Officer,
Rapid TPC

Business Community Letters of Support



Kenneth E. Smith, President/CEO
40 24th Street – 2nd Floor
Pittsburgh, PA 15222
cell: 412-953-6757
ksmith@simcoachgames.com

October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Simcoach Games are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past 33 years, I have witnessed the phenomenal growth of tech companies in Pittsburgh, from the many start-ups to major anchors such as Google and Argo AI.

Our founder boomeranged from Silicon Valley and started the company in Pittsburgh in 2005 because of the collaborative nature of the region, the innovative spirit, and the game design and development talent CMU could provide. The company stayed in the region because of the quality of the people and the tech ecosystem that has grown. It is a great environment to innovate and create, and companies like ours have been able to scale rapidly thanks to a thriving network of like-minded peers. This environment is growing—and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and technology.

We believe there is no better place hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life. I moved to Pittsburgh in 1984 for my first job out of college. It has been an amazing place to raise a family.

Finally, the Pittsburgh community is extremely welcoming. Our company has benefitted from their support and generosity through CMU, the Urban Development Authority, Innovations Works and several local foundations.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

A handwritten signature in black ink, appearing to read "Kenneth E. Smith".

Kenneth E. Smith

“Our founder boomeranged from Silicon Valley and started the company in Pittsburgh in 2005 because of the collaborative nature of the region, the innovative spirit, and the game design and development talent CMU could provide. The company stayed in the region because of the quality of the people and the tech ecosystem that has grown. It is a great environment to innovate and create, and companies like ours have been able to scale rapidly thanks to a thriving network of like-minded peers.”

—Kenneth E. Smith, President/CEO,
Simcoach Games

Business Community Letters of Support



10/13/17

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at TravelWits are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past seven years, I have witnessed the phenomenal growth of tech companies in Pittsburgh, from all the startups created by my colleagues and their students at Carnegie Mellon University to the multitude of startups incubated by AlphaLab, including TravelWits, to major anchors such as Google and Argo AI.

Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. In particular, our city is leading in key areas such as robotics and artificial intelligence with applications to automation of manufacturing, self-driving, computer vision, and now travel. This ecosystem is one of the major reasons why we are committed to stay in Pittsburgh. It is a great environment to innovate and create, and companies like ours have been able to scale rapidly thanks to a thriving network of like-minded peers. This environment is growing—and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and technology.

We believe there is no better place to hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life. For example, we have hired workers from Columbus, OH. Pittsburgh is also an ideal place for combining family and career. I have two daughters that I have to drive to school and daycare every day. In any other city, this would take away hours from my workday. In Pittsburgh, I am able to get to my work within 25 minutes while dropping off my kids on the way. In addition, Pittsburgh has numerous clubs and activities for children. It really is a city that is equally friendly to families as well as entrepreneurs.

Finally, the Pittsburgh community itself is extremely welcoming. Our firm has benefitted from their support and generosity. Carnegie Mellon University has provided us with lots of help in connecting our company to local investors, Penn State University at Beaver has invited us to give presentations and to interact with their

students with the idea of potentially recruiting them, and Urban Redevelopment Authority has connected us with several other companies whose services are synergistic with ours. All this enables us to thrive in our endeavor!

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

Maxim Likhachev
CEO of TravelWits, LLC
Associate Research Professor, Carnegie Mellon University

“The Pittsburgh community is extremely welcoming. Our firm has benefited from their support and generosity. Carnegie Mellon University has provided us with lots of help in connecting our company with local investors, Penn State University at Beaver has invited us to give presentations and to interact with their students with the idea of potentially recruiting them, and the Urban Redevelopment Authority has connected us with several other companies whose services are synergistic with ours.”

**–Maxim Likhachev, CEO, TravelWits LLC,
Associate Research Professor, CMU**

Business Community Letters of Support



318 39th Street Pittsburgh, PA 15201
www.watt-learn.com

October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Watt-Learn are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past 3.5 years, I have witnessed the phenomenal growth of tech companies in Pittsburgh, from our partners to major anchors such as Google and Argo AI.

Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. Our city is leading in key areas such as artificial intelligence, advanced data science and advancements in cleantech one of the major reasons why we have chosen Pittsburgh for our company. It is a great environment to innovate and create, and firms like ours have been able to scale rapidly thanks to a thriving network of like-minded peers. This environment is growing—and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and technology.

We believe there is no better place hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life. In fact, I personally moved to Pittsburgh several years ago to take an executive role at Aquion Energy, a start-up company spun out of Carnegie Mellon that manufactures safe and sustainable energy storage products.

Finally, the Pittsburgh community is extremely welcoming. Watt-Learn has benefitted from the support and generosity of the local entrepreneur network and strong support from AlphaLab and other start-up focused programs here in the city. We wouldn't consider any other location as home for our company.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

A handwritten signature in black ink, appearing to read 'Matthew J. Maroon'.

Matthew J. Maroon
President and CEO
Watt-Learn, Inc.

1

“The Pittsburgh community is extremely welcoming. Watt-Learn has benefited from the support and generosity of the local entrepreneur network and strong support from AlphaLab and other start-up focused programs here in the city. We wouldn’t consider any other location as home for our company.”

**–Matthew Maroon, President & CEO,
Watt-Learn**

Business Community Letters of Support



3030 Penn Avenue
Pittsburgh, PA 15201
412-621-1484
www.wombatsecurity.com

October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Wombat Security Technologies would be excited to welcome Amazon's next headquarters to the Pittsburgh tech community. We are a leading cybersecurity vendor offering an advanced suite of SaaS anti-phishing and cybersecurity training solutions to several thousand corporate customers around the world. We are also a Carnegie Mellon University spinoff whose original anti-phishing suite of products grew out of academic research I conducted with my two co-founders. All three of us are Professors in the School of Computer Science at Carnegie Mellon.

We are just one of many university spinoffs that have flourished in the Pittsburgh area over the past decade. While we have offices in several other US locations and also abroad, we have made a conscious decision to maintain our headquarters and the majority of our employees in Pittsburgh and have never looked back. The Pittsburgh innovation ecosystem is truly unique, fueled by some of the best universities in the country, a highly supportive entrepreneurial environment and a city that embraces innovation and technology.

This is also a city that offers an unparalleled quality of life. As someone who was born and grew up abroad (in Brussels, Belgium), I could not have been happier to have called Pittsburgh my home for the past 30 years. It is the perfect place to raise a family, the perfect place where to start a company, the perfect place where to interact with some of the best and brightest computer scientists and engineers in the world, and one of the best place where to recruit and retain highly skilled and dedicated individuals.

It is no accident that Google, Apple, Disney, Uber and a number of other big tech companies have opened offices here. In fact, we were absolutely delighted to see Amazon open an R&D office here in Pittsburgh, one where one of my former graduate students, Kanthashree Satheyndra, is now working on your Amazon Echo product. It would be fantastic if this first foray into Pittsburgh was followed by HQ2.



3030 Penn Avenue
Pittsburgh, PA 15201
412-621-1484
www.wombatsecurity.com

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,

Norman Sadeh, Ph.D.

Co-Founder, Chairman and Chief Scientist, Wombat Security Technologies

Professor, School of Computer Science, Carnegie Mellon University

www.normsadeh.org

“(Pittsburgh) is the perfect place to raise a family, the perfect place where to start a company, the perfect place where to interact with some of the best and brightest computer scientists and engineers in the world, and one of the best place where to recruit and retain highly skilled and dedicated individuals.”

–Norman Sadeh, Ph.D, Co-Founder, Chairman, and Chief Scientist, Wombat Security Technologies

Business Community Letters of Support

Word of Mouth Communities, LLC

October 13, 2017

Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Re: Amazon HQ2

Dear Ms. Sullivan:

We at Word of Mouth Communities are excited to welcome Amazon's next headquarters to the Pittsburgh tech community. Over the past 20 years, as I have progressed from graduate student at CMU Robotics to faculty at CMU, to entrepreneur, I have witnessed the phenomenal growth of tech companies in Pittsburgh, from many Carnegie Mellon University spinoff companies to major anchors such as Google and Argo AI.

