

CITY OF **NEWARK**

Mayor Ras J. Baraka

Department of Law

A City We Can All Believe In

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April 24, 2018

VIA LAWYER'S SERVICE and FAX to 201-488-5556

CJ Griffin, Esq.
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21 Main Street, Suite 200
Hackensack, New Jersey 07601

RE: Steven Wronko v. City of Newark et. al.
Docket No.: ESX-L-1238-18

Dear Ms. Griffin:

Attached please a redacted copy and Vaughn Index of the bid submitted by the City of Newark to Amazon.

Very truly yours,

KENYATTA K. STEWART, ESQ.
CORPORATION COUNSEL

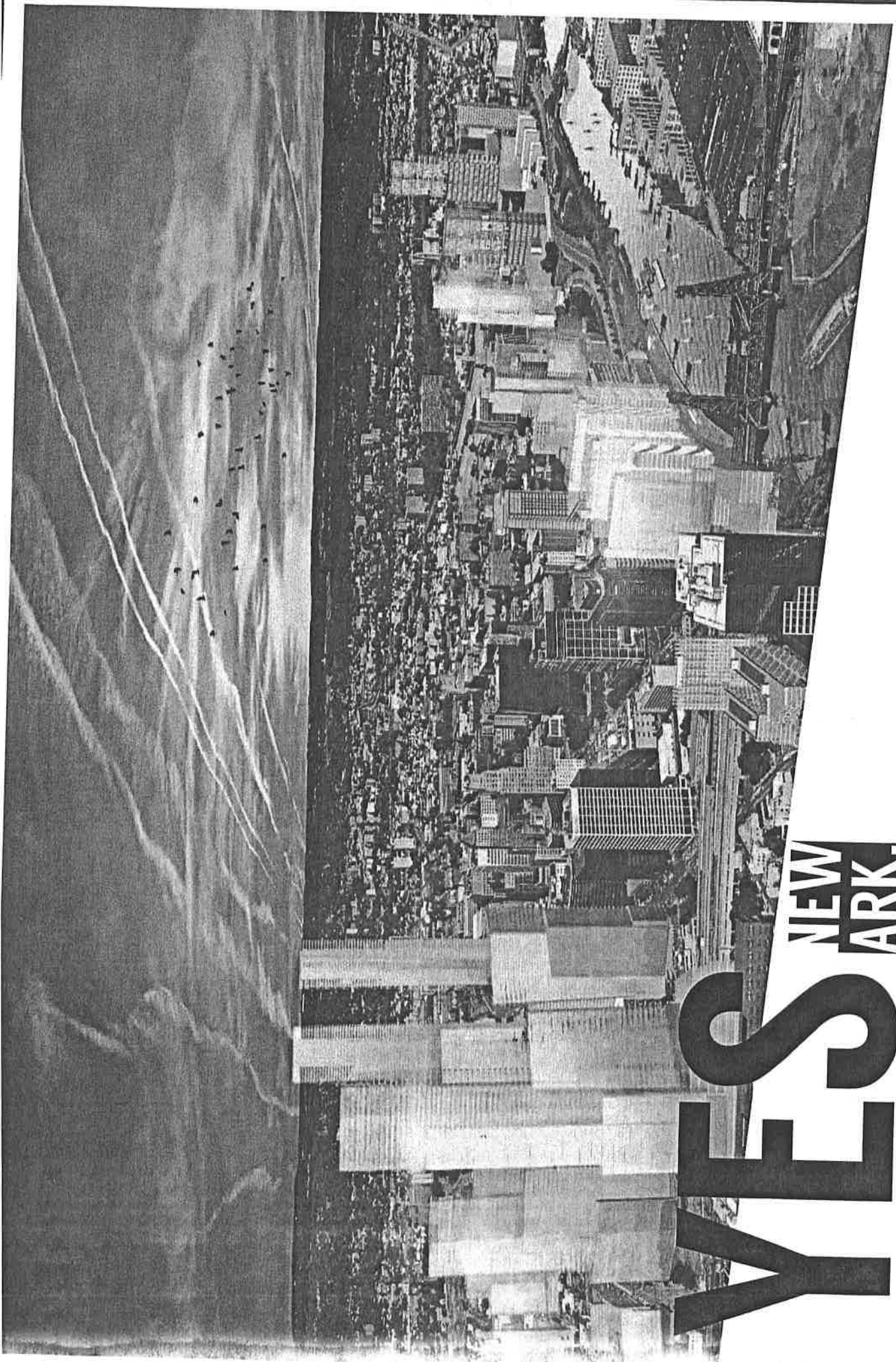
By: 
Samora Noguera
ASSISTANT CORPORATION COUNSEL

Encls.

VAUGHN INDEX

**OPRA Request made by Steven Wronko for: THE BID/RFP AND ALL
ACCOMPANYING DOCUMENTS SUBMITTED BY NEWARK TO AMAZON FOR ITS
RFP REGARDING ITS NEW HEADQUARTERS.**

	List of Provided Records	List of Disclosed Records with Redactions	Reason for Redaction if applicable	General Description of Denied Records	Legal Justification
1	Introductory Memo				
2	2027 Imagine Amazon				
3	Location				
4	Data Infrastructure				
5	Talent				
6	Livability				
7		Incentives	Competitive Advantage Exemption	Financial Incentives offered to Amazon to attract it to the City of Newark	<u>N.J.S.A.</u> 47:1A-1.1
8	Letters of Support				



YES
NEW JERSEY
NEW YORK

TABLE OF CONTENTS

Memo.....	1
Q&A	7
2027: Imagine Amazon Newark.....	15
<i>Video Link</i>	

Appendices: RFP Requested Information

Location.....	21
<i>Sites</i>	
<i>Broad Street Station District</i>	
<i>Newark Penn Station District</i>	
<i>Downtown</i>	
<i>Open Space</i>	
Data Infrastructure/Technology.....	49
<i>Letter from City of Newark CIO</i>	
<i>Fiber Map</i>	
Talent.....	53
<i>Tables and Charts</i>	
<i>Partnerships (NJIT, Rutgers)</i>	
<i>Accelerators & Incubators</i>	
Transit.....	77
<i>Airport</i>	
<i>Rail</i>	
<i>Bike Lanes</i>	
<i>Road Network</i>	
<i>Maps</i>	
Livability.....	87
<i>Housing</i>	
<i>Culture & Entertainment</i>	
<i>Sustainability</i>	
<i>Public Safety</i>	
Incentives.....	103
Letters of Support.....	109

MEMO.

YES

**NEW
ARK.**

A corporate headquarters is a realm where face-to-face interactions, chance encounters and the ability to attract and retain the smartest, most talented labor force are vital. Connecting with the rest of the country and the world still counts. *Place matters.*

In Newark, Amazon can make a new home in the heart of the nation's largest, most dynamic, most diverse, most connected metropolitan area. Amazon's corporate leadership will have ready access to the world's media, finance and cultural centers – without a prohibitive cost premium. Our energized business environment features lightning-fast, low-cost internet; unmatched access to the metropolitan region, the East Coast and the world; and the most diverse and highly educated talent found anywhere; all assets that are not easily replicable.

Unquestionably, Newark has all that Amazon seeks, including something not mentioned in the RFP: the opportunity to accelerate the transformation of a great American city that is already enjoying significant growth and private-sector investment.

That's why Newark, the State of New Jersey and an unsurpassed coalition of global companies, community development organizations and educational institutions have joined forces to help you build your future with us in our thriving downtown.

Five unique strategic advantages make Newark the preeminent Amazon HQ2 locale:

- ★ **Data infrastructure:** Newark defines cutting-edge bandwidth – no city in the world delivers faster internet speeds.
- ★ **Destination:** Newark offers an unmatched logistical infrastructure – roads, rails, airports and a major port – that can help Amazon move its people and products like no other city can.
- ★ **Diversity:** Newark offers unmatched access to high-caliber talent and industry verticals that match Amazon's growth aspirations.
- ★ **Development:** Newark offers Amazon and its employees unrivaled development opportunities – with park and riverfront views – and an unbeatable spectrum of lifestyle options.
- ★ **Destiny:** Newark provides Amazon with an opportunity to take a leading role in the ongoing renaissance of a great American city.

Newark Mayor Ras J. Baraka, the State of New Jersey, leaders of the city's major educational institutions, dozens of other non-profit and community organizations and scores of New Jersey-based business partners stand ready to welcome and work with Amazon. In addition to the State's \$5-billion tax incentive package, city and state leaders are prepared to discuss a unique revenue-sharing partnership with you. Supplementing the tax incentives and revenue-sharing venture, Newark is prepared to offer a suite of other benefits and incentives worth an additional \$2 billion.¹ Newark will:

- ✓ Invest significant capital over the next five years to expand the city's Wi-Fi and broadband and provide 10-gigabite internet service to any site Amazon selects.
- ✓ Partner with the state to facilitate new neighborhood residential development to put 20,000 Amazon employees within walking distance of their new headquarters within five years.
- ✓ Fund public space and transportation system improvements around the new campus to build on the city's ongoing \$50-million investment in transportation and smart city infrastructure in the central business district.
- ✓ Create scholarships and programs to incentivize high school and college students to pursue STEM.
- ✓ Create neighborhood Amazon summer camps to fuel young people's passion for innovation.

- ✓ Establish smart city partnerships with the city's higher education institutions to advance key Amazon strategic initiatives such as urban mobility, smart building technologies and drone distribution.

In this brief memo, we detail Newark's unique strengths and how they can help Amazon attract and nurture talent, drive growth and spur innovation.

Data Infrastructure: Newark defines cutting-edge bandwidth – no city in the world delivers faster internet speeds.

Installed by forward-looking city leaders more than a decade ago, 26 miles of underground municipal fiber are in place that allow Newark to deliver top-caliber internet speeds and coverage. Newark now offers 10-gigabits-per-second speeds commercially to local residents and businesses at prices far below those of other cities. With its fiber, the city can deliver over 100 gigabits per second from the downtown "telco hotel" where Amazon rents space today. The city's outdoor Wi-Fi network is one of the largest and fastest in the country, delivering 400 megabits per second, and is expanding to offer low-cost internet to the whole city.ⁱⁱ

Newark has committed to investing even more over the next five years to maintain and upgrade its tech infrastructure and continue its transformation into one of the world's smartest cities. These ongoing investments would enable Amazon to accelerate innovation in a living laboratory. It could test new streaming technologies, for example, free city-wide cell-phone service, the first drone skyways, or Alexa technology in the New Jersey Performing Arts Center and Prudential Center Arena. Amazon could harness Newark's bandwidth to dominate lucrative new technological markets. Experts forecast that spending on augmented and virtual reality, for example, will soar from \$11.4 billion in 2017 to more than \$210 billion in 2021.ⁱⁱⁱ

Newark's data infrastructure has helped create a burgeoning tech ecosystem – a foundation for new programs that benefit residents and students. Newark recently launched "The Newark City of Coding Initiative," for example, which aligns partners in higher education, K-12, economic development, workforce development and community-based organizations to cultivate a culture of coding. The Newark STEAM Coalition's mission is to develop a rich cross-sector ecosystem that provides students with multiple pathways to build competencies in science, technology, engineering, the arts and math. When Amazon moves to Newark, the city will boost the talent pool by creating even more scholarships and programs to incentivize Newark high school and college students to pursue STEM careers.

To catch up to Newark's existing infrastructure, many cities would have to spend years and tens of millions of dollars. No city – large or small – can offer a better tech infrastructure.

Destination: Newark offers an unmatched logistical infrastructure – roads, rails, airports and a major port – that can help Amazon move its people and products like no other city.

The value of Newark's proximity to New York City, Newark Liberty International Airport, New Jersey's suburbs, and Amtrak's northeast corridor cannot be overstated. The airport, ten minutes from downtown, offers flights to more than 174 non-stop destinations – including at least 6 to Seattle each day. The city hosts the nation's second-largest seaport, major rail lines, extensive mass transit including New Jersey Transit, PATH and Amtrak trains connecting more than 150 municipalities, and seven major highways that put 40% of Americans within a day's drive.^{iv}

As a transportation hub, Newark offers unparalleled access to the region, the country and the world. More than a million people travel by or through Newark every day.

- Combined, the area's airports offer over 1600 non-stop flights daily around the world, including 21 to Seattle.

- New Jersey Transit and PATH trains put Manhattan within an 18-minute commute and Newark within a half an hour of dozens of New Jersey communities, from beach bungalows to walkable "transit villages" such as Montclair and Maplewood; and from classic suburban communities like Radburn and Woodbridge to trendy urban neighborhoods of Hoboken and Jersey City. Amtrak puts every city along the northeast corridor a convenient and reliable Acela ride away.
- Newark's three interstate highways, I-78, I-80 and I-95, make getting in and out of the city by car among the easiest of any location in the metropolitan area.
- Newark stands at a fulcrum of the nation's product flows. This includes Port Newark; FedEx's third-largest hub; and three nearby Amazon distribution centers with three more planned.

When Amazon chooses Newark, the city and state will work together to augment infrastructure development already underway to improve highways, light rail and New York and New Jersey transit infrastructure. Newark Liberty is already undergoing a \$2.4 billion renovation in partnership with United, and the city will encourage United to add at least three more daily nonstop flights to Seattle. About \$5 billion has been committed through 2030 to improve Port Newark.^v Our goal is to anticipate and meet the needs of Amazon's evolving distribution and management strategy, including improving your colleagues' commutes.

No other city can offer this kind of centrality and accessibility. With headquarters in Newark and Seattle, Amazon's physical presence will span North America.

Diversity: Newark offers unmatched access to high-caliber talent and industry verticals that match Amazon's growth aspirations.

The metropolitan area is home to more than 20 million people, and our city is at the heart of the country's largest and most diverse working population.^{vi} The region represents the full spectrum of American life – socioeconomic, educational, racial, ethnic, linguistic and religious – and is home to top technical, scientific and business talent. Newark's talent pipeline contains more people with master's degrees than any other place in the country. Moreover, Newark's stakeholders will commit to train thousands of refugees and lower-skilled residents to develop a truly unique talent pool that will meet and exceed Amazon's workforce needs. Newark has already explored this partnership with the United Nations High Commission on Refugees.

The region's population is one of the most educated in the country, with more people employed in tech and business jobs than Boston, San Francisco and Austin combined. New Jersey is a burgeoning tech hub that leads the world in scientists and engineers per square mile.^{vii} A half-dozen prominent colleges and universities have homes in Newark and many more are within commuting distance, producing more than 100,000 graduates annually from every background and every academic field.^{viii} Sixty-five Fortune 500 companies are within 30 miles. And no other region can match the area's breadth of industries, from finance, pharmaceuticals and consumer products to fashion, advertising and media.^{ix}

Newark's central location offers ready access to many of the country's most highly-rated universities, premier business schools and top technical programs such as Princeton, Stevens Institute of Technology, Columbia, NYU and Cornell Tech. Audible and Newark Venture Partners have demonstrated Newark's ability to attract elite Software Development Engineers and other tech talent. As the fifth-largest college town on the East Coast, downtown Newark is anchored by two major campuses: Rutgers Newark – the country's most diverse university – and the New Jersey Institute of Technology (NJIT). These universities have long understood the importance of partnerships with industry and the public sector; both have created cross-vertical initiatives that foster institution/industry collaboration.^x

Newark's business ecosystem also offers unmatched depth in the industry verticals that can fuel Amazon's growth with unparalleled access to partnerships and talent. These include pharmaceutical and medical device firms such as Celgene, Novartis, Merck, Pfizer, Becton Dickinson and Johnson &

Johnson; consumer packaged goods companies such as Unilever and Mars; and financial services giants like Prudential, JP Morgan, Citigroup and Goldman Sachs. Neighboring Manhattan is a global fashion hub, and media companies within 20 miles include CBS, NBC, ABC and Viacom. No other city in North America can match the diversity of industries surrounding Newark, and no other region is home to so many companies that are relevant to Amazon's growth objectives.

Development: Newark offers Amazon and its employees unrivaled development opportunities and an unbeatable spectrum of lifestyle options.

More than a decade underway, Newark's multibillion-dollar revitalization is accelerating. Groundbreakings for commercial, hospitality and upscale residential developments have been frequent, yet the city still has hundreds of acres of developable land available. For Amazonians, no other city can offer the diversity and richness of housing, school, cultural and recreational options that Newark and its environs can.

With \$3 billion of development under way, Newark is a city in the midst of revitalization, and Amazon's selection of Newark would propel and attract investments on a scale not yet imagined. Many attractive downtown sites are available where Amazon can shape a campus, a neighborhood and the city around it. Newark offers a portfolio of development opportunities, encompassing six distinct sites in downtown, with a range of settings, building formats and properties. Every location offers the characteristics Amazon is seeking: they're all close to the heart of the community, highly connected and steps from transportation hubs.

- **Phase I – 2.2 million square feet immediately available:**
 - 600,000 square feet in existing buildings around Washington Park and another 655,000 in the Gateway Center near Newark Penn Station
 - 1 million square feet build to suit at the Matrix Riverfront site adjacent to Newark Penn Station
- **Phases II and III – At least 14 million square feet** can be built in our walkable downtown between two major train stations alongside a riverfront and acres of new parkland

All six sites – Lotus Riverfront, Washington Park Campus, Gateway Center, Matrix Riverfront, Mulberry Commons and SoMA – are steps from each other and an easy walk from Audible's headquarters, NJIT and Rutgers Business School. Each site is already zoned for commercial and mixed-use development, and the city's pro-growth staff offers "concierge" services and support that will fast-track development.

For Amazonians, Newark offers quality of life opportunities that expand every month with the arrival of new restaurants, retailers and art performances. With over \$1.1 billion of recently completed development, Newark has seen the historic renovation of the award-winning Hahne & Co building, the opening of Whole Foods, Nike, boutique hotels and more. Over 1,000 residential units are under construction, with another 11,000 planned and in the pipeline and an additional three million square feet expected.

Within a half-hour commute, Amazonians will be able to satisfy almost any lifestyle preference:

A full spectrum of housing options – From loft apartments in urban cities to Victorian mansions on tree-lined streets to beautiful brownstones in historic districts, our region – and the city itself – offer a range of lifestyle options.

Superb schools – US News and World Report ranks New Jersey's public school system as second in the country. The state is home to nine of the top 25 high schools and four of the top 20 STEM high schools in the U.S, according the Newsweek. It ranks #1 nationwide in pre-kindergarten participation and #4 for math and #5 for reading proficiency for 8th-graders.^{xi} Newark is a leader in charter school innovation, forging authentic charter/district collaboration where it really counts: at the teacher-to-teacher level.

First-class healthcare – Area hospitals include RWJ Barnabas Health, University Hospital, Memorial Sloan Kettering, New York Presbyterian, NYU Langone, and two local medical schools with research funded by the many local pharmaceutical companies.

World-class arts and entertainment – The National Center for Arts Research rated Newark among the ten most vibrant arts communities in the country. New Jersey Performing Arts Center hosts more than 450 events annually while the Prudential Center—home of the Grammy Museum—seats over 1.5 million people who come to see NHL games, college basketball and highly sought-after concerts. Newark's Branch Brook Park has the greatest number of blossoming cherry trees outside Japan. Soccer fans walk just minutes to Red Bulls Stadium to watch major-league soccer games. New Jersey is home to the only stadium hosting two NFL teams. We're a short ride from the lights of Broadway and world-renowned museums including the Newark Museum, which houses some of the largest collections of African and Tibetan art. Hiking trails, bike paths, skiing and beaches are less than an hour away.

A place for visitors – Visitors can stay at any of the city's 4,000 hotel rooms in downtown or around the airport, with another 547 rooms under construction and planned in the downtown and surrounding area, including international and boutique brands such as Tryp by Wyndham and Pestana.

No other city can provide the range of development options that combine affordability, livability and accessibility within a major metropolitan area.

Destiny: Newark provides Amazon an opportunity to take a leading role in the ongoing renaissance of a great American city.

Newark is a "city with a soul" in the midst of a renaissance. We believe Amazon can play a leading role in accelerating the city's transformation. Amazon would have a profound impact and build a legacy that its employees, community and customers could be proud of.

The city's rebirth began in the 1990s with the building of the New Jersey Performing Arts Center, the Gateway Complex and the Prudential Center, and the expansion of the New Jersey Institute of Technology and Rutgers University. Over 140 years ago, Prudential led the way by establishing its headquarters in Newark. Now Panasonic North America, Audible and Broadridge, among many other firms, call the city home. Amazon could play a transformational role in the acceleration of Newark's next hundred years. The Newark 2020 initiative, which challenges the corporate community to hire an additional 2,020 city residents by 2020, has received an overwhelmingly positive response. Signatories include the aforementioned plus PSEG, United Airlines and Horizon Blue Cross Blue Shield. In the last five years, unemployment dropped from 13% to 6.7%,^{xii} and Newark 2020 will accelerate this trend.

Amazon will also find ready partners in Newark's business and non-profit community, including the Newark Community Economic Development Corporation, which drives much of the mayor's economic development vision and catalyzes entrepreneurship and business and real estate development; Newark Alliance, a leading nonprofit whose members include Prudential, Panasonic, Audible, RWJ Barnabas Health, and other corporate anchors dedicated to the ongoing economic revitalization of Newark; the Newark Regional Business Partnership, whose members strengthen businesses' capacity and infrastructure; and the Urban Essex Coalition for Smart Growth, a forum for municipalities, non-profits, business and other organizations and individuals to work together to foster mixed-use development and economic growth around Essex County's urban commuter rail stations.

Thousands of people and organizations are harnessing their creativity and passion to drive Newark's entrepreneurial trajectory. Home to the state's largest incubator – the Enterprise Development Center – Newark has seen a surge in accelerators, incubators and co-working spaces over the past five years, creating fertile ground for innovation. Indeed, Newark Venture Partners alone has spawned dozens of successful start-ups, and has a waiting list of more than a thousand applications from entrepreneurs across the region eager to further the innovation in Newark.

Two themes run throughout Newark's 350-year history: its strategic geography and spirit of innovation, two qualities that are still key attractions. In the 1800's, Newark was a leading manufacturing community, and later the birthplace of Thomas Edison's great urban innovations from celluloid to street lamps. It inspired Philip Roth's internationally recognized novels and was home to poet laureate Amiri Baraka, father of Mayor Ras J. Baraka. The city's other world-famous writers include Washington Irving, Stephen Crane and Mary Mapes Dodge. Like Amazon, Newark values the printed word. Robert Treat, Newark's founder, carried books with him up the Passaic River over 350 years ago. One of Newark's most important 20th-century businesses, the Stratemeyer Literary Syndicate, published children's literature, including the Nancy Drew, Hardy Boys and Bobbsey Twins series. This tradition continues today with the annual literary and poetry festivals and corporations from newspaper presses to, of course, Audible—inventor of the first digital audio player—now calls Newark home.

In recent decades, Newark went through the cycle of disinvestment and regeneration that much of urban America experienced. Years of long-term strategic planning, collaboration and large-scale investments are now yielding real benefits. As a result, downtown Newark is experiencing a truly dynamic rebirth, one long forecasted by experts.

With a population of under 300,000 and a density of more than 11,500 people per square mile, Amazon has a unique opportunity to drive significant socioeconomic impact and build lasting reputational value, leaving a profound imprint that extends beyond its extraordinary business reach^{xlii}.

We are inspired by Amazon's success in transforming South Lake Union into a vibrant urban hub. As a mid-sized city in the country's largest, most dynamic metropolitan area, Newark is a place where Amazon has room to expand its already outsized visibility and influence by tapping the metropolitan area's global talent pool and unmatched industrial breadth.

We believe that by partnering with city, state and private sector leaders, Amazon can have an impact that is even greater than what it has accomplished in South Lake Union. Already home to many great institutions, Newark is running full-speed into the future. We look forward to partnering with Amazon and building a new era together.

The technology, the transportation, the diversity, the development, the potential. Yes, Newark.