Pittsburgh is rapidly becoming the epicenter for tech and entrepreneurship across the country. Our city is leading in key areas such as robotics, computer vision, language technologies, machine learning, human-computer interaction, and software engineering. is one of the major reasons why we have chosen Pittsburgh for our company. It is a great environment to innovate and create, and firms like ours have been able to scale rapidly thanks to a thriving network of like-minded peers. This environment is growing—and ideally suited to expand Amazon's reputation as an innovator and disruptor in retail, logistics, and technology.

We believe there is no better place hire and retain talent. With major institutions like Carnegie Mellon and University of Pittsburgh, we know there is no shortage of qualified talent. Similarly, it is easy to recruit from other tech hubs due to our growing reputation, affordability, and high quality of life. In the previous company I founded, Pittsburgh Pattern Recognition (acquired by Google in 2011) we recruited researchers and software engineers from Florida and Oregon in addition to Pittsburgh. And, in my former position at Google, I recruited researchers from California, Michigan, India, and China.

Finally, the Pittsburgh community is extremely welcoming. My current and previous firms have benefitted from the support and generosity of Carnegie Mellon University and the Technology Collaborative (Innovation Works). Carnegie Mellon was very supportive in helping me to spin out the face detection and face recognition technology I developed as faculty and commercialize the technology through my company, Pittsburgh Pattern Recognition. The technology is now part of several products offered by Google including Info Cards for Google Play, Face Unlock for Android, and the Android Face SDK. The Technology Collaborative (now part of Innovation Works) was of great assistance to Pittsburgh Pattern Recognition providing seed money that

was critical for building prototype of several products, as well as assistance with recruiting, human resources, advice about government contracts, and most of all creating a community of like minded companies in the robotics and computer vision space.

We cannot wait to see what Amazon and the Pittsburgh tech community can build together.

Sincerely,


Henry Schneiderman, Ph.D
CEO

“Our city is leading in key areas such as robotics, computer vision, language technologies, machine learning, human-computer interaction, and software engineering, is one of the major reasons we have chosen Pittsburgh for our company.”

—Harry Schneiderman, Ph.D, CEO,
Word of Mouth Communities

APPENDIX G:

Table of University Degrees Awarded for Last 3 Years

Table of University Degrees Awarded for Last 3 Years

CARNEGIE MELLON

Degree Type	School	# Degrees Conferred		
		2014	2015	2016
Bachelors	CIT - Engineering	417	414	383
Masters	CIT - Engineering	839	845	933
Doctoral	CIT - Engineering	146	146	153
Masters	Heinz College of Information Systems and Public Policy	703	674	661
Doctoral	Heinz College of Information Systems and Public Policy	7	11	4
Bachelors	School of Computer Science	180	197	153
Masters	School of Computer Science	567	470	557
Doctoral	School of Computer Science	80	71	75
Bachelors	Tepper School of Business	111	91	93
Masters	Tepper School of Business	390	371	394
Doctoral	Tepper School of Business	14	15	18

Table of University Degrees Awarded for Last 3 Years

UNIVERSITY OF PITTSBURGH

Degree Type	School	# Degrees Conferred		
		2014	2015	2016
Undergraduate	Department of Computer Engineering	32	54	54
Undergraduate	College of Business Administration	605	650	700
Undergraduate	School of Information Science	72	65	78
Graduate	School of Information Science	257	228	236
Undergraduate	Department of Computer Science	87	97	113
Graduate	Department of Computer Science	22	21	30
Graduate	Katz School of Business	379	377	381

Table of University Degrees Awarded for Last 3 Years

WEST VIRGINIA UNIVERSITY

Degree Type	School	# Degrees Conferred		
		2014	2015	2016
Bachelors	College of Business and Economics	512	547	571
Masters	College of Business and Economics	157	208	202
Doctoral	College of Business and Economics	8	4	8
Bachelors	College of Engineering - Computer Science	19	37	37
Masters	College of Engineering - Computer Science	14	18	19
Doctoral	College of Engineering - Computer Science	1	7	1
Bachelors	College of Engineering - Computer Engineering	28	36	31
Doctoral	College of Engineering - Computer Engineering	0	3	1
Bachelors	College of Arts and Sciences - Computer Science	12	6	5

Table of University Degrees Awarded for Last 3 Years

PENN STATE

Degree Type	School	# Degrees Conferred		
		2014	2015	2016
Bachelors	College of Engineering - Computer Science	293	318	346
Bachelors	College of Engineering - Computer Engineering	190	219	196
Masters	College of Engineering - Computer Science & Engineering	170	164	162
Bachelors	College of Business	1,605	1,659	1,823
Masters	College of Business	80	77	80

COMMUNITY COLLEGE OF ALLEGHENY COUNTY

Degree Type	School	# Degrees Conferred		
		2014	2015	2016
Bachelors	College of Business	387	362	342
Bachelors	Computing	79	84	89

APPENDIX H:

Relevant University and College Programs

Relevant University and College Programs

Our region is producing Amazon's future workforce. Beyond those described in Section 1: Our Talent, these programs include:

Pennsylvania State University - The Supply Chain and Information Systems
Penn State has 24 campuses across the Commonwealth with 100,000 students, and boasts the largest alumni network in the world. The Supply Chain and Information Systems program at the Smeal College of Business is ranked the #6 graduate program in its field by U.S. News & World Report.

West Virginia University - M.S. Business Data Analytics
WVU has launched and is creating additional initiatives focused on teaching software development, data analysis, supply chain and cybersecurity skills to its 33,000 students, as well as to adult learners and K-12 students across the state. Additionally, the adjacent 1-79 Technology Park is a facility would have significant strategic benefits for Amazon, as Amazon Web Services has already partnered with NOAA for its "Big Data Project" based on-site.

Robert Morris University (RMU) Amazon Web Services Academy for Veterans.
The program offers the Amazon Web Services (AWS) Academy training and certification in cloud computing architecture and technology exclusively to military personnel.

Chatham University Management Information Systems Major and Applied Data Science Analytics Major

Pitt School of Computing and Information (SCI)

Launched this year, SCI merges and enhances Pitt's former computer science department and school of information science. It supports multidisciplinary discovery, innovation, and entrepreneurship driven by data and technology. SCI is widely recognized for excellence in cybersecurity research and education.

Pitt Business Center for Supply Chain Management

This program in the Katz School of Business develops the next generation of talent in supply chain management. Its curriculum is built on practical, hands-on experiences in logistics, sourcing and procurement, quality control, process improvement, project management, managing supplier relationships, information technology, sustainability, and risk management.

Pitt Department of Industrial Engineering (IE)

This graduate program prepares engineers for research and tech leadership. The department has relationships with Amazon, Alibaba, and Tencent Corporation in the field of optimization. Leading edge research includes reinforcement learning and data-driven inventory management. A part-time master's degree schedule accommodates students working full-time.

Indiana University of Pennsylvania Program in Digital Science and Cyber Security.

Program will be launched in 2018.

Pennsylvania State University– Greater Allegheny Campus Associates in Information Sciences and Technology: The branch campus will offer a two-year associate degree in beginning in 2018.

La Roche College-Butler County Community College Bachelor's in IT:

This joint program provides opportunity for Butler County Community College information technology graduates to earn a Bachelor's in IT from LaRoche.

Saint Vincent College Master of Science in Management: Operational Excellence, one of the few programs in the country providing undergraduates with in-depth training in the Toyota Production System, Value Stream Mapping and Supply Chain Management.

Seton Hill University Programs in Data Analytics, Cybersecurity, and Software Application Development.

Community College of Allegheny County (CCAC) Certificates for Cybersecurity, CompTIA A+ and Micro-Credentials.
Designed primarily for students who already have a college degree, CCAC is offering a new certificate program for entry-level careers related to cybersecurity. CCAC also offers micro-credentialing for individuals who are underemployed or unemployed and lack a four-year degree and a five-day training courses to prepare for CompTIA A+ certification, held by over 1 million IT professionals worldwide.

APPENDIX I:

Pittsburgh MSA Employee Counts

Pittsburgh MSA Employee Counts

SOC	Job Type	2017 Jobs
11-1000	Top Executives	21,300
11-3000	Operations Specialties Managers	13,400
17-2000	Engineers	17,400
15-2000	Mathematical Science Occupations	1,400
15-1100	Computer Occupations	36,500
13-2000	Financial Specialists	41,800
13-1000	Business Operations Specialists	42,300
43-6000	Secretaries and Administrative Assistants	38,200
43-9000	Other Office and Administrative Support Workers	42,400
23-1000	Lawyers, Judges, and Related Workers	8,900
23-2000	Legal Support Workers	3,900
Total		267,500

Source: Emsi

APPENDIX J:

Organizations Supported by Regional Asset District

Organizations Supported by Regional Asset District

The following is a list of assets funded by the Regional Asset District (RAD)

Contractual & Multi-Year Assets

Allegheny County Library Association
Allegheny County – Regional Parks
Carnegie Library of Pittsburgh
Carnegie Museums of Pittsburgh
City of McKeesport Regional Park
City of Pittsburgh – Regional Parks
National Aviary in Pittsburgh
Phipps Conservatory and Botanical Gardens
Pittsburgh Zoo and PPG Aquarium
Sports and Exhibition Authority

Annual Grants

ACH Clear Pathways
Afro American Music Institute
Allegheny Brass Band
Allegheny Land Trust
American Jewish Museum of the JCC
Andrew Carnegie Free Library and Music Hall
Associated Artists of Pittsburgh
Attack Theatre
Audubon Society of Western Pennsylvania
Avonworth Municipal Authority: ACORD Park
Bach Choir of Pittsburgh
Bricolage Productions
Calliope, Pittsburgh Folk Music Society
Chamber Music Pittsburgh
Chatham Baroque
Children's Museum of Pittsburgh
City of Asylum/Pittsburgh
City Theatre
Community Theater Project Corp. (Kelly-Strayhorn Theater)
Corning Dances
Dreams of Hope
Edgewood Symphony
Father Ryan Arts Center
Frick Art & Historical Center
Front Porch Theatricals
Gemini Theater Company
Greater Pittsburgh Arts Council
Hill Dance Academy Theatre

Historical Society of Western PA
JFilm: The Pittsburgh Jewish Film Forum
Kaufmann Center/Hill House
Manchester Craftsmen's Guild
Mattress Factory
McKeesport Little Theater
Mendelssohn Choir of Pittsburgh
New Hazlett Theater
New Horizon Theater
North Hills Art Center
North Suburban Symphonic Band
Opera Theater of Pittsburgh
PICT Classic Theatre
Pittsburgh Arts and Lectures
Pittsburgh Ballet Theatre
Pittsburgh Botanic Garden
Pittsburgh Camerata
Pittsburgh Civic Light Opera
Pittsburgh Civic Orchestra
Pittsburgh Community Broadcasting – WYEP
Pittsburgh Concert Choral
Pittsburgh Cultural Trust
Pittsburgh Filmmakers/Pittsburgh Center for the Arts
Pittsburgh Glass Center
Pittsburgh Musical Theater
Pittsburgh New Music Ensemble
Pittsburgh Opera
Pittsburgh Philharmonic
Pittsburgh Playwrights Theatre Company
Pittsburgh Public Theater
Pittsburgh Savoyards
Pittsburgh School for Choral Arts
Pittsburgh Symphony Society
Pittsburgh Youth Chorus
Pittsburgh Youth Symphony Orchestra
Port Authority of Allegheny County
Prime Stage Theatre
Quantum Theatre
Renaissance and Baroque Society
Renaissance City Choir
River City Brass Band

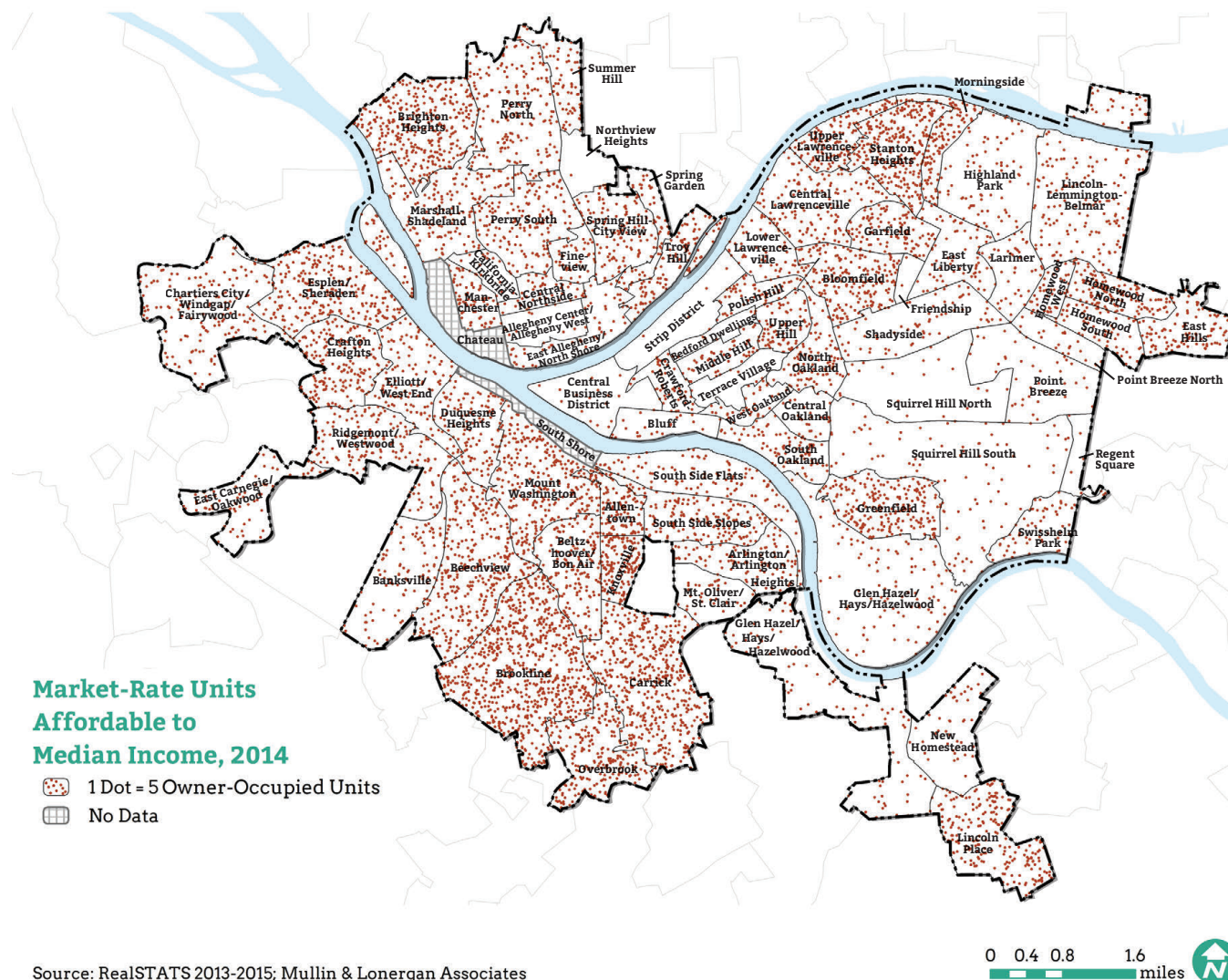
Saltworks Theatre Company
Saturday Light Brigade Productions
Silk Screen
Silver Eye Center for Photography
Society for Contemporary Craft
Soldiers and Sailors Memorial Hall
South Hills Chorale
South Park Theatre
Squonk Opera, Inc.
Steeltown Entertainment Project
Sweetwater Center for the Arts
Texture Contemporary Ballet
Three Rivers Young Peoples Orchestras
Tuesday Musical Club
Union Project
Upper St. Clair - Boyce/Mayview Regional Park
Village Theater Company (Tull Family Theater)
Western Pennsylvania Conservancy
WQED Multimedia