ⁱ See Appendix Incentives

ⁱⁱ CIO Office – City of Newark

ⁱⁱⁱ IDC Media Center: www.idc.com/getdoc.jsp?containerId=prUS42959717

^{iv} United States Census Bureau

^v The Port Authority of New York and New Jersey

^{vi} Census report: www.censusreporter.org/profiles/31000US35620-new-york-newark-jersey-city-ny-nj-pa-metro-area/

^{vii} See Appendix Talent

^{viii} NJIT statistics: www.njit.edu/about/quickfacts/; Rutgers statistics: www.rutgers.edu/about/facts-figures

^{ix} New Jersey Fortune 500 companies on www.patch.com/new-jersey/tomsriver/21-companies-new-jersey-make-fortune-500-list-2017

^x See Appendix Talent

^{xi} US News 2017: www.usnews.com/education/best-high-schools/articles/how-states-compare; Newsweek 2016

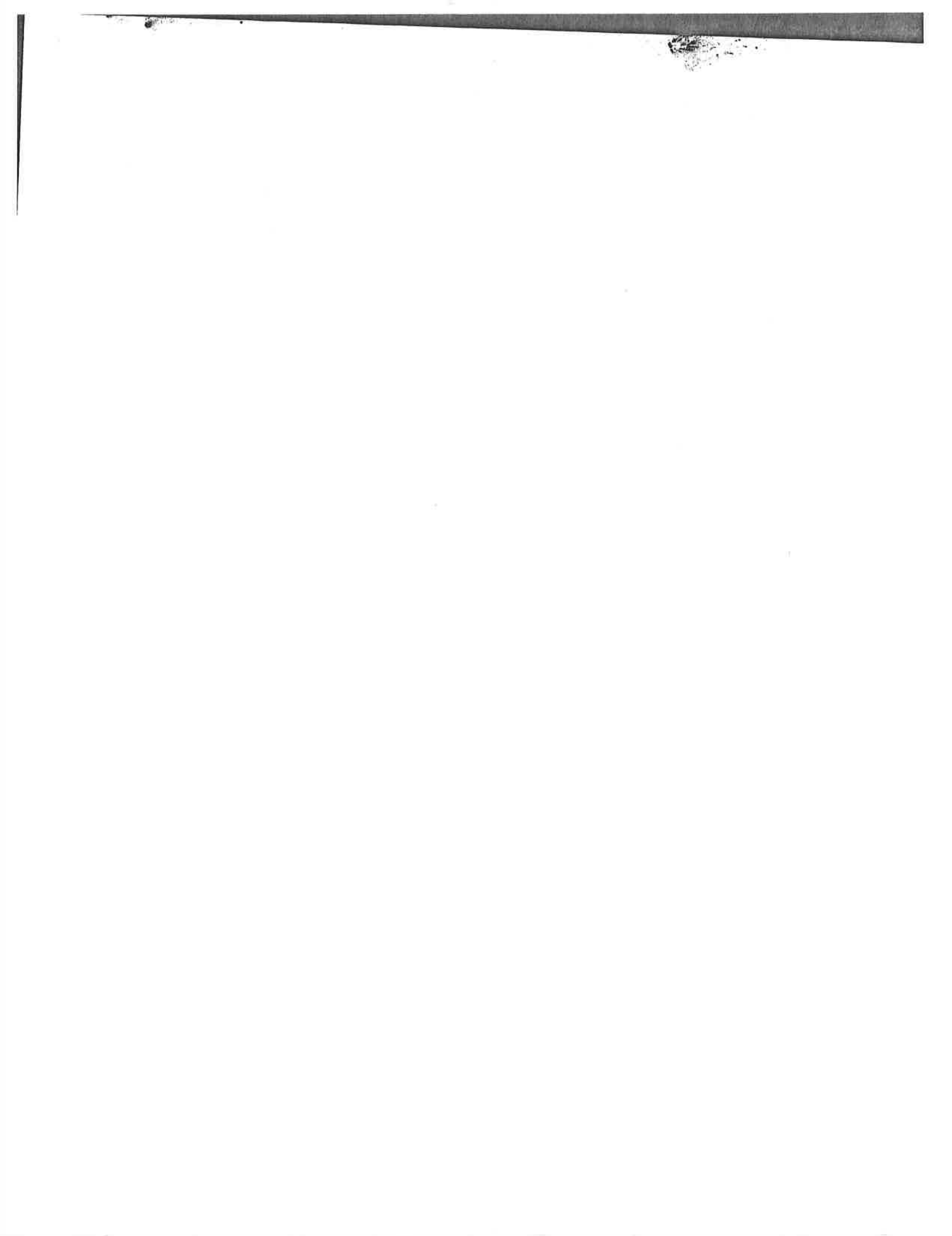
^{xii} Bureau of Labor Statistics; https://www.bls.gov/eag/eag.nj_newark_md.htm

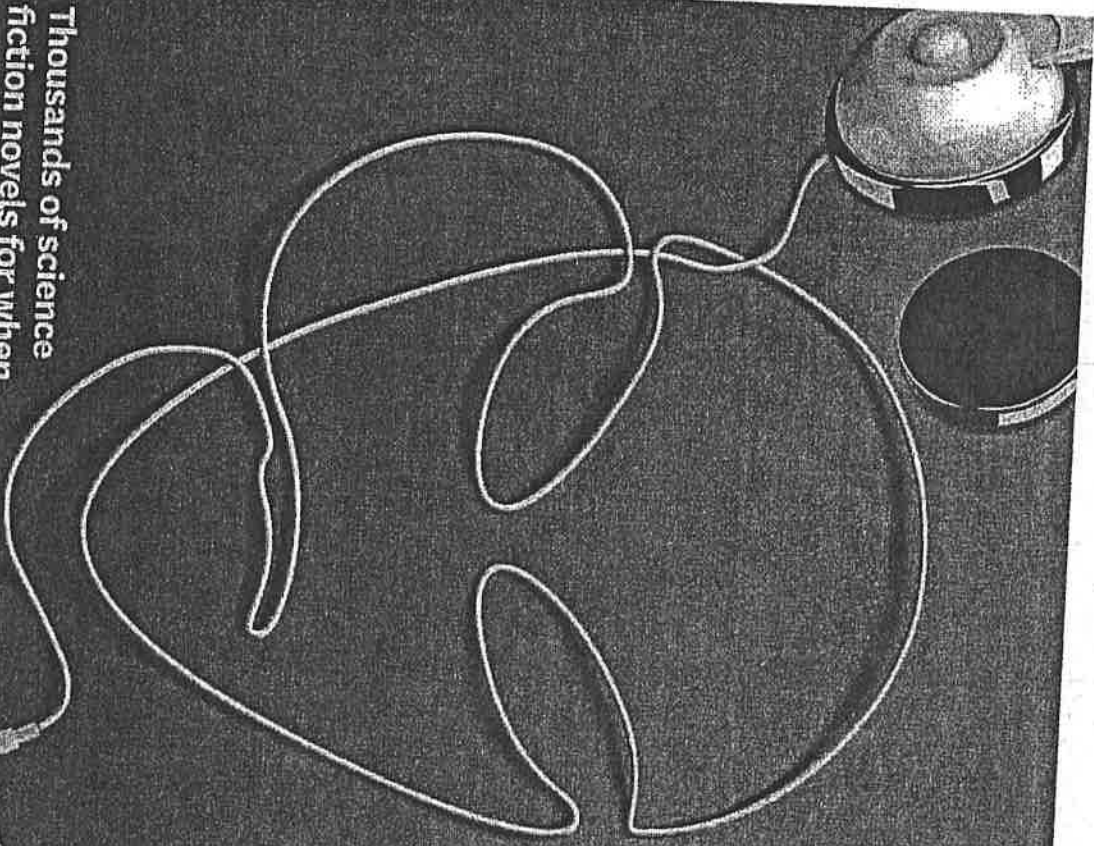
^{xiii} United States Census Bureau: www.census.gov/quickfacts/fact/table/newarkcitynewjersey/PST045216

Q&A.

YES

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AMAZON FOUNDER & CEO,
JEFF BEZOS.

"NEWARK HAS SERVED
AS OUR LAUNCHPAD FOR
INNOVATION."



NEWARK AND AMAZON TEN YEARS LATER

HOW A CITY AND COMPANY JOINED FORCES TO DRIVE THE FUTURE OF TECH

OCTOBER

Q&A: What's on your mind?

In this section, we answer questions that Amazon employees might ask regarding the business environment, quality of life, the community and neighborhood.

Business environment & operations

Q: Newark is emerging as a growing city with a revitalized infrastructure. How will it sustain this growth?

A: We see strong evidence of Newark's ongoing revitalization in its flourishing tech infrastructure, availability of local talent, surge in housing – and investors' commitments in these areas. With its key location within the New York Metropolitan area and unmatched transportation connections, it is certain to continue to prosper.

Infrastructure

Newark is positioned to become the next major tech hub. The NJ Fiber Exchange links the city to the newest transatlantic fiber network, and the area hosts more than 6 million square feet of data center space. We already plan to invest significant capital in the next five years to maintain and upgrade tech infrastructure – and will double down if Amazon comes to town.

Newark Liberty is undergoing a \$2.4 billion renovation. About \$500 million has been committed through 2030 to improve the port, and a down payment of millions has been spent to double rail capacity between New Jersey and New York. The state commits to investing an additional \$500 million over the next ten years in local highway and light rail infrastructure. First-rate private airports in nearby Morristown and Teterboro provide easy access to business jets.

"At the forefront of a great technology revolution, Newark is becoming the next booming tech hub."

— *Black Enterprise*, July 30, 2017

Talent

Newark offers easy access to premier business schools and technical programs. Combined, area institutions produce over 100,000 graduates per year. For example, New Jersey Institute of Technology (NJIT), a unique engineering and scientific university, with 11,000 students and more than 50 research centers and laboratories, is thriving in Newark. Princeton University's computer science program ranks among the top ten in the nation, and Rutgers students earn more than 500 degrees in computer science and engineering each year.

If Amazon comes to Newark, the universities have committed to upgrade their infrastructure, foster innovation and tailor their curricula to Amazon's needs. We also commit to creating additional scholarships and programs to incentivize high school and college students to pursue STEM.

Housing

While Newark can provide affordable housing today for about 20% of the Amazon workforce within a 15-minute walk of HQ2, there are hundreds of thousands of existing housing units within a 30-minute radius. About \$3 billion of building projects are underway in the area now, including high-end apartment complexes with amenities tailored to younger, tech-savvy residents.

"If you peruse Amazon's eight-page request for proposals, Newark meets all the minimum criteria outlined."

— "Why Newark could be perfect for Amazon's new headquarters," *Yahoo Finance*, September 21, 2017

Investment

Audible is growing quickly, and Newark Venture Partners continues to raise venture capital and has built a 25,000-square-foot ultra-bandwidth lab. Equal Space and other tech incubators are diversifying the Newark hub by cultivating women and minority entrepreneurs who are driving social and community impact.

Q: Assuming Amazon decides that the New York-New Jersey MSA is the right location for HQ2, why is Newark the best city in the region?

A: Within the New York-New Jersey MSA, only Newark can avail itself of the best of the New York Metropolitan Area but with:

- development costs that are at least 30% less expensive than New York City
- better, more direct access – by car, train, and bus - to the broader range of the northern New Jersey residential market
- a well-managed and pro-development local administration
- an extensive tech infrastructure that can deliver Amazon speeds of 100gbps+
- 10-minute proximity to Newark Liberty International Airport

In addition, as Newark's third Fortune 500 company, Amazon would have an outsized profile and influence over the city's direction and have the opportunity to truly make a large social impact.

"If Amazon wants the talent pool, infrastructure, and services that a big city provides, the New York Metropolitan Area is very well-positioned to land HQ2."

— Jason Horowitz, Anderson Economic Group, Oct. 2017

Q: Some of the best locations for our new campus are undeveloped areas. How quickly will they be ready to use, and how will we make them part of a cohesive campus with existing buildings that meet our Phase I requirements?

A: More than 2.2 million square feet can be available to you in 2019 in three buildings, steps from each other – and from Audible, NJIT, Rutgers Business School and Washington Park. If you prefer to build from the ground up, a five-acre riverfront site adjacent to Penn Station will be available where we can build to suit up to a million square feet of office space by 2019.

We have outlined options for Phases I, II and III in the appendix. For Phase I, we are offering several existing buildings with space available today for Amazon's initial workforce – 33 Washington Street, 520 Broad Street around Washington Park and Gateway Center Complex near Newark Penn Station. We also have additional acres of vacant land that can be prepared for Amazon's needs today. For Phases II and III, we offer sites ranging from the Lotus-Riverfront collection to Mulberry Commons to RBH-SoMa. Each are oriented toward one of our two train stations and all allow for an urban space that can concentrate or disperse Amazonians to the extent desired by the company. Lotus Equity's Bears Stadium site, for example, is adjacent to Broad Street Station and a light rail stop, and a ten-minute walk from Mulberry Commons. Here you can enjoy 1.5 million square feet of office space, a 1.5-acre piazza and new residential and retail amenities on Route 21 and near Route 280 at the northern point of the Washington Park Amazon-Audible Campus.

"The mass exit of creatives, entrepreneurs and cultural enthusiasts have taken flight from the suburbs and metropolitan areas to become part of Newark. The veil is slowly being lifted on a renaissance movement that has been decades in the making. Newark is one of the most unexpected locales to be considered a travel destination."

— Vogue, Feb. 15, 2017

Downtown is where Newark comes to meet itself, where residents, workers, shoppers and visitors mingle. Recent retail additions include Whole Foods, Barnes & Noble, and the Gap. These chains sit alongside longstanding local business including Irish pubs, a legendary Jewish deli, and TM Ward's Coffee, founded in Newark in 1869. Nightlife options continue to grow downtown and in the adjacent Ironbound district, known as one

of the most vibrant immigrant communities in the state with great taverns, restaurants, a boutique hotel and sweeping views of Manhattan.

This downtown area has seen rapid change, including the building of thousands of renovated and new residential units. Three triangular parks border the main commercial district on Broad Street, and new parks under construction include Mulberry Commons and the Riverfront Park expansion. Military Park recently underwent a major renovation.

The downtown location with the Passaic riverfront, the combination of walkability, centrally located, "ready-to-go" development opportunities, will allow the rare potential for Amazon to offer a complete urban ecosystem: live, work and play. It is compact in size and similar in scale to Amazon's office in Seattle, offering a real opportunity for downtown living and a "walk to work" lifestyle. Newark's existing transportation infrastructure, two major commuter and interstate rail stations, and a PATH station also directly connecting to New York city, will provide Amazon's HQ2 with ready access to the rest of the metropolitan region and downtown itself. Additionally, downtown Newark will offer members of the Amazon family the opportunity to walk to live music, drama, dance as well as major leagues and college sports after work, with venues like New Jersey Performing Arts Center, Prudential Arena and Red Bulls Arena.

Q: Talent is Amazon's greatest resource. Will we be able to find enough graduates who meet our high standards? And how will we find the senior leaders we need?

A: Newark itself is uniquely positioned to provide the talent you need, with schools like New Jersey Institute of Technology, Rutgers Business and Law school, Princeton University and Seton Hall University and Law School. The NJIT graduates, for example, work at Amazon, Google, Microsoft, Apple and Audible. Princeton's computer science program ranks among the top ten in the nation, and Rutgers students earn more than 500 degrees in computer science and engineering each year.

Additionally, the New York metropolitan area is home to thousands of the world's most talented and experienced managers in every field that matters to Amazon, including IT, marketing and advertising, law, finance and insurance, media and publishing, pharmaceuticals and medical devices, electronics, fashion and clothing manufacturing.

The region's premier business schools include Columbia University, Rutgers University, and NYU Stern School, and top technical programs at NJIT, Stevens Tech, Cornell Tech and Princeton University.

Q: The state generates a lot of political headlines, not all positive. Will that change?

A: Every big state has its share of political news. Mayor Ras J. Baraka is earning accolades for his leadership, imagination, compassion and transparency. The Nation named him the "Most Valuable Mayor" in 2015. One of New Jersey's two US Senators, Cory Booker,

previously served as mayor and has garnered national recognition for his work in the Senate and here at home. As evidenced by his eagerness to work across the aisle, we fully expect there to be no gridlock in matters involving ongoing economic development.

State, county, city, corporate and community leaders are committed to welcoming Amazon and strongly supporting its growth with appropriate changes to regulations, zoning, permitting and tax rates. It should be noted that on important matters, all sides come together to work on important projects. And nothing is more important than convincing Amazon to locate its second headquarters in Newark.

Quality of life

Q: New Jersey has superb schools, but not every school in Newark meets the highest standards. How can we be sure our children will get the education they deserve?

A: US News and World Report ranks New Jersey's public education system as #2 in the nation. The state's high schools dominated Newsweek's Top High Schools 2016 list with nine of the top 25 high schools in the nation. The system's results speak for themselves, such as the nation's second-highest proficiency rate for 8th graders in math and reading and the 9th-highest high school graduation rate. The state is also home to four of the top 20 STEM high schools, and many outstanding private schools including Lawrenceville, Newark Academy, Rutgers Prep, Peddie, Princeton Day School and Pingry.

Newark's public education system has made dramatic improvements, thanks to careful management and critical review of both teachers and schools. Science Park High School, located in Newark, now ranks in the top 3% of high schools in the country. Each Amazon family will have a variety of excellent education options whether they live in Newark or surrounding communities.

Since 2010, the number of children in charter schools has doubled from 20% to 40% of the total children who attend public schools in Newark; Newark's Uncommon Schools charter network, with its 13 North Star Academy schools, ranks in the top 3% of high schools in New Jersey and the top 2% in the country. According to Charles Sahm, director of education policy at the Manhattan Institute, Newark is forging "authentic charter/district collaboration where it really counts: at the teacher-to-teacher level."

Q: Investments are anticipated to maintain local infrastructure and manage congestion. Will our commutes be short and predictable?

A: Newark's regional transportation system is among the nation's most efficient, extensive and diverse; more than a million people pass through or by Newark every day by car, bus and rail, including Amtrak, PATH, Newark Light Rail and Air Train. NJ Transit's extensive commuter rail network puts Downtown within a half hour commute of any city or town one would hope or desire to live in. Newark Penn Station is a short walk from most of the city's corporate headquarters and is less than half an hour by train from Midtown

Manhattan and Wall Street (18 minutes to NY Penn Station by NJ Transit, 22 minutes to World Trade Center by PATH),

Downtown Newark is compact in size and similar in scale to Amazon's footprint in South Lake Union. It not only has an existing fabric of the kind of human scaled streets blocks that make pedestrian activity possible, but the urban parks, street-oriented amenities and institutions that foster and promote a culture of walking. The combination of walkability, centrally located, "ready-to-go" development opportunities, allows the rare potential for Amazon to offer a complete urban ecosystem: live, work, and play. Should Newark be selected, the city commits to facilitating the development of 20,000 residential units within walking distance of Amazon's second headquarters.

Community and neighborhood

Q: How affordable is housing in New Jersey?

A: The cost of living in Newark and nearby New Jersey is significantly less than Manhattan or Brooklyn. Newark can provide affordable housing today for about 20% of the Amazon workforce within a 15-minute walk of HQ2, and about \$3 billion of building projects are underway in the area. For example, more than 10,000 units are already in development in Newark, where newly constructed two-bedroom apartments will rent for about \$2000 per month. With hundreds of acres still undeveloped, Newark offers Amazon a wide range of opportunities to shape housing options.

People who prefer urban settings can live in areas like Newark, Manhattan, Harrison, Jersey City and Hoboken. Those who want suburban lifestyles can choose from areas like Summit, Montclair and Ridgewood. Rural settings such as Bedminster and Branchburg offer easy commutes. Diversity is a huge attraction of Newark and its environs. Middlesex County, New Jersey, approximately 20 minutes away from Newark, has the highest percentage of Asian Indians of any U.S. county, at 13.9% in 2014.

Overall, the cost of living in Newark is lower than similarly connected cities: Newark's Global Price Index is 181, compared with Boston at 201, San Francisco at 239 and New York at 246. The Tax Foundation reports that New Jersey's state and local taxes are below those of New York and Connecticut.

Q: How safe is Newark, and what is the city doing to improve safety?

A: The crime rate fell by 13% from 2015 to 2016 to its lowest level since 1967, and it continues to fall in 2017. The Safer Newark Council has been working with the Mayor's office and the Newark Police Department to create new policies and make continuing investments in policing strategies. Newark is safer than many comparably sized cities such as New Orleans, Detroit, Oakland, Cleveland and St Louis. Ensuring the safety of everyone living and working in Newark remains the top priority of Mayor Ras J. Baraka. Since the New Jersey Performing Arts Center has been open for 20 years, there has not been one incident of crime.

Q: What is Newark doing to create a green environment?

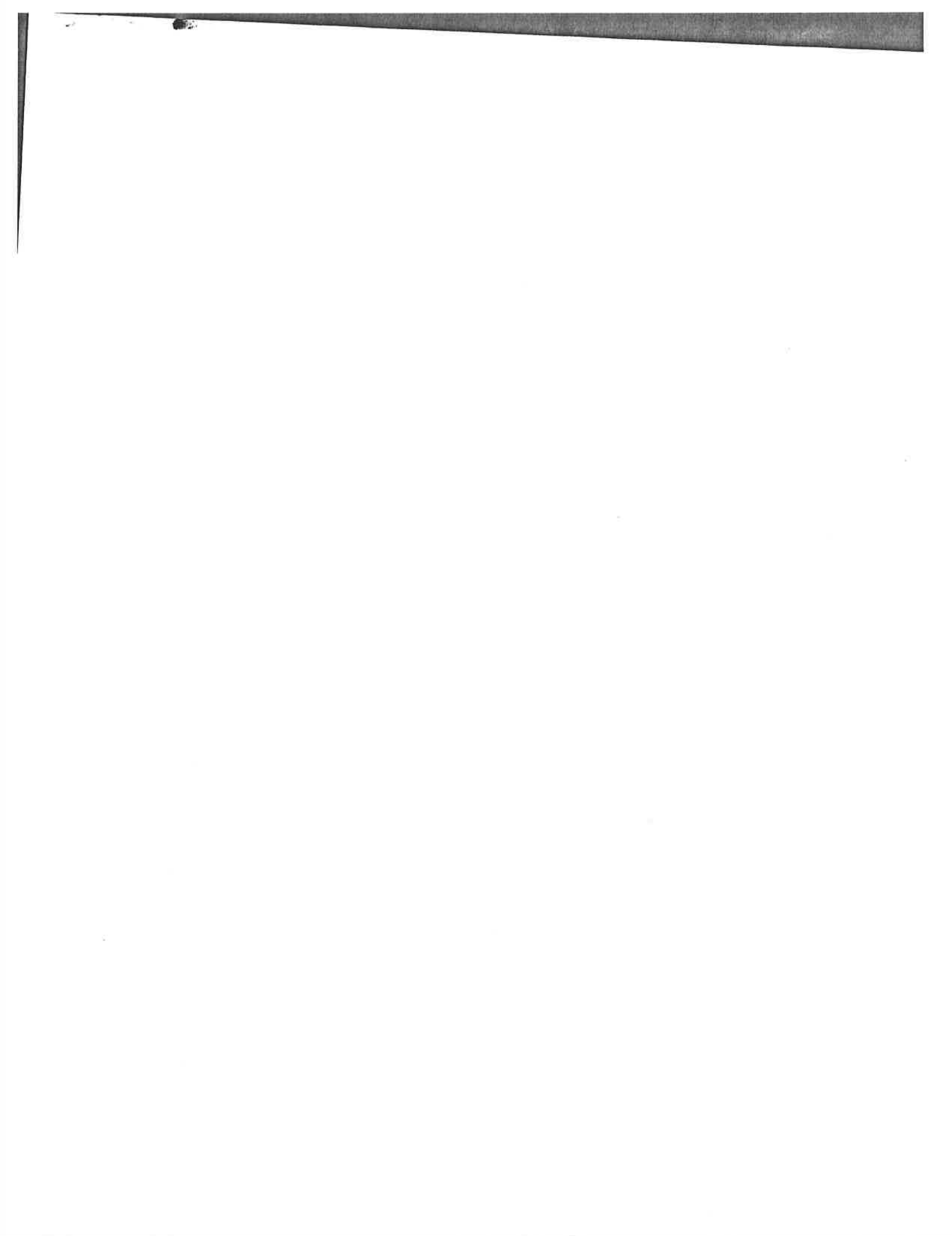
A: Newark's commitment to setting the City on a more sustainable path is reflected in its establishment of a new senior level position, Chief Sustainability Officer in 2016. This new office allows the City to coordinate a range of city agencies and community organizations to achieve ambitious sustainability goals, including a green storm-water infrastructure system, new efficiency and clean energy targets, and more support for community-led green initiatives, such as urban farming and tree-planting.

The city is building over 15 acres of riverfront parks, including a walking and biking trail, sports fields and courts, floating boat dock, riverfront boardwalk, playground and other settings for relaxation, picnics, exercise and environmental education. In fall 2017, work on three additional acres of urban parkland known as Mulberry Commons broke ground near one of the suggested potential sites for Amazon.