APPENDIX K:

Maps of Home Affordability

Maps of Home Affordability

Number of Market-Rate Owner Units Affordable to the City's Median Income in 2014



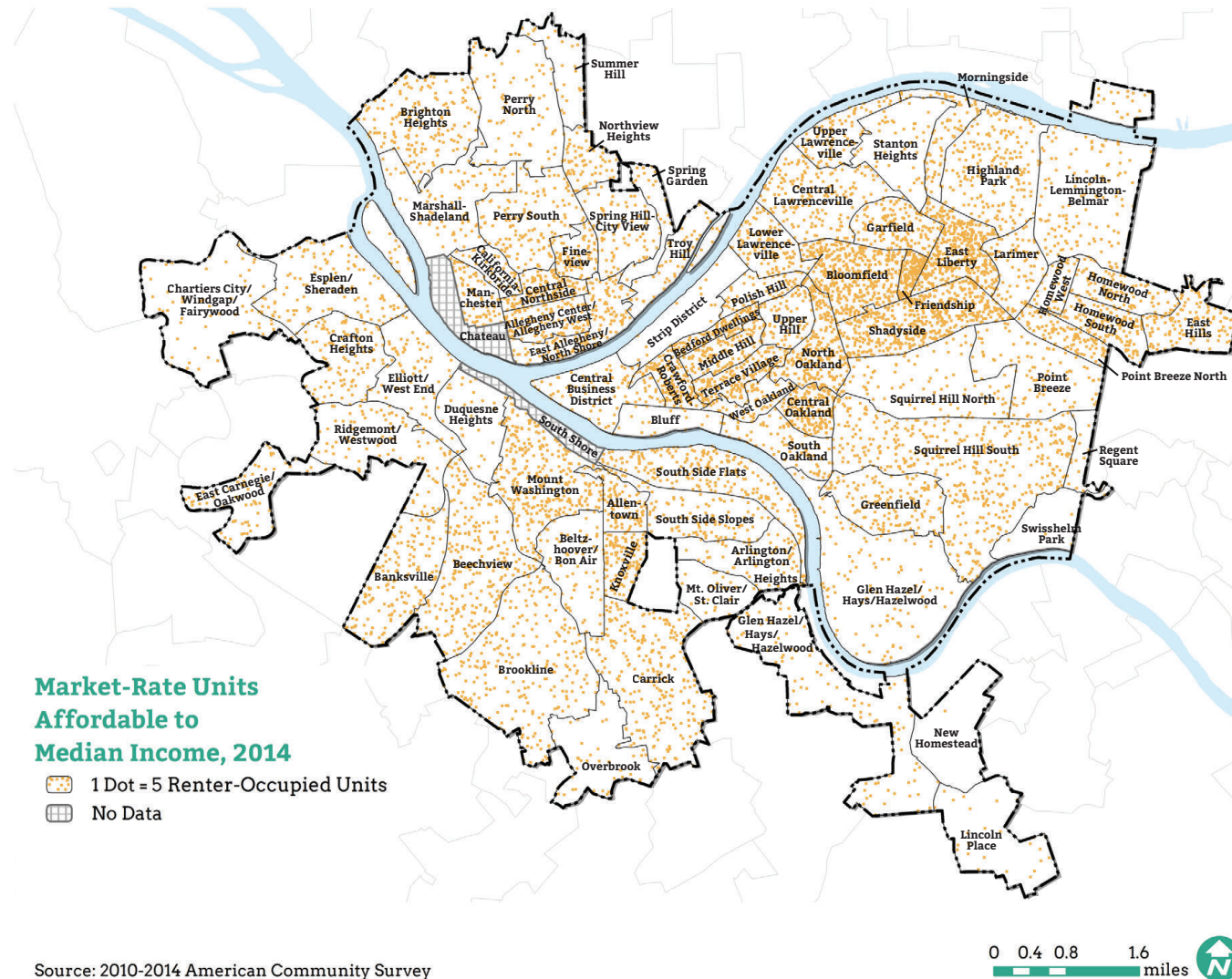
Source: RealSTATS 2013-2015; Mullin & Lonergan Associates

Many of Pittsburgh's neighborhoods correspond precisely to one tract. Some of the smaller ones share one or more tracts with other neighborhoods; in these instances the neighborhoods were grouped together into a single unit.

Figure 2: Market-Rate Owner Units Affordable to 100% of the City of Pittsburgh Median Income

Maps of Home Affordability

Number of Market-Rate Rental Units Affordable to the City's Median Income in 2014



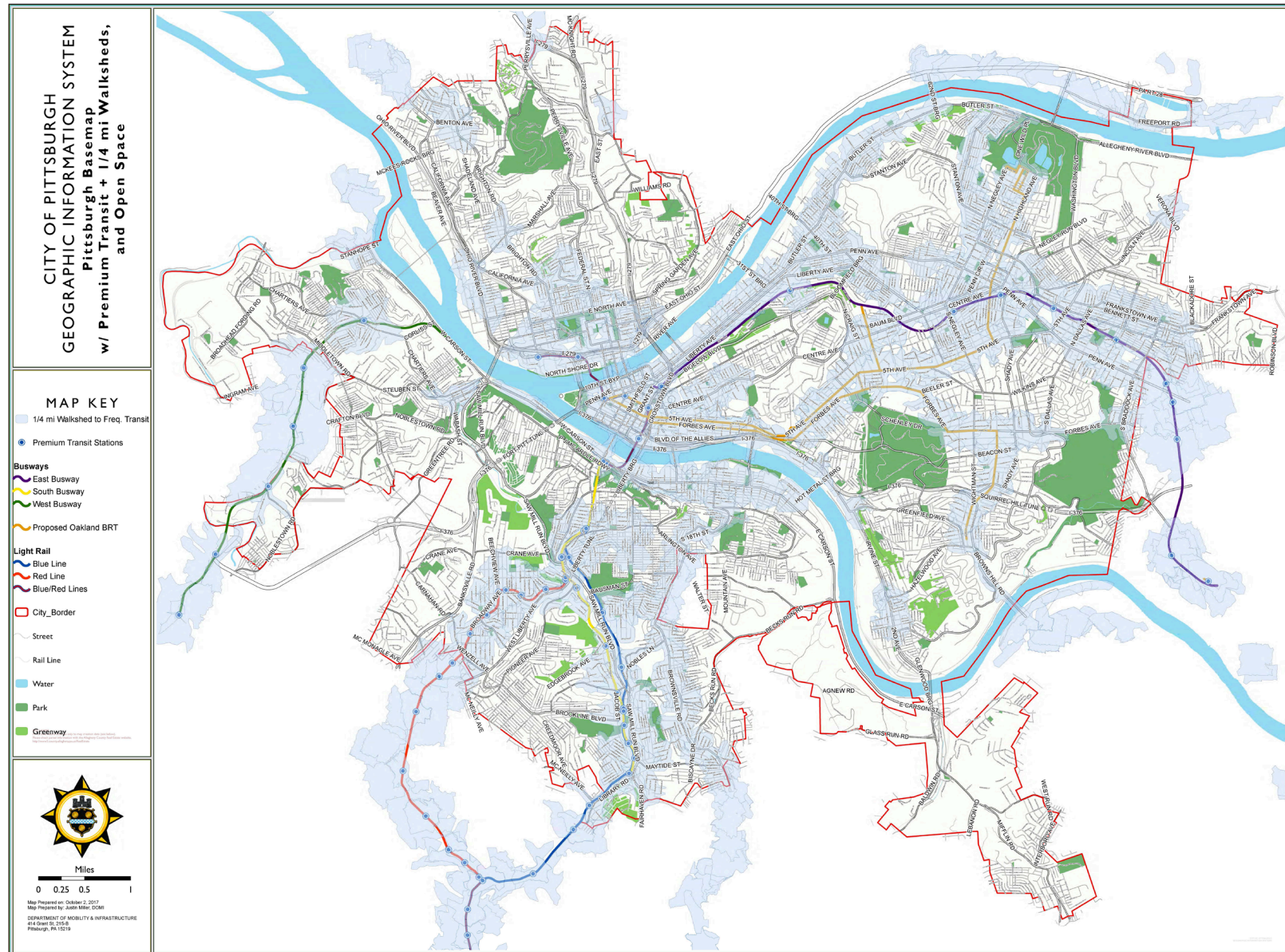
Many of Pittsburgh's neighborhoods correspond precisely to one tract. Some of the smaller ones share one or more tracts with other neighborhoods; in these instances the neighborhoods were grouped together into a single unit.

Figure 1: Market-Rate Rental Units Affordable to 100% of the City of Pittsburgh Median Income

APPENDIX L:

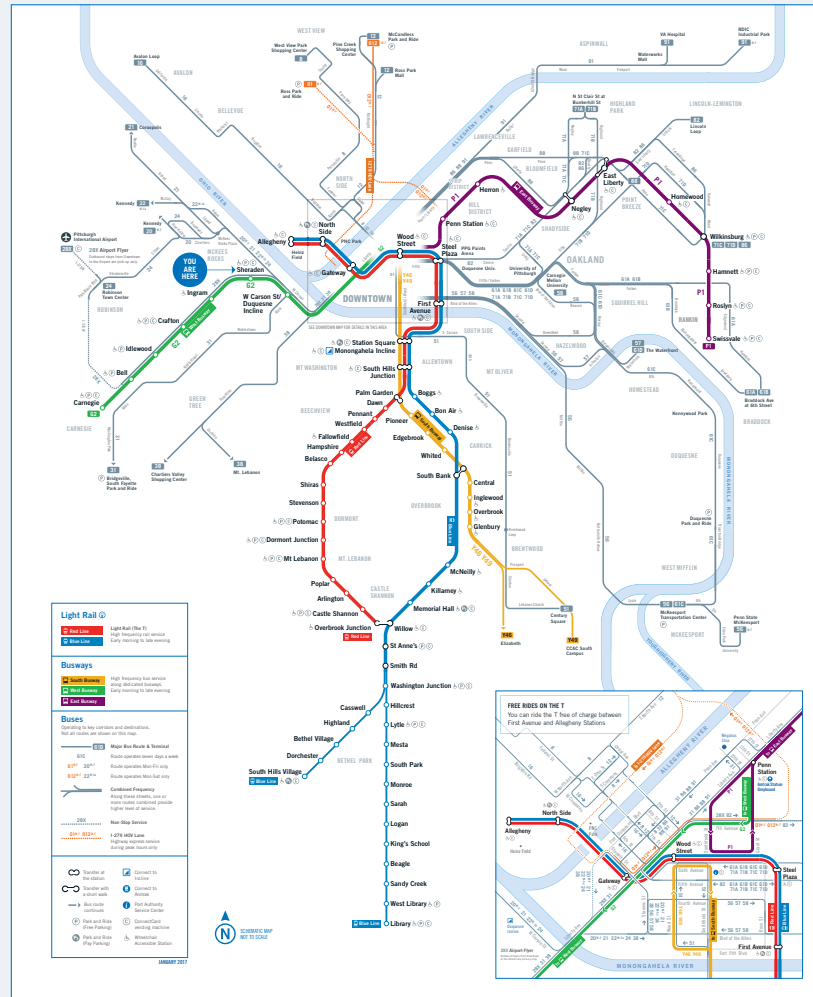
Maps of Public Transportation and Walksheds

Maps of Public Transportation and Walksheds



Maps of Public Transportation and Walksheds

Major Routes from Downtown



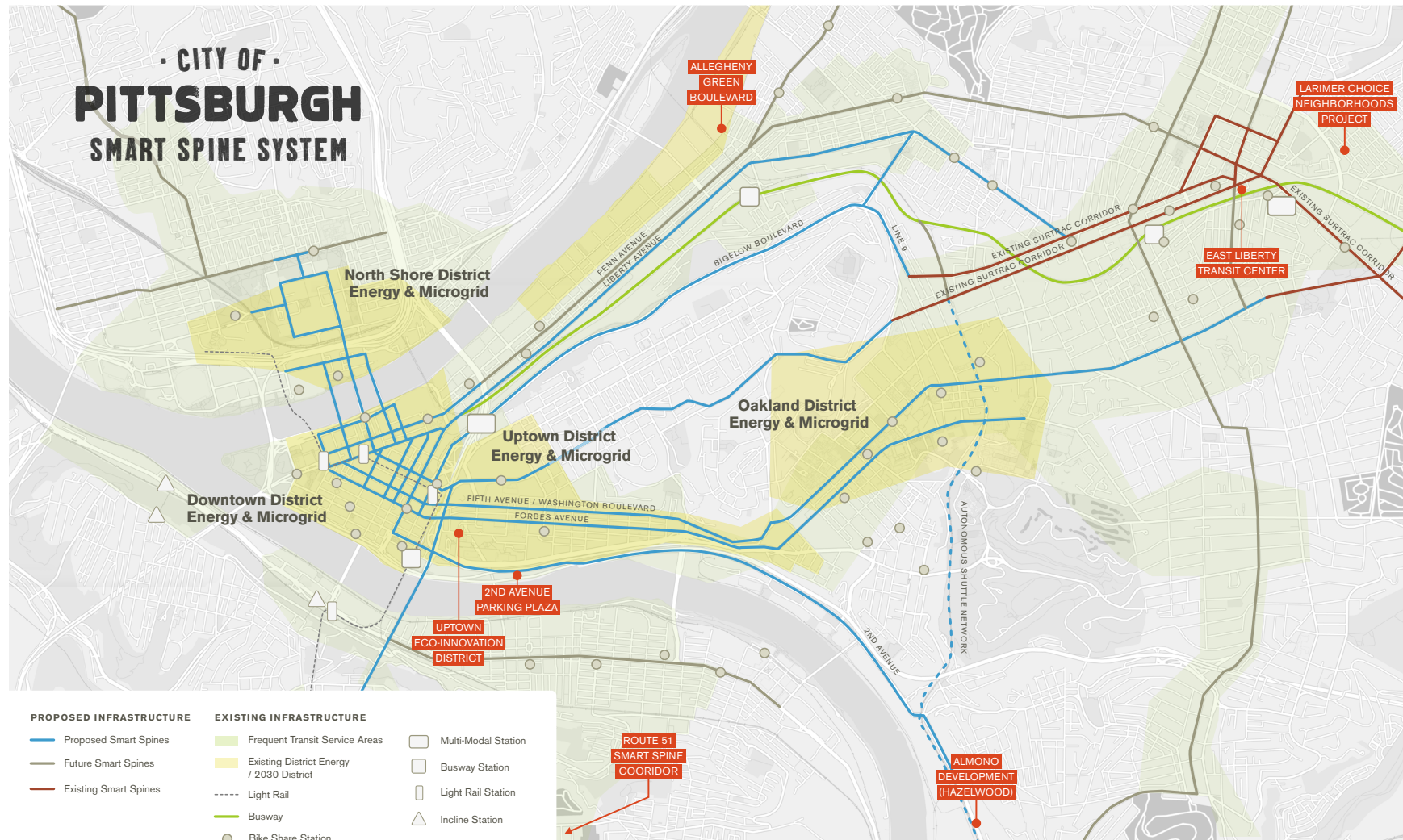
APPENDIX M:

Map of Pittsburgh's "Smart Spines"

Map of Pittsburgh's "Smart Spines"