2027: IMAGINE AMAZON NEWARK

YES

**NEW
ARK.**

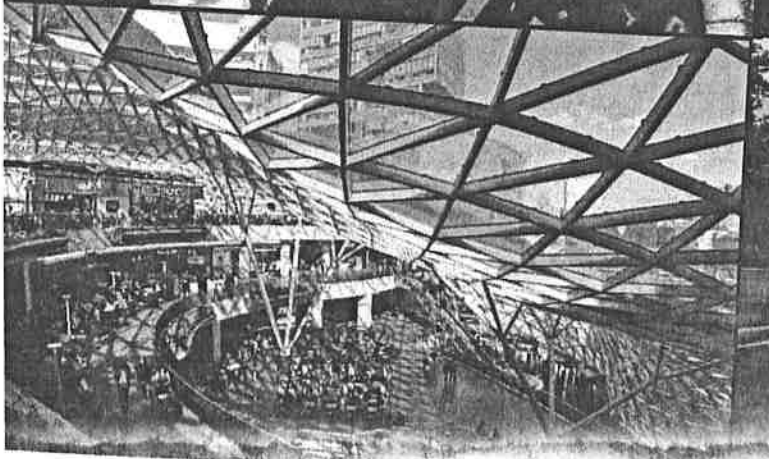
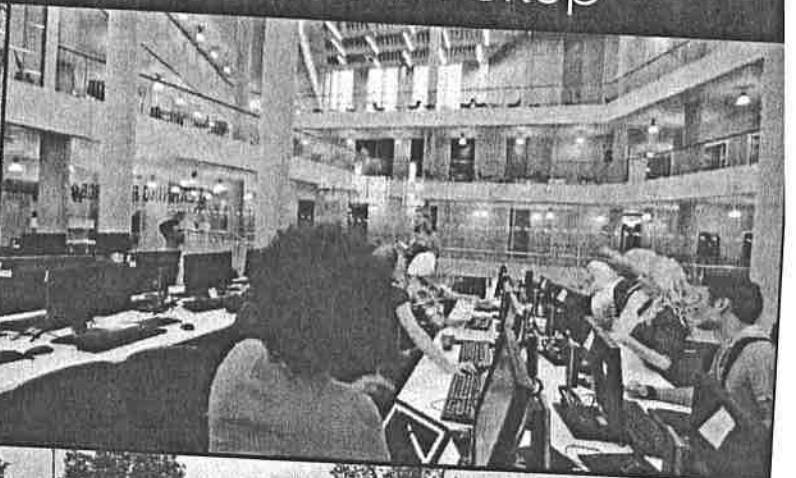


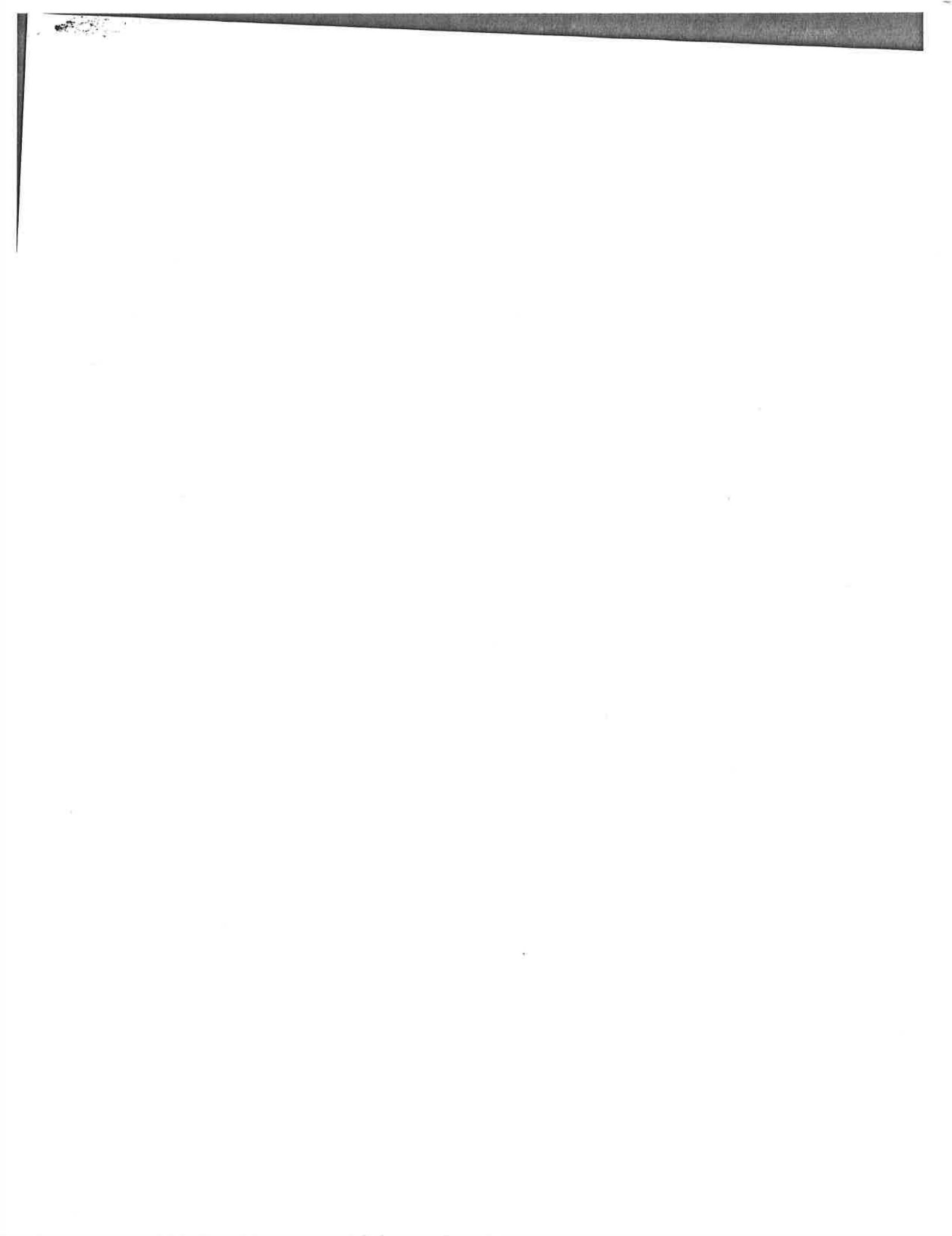


2027: IMAGINE AMAZON NEWARK

www.YesNewark.com/amazon2027

to view a video & Wired Magazine mockup





HOW AMAZON AND NEWARK ARE DRIVING THE FUTURE FORWARD

WHEN AMAZON CAME TO TOWN, IT USHERED IN A NEW ERA OF GROWTH FOR NEWARK, NEW JERSEY.

BY VICTORIA SPAGNUOLO

It's a bright and beautiful morning in downtown Newark, New Jersey. The streets are bustling—a volunteer hands out flyers to commuters, advertising the upcoming annual Halloween dog parade in Riverfront Park. Just across the street, a banner is being raised on yet another brand-new storefront: "Grand Opening," the sign announces in large, colorful letters.

Sitting at Clara's Corner sidewalk café, enjoying a cup of coffee and watching the passersby, it's easy to forget that only ten years ago, Newark was just beginning its revitalization.

"My family moved [to Newark] from Brazil, and I grew up thinking that New York City was where all my dreams would come true," Clara Fernandes says as she pours out another cup of her enormously popular brew. She gestures at the line of customers snaking out the front door of her café. "But as I got older and saw all of the incredible things that were happening in my own backyard, I couldn't imagine opening my restaurant anywhere else."

At times, this city's rapid ascent into one of the country's premier cultural and economic centers does seem a little hard to believe. But Newark's comeback story was actually decades in the making—it just took a nudge from a certain company to accelerate the city's growth and thrust it onto a national stage.

LOOKING BACK

As one of the state's largest and most diverse cities, Newark, New Jersey has an appropriately long and rich history. After experiencing an explosion of growth during the Industrial Revolution, Newark enjoyed many prosperous years as one of the country's busiest port cities. By the turn of the 20th century, Newark served as a hub of industry and commerce for the entire region.



Clara Fernandes
Owner of Clara's Corner
in Newark, NJ

When the Great Depression swept the United States, Newark's manufacturing industry was hit particularly hard. Much like the rest of the country, rising tensions in the 1960s culminated in a series of riots throughout the city, predating a period of struggle that lasted through the early 1990s.

Yet even then, the indomitable spirit of the city and its people remained unbroken.

The city embarked on an ambitious journey to rebuild—by the early 2000s, Newark's \$3 billion revitalization plan was a decade underway and rapidly accelerating. In addition to raising the Prudential Center and expanding both Rutgers University's and the New Jersey Institute of Technology's campuses, Newark also laid down more than 26 miles of dark fiber beneath the city.

This impressive technological advancement gave Newark's residents access to the largest outdoor Wi-Fi network in the United States and some of the fastest Internet download speeds in the world.

The city's location was another major asset. Newark is home to the world's second largest shipping port, as well as a major international airport that also serves as a Fed-Ex hub. Newark is a mere 18-minute train ride from New York City, and a highly developed web of rail lines and major highways put many other key cities, including Boston, Philadelphia and Washington D.C., easily within reach.

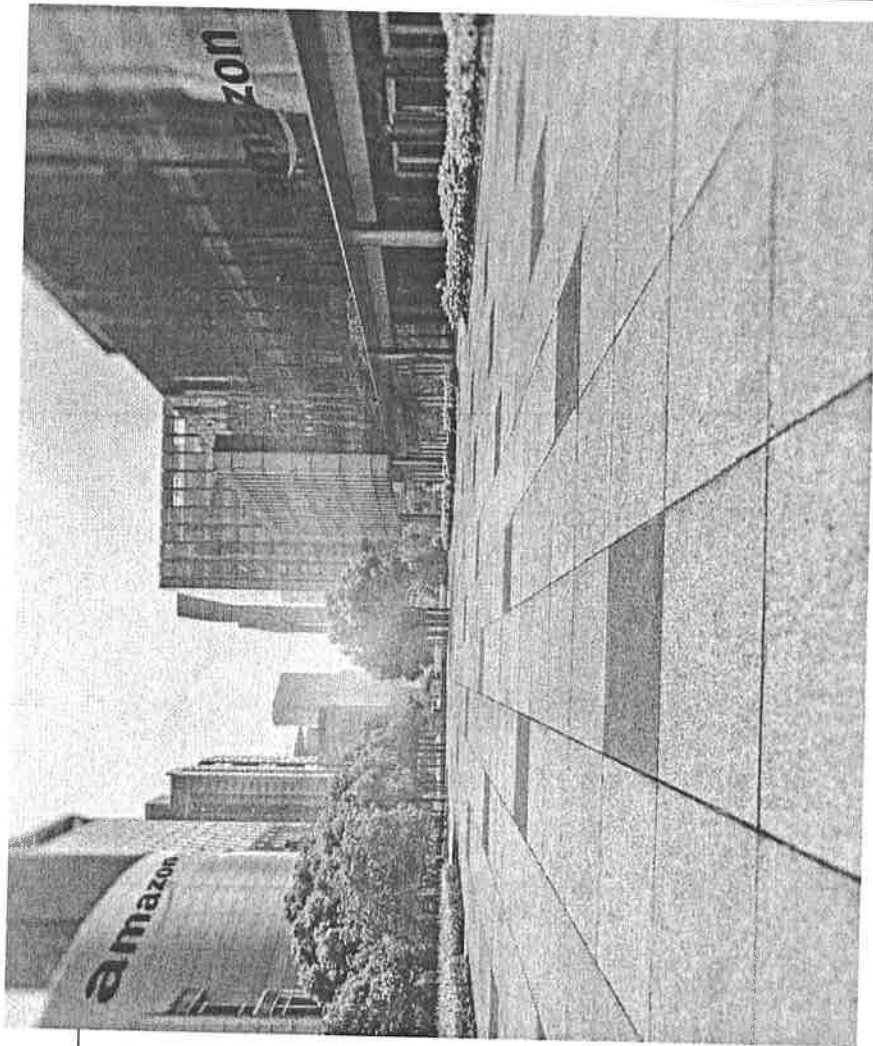
The city of Newark had always had the trappings of greatness—and the Newark of 2017 had capitalized on those natural strengths, making huge strides forward into the future by way of technological and cultural advancement. The city was poised on the brink of another major

breakthrough, and all it needed was a partner with the resources and capabilities to further accelerate the pace of its remarkable growth journey.

A partner like e-commerce and cloud computing giant, Amazon.

While on the hunt for the perfect site to open its second global headquarters, executives at Amazon came across Newark, New Jersey—and were immediately blown away by the city and its assets.

"Newark offered everything we were looking for," Amazon CEO Jeff Bezos said at the time. "An East Coast location that complemented our Seattle headquarters, a large population that represented the diversity of Amazon's current and future customer base, and an existing business ecosystem with unmatched depth in key industry verticals... It was the obvious choice for us."



URBAN INNOVATION

Further strengthening the case for Newark was the fact that Amazon was no stranger to the area—Audible, an Amazon-owned audiobook giant, had relocated its headquarters to Newark in 2007, and expanded its presence in the city even further in 2016.

By 2018, Amazon had officially announced plans to open HQ2 in Newark, New Jersey. In addition to a \$5 billion company investment in construction, the project also came with a projected total of 50,000 new, high-paying jobs. And suddenly, Newark's future seemed even brighter than ever.

THE PERFECT PARTNERSHIP

After Amazon announced that Newark had been selected as the future location of HQ2, the city responded with a pledge of its own—to work hand-in-hand with the company to fast-track Newark's growth in the years to come. Since then, the City of Newark has made good on its promise... and then some.

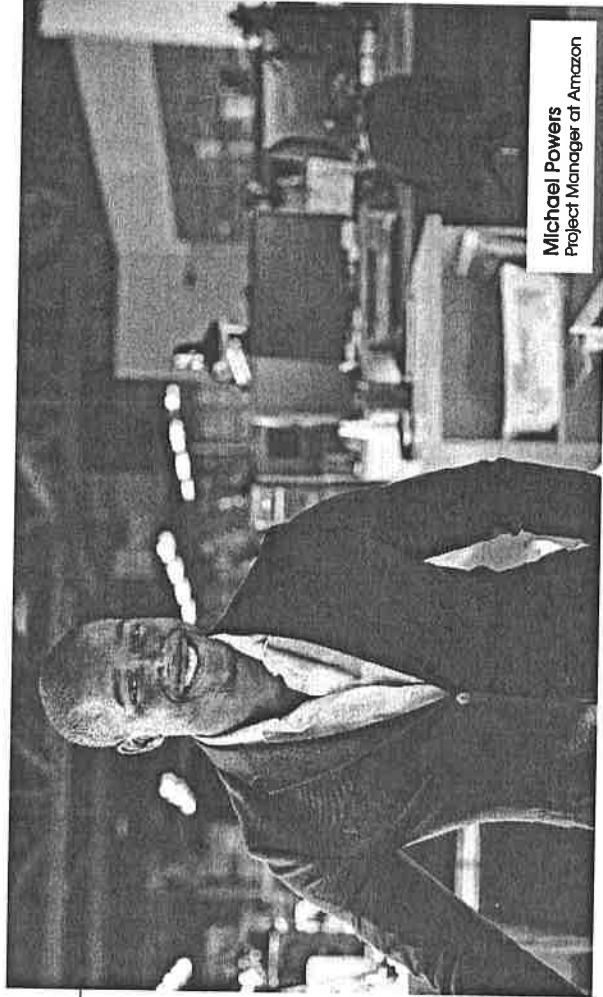
Recognizing Amazon's vested interest in its Internet capabilities, Newark pledged an additional \$10 million in ongoing technology upgrades and expansion for the 26 miles of dark fiber already laid under the city. Today, Amazon's HQ2 campus enjoys the United States' fastest, largest outdoor Wi-Fi network and 10 gigabit-per-second download speeds for free—as do all of Newark's residents and local businesses.

"INCREDIBLE THINGS WERE HAPPENING IN MY OWN BACKYARD"

- CLARA FERNANDES

Around the same time that Amazon broke ground on HQ2, Newark kicked off a large-scale construction initiative of its own. Shaping the city's expansion around Amazon's new headquarters, hundreds of historic buildings were renovated and restored while high-end and affordable housing options were quickly raised within walking distance of the HQ2 campus. Plans were also drawn for the creation of public recreational spaces, including more city parks and a youth center.

Within a few short years, the city landscape featured many new attractive additions. Mulberry Commons received multiple awards for excellence within a year of its completion, while downtown Newark currently boasts a



Michael Powers
Project Manager at Amazon

wide range of boutique shops and restaurants, state-of-the-art public transportation, and a nightlife scene that rivals that of any major city.

The many amenities in Newark, coupled with the allure of Amazon's presence, have led to a noticeable surge in population—many of these residents skewing younger than before. In addition to drawing hundreds of new employees from nearby Manhattan, Amazon has also been able to tap into the massive pool of upcoming regional talent by way of its prestigious college internship program. Students hailing from the New Jersey Institute of Technology, Rutgers, Princeton, Cornell, NYU, and more, now call Newark home.

Michael Powers, currently employed as a Project Manager at Amazon, is one of many local success stories that have emerged over the years. A Newark native, he credits Amazon with giving him the boost he needed to overcome the odds.

"I grew up in a single-parent household, and we never had much," Powers says, seated comfortably behind the large desk in his office. "It was hard for me to see past my day-to-day struggles... I didn't really have plans for the future."

That attitude changed when Amazon moved to town. Inspired and determined to get a job with the company, Powers renewed his efforts in school—his stellar grades and low-income background ultimately qualified him for Rutgers University's free tuition program. While a student at Rutgers, he took advantage of Amazon's close rela-

tionship with the university to land a coveted spot in the company's internship program.

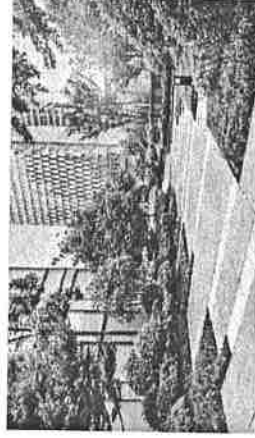
"The rest is history," Powers says. "When I graduated, I was able to come right back here and get the job with Amazon that I'd been dreaming of. Not bad for a kid from the West Ward."

Powers' story is indicative of a larger social shift in Newark. When Amazon announced that Newark had been selected for HQ2, the local government, public education institutions, nonprofit organizations, and businesses rallied together behind the city. The additional level of philanthropic support led to, among other things, the creation of a fund to help students from

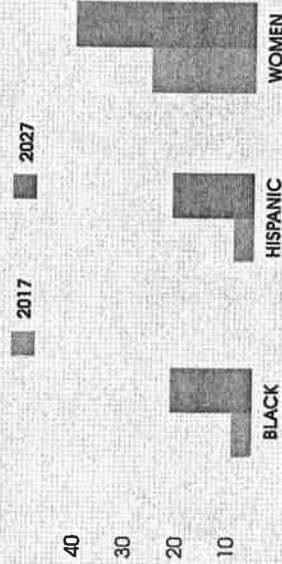
low-income families get to and through college. Like Powers, some of those New Jersey natives then set their sights on climbing Amazon's corporate ladder—to-day, they can be found in management roles throughout the company's business divisions. Coming from all walks of life, they've brought both a unique perspective and a welcome dose of diversity to Amazon's leadership team.

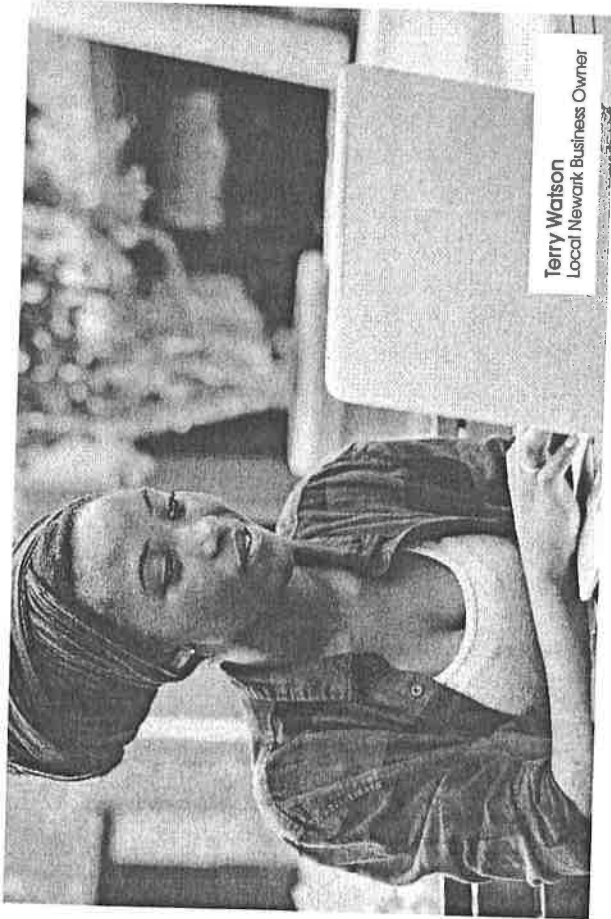
WHAT IS DARK FIBER?

Dark fiber is unused high-speed fiber optic cable that provides internet bandwidth throughout a city. The fiber is referred to as "dark" when its capacity is unused—companies often lay down more fiber lines than are needed at the time, so that they can tap into its enormous potential in the future. At the time Amazon broke ground in 2018, Newark had 26 miles of underground fiber much of which was "dark", allowing Amazon to plug in at nearly any bandwidth they desired. With the site's proximity to a major carrier hotel at 165 Halsey Street, Amazon could access world-class speeds over 100gbps through Newark's unique public/private partnership Newark Fiber.



PERCENTAGE OF BLACK, HISPANIC AND FEMALE MANAGERS AT AMAZON: 2017 AND 2027





Terry Watson
Local Newark Business Owner

"In my opinion, the people have always been one of the city's greatest assets. There's just so much natural talent around here," Powers concludes. "Amazon saw that potential, and it paid off in spades for everyone."

PUTTING THE NEW IN NEWARK

Amazon is now an indelible part of the new and improved Newark. The region's single largest employer, Amazon is openly celebrated by newcomers and longtime residents alike.

Terry Watson, a local business owner in Newark, New Jersey, still marvels at the difference. "I've always loved this place, but Amazon really helped take it to the next level," she says.

When exploring downtown Newark, it's easy to understand what Watson means—there's no shortage of things to do and to see here. The New Jersey Performing Arts Center consistently showcases some of the best artists of national and international fame, while free city-sponsored outdoor coding classes, held on the grassy three acres of Mulberry Commons, never fail to attract a crowd. Large and beautifully landscaped public spaces, including the re-

cently opened Riverfront Park that stretches over two miles, lend the city an air of open invitation. It's no wonder that increasing numbers of visitors are being drawn away from nearby Manhattan, lured by the call of vibrant, thriving Newark.

But the beneficial relationship between Newark and Amazon hasn't been just a one-way street. By choosing Newark as the location for HQ2, Amazon made a \$5 billion investment in the city—and has since seen an incredible return on that investment. In addition to receiving over \$6 billion in tax incentives from the City of Newark and the state of New Jersey, as well as enjoying the improved efficiencies from becoming a bi-coastal company, Amazon has reaped additional benefits that have proven to be priceless.

One such benefit is Newark's world-class Internet capabilities, which have only strengthened as the years have passed. "Even before Amazon came, it was the fast Internet here that helped keep my little business afloat and ahead of the competition," Terry Watson says. "I can only imagine how much of an impact that speed had on Amazon's bottom line. And I didn't think it was even possible, but it just keeps getting faster."

In Newark, Amazon's HQ2 employees also enjoy an enviable high quality of life. The city offers some of the most affordable luxury housing options in the greater New York City area, while nearby Newark Liberty International Airport grants employees easy access to the country and the world. Perhaps most attractively, the city itself is a virtual melting pot—it represents dozens of different races and cultures, and celebrates them all.

The population of Newark and its surrounding areas isn't only rich with diversity—it's also huge. Nearly 40% of Americans are within one day's drive of Newark, and Amazon wasted no time in taking advantage of that incredible reach. Over the past decade, the vast pool of consumer data collected from the region has played an integral role in shaping Amazon's customer relation policies and guiding new product development. A significant portion of Amazon's most popular services, now offered nationwide, can trace their beginnings back to Newark. For example, Amazon's famed drone-delivery system, which enables the company to deliver a whopping 70% of its inventory to customers within an hour of ordering, was first tested by the residents of Newark, New Jersey.

Amazon also recognized that Newark's proximity to major corporations and local entrepreneurs presented its own unique opportunity—the company quickly spearheaded multiple collaboration initiatives, with the intent of driving forward innovation at an unprecedented rate. Today, Amazon's start-up lab regularly churns out exciting new developments in the world of technology and manufacturing. It's also rumored that Amazon has partnered with nearby BMW to further refine self-driving car technology, and it will soon be launching field tests on automated delivery vehicles in the Newark area—a move that would eventually bring Amazon's delivery costs to new lows.

By instigating change through collaboration, Amazon played a key role in shifting public perception of Newark to that of a world-renowned hub of innovation. Newark is now synonymous with the term "smart city," a reputation that's supported by cutting-edge advancements such as the construction of multiple zero-carbon-footprint office buildings downtown and the recent launch of a free citywide cellphone coverage plan for all residents. And so in recent years, Newark has added yet another accolade to its growing collection—its new status as the East Coast's Silicon Valley.

At the 2027 North American Growth Summit, a national tech convention hosted in downtown Newark, Amazon

CEO Jeff Bezos reaffirmed the company's commitment to the city during his keynote speech.

"Over the past 10 years, we've found a true partner in the city of Newark," Bezos said. "Choosing Newark as our home not only contributed to our fiscal growth, but it's also improved the lives of those around us, creating a new sense of purpose for Amazon."

"WE'VE FOUND A TRUE PARTNER IN THE CITY OF NEWARK"

—JEFF BEZOS

On its current trajectory, Newark is poised to become the leading growth market in the United States—and, quite possibly, in the world. And when you look at it that way, Amazon's \$5 billion initial investment could actually be considered the deal of a lifetime.