USDOT SMART CITY CHALLENGE
CITY OF PITTSBURGH VISION NARRATIVE

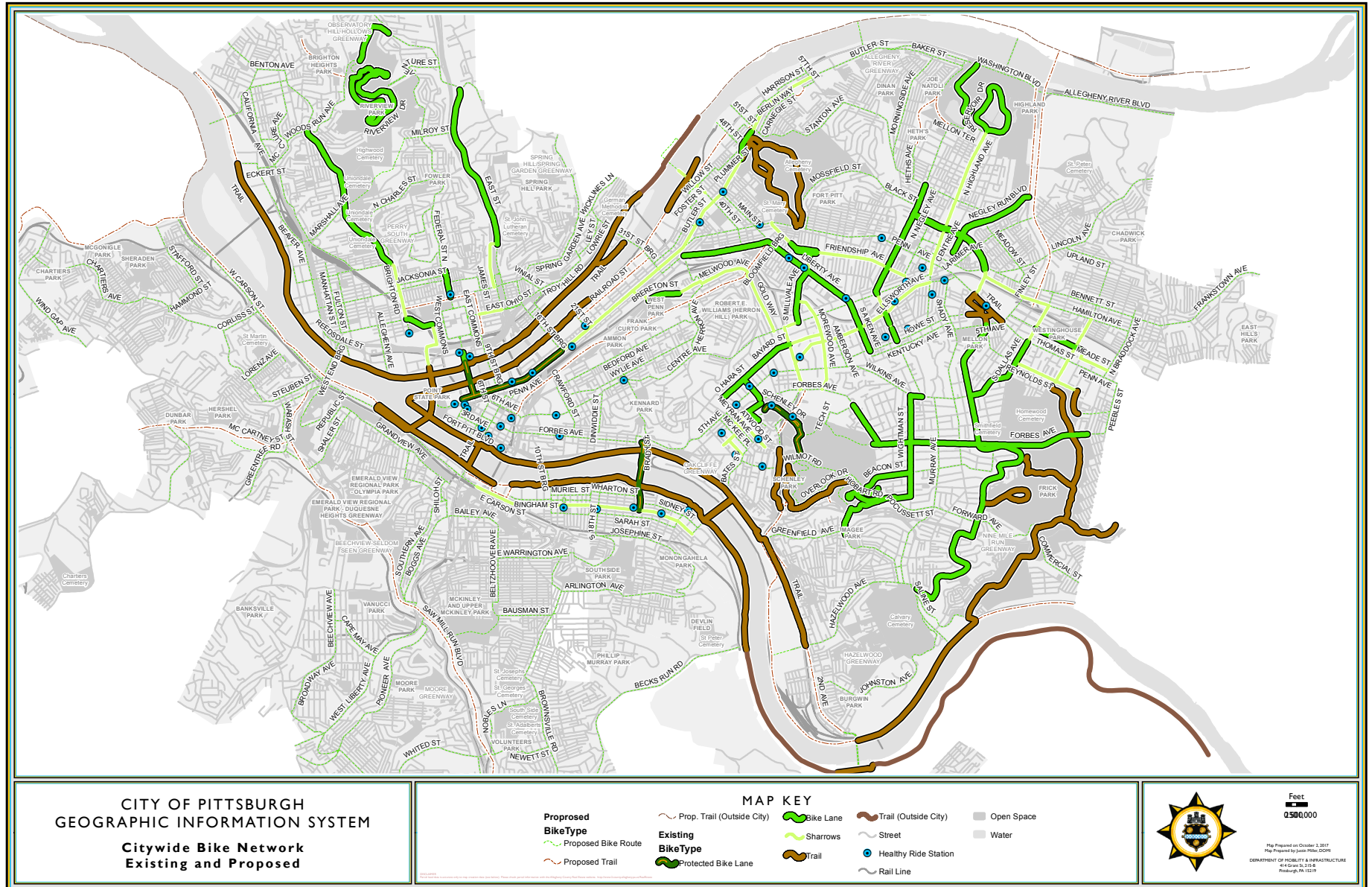
page 41



APPENDIX N:

Map of City-wide Bicycle Network

Map of City-wide Bicycle Network

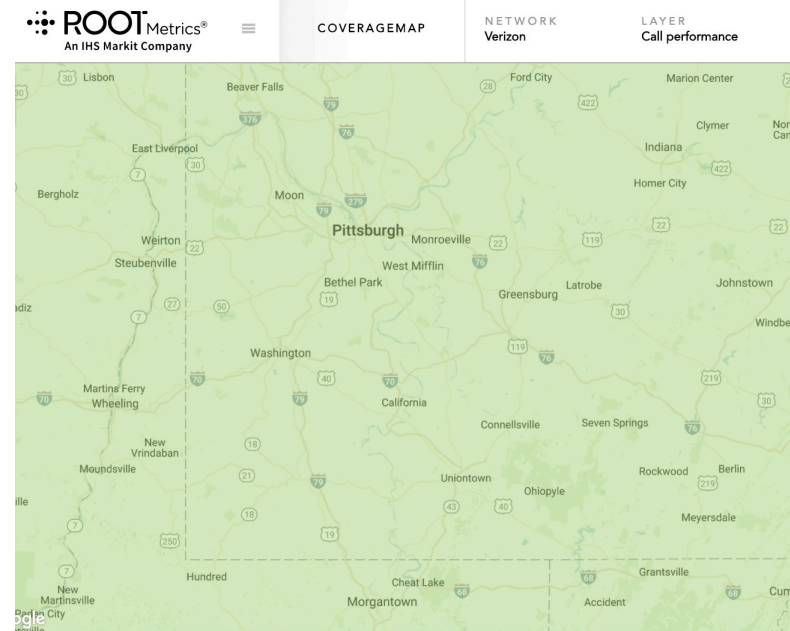
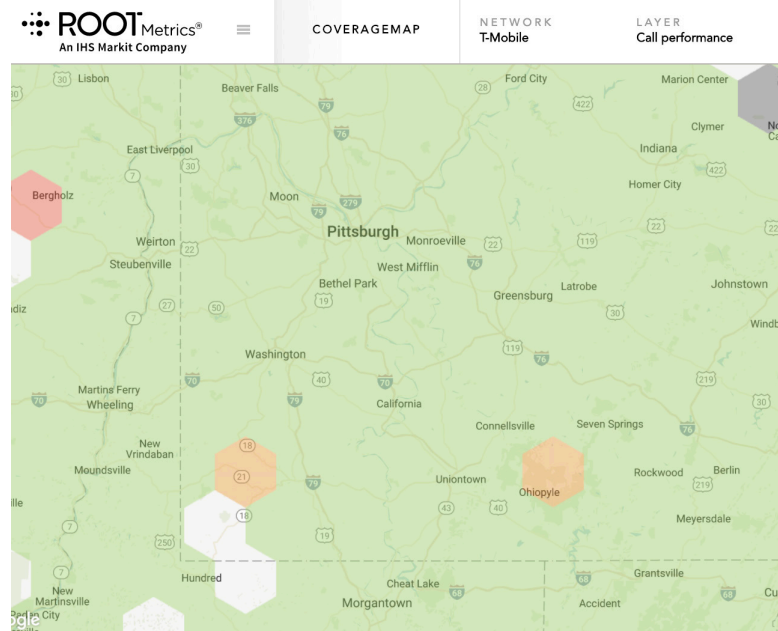
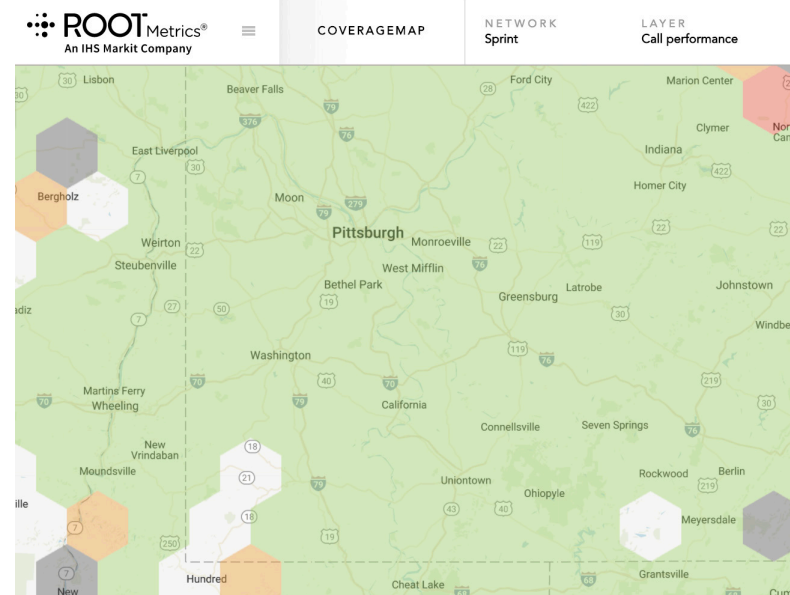
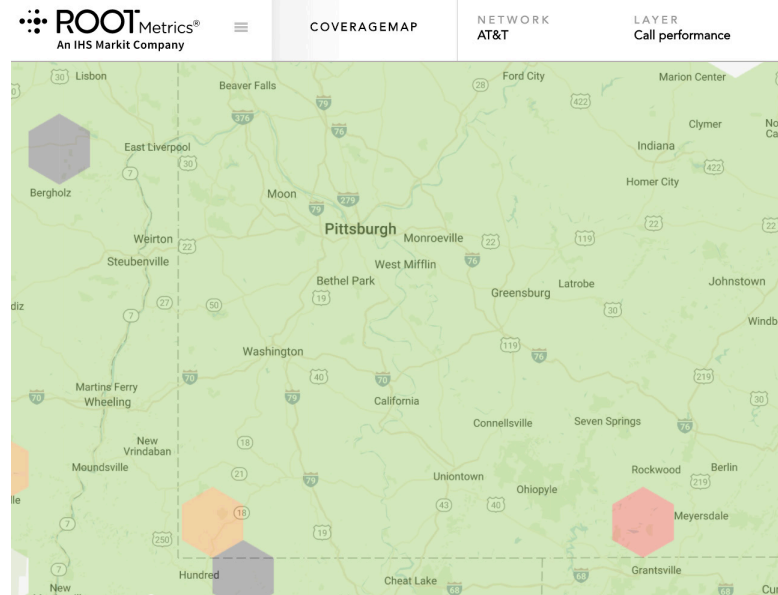


APPENDIX O:

Maps of Cell Phone Coverage

Maps of Cell Phone Coverage

Untested
 Bad
 Poor
 Fair
 Good



APPENDIX P:

Fiber Connectivity and Coverage Map

Fiber Connectivity and Coverage Map

Overview of Fiber Optic Broadband Resiliency

The following is a summary of services by providers of fiber optic broadband in the Pittsburgh region.

Atlantic Broadband

Leased network
Metro Ethernet, Wholesale Internet Service, Cell Site Backhaul

CenturyLink

Pittsburgh site: Internet Protocol (IP), Multiprotocol Label Switching (MPLS)
Leetsdale site: MPLS
Fiber network and 100Gbps Optical Wavelength Network

DQE Communications

Metro Ethernet, Wavelength, Internet services, Dark Fiber, and Colocation services
Fiber optic network encompasses 3,050+ route miles, 1,500+ on-net buildings, 33 business parks, 15 data centers, and multiple hub sites

Level(3) Communications

Ethernet Expansion in Pittsburgh region
Ethernet Enabled Market and Ethernet Reach Market

Lighttower

Large Metro Presence
Ethernet services, Wavelength services, Dark Fiber services, Business Class Internet Access, Video Transport, Managed Private Optical Networks, Colocation services, Long Haul services

Lumos Networks

Fiber Network, Lit Buildings, Data Centers, Colocation services

PennREN -KINBER

Research and Education Network
Ethernet services, Colocation services, Commodity Internet, Internet2, KINBER Peering

Sunesys

Switched Ethernet, Managed Private Ethernet, Private Wavelength, Dark Fiber, Internet services

Uniti Fiber

Ethernet services, Wavelength services, Dark Fiber services, Dedicated Internet Access, Small Cell, Colocation services, Cell Site Backhaul

Windstream Communications

Fiber Network, Wave Point of Presence (POP) 10G, 100G Wave Network, Dedicated Internet Access Point of Presence (DIA POP), OnNet Buildings

XO Communications

Broadband wireless spectrum, Metro Internet Protocol (IP) Node, Multiprotocol Label Switching (MPLS) Internet Protocol (IP)-Virtual Private Network (VPN) Point of Presence (POP), part of Nx10 and Nx100 Gigabit Ethernet network, part of 10G/100G Intercity Long Haul Network, Long Haul Termination (All Bandwidths)

Zayo Group

Network Data - Metro Lit Fiber, Long Haul Dark Fiber, Long Haul Lit Fiber















Zito Communications

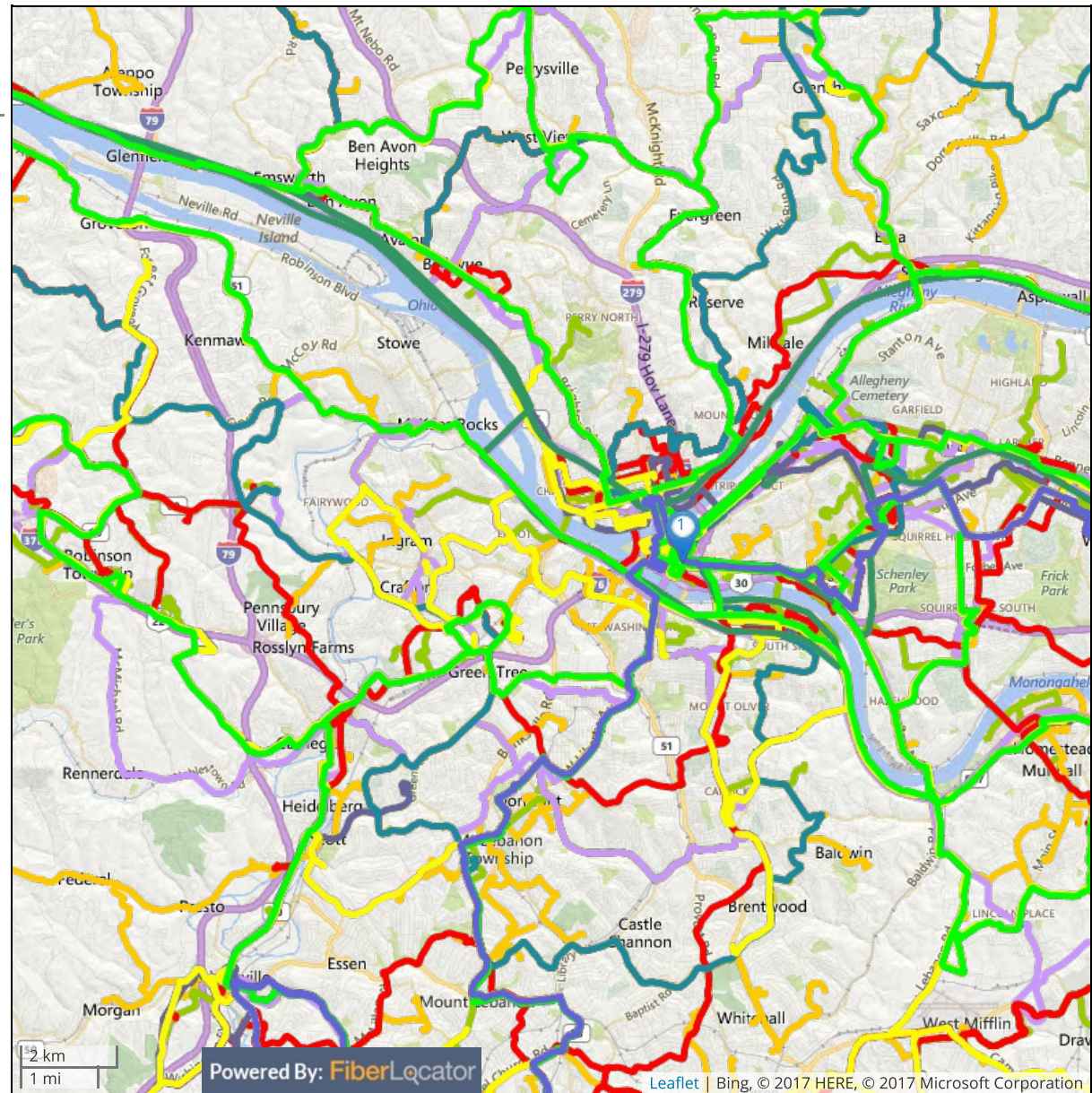
100G and 10G Hubs, 100G Network, part of National Point of Presence (POP)