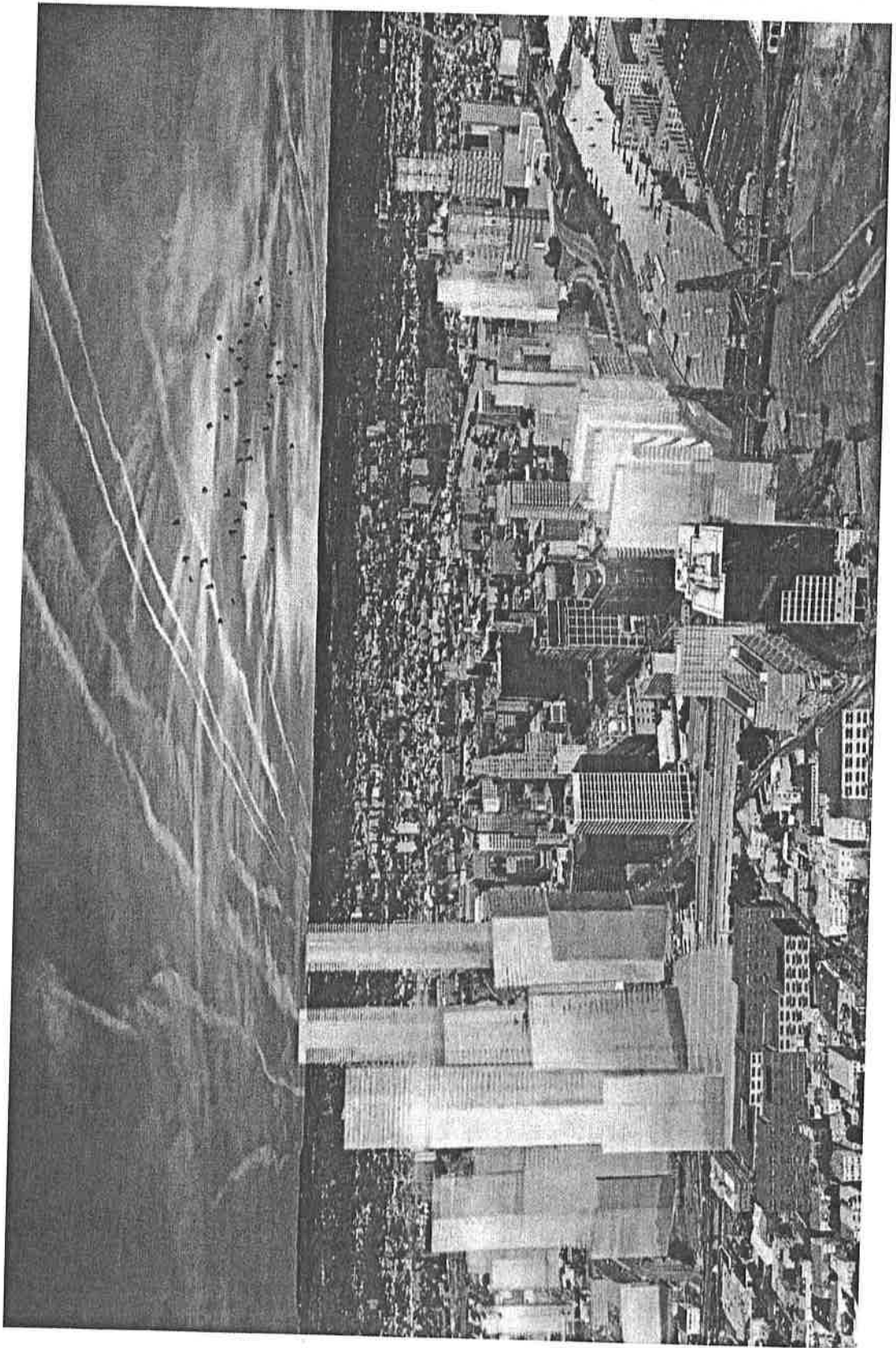
As Clara Fernandes bustles around her thriving neighborhood café, pouring coffee and serving out slices of her famous Brazilian sweet cornmeal cake, she echoes a similar sentiment. "When I look back at what it cost me to get this place up and running, compared to what it's worth now... there's just no comparison," she says, looking around at the packed tables with pride. "I'm so glad I didn't miss out on this. Newark is truly a once-in-a-lifetime opportunity."

And reflecting back on all that Amazon has gained from Newark in return, we think it's safe to say that Amazon agrees. ■

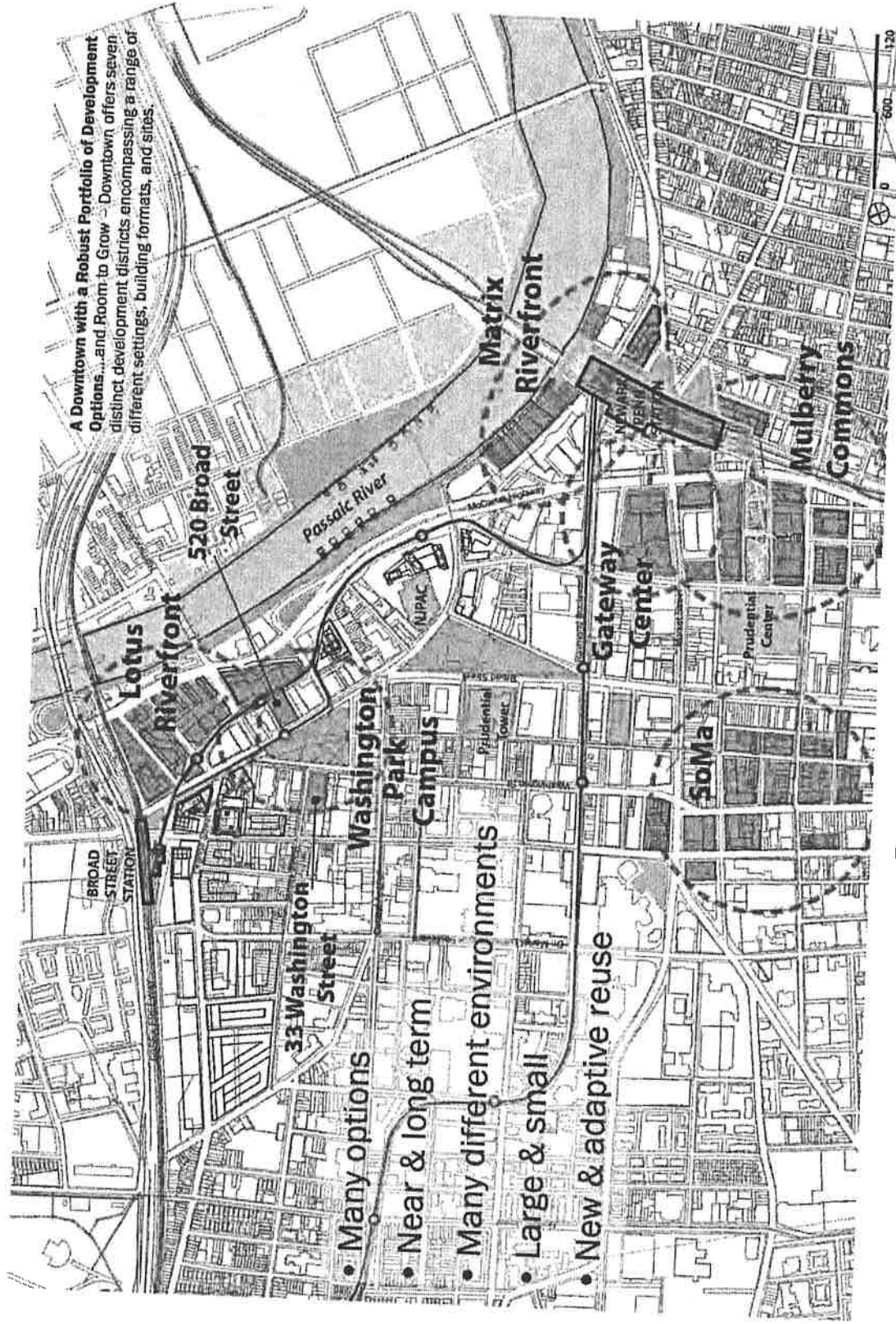
YES, LOCATION.

YES

**NEW
ARK.**



LOCATION



Development Sites

A Walkable Downtown - Downtown Newark is compact in size and similar in scale to Amazon's footprint in South Lake Union. It not only has an existing fabric of the kind of human scaled streets blocks that make pedestrian activity possible, but the urban parks, street-oriented amenities and institutions that foster and promote a culture of walking. The combination of walkability, centrally located, "ready-to-go" development opportunities, allows the rare potential for Amazon to offer a complete urban ecosystem: live, work, and play.

A Connected Downtown - Newark's existing transportation infrastructure will provide Amazon's second headquarters with ready access to the world, the rest of metropolitan region and Downtown itself. Downtown Newark's easy ten minute cab or train ride to Newark International Airport will allow Amazon Second Headquarters executives to go anywhere in the world, with an ease that no location in the New York metropolitan area can match. The presence of Newark Penn Station puts every city along the Northeast Corridor an Acela ride away. These transit options also put all of the arts, restaurants, educational and cultural institutions, and diversity of the New York Metropolitan area at Amazon's doorstep.

A "College Town" Downtown - Downtown Newark has two major research institutions, Rutgers University-Newark and New Jersey Institute of Technology, with downtown campuses that are minutes' walk to each of the development sites, and increasingly woven into the fabric of downtown. With exciting new collaborative ventures like Express Newark and the new Rutgers Honors Living Learning Community at Military Park; and Rutgers Business School, which together with Audible.com anchor the emerging Washington Square, Amazon's new headquarters will benefit from the energy - and workforce - of a real college town.

A Downtown of Culture and Entertainment - with venues like NJ Performing Arts Center, and Prudential Arena, home to NHL's Devils, Red Bulls Arena, Downtown Newark offers headquarters' staff the opportunity to walk to live music, drama and dance, as well as major league and college sports after work. And as the cost to mount live performance elsewhere in the metropolitan area become prohibitive, new smaller venues in Newark are emerging to complete the scene.

A "Walk to Work" Downtown - Downtown Newark's many existing and upcoming residential neighborhoods combined with its walkable street grid, offer very real opportunities for downtown living and a "walk to work" lifestyle. The range of choices for singles and families alike is broad: from historic neighborhoods like the Ironbound, and the James Street Neighborhood, to emerging districts, in and adjacent to Downtown, like the recently opened Teacher's Village which offers a gleaming, contemporary vision of downtown living, and the thousands of recently developed new apartments in downtown Harrison across the river.

A Downtown of Diverse and Affordable Choices - Downtown's two NJ TRANSIT commuter rail stations, and PATH station, puts Downtown Newark within a half hour of an incredibly broad range of affordable lifestyle options - from the Jersey Shore's beach bungalows to walkable small town "transit villages" like Montclair and Maplewood; and from classic suburban communities like Radburn, and Woodbridge to the trendy urban neighborhoods of Hoboken and Jersey City.

A Recreational Downtown - the livability of Downtown goes beyond its plethora of downtown residential options. Downtown residents can enjoy historic open spaces such as Military Park and Washington Square which have the intimacy of the best urban parks and square, yet are big enough to stage corporate events. Newer parks such as Mulberry Commons which anchors the emerging Arena District near Newark Penn Station, and the Riverfront Park which is currently in development together with the new Whole Foods offer a more contemporary vibe, providing Downtown with the sine qua non of urban living.

A Riverfront Downtown - Downtown Newark's Passaic riverfront, which sits at the foot of the Downtown core, is poised for a new era with the redevelopment of the Riverfront Park. With the advent of the new park, the river will weave a green ribbon through downtown, offering new recreational outlets for downtown office workers and residents alike. The new Riverfront Park will make the it a daytime resource for office workers looking for a place to stroll, residents going for an after work run, or a weekend bike ride.

A Downtown with a Robust Portfolio of Development Options...and Room to Grow - Downtown offers six distinct development districts encompassing a range of different settings, building formats, and sites. These districts range from the Mulberry Commons, only steps away from the Newark Penn Station, the Ironbound and centered on Newark's newest park; two riverfront districts with their splendid views and a new waterfront park; and the Washington Park Campus, already home to Audible.com and Rutgers. These districts offer the potential for an urban district integrated into the surrounding fabric, an entire self-sufficient campus, or a sites distributed amongst the various districts for diversity.

An Authentic Downtown - Newark is a city with a rich history of innovation and inspiration going back over three centuries. It is a city with an authenticity to match its "great bones." It the past several decades, it has gone through the cycle of decay and regeneration that the rest of urban America has witnessed. But years of long term strategic planning, collaboration between the City, State, business, institutional, and community leaders, and large-scale investments are now yielding real benefits. It is a city which great corporations have called home, and continue to prosper in today. And it is a City running full speed into the future. We look forward to the opportunity to partner with Amazon, and enter into this new era together.

Downtown Newark

YES
NEW
ARK

YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

Downtown Newark has a proliferation of available sites for development. The next page highlights what we feel are the best obvious and most shovel-ready opportunities for Amazon to build an HQ2 in the timeframe they have provided. The two main sub-neighborhoods within the downtown are centered around our two main commuter rail hubs – Broad Street Station and Newark Penn Station.

Both neighborhoods offer hundreds of thousands of square feet of existing office space – enough to satisfy Phase I's needs and allow for a move in date in 2018. They also have shovel ready vacant sites that allow Amazon to build to suit with the one most ready for construction literally next door to Newark Penn Station.

- For Phase I, we offer several existing office buildings with plenty of space available today for Amazon's initial workforce. These buildings consist of 33 Washington Street, 520 Broad Street around Washington Park and the Gateway Center Complex near Newark Penn Station. In addition, we have acres of vacant land that have been preparing for development which can accommodate

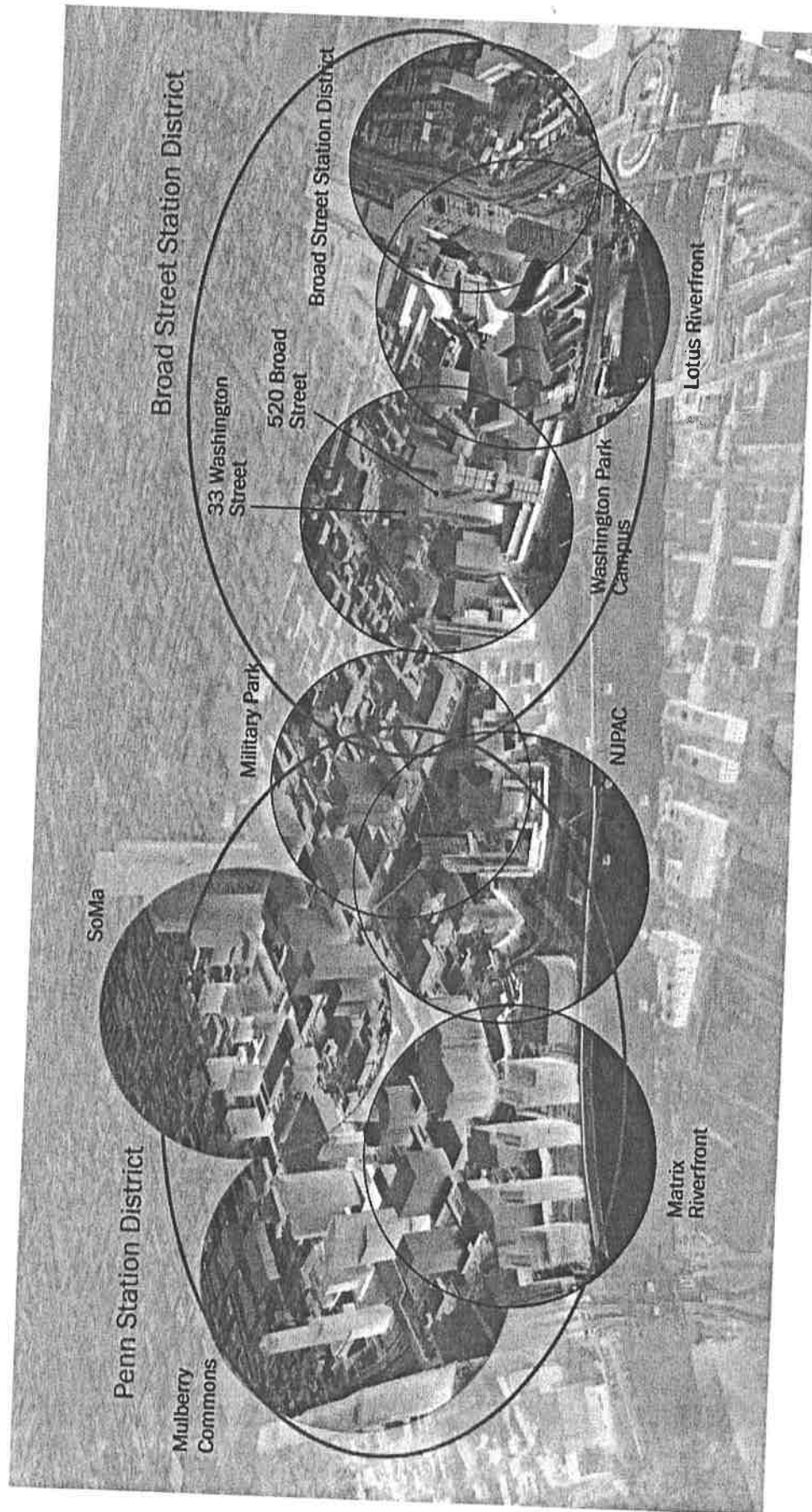
Amazon's needs today. Included in this collection is the Matrix - Riverfront site which was already in the process of applying for site plan approval even before the HQ2 announcement. This site could offer a Phase I build to suit option more quickly than anywhere else.

- For Phases II and III, we offer sites ranging from the Lotus-Riverfront collection to Mulberry Commons to RBH-SoMa. Each are oriented towards one of our two train stations and all allow for an urban campus that can concentrate or disperse Amazonians to the extent desired by the company.

This presentation will walk you through the walkability, connectivity, and potential of Downtown Newark before getting into a closer look at both the Washington Park – Lotus Riverfront neighborhood near Broad Street Station and the Newark Penn – Mulberry Commons – RBH-SoMa neighborhood. All together, these parcels can accommodate at least 15 million square feet of office space in addition to supplemental retail and housing.

District	Site	Type	Phase	Size	Timeframe	Cost	Zoning	Ownership
Broad Street Station	Washington Park Campus	Existing Buildings	Phase I	600,000 SF	Immediate Availability	~\$20 - 25/SF	Broad Street Station District Plan	Private - Berger Org & IDT
	Lotus Riverfront	New Construction	Phase I	500,000SF	2018 Groundbreaking	TBD	Broad Street Station District Plan + Riverfront Public Access and Redevelopment Plan	Private - Lotus Equity Group
			Phase II	1.5M SF				
Newark Penn Station	Matrix Riverfront	New Construction	Phase I	1M SF	2018 Groundbreaking	TBD	Newark Plaza Urban Renewal Plan	Private - Matrix
			Phase II	1M SF				
	Gateway Center	Existing Building	Phase I	655,00 SF	Immediate Availability	~\$34/SF	Living Downtown Plan	Private - Lotus Equity
	Mulberry Commons	New Construction	Phase I	1M SF	2018 Groundbreaking	TBD	Living Downtown Plan + Downtown Core Plan + Zoning Ordinance	Private - Edison Properties and J&L Companies
			Phase II	2M SF				
			Phase II	3M SF				
	RBH-SoMa	New Construction	Phase I	1M SF	2018 Groundbreaking	TBD	Living Downtown Plan	Private - RBH Group
			Phase II	2M SF				
			Phase III	3M SF				

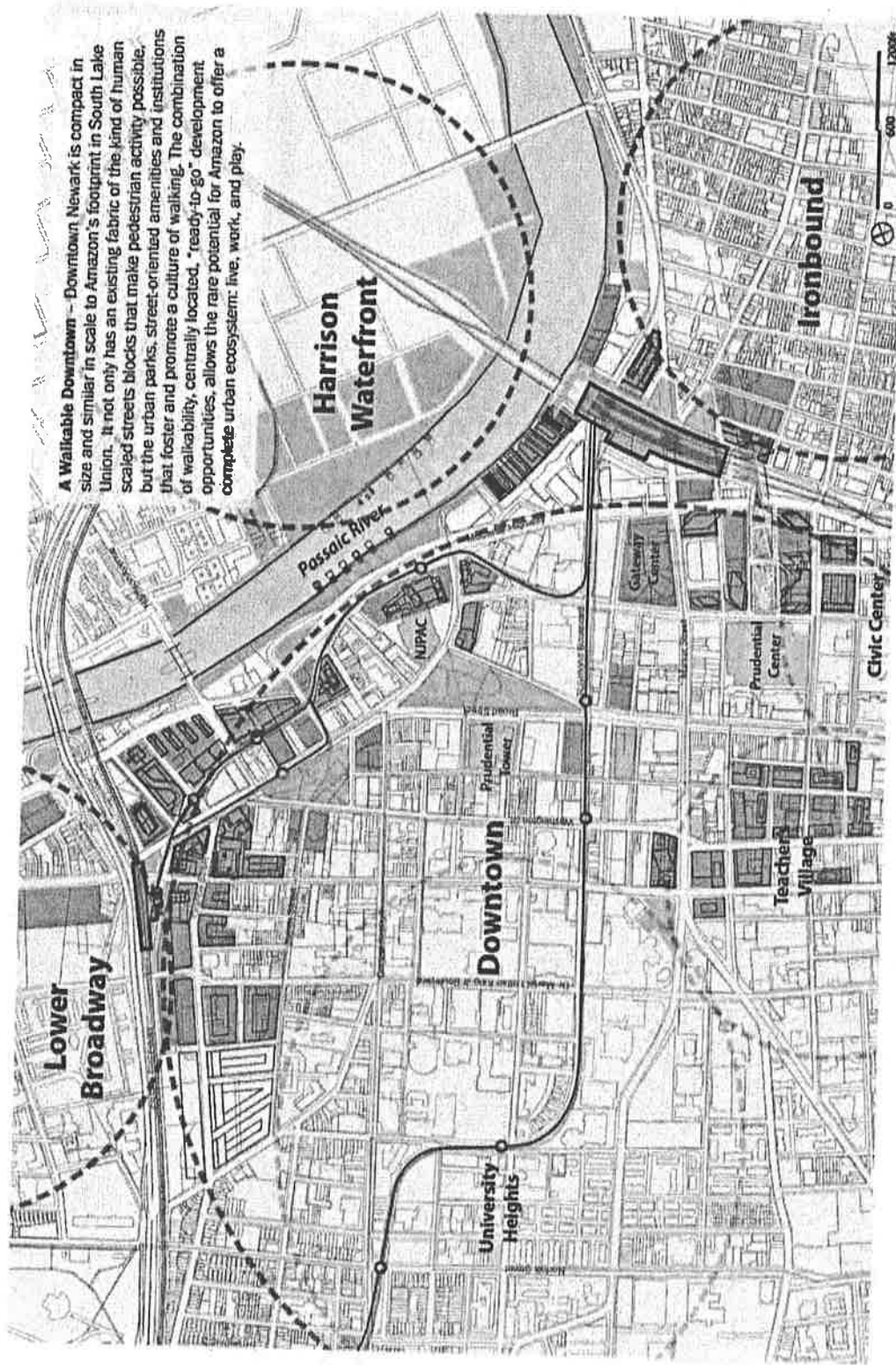
All sites have access to 10gbs fiber + 26kv or 69kv electric.



Overall Development Landscape

YES
NEW
ARK

YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



Walk to Work Neighborhoods

YES NEW ARK
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

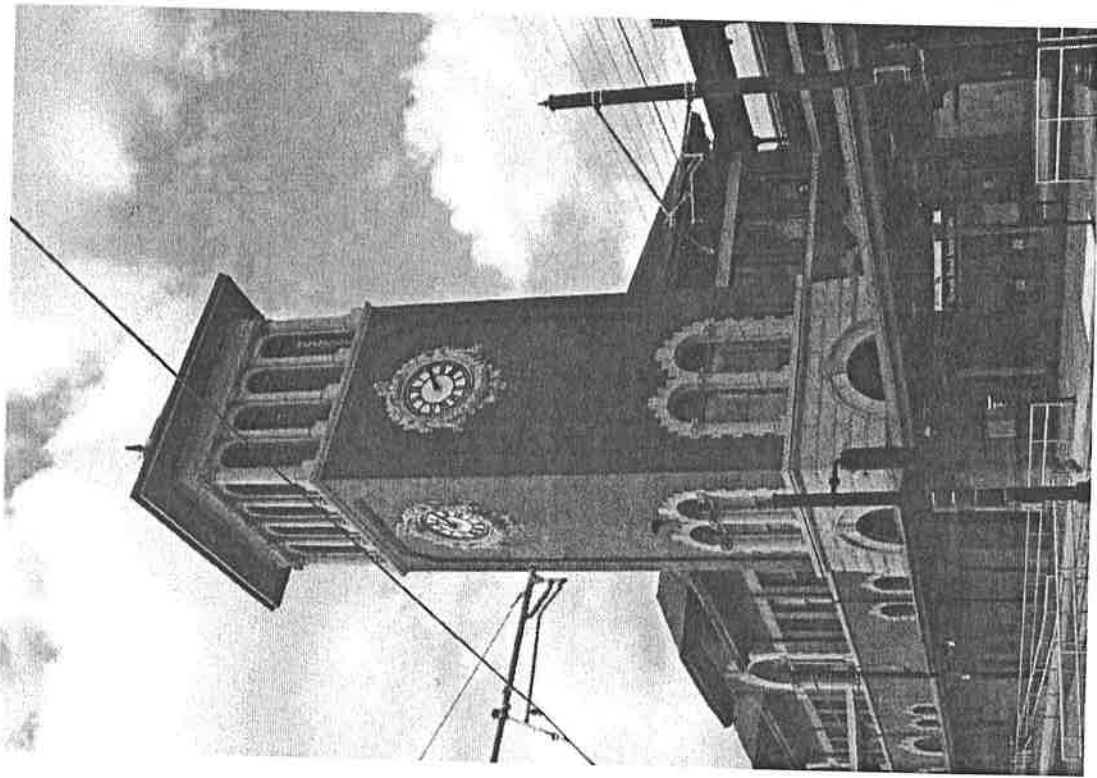
BROAD STREET STATION DISTRICT

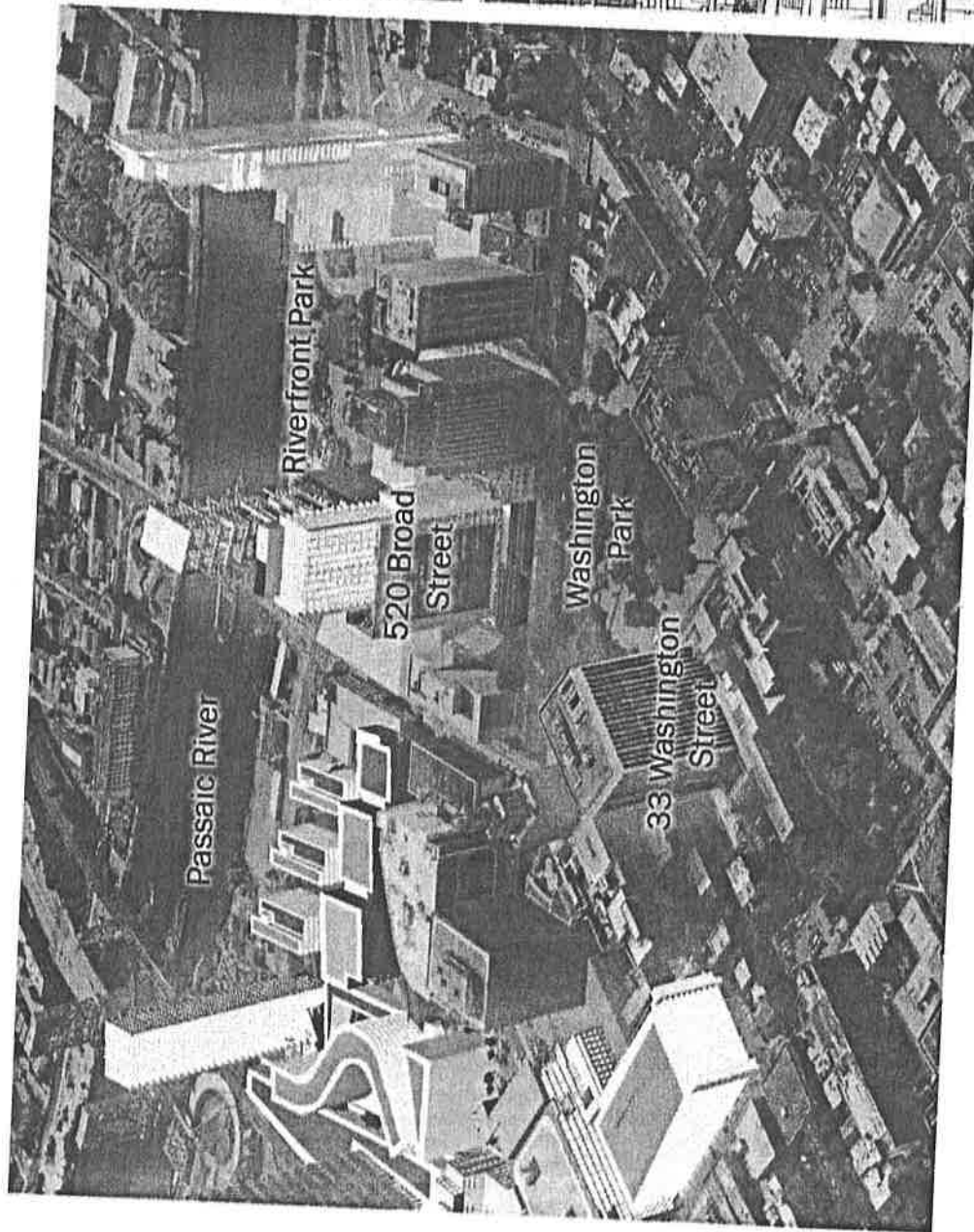
The Broad Street Station District is in the midst of a dramatic transformation. Audible's expansion project will be completed in 2018, along with the anticipated commitment of funds for the restoration of Washington Park. Several large redevelopment projects are slated for the Lotus-Riverfront and Washington Park areas, all an 18-minute train ride from Manhattan.

There is over 600,000 SF of existing move-in ready office space around the park. 33 Washington Street has 250,000 SF across 10 floors. The building is next door to Audible's expansion and enjoys the park as its front yard. It's only two blocks away from Broad Street Station offering a commute from its front door to New York Penn Station of 27 minutes. Just two and a half blocks from Rutgers University and New Jersey Institute of Technology, this would be an ideal home for part of Phase I.

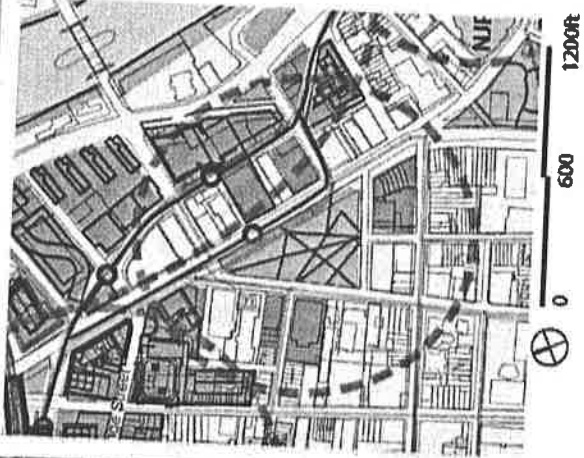
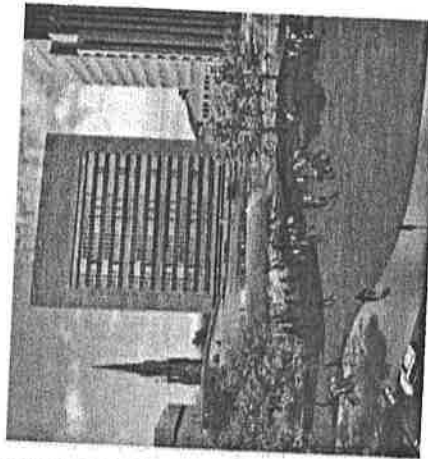
The other part would be directly opposite at 520 Broad Street giving Washington Park a campus feel bordered by Amazon, Audible, the Newark Museum, and Rutgers Business School. This LEED certified building has 350,000 SF available with floor plates of 25,000 SF for most floors and 41,000 SF on the lower floors. Leasing around \$20 SF plus a 300,000 SF parking garage across three acres on Route 21 that can be used as is or developed into additional office space. Both 33 Washington and 520 Broad are mere steps away from two light rail stops.

In addition, the Lotus-Riverfront site has 12 acres of land ready for build to suit construction and would truly give Amazon an urban corporate campus with several rail stops on site steps from research universities. The neighborhood is seeing major real estate development and retail expansion in addition to Audible's project. The Newark Museum is investing \$5 million in remodeling their front entrance and gallery space while the Library is about to embark on a major capital campaign. Barcade - where bar patrons can play classic arcade games - opened recently and is just steps away from classic Irish pubs and Whole Foods.

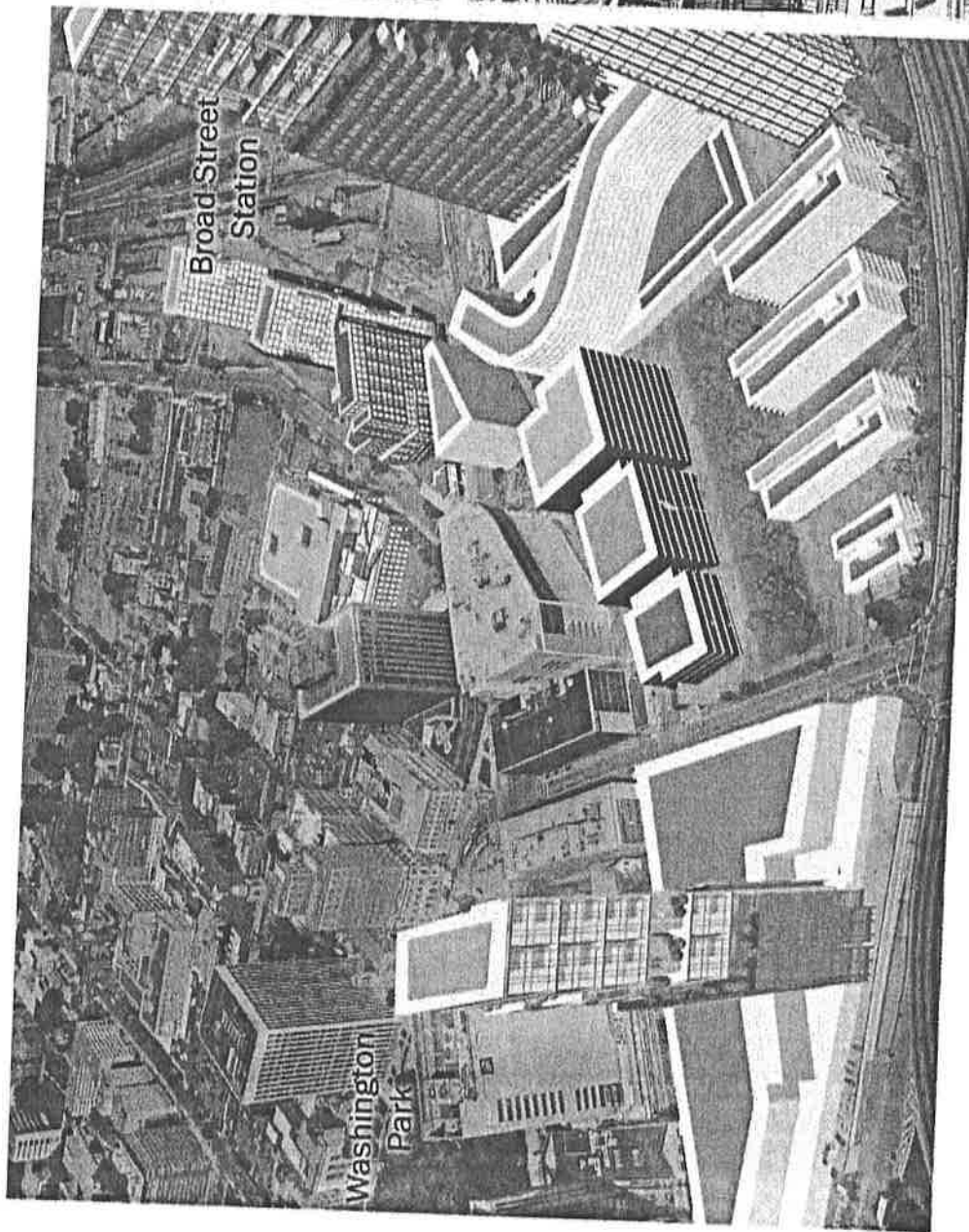




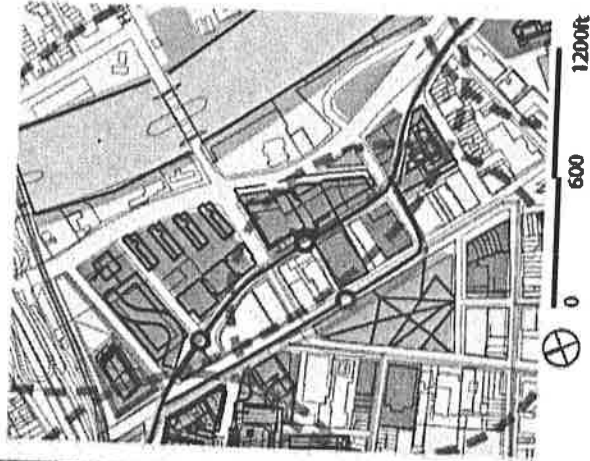
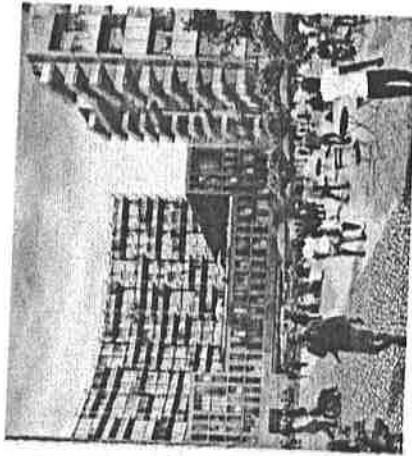
Washington Park Campus



YES NEW ARK
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

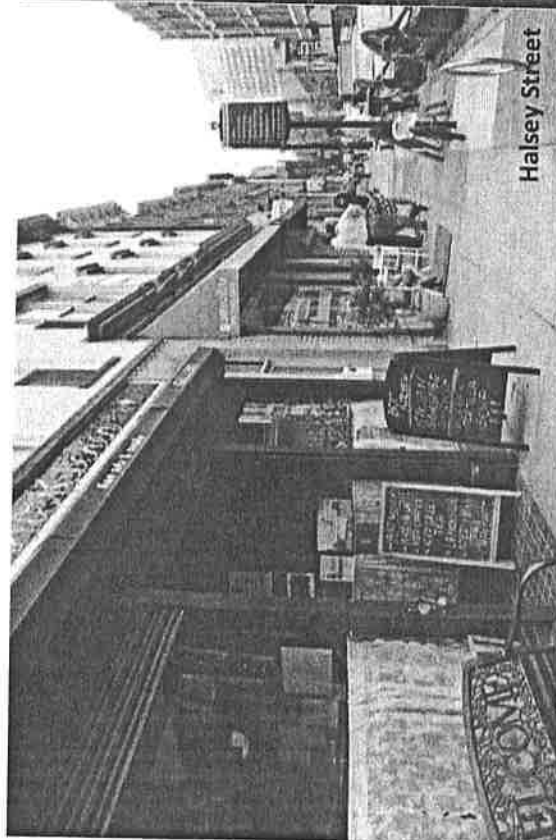


Lotus Riverfront

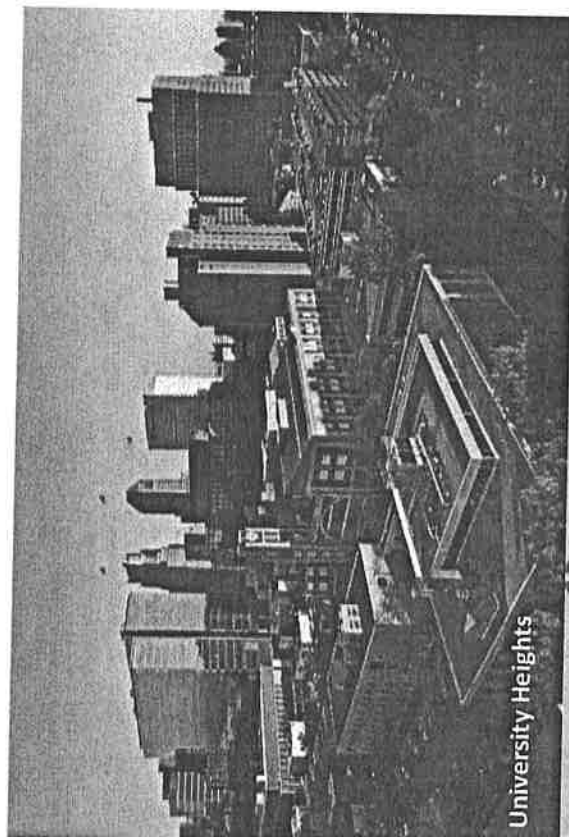


YES NEW YORK
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

BROAD STREET STATION NEIGHBORHOOD



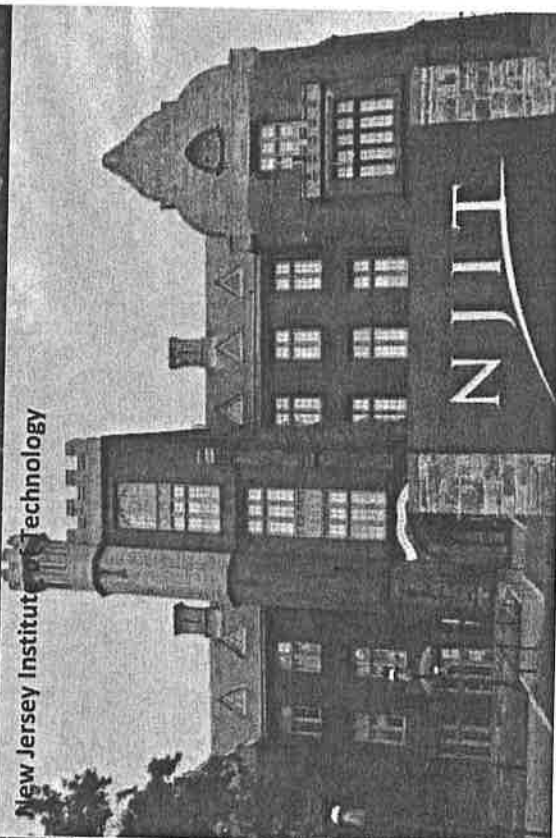
Halsey Street



University Heights



Rutgers University



New Jersey Institute of Technology

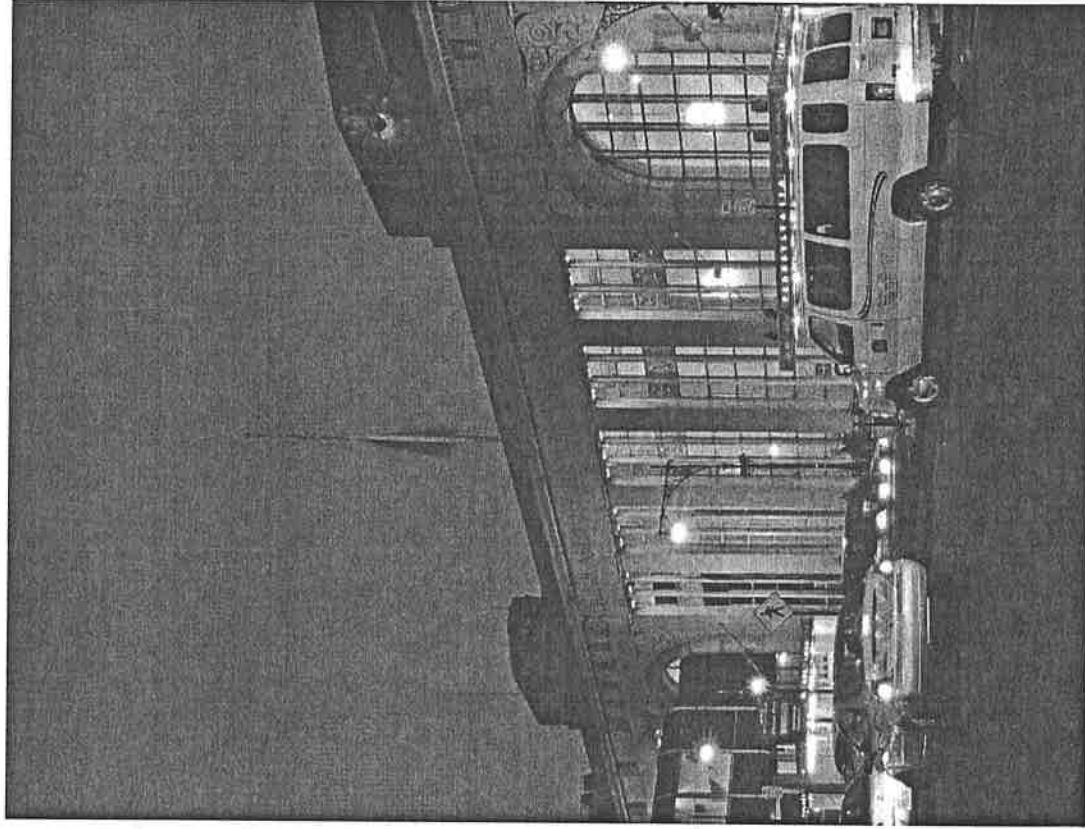
NEWARK PENN STATION DISTRICT

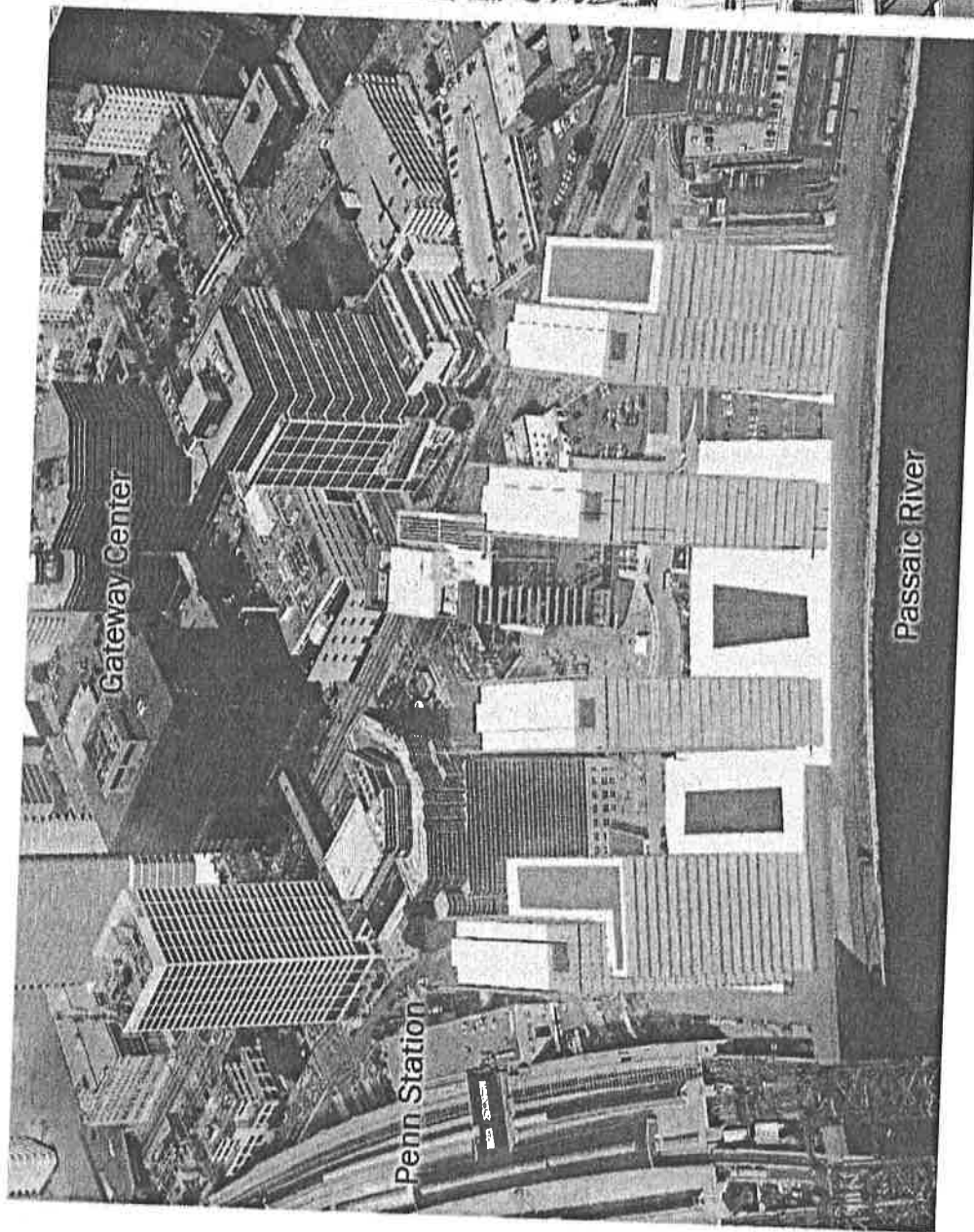
Newark Penn Station is the heart of the transportation network in North Jersey. The station serves NJ Transit, PATH and Newark Light Rail while acting as corridor to link the Downtown and vibrant Ironbound neighborhood. There are an abundance of development sites here currently serving as commuter parking while being prepped for new large-scale future development.

Gateway Center sits directly adjacent to Newark Penn Station and offers 650,000 Class A space that is ready to move in today. The complex contains four towers and one hotel and connects to Penn Station sky bridges, which contain retail. 2 Gateway is home to 10gbs Newark Fiber as well as a co-working company known as Equal Space and an art gallery, Project for Empty Space, that bring a type of street life to the corridor

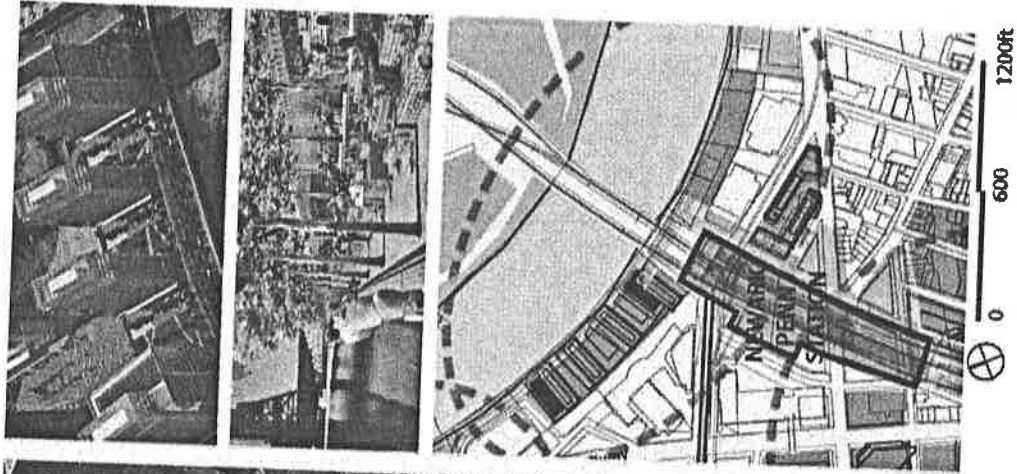
For new build, the Matrix-Riverfront site was already seeking approvals to build a parking garage base before the HQ2 announcement. The entire 5-acre site will be home to four buildings and Phase I can accommodate 500,000 to 1 million SF of office space. This site offers the closest location possible to Penn Station and is minutes from Gateway Center and Mulberry Commons.

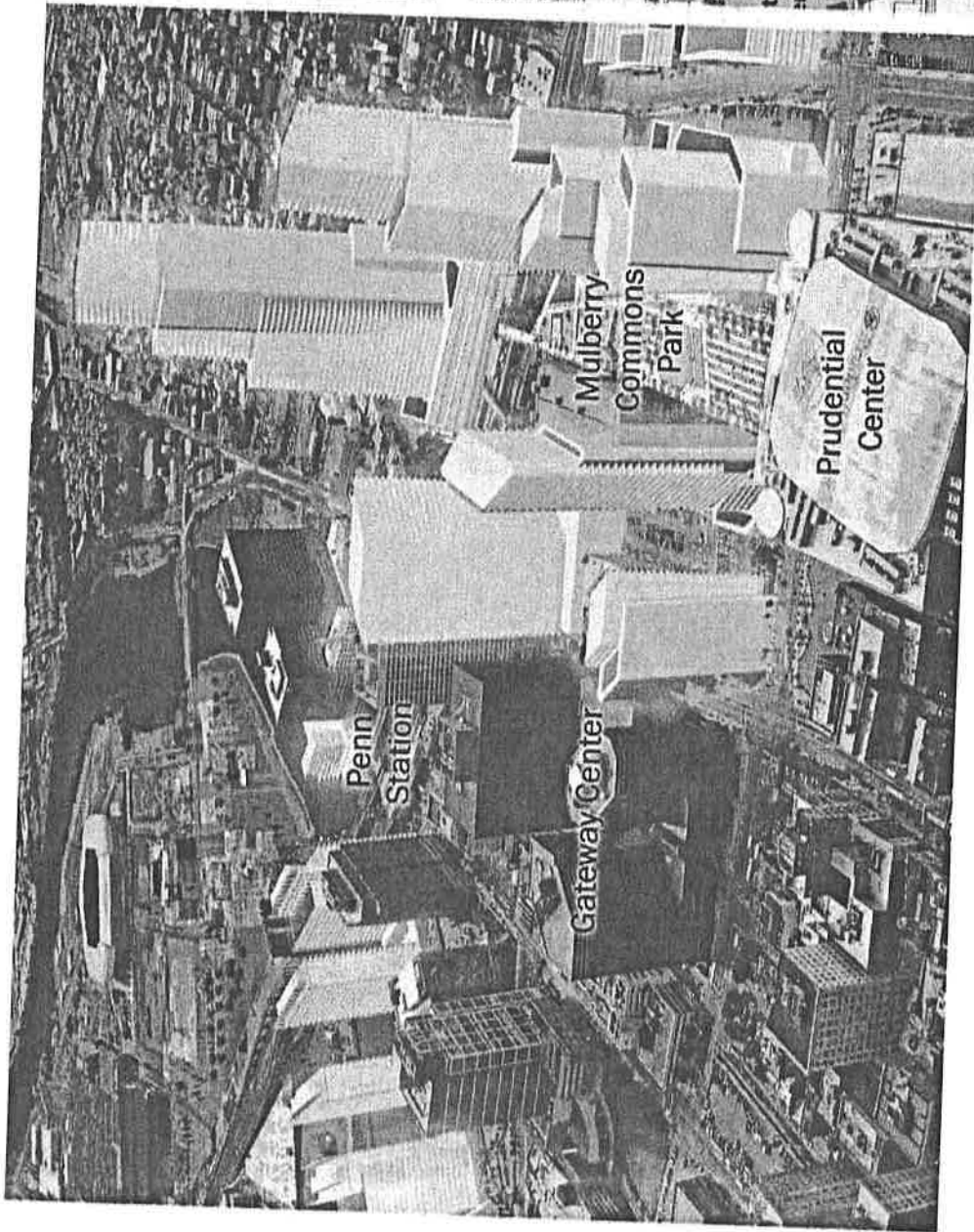
Immediately south of the complex sits Mulberry Commons. This will be a three-acre urban park uniting Downtown with the Ironbound via a bridge connecting to the Penn Station platforms. A former warehouse on site is being transformed into a state-of-the-art, 450,000 sf office building with street-level retail. The area offers over 15 acres of vacant land currently in the early stages of development. And to the west integrated with the historic Downtown is RBH-SoMa offering 9 acres of new build and historic rehabilitation for a client looking to blend in seamlessly with the urban fabric. SoMA has already seen over 200 units and several new retail establishments open up and is continuing to move forward with mixed-use plans.



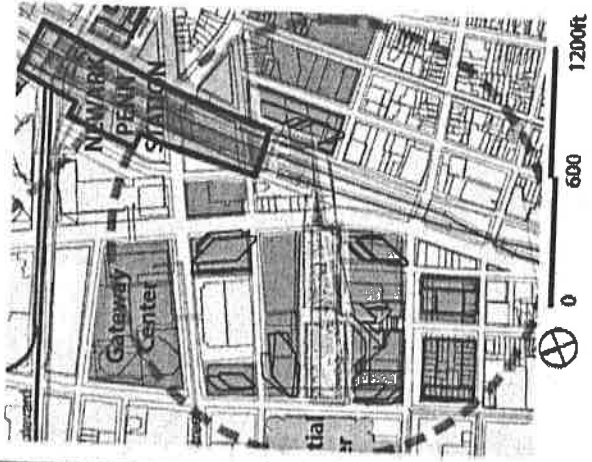
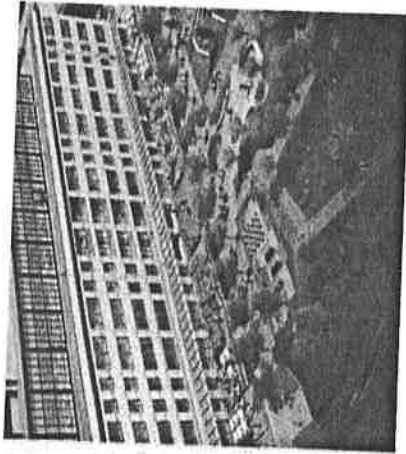


Matrix Riverfront

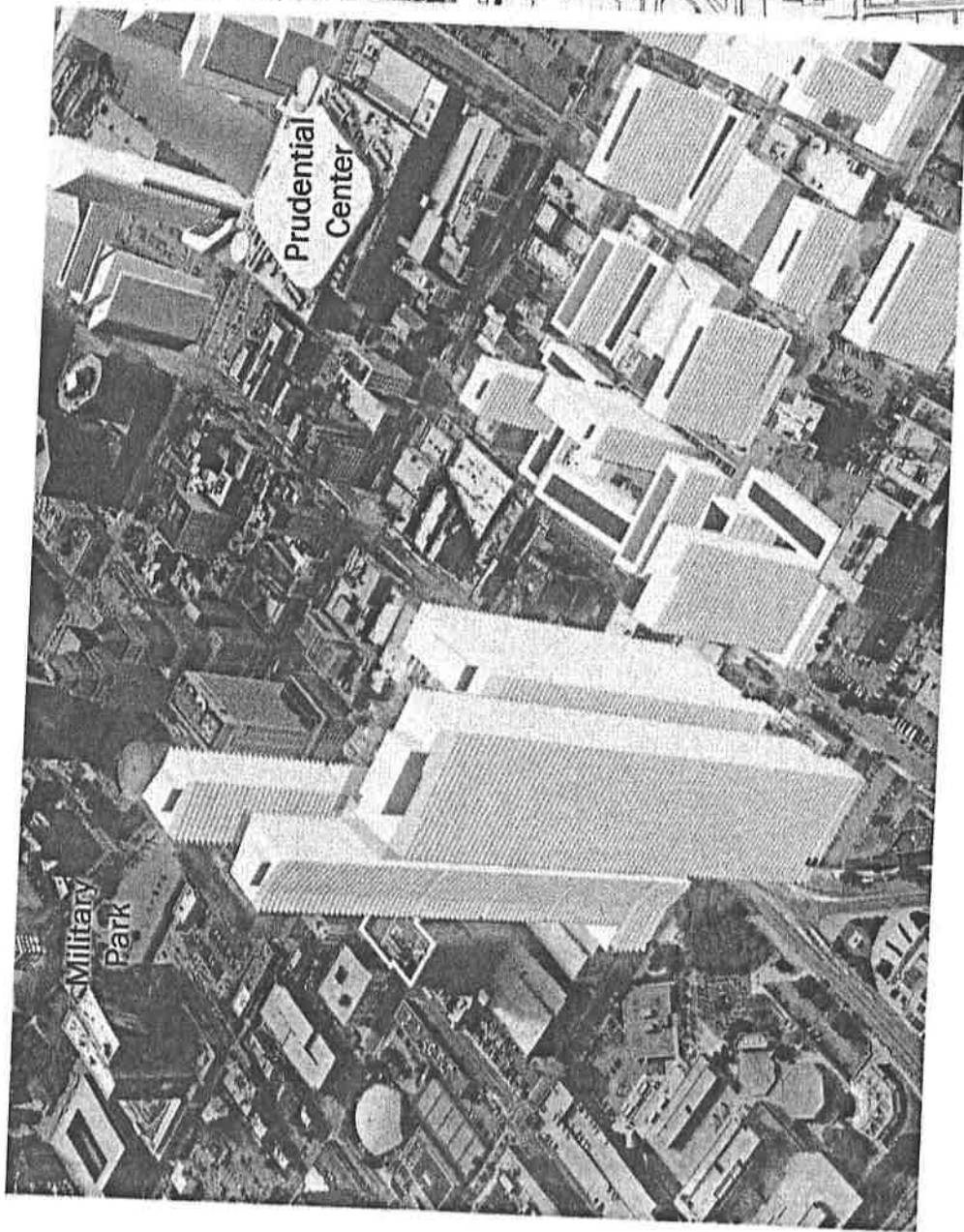




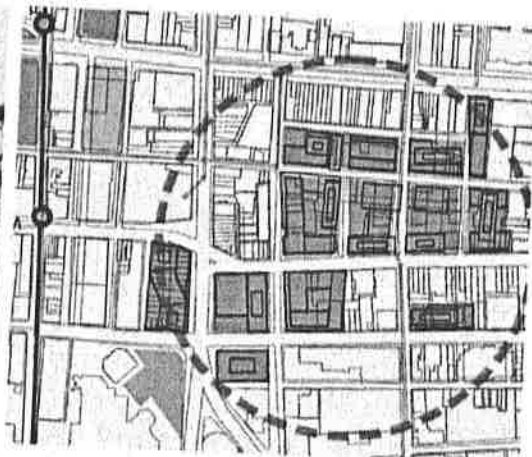
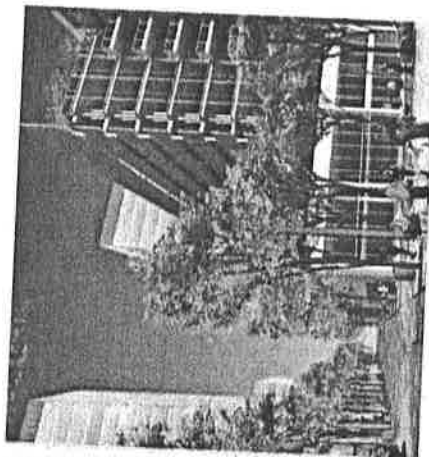
Mulberry Commons



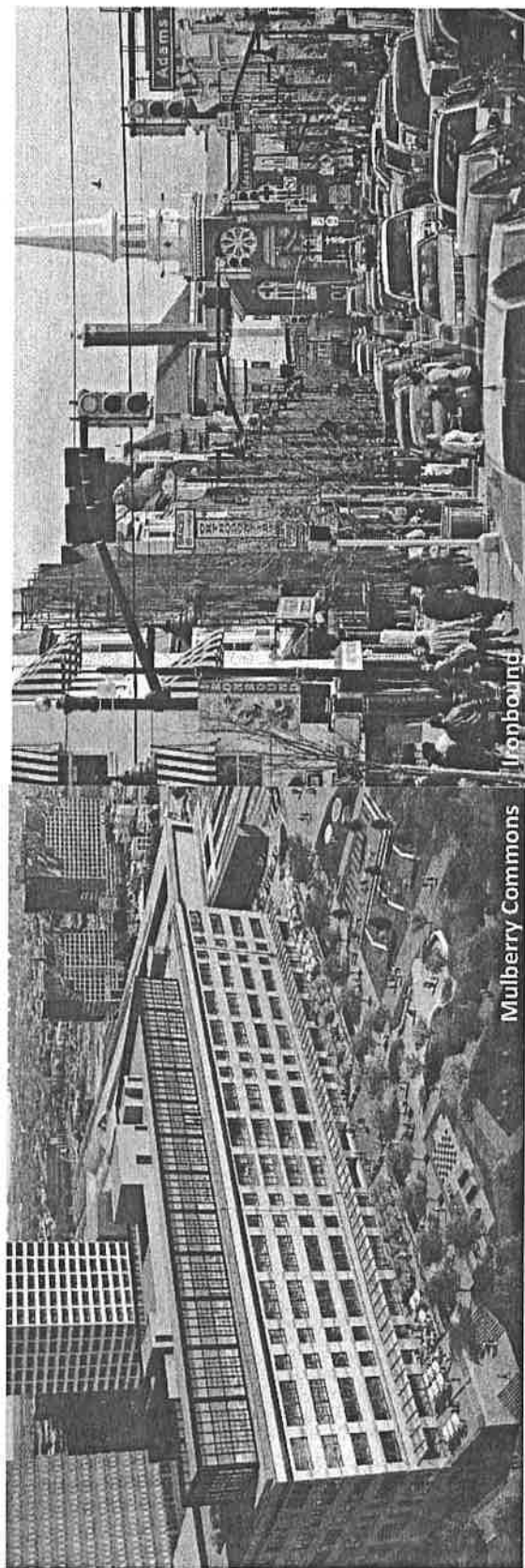
YES NEW ARK
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



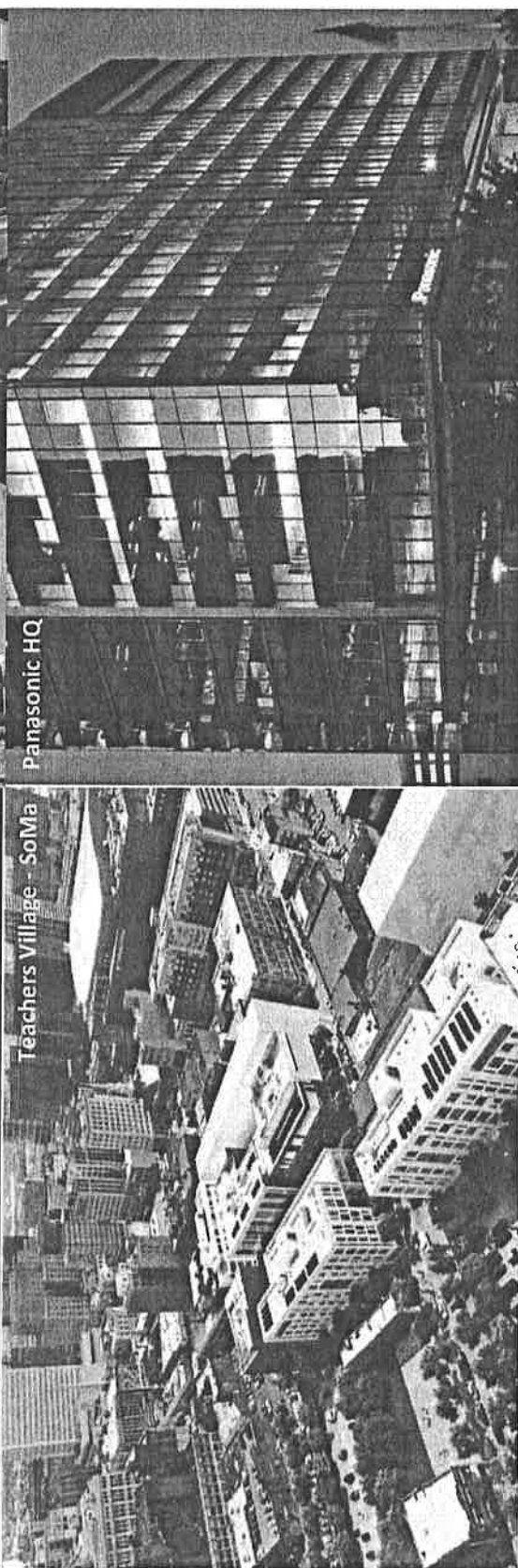
SoMa



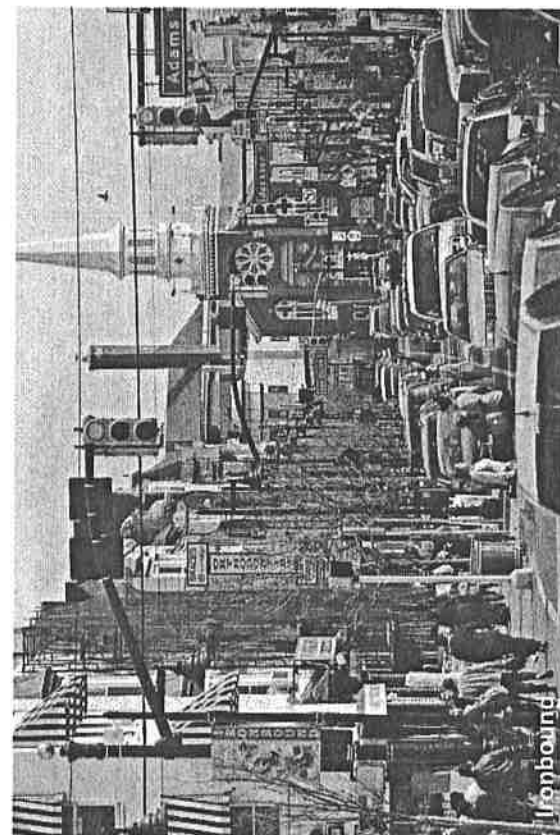
NEWARK PENN STATION NEIGHBORHOOD



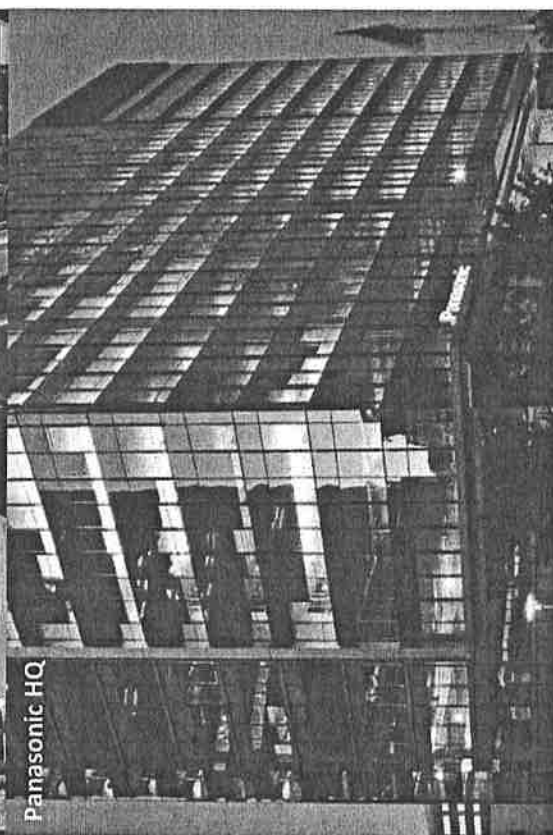
Mulberry Commons



Teachers Village - SoMa



Ironbound



Panasonic HQ

A Connected Downtown - Newark's existing transportation infrastructure will provide Amazon's second headquarters with ready access to the world, the rest of metropolitan region and Downtown itself. The presence of Newark Penn Station puts every city along the Northeast Corridor an Acela ride away. These transit options also put all of the arts, restaurants, educational and cultural institutions, and diversity of the New York Metropolitan area at Amazon's doorstep.

BROAD STREET STATION

NEWARK PENN STATION

1500ft

5 Miles Walk

1500ft

5 Miles Walk

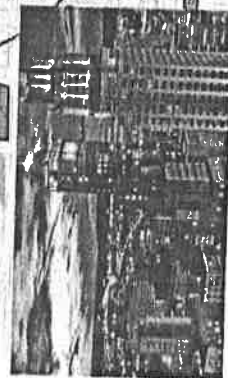
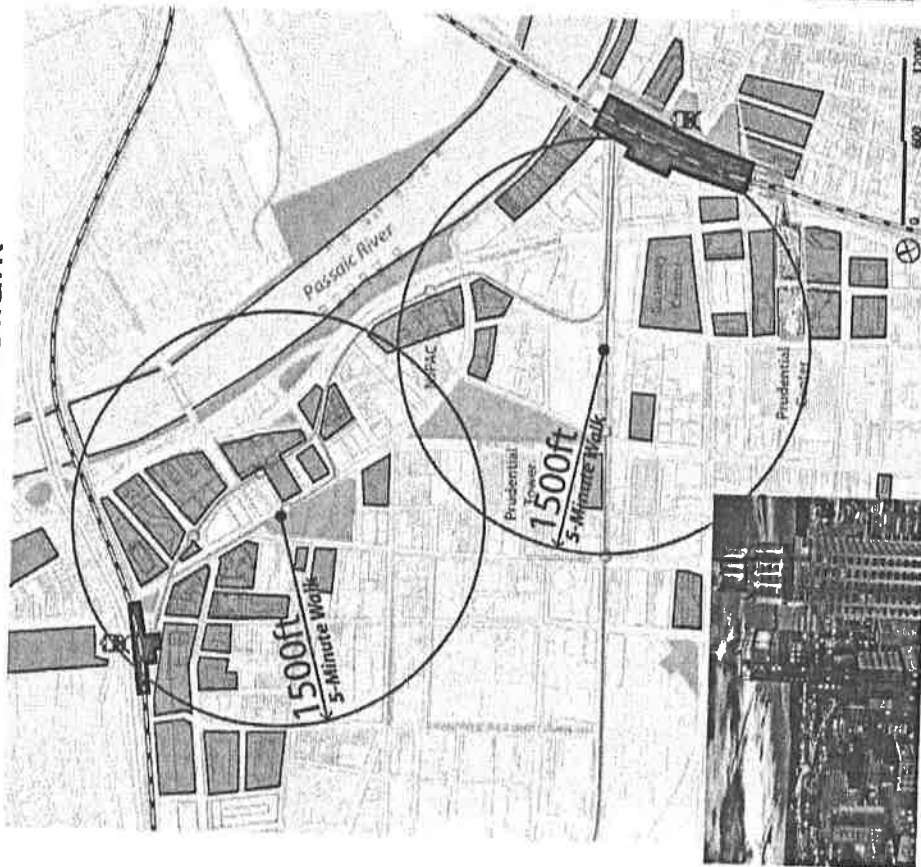
600

Newark Penn Station

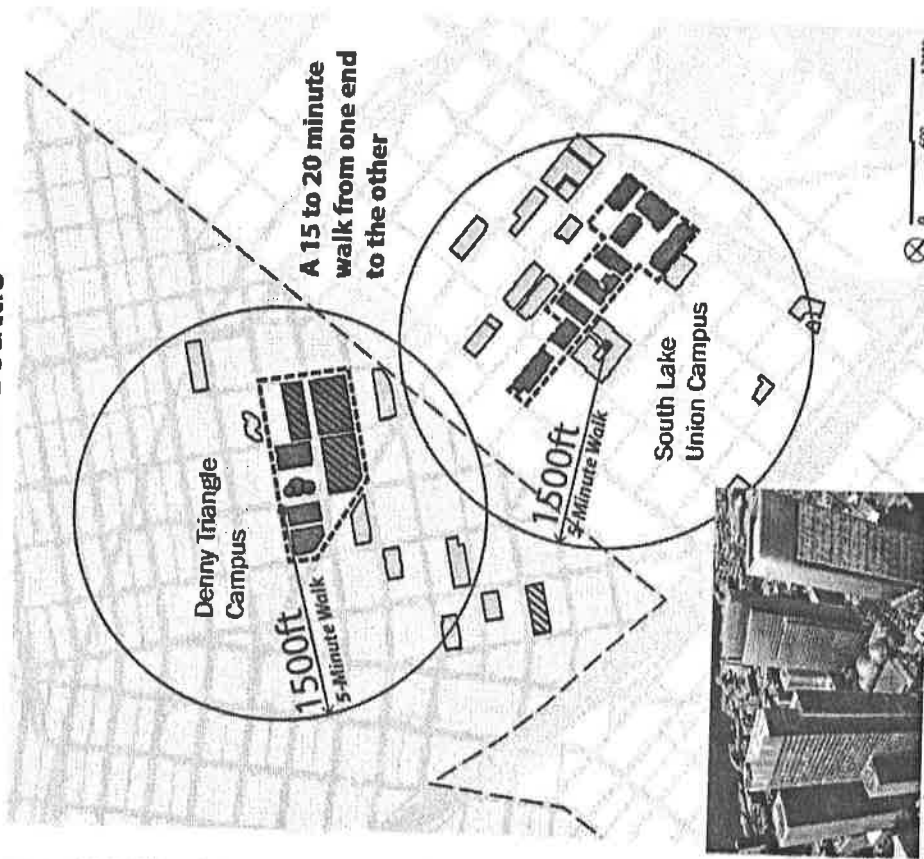
YES
NEW
ARK.
YES, LOCATION.

YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

Downtown Newark

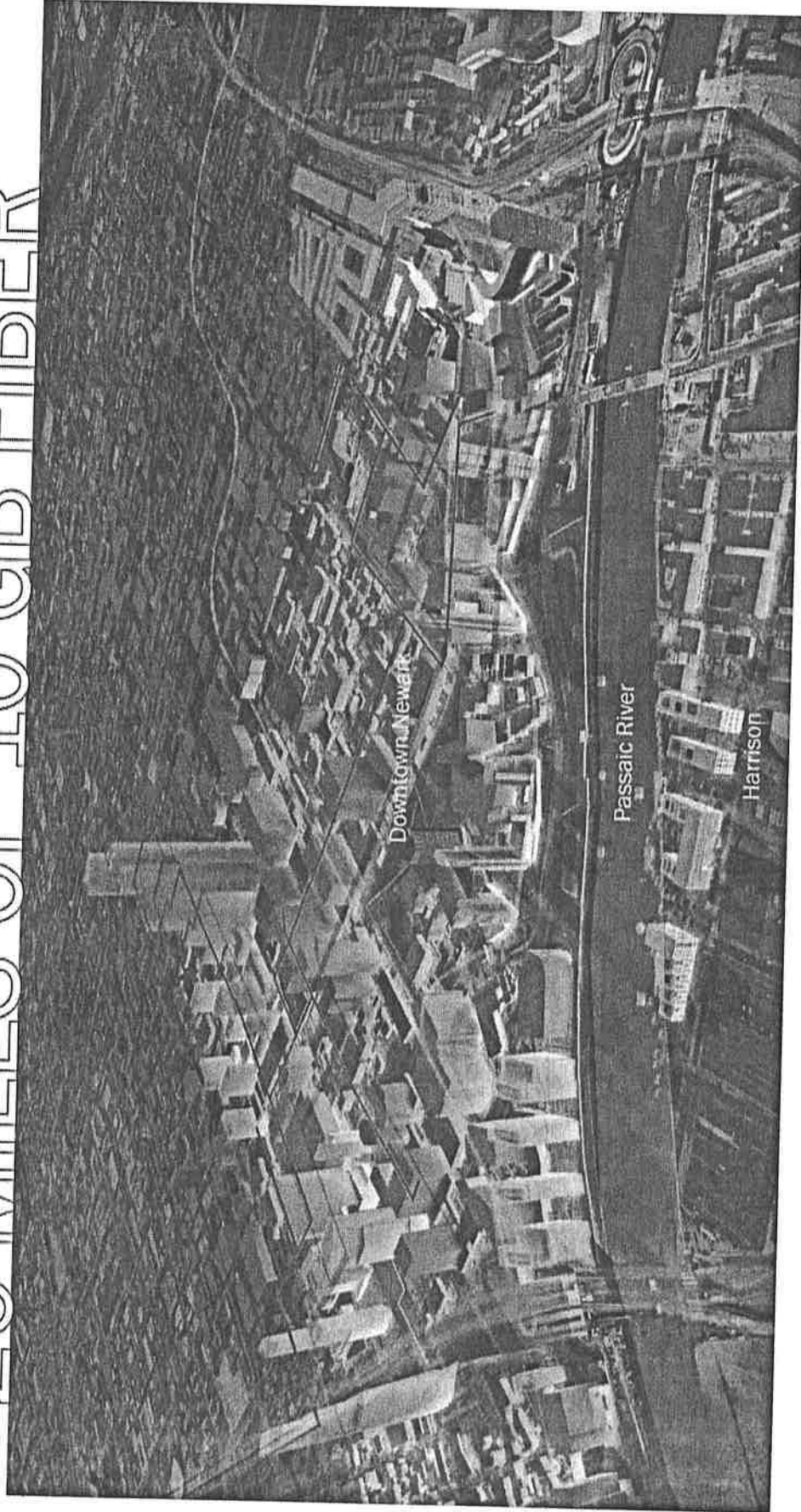


Amazon Seattle



Scale Comparison

+26 MILES OF 10 GB FIBER



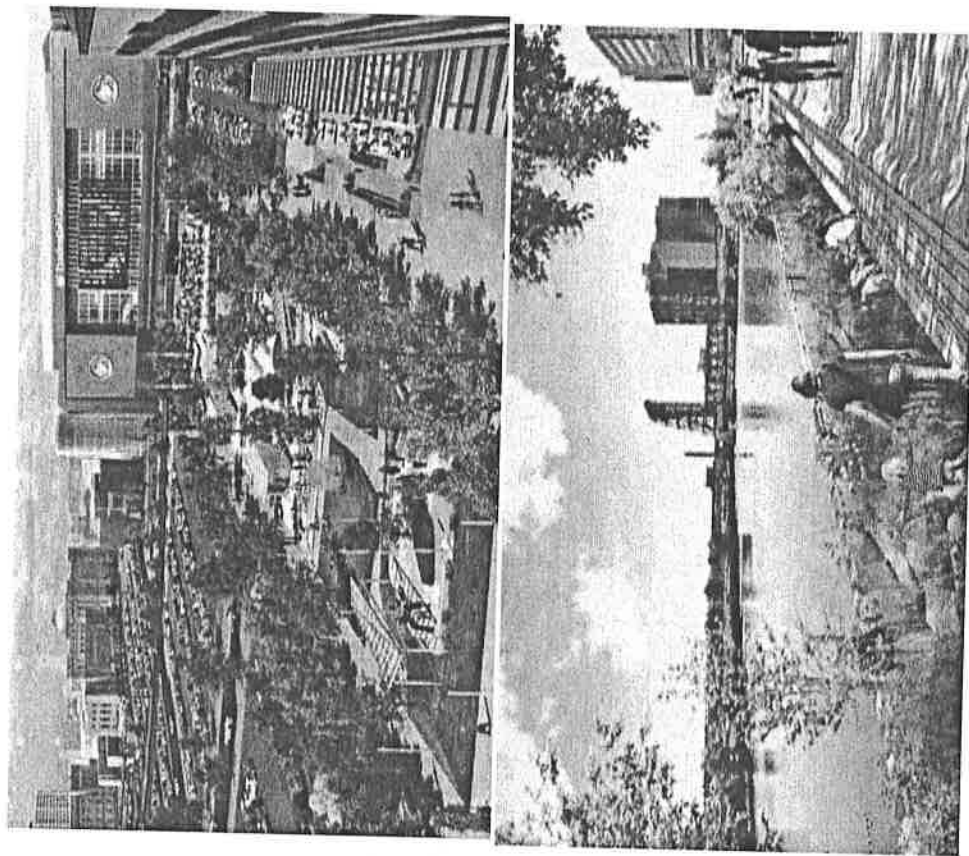
Fiber

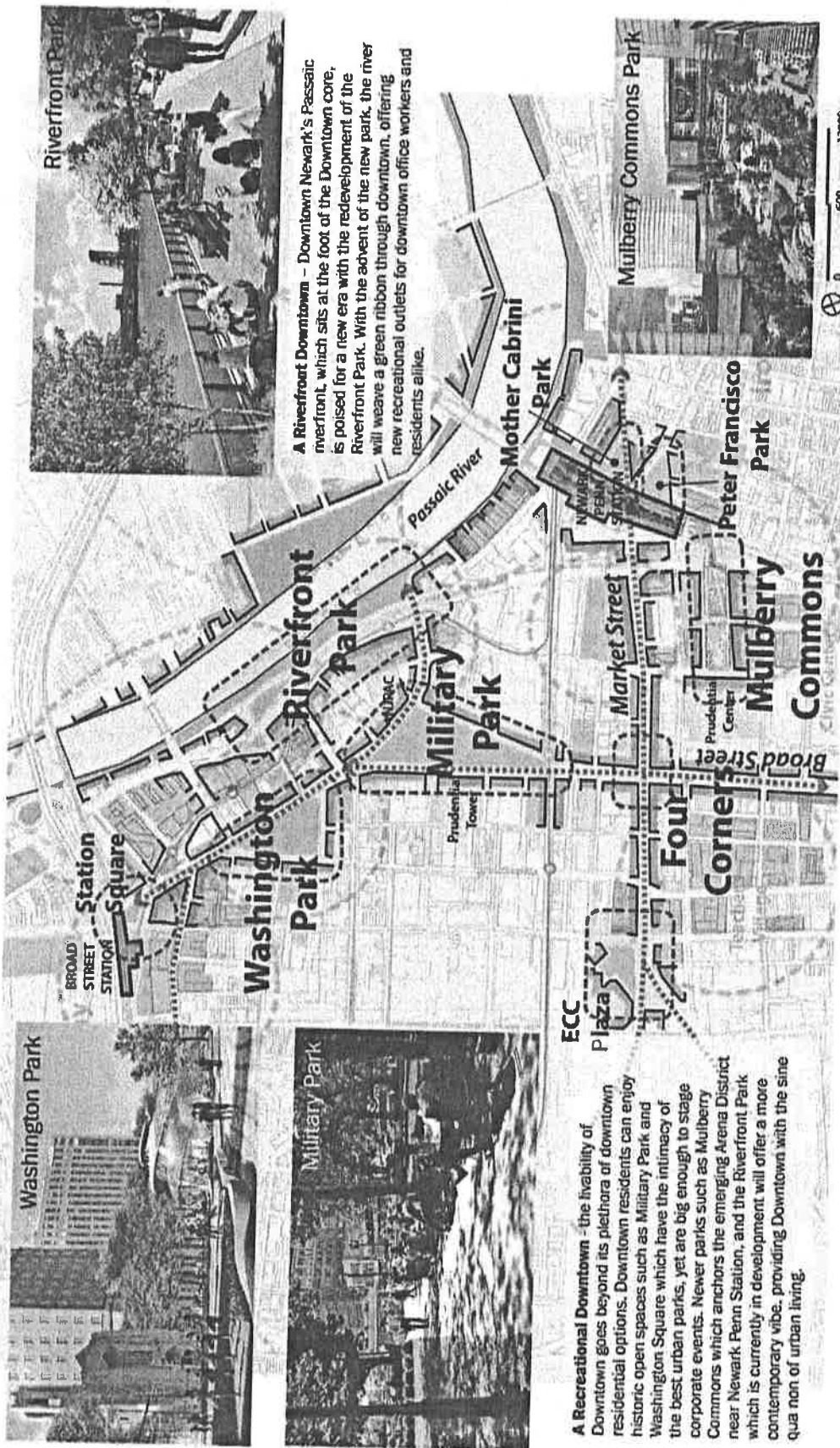
OPEN SPACE

The City of Newark, in conjunction with the State of New Jersey and private partners is busy building developing additional acres of open space in Downtown Newark and our neighborhoods.

Mulberry Commons is the central space around a 22-acre redevelopment zone. The commons will be a three-acre park sitting atop long deactivated rail yards ramping up and over the Northeast corridor coming back down to Peter Francisco Park in the Ironbound neighborhood. The skybridge connecting both parks will include ramps down to the platforms at Newark Penn Station allowing travelers to more easily and comfortably reach either neighborhood via an exciting and enjoyable greenway. This project broke ground in October 2017.

Riverfront Park is the fulfillment of decades of planning. The park has been built out in small phases in the Ironbound and will soon break ground for additional phases before the end of 2017. Representing a \$55 million commitment from local, state and private partners, Riverfront Park will stretch two miles and encompass over 20 acres of open space and walkway including a boat house, urban beach, dog runs, volleyball, picnic areas, art exhibition spaces and more. Eventually, the walkway will extend beyond Downtown to Lower Broadway linking three great Newark neighborhoods across three-miles of riverfront.





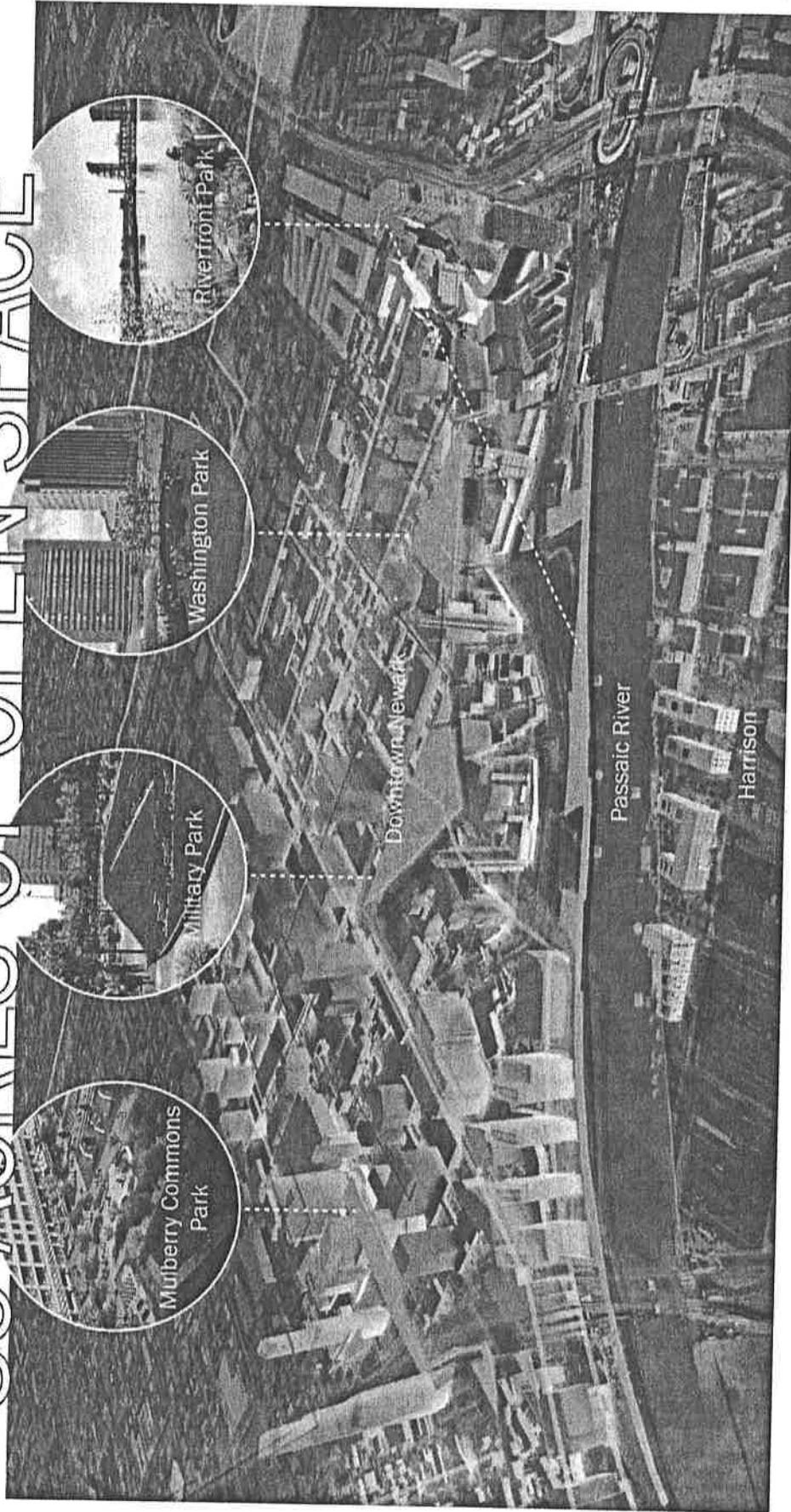
A Riverfront Downtown - Downtown Newark's Passaic riverfront, which sits at the foot of the Downtown core, is poised for a new era with the redevelopment of the Riverfront Park. With the advent of the new park, the river will weave a green ribbon through downtown, offering new recreational outlets for downtown office workers and residents alike.

A Recreational Downtown - the livability of Downtown goes beyond its plethora of downtown residential options. Downtown residents can enjoy historic open spaces such as Military Park and Washington Square which have the intimacy of the best urban parks, yet are big enough to stage corporate events. Newer parks such as Mulberry Commons which anchors the emerging Arena District near Newark Penn Station, and the Riverfront Park which is currently in development will offer a more contemporary vibe, providing Downtown with the sine qua non of urban living.

Open Space & Amenities

YES NEWARK
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

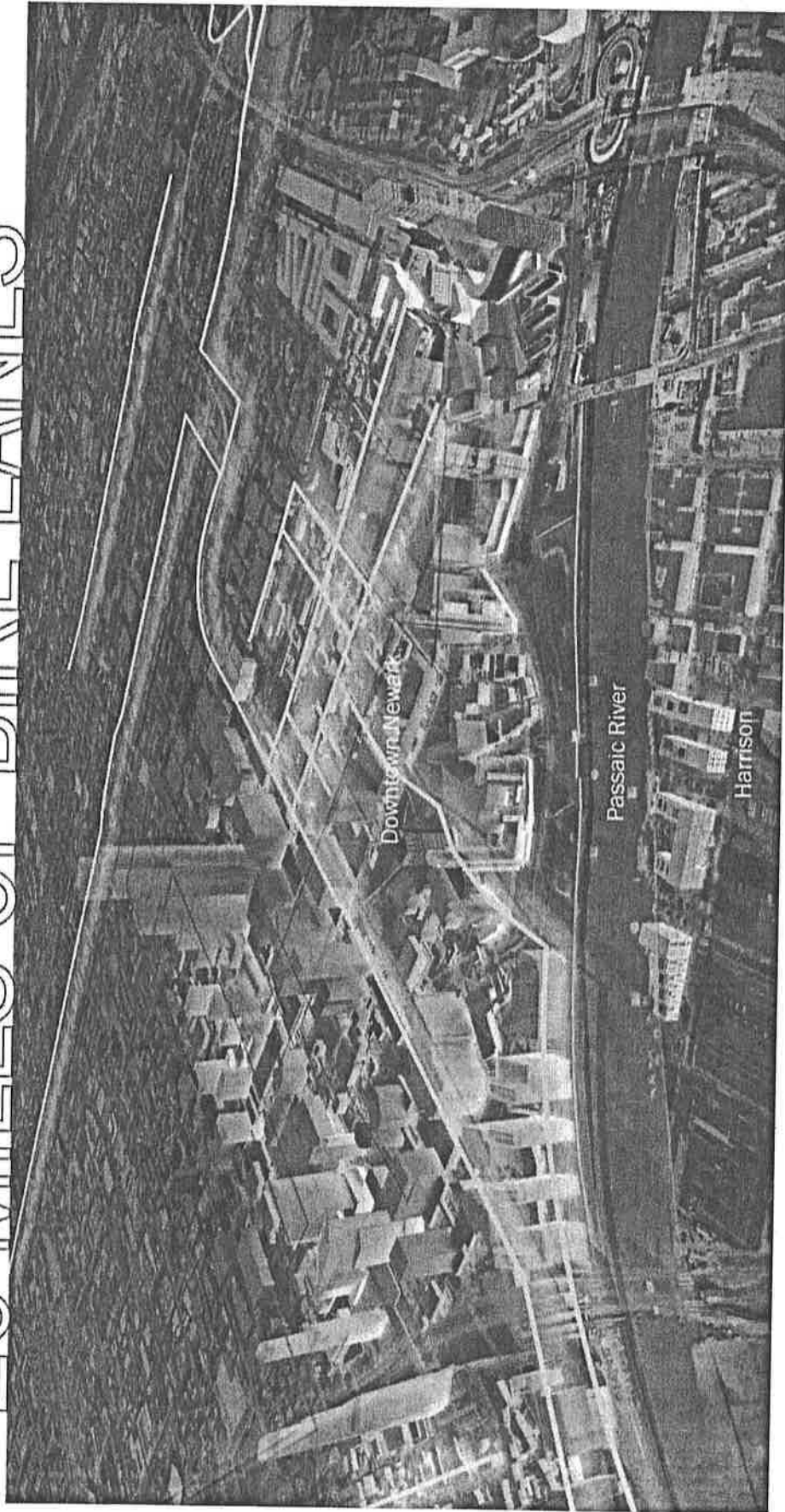
+35 ACRES OF OPEN SPACE



Open Space & Amenities

YES
NEWARK
YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

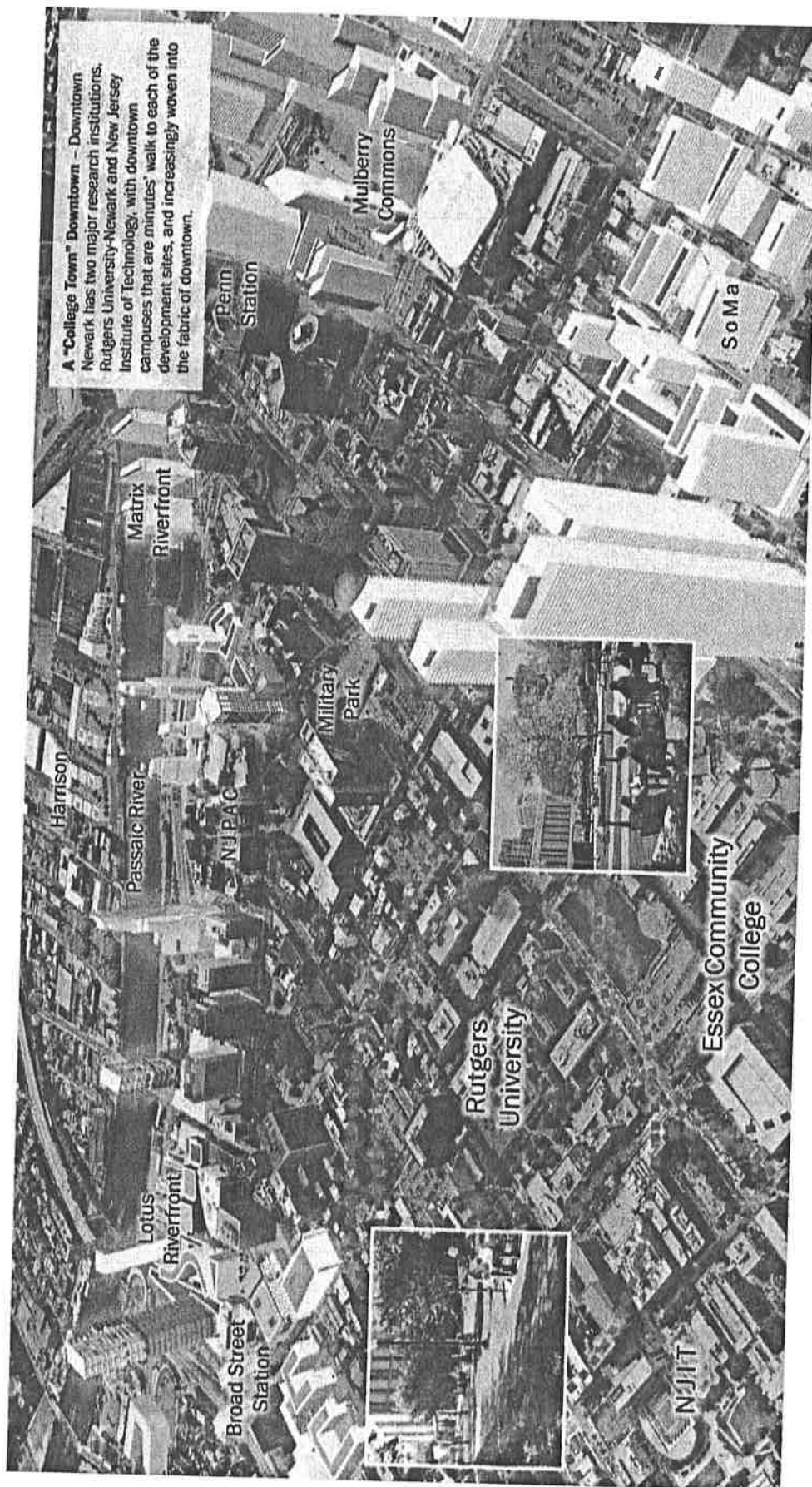
+20 MILES OF BIKE LANES



Bike Lanes

YES
NEW
ARK

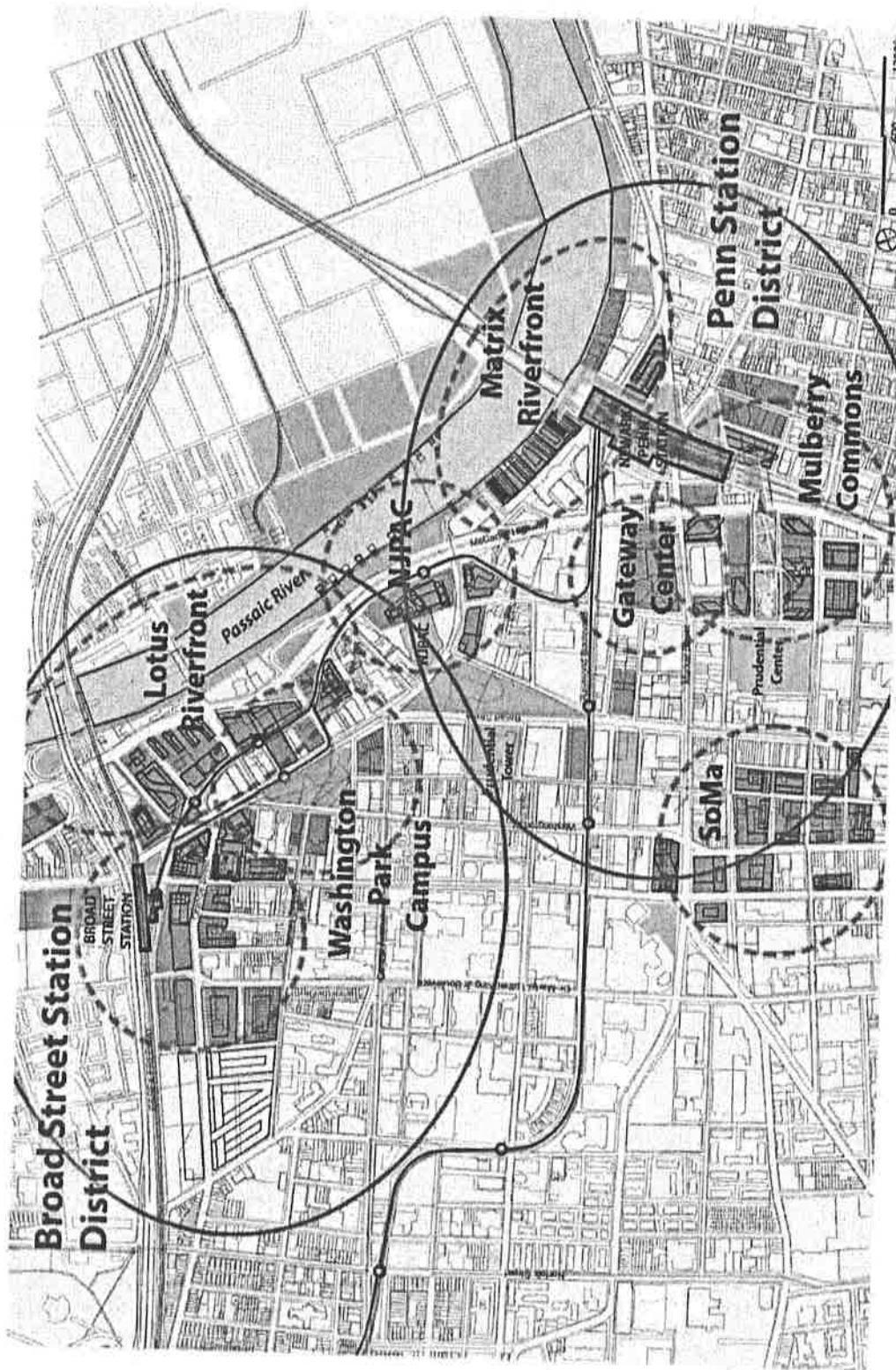
YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



College Town

YES
NEWARK

YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



Downtown Newark: Many Options

YES
NEW
ARK

YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

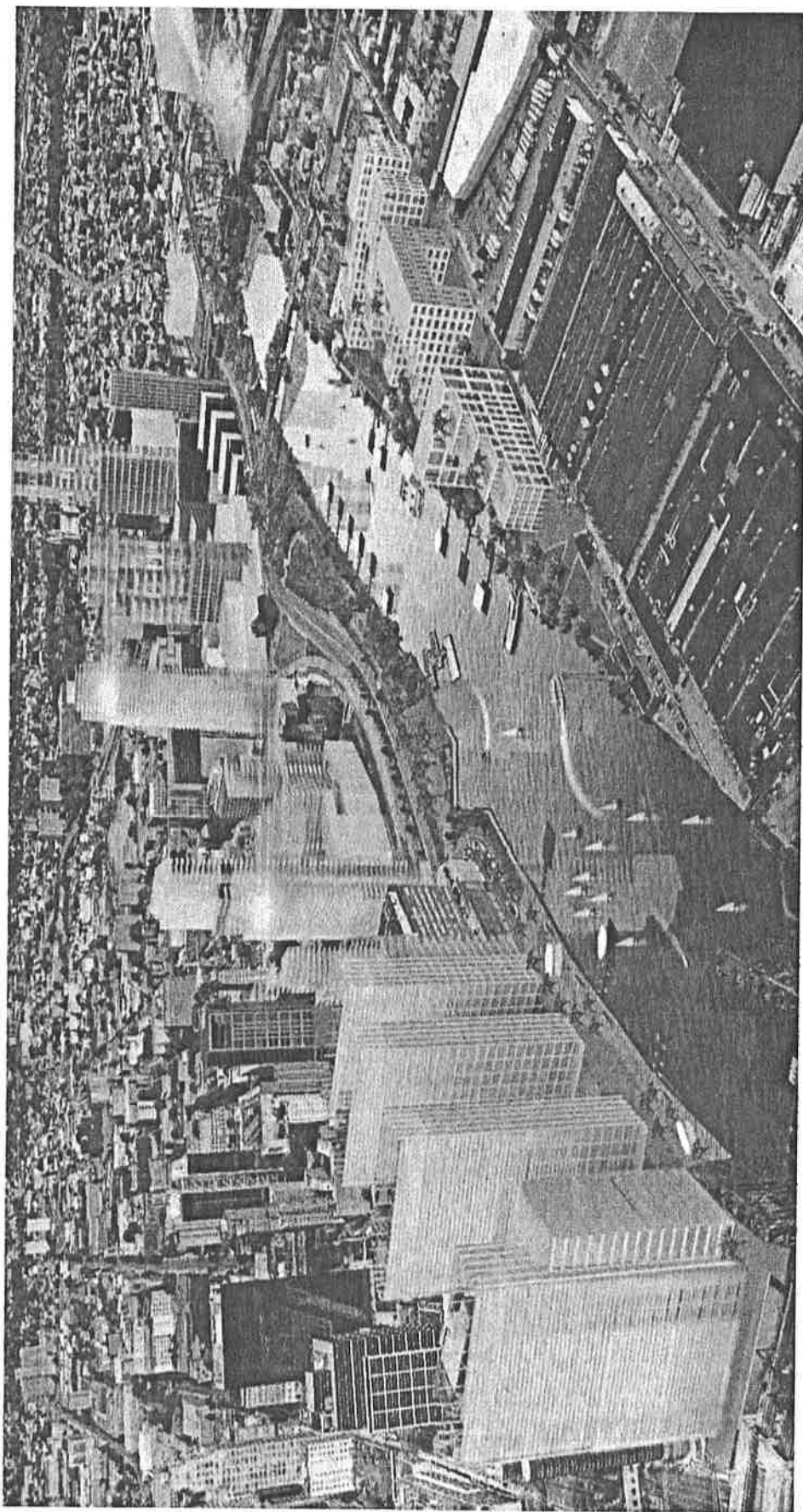


CITY OF NEWARK
DEVELOPMENT LANDSCAPE
 SECOND QUARTER 2017

- LEGEND**
- RECENTLY COMPLETED
 - UNDER CONSTRUCTION
 - PIPELINE 2017 - 2018
 - ★ AVAILABLE CITY OWNED PROPERTIES
 - ⊗ SCHOOLS
 - POLICE PRECINCTS
 - LIBRARIES

With over \$3.1 billion in development, Newark is a destination city where anyone can live, learn, work, and play. The critical mass of development is here and we're seeing unprecedented interest in development sites not just in the downtown but all over the city. This map is a snapshot of office, industrial, residential and mixed-use projects completed since 2014, under construction or in the pipeline.

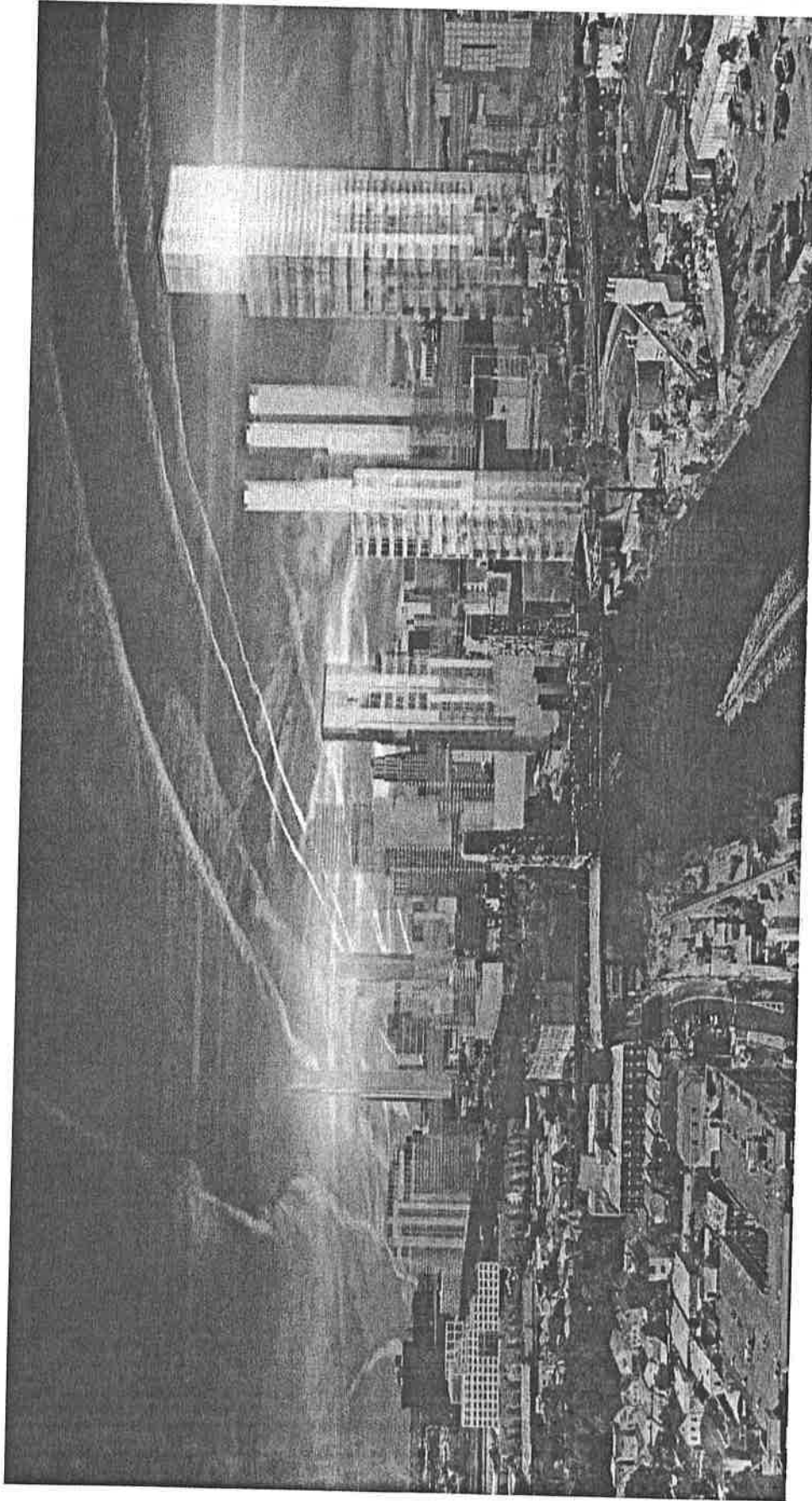
YES NEWARK
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



Riverfront Looking North

YES
NEW
ARK

YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



Riverfront Looking South

YES NEW ARK
YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

YES, TECHNOLOGY.

YES

**NEW
ARK.**

Dear Mr. Bezos,

It is with great enthusiasm that I write in support of building Amazon HQ2 in Newark, New Jersey. Building on our historic infrastructure, Newark has a public private partnership for gigabit bandwidth that can immediately be used to connect HQ2 and can be leveraged to help Amazon develop its next generation of high-bandwidth products. In moving to Newark, Amazon would be acquiring the ideal partner for urban innovation at a bargain - as proven by our successes to date.

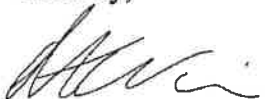
Firstly, we are home to switching stations for all major carriers and a remarkable telecommunications hotel at 165 Halsey. Connection speeds of even 100Gb are cheaper here than anywhere else in the country. Secondly, Newark's 26-mile municipal fiber backbone and a plethora of private fiber providers can transport that signal anywhere in the city through the Newark Fiber program. We will be expanding the municipal network through a \$5M investment over the next 5 years and we commit to providing 10Gb internet to any site Amazon selects - free of charge for 1 year.

As an early success, this infrastructure allowed the City to provide the fastest, largest, free outdoor WiFi through Firebolt - with true speeds up to 400Mbps. This is faster than San Francisco, Harlem, or San Jose's similar projects. The network also gathers real-time analytics on over 70,000 people a day who pass through and will double in size in 2018. Soon it will be offering free WiFi in public housing as well.

This connectivity can be easily leveraged to put an Amazon Echo on every street corner, taking the artificial intelligence to the next level. "Alexa, how do I get a job?" or "Alexa, what is going on tonight?" would be valuable questions to answer. Working with Audible, this could create the largest free outdoor library in the country or with Panasonic a network of low-speed self-driving cars - both based here in Newark. We could distribute free cell phone service or house the first drone skyway. These marquis innovations would be faster and cheaper in Newark because we have the systems ready and are the right size to deploy quickly.

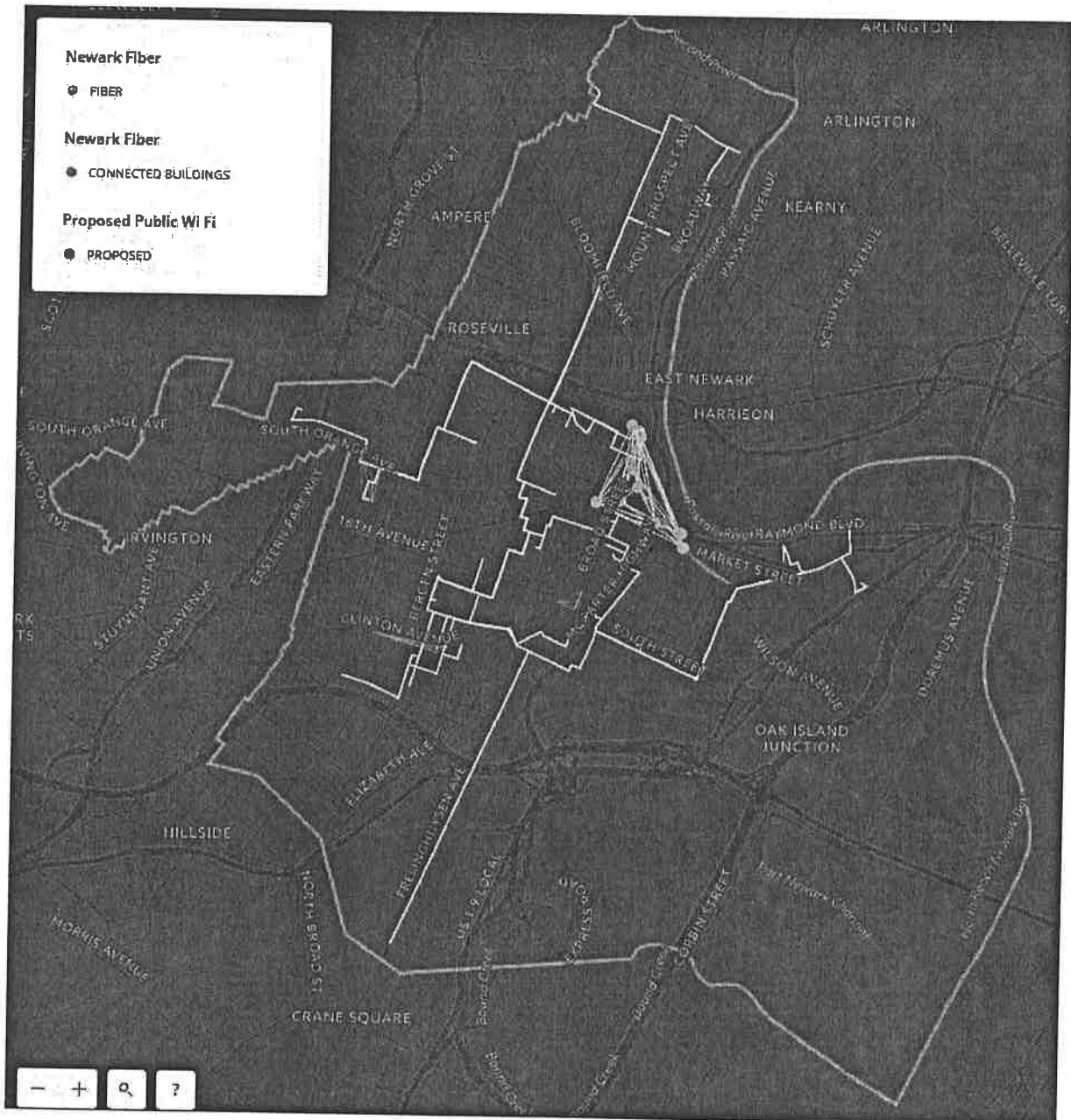
Finally, more so than Elon Musk in Los Angeles or Google in New York, Amazon Newark would create a civic technological revolution for the many people who stand to benefit most from the great marginal improvement to their lives such innovation would bring. Our successes to date foretell just this, the highest return on investment to Amazon of any city applying.

Sincerely,



Seth H. Wainer, CIO

Newark Fiber Map



Design Upgrade

The initial design of Firebolt Newark relied on 2 gigabit feeds and as many as 30 access points strung together from those two feeds. In the summer of 2017, the redesign of the network now takes advantage of the Newark Fiber program throughout Broad Street, leveraging fiber in the streets and space in 6 traffic cabinets and 7 hardwired Access Points. This design will keep the ratio of wired to mesh access points to 1:2.

Hardware Upgrade

The Military Park Partnership also completed a hardware refresh for all hardware installed in Military Park, Washington Park, and Broad Street. They used TEM360GES, a local Newark vendor, who is also maintaining the access points. This has included 16 access points being upgraded from Ackrion custom equipment to Meraki MR74/MR84, and 8 switches from assorted brands to Meraki MS220.

Performance

The network performance is excellent. Outdoor Meraki equipment today offers better speeds at greater distances for a lower price than the original equipment. Below are speed tests from Green Street on an iPhone 6, at 150+ feet. One test of 21Mbps was at 400 feet. The network can offer 100Mbps+ throughout, with speeds of 200Mbps+ frequently. Newer phones experience greater speeds. All access points are 802.11ac wave 2, which means that when the next generation of phones are compatible, speeds will reach 400Mbps.

Users

Switching over the hardware to Meraki brought better reporting. Currently, the network shows over 3,000 unique users each day. The reporting will be able to show first time vs. repeat visitors, the amounts of data downloaded, and eventually passerby information (users who do not connect to the network).



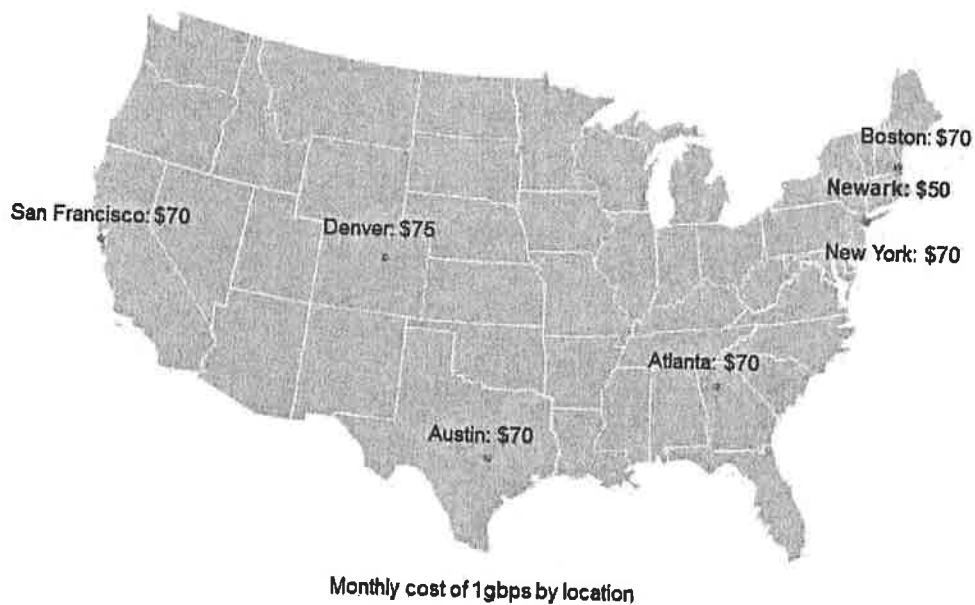
TYPE	TIME	DOWNLOAD	UPLOAD	PING
Wi-Fi	Sep 11 10:56 AM	263.34	105.91	3
Wi-Fi	Sep 11 10:55 AM	21.26	29.04	3
Wi-Fi	Sep 11 9:17 AM	176.94	110.63	3
Wi-Fi	Sep 6 3:21 PM	202.26	21.58	4
Wi-Fi	Sep 6 3:12 PM	102.53	30.31	3
Wi-Fi	Sep 6 3:12 PM	183.33	36.20	3

Future Growth

Future network growth can continue to leverage fiber infrastructure in the street and the many buildings joining the Newark Fiber program. This will allow a large network to maintain a 1:2 ratio of wired-to-wireless access points - ensuring extremely high speeds. A map of current coverage and proposed growth is included:



Newark offers cheaper high-speed data than other cities

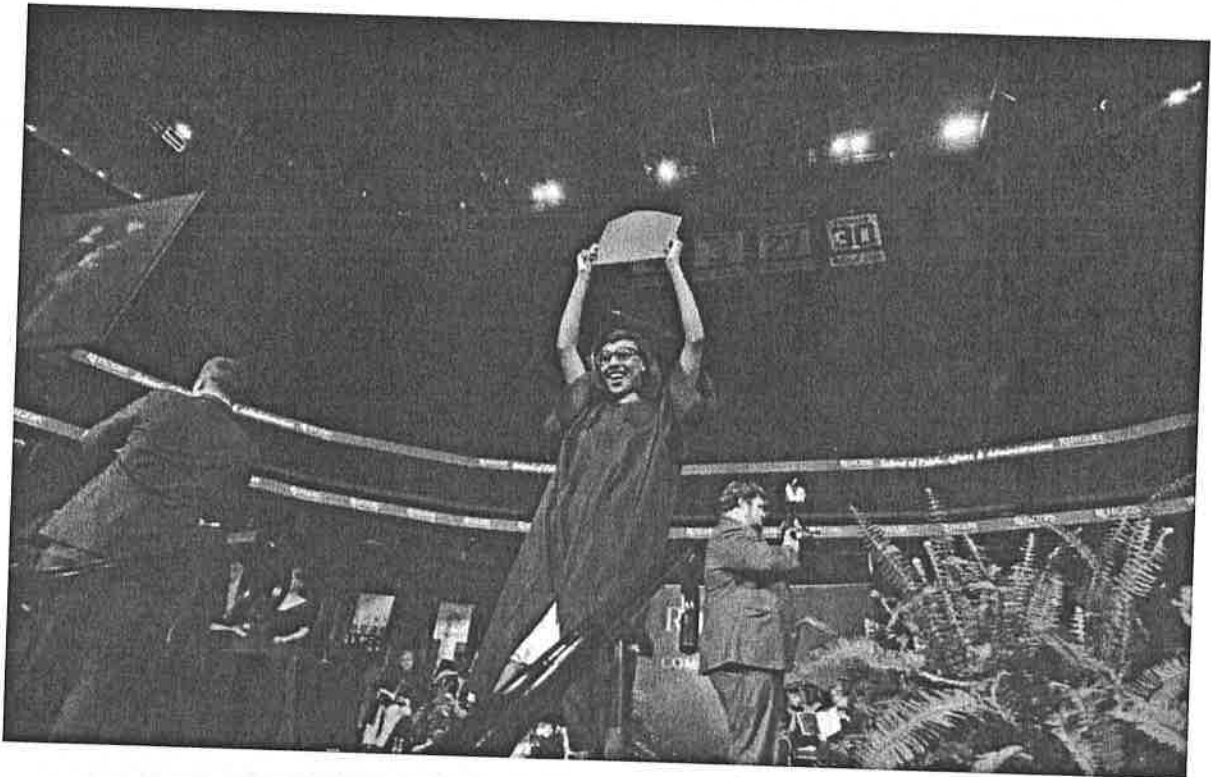


YES, TALENT.

YES

**NEW
ARK.**





The Newark - New York Metro area is home to a dense, diverse and highly educated workforce. Our talent pool is large enough to supply Amazon with enough employees for its initial phase as well as accommodating future growth. This is true for employees working at existing jobs as well as the more than one hundred thousand graduates coming out of our regional universities