Fiber Connectivity and Coverage Map

FiberL+ocator

Pittsburgh Metro Network Map

-  Pittsburgh, PA
- Metro Networks
-  Atlantic Broadband Leased
-  CenturyLink Metro
-  DQE
-  Level3 Metro
-  Lighttower
-  Lighttower Leased
-  Lumos
-  PennREN - KINBER
-  Sunesys
-  Uniti Fiber
-  Windstream
-  Zayo Metro
-  Zito Business



APPENDIX Q:

Energy Solutions



Richard Riazzi
President and Chief Executive Officer
411 Seventh Avenue | Pittsburgh, PA 15219
Tel 412-393-1150 Fax 412-393-1190
rriazzi@duqlight.com

September 25, 2017

The Honorable Bill Peduto
414 Grant Street, #512
Pittsburgh, PA 15219

The Honorable Rich Fitzgerald
436 Grant Street, #101
Pittsburgh, PA 15219

Dear Mayor Peduto and County Executive Fitzgerald:

On behalf of Duquesne Light Company, I am writing to express support for the City of Pittsburgh's bid for Amazon's second headquarters. I share your collective belief that Pittsburgh is uniquely suited as the ideal location, and offer the full support of Duquesne Light to assist in this effort.

We understand that technology and infrastructure are key factors in our City remaining economically competitive and attractive to companies like Amazon. Under your continued leadership, Pittsburgh certainly is a demonstrable leader on these fronts.

From an infrastructure standpoint, we know that it is crucial for facilities like Amazon's HQ2 to be assured of readily accessible, reliable, and safe electricity to power their operations. We take pride in providing that service already to our nearly 600,000 customers, and are prepared to bring that same commitment to this effort. We stand ready to assist through the bidding process, and should Amazon ultimately choose Pittsburgh as its location.

In addition to our commitment to the City's electric power infrastructure, DQE Communications, a subsidiary of Duquesne Light Holdings, is a leading provider of fiber-optic network solutions to customers of all sizes in the area. DQE Communications specializes in customized solutions, and is yet another example of Pittsburgh's flexibility and adaptability to ensure customers like Amazon have the connectivity that is crucial in today's business environment.

I wholeheartedly support the City of Pittsburgh's endeavors in this regard, and again offer the support of Duquesne Light in these efforts. To that end, please feel free to contact me at any time

411 Seventh Avenue Pittsburgh, PA 15219

DuquesneLight.com

to discuss how we may assist the City in demonstrating to Amazon that Pittsburgh is the ideal candidate for the company's new headquarters.

Sincerely,

Rich Riazzi
President and CEO

cc: Mr. Kevin Acklin, Chief of Staff to Mayor Peduto ✓
Ms. Jennifer Liptak, Chief of Staff to County Executive Fitzgerald

2



Morgan K. O'Brien
President & CEO
375 North Shore Drive
Pittsburgh, Pennsylvania 15212

www.peoples-gas.com

October 16, 2017

County Executive Rich Fitzgerald
Mayor William Peduto
Amazon Project Team

Dear Sirs,

Pittsburgh not only has the talent, innovation, culture and business friendly environment that will help Amazon HQ2 thrive, but also a unique sense of collaboration between our business leaders, university leaders and our government leaders. We are pleased to present a unique energy solution for the Amazon energy needs that builds off of many of our region's strengths and unique assets as well as sense of collaboration.

Through a combination of partnerships involving key businesses, our local universities and our government leaders, we are committing to build, at no expense to Amazon, a state of the art electric micro-grid in whatever site or sites Amazon chooses. The micro grid will incorporate the innovation and technology from our universities that our region is recognized for with the economic and environmental benefits of this region, having the second largest gas reserves on the planet beneath our feet, combined with the financial investment by community leading businesses that makes this solution possible.

The highlights of the proposal are as follows:

- 10 year electric prices from the micro grid fixed at 4.5 cents per kWh for the entire period. (The average price in the U.S. for electricity delivered is about 12 cents per kWh.)
- A micro-grid that makes the campus independent from the electric grid and will be operated autonomously and will provide the campus with unprecedented reliability and environmental benefits.
- The micro-grid will be designed to enable the electric grid to become a source of back-up power, if ever needed, thereby almost completely eliminating any possibility of a power outage for Amazon.
- The energy sources powering the micro-grid will include solar technology, CHP units and an integration of a state of the art energy efficiency technology. This will make the Amazon campus a poster child for sustainable, clean, smart and economic energy solution.

The Partners in creating this solution are:

- Peoples Natural Gas (will fund the capital and incur the operating costs of the system).
- CONSOL (will provide the natural gas for the CHP. All of the gas will be from the Pittsburgh Airport reserves and will create royalty income for the airport).
- University of Pittsburgh (will design the micro grid and the integration of the energy sources).
- Carnegie Mellon University (will provide the technical support for the solar and efficiency technology).

SAFETY | CUSTOMER COMMITMENT | TRUST | COMMUNITY

We are prepared and committed to execute this plan with excitement over this opportunity for our community.

Sincerely,

Morgan K. O'Brien
President & CEO

Energy Solutions

September 29th

Sent via email to amcelwaine@heinz.org

Andrew:

Attached is firm pricing that the City could use in their proposal to Amazon. Some background: Amazon traditionally entered into contracts with a 3% annual escalation factor. Recently, they have said that they prefer lower escalation factors. So in our pricing chart we show a year-one price with an escalator (3%) and a 15-year fixed flat price. It's merely an NPV calculation so we could determine lower escalation factors and corresponding prices if they desired that.

In developing this project we have applied to DEP for an energy grant. The price that is current market 22.00/26.20 would require a state grant of \$8.9mm, and so on down the column. Keep in mind that \$22.00/26.20 would be viewed by Amazon as "market" for this area. A price at the low end of the range \$17.00/20.25 would be extremely attractive to them but would require the grant amount to be increased from \$8.9mm to \$16 mm to achieve that lower price and maintain our minimum return.

Also, note that these prices require that the full output of the facility is purchased by a credit worthy entity from year one. So we would have to find another home for the power in the early years during Amazon's ramp up period. At these prices that should not be hard to do.

Please feel free to call with any questions,

Jim

James Spencer
President & CEO



Address 1251 Waterfront Place, 3rd Floor, Pittsburgh, PA 15222
Phone 646.839.8915
Fax 212.647.9433
Mobile 917.855.6809
Email JSpencer@Everpower.com

Below is the pricing and corresponding grant requirement for Mason Dixon to deliver to Amazon. This would be a 15 year offtake with delivery to AD-Hub.

3% Escalation	0% Escalation	Grant Requirement (000's)	Delivery Point	Product	Term	Annual QTY
\$22.00	\$26.20	\$8,900	AD-Hub	GreenE RECs + Energy	15 Years	225,000
\$21.00	\$25.05	\$10,350	AD-Hub	GreenE RECs + Energy	15 Years	225,000
\$20.00	\$23.80	\$11,750	AD-Hub	GreenE RECs + Energy	15 Years	225,000
\$19.00	\$22.60	\$13,150	AD-Hub	GreenE RECs + Energy	15 Years	225,000
\$18.00	\$21.45	\$14,600	AD-Hub	GreenE RECs + Energy	15 Years	225,000
\$17.00	\$20.25	\$16,000	AD-Hub	GreenE RECs + Energy	15 Years	225,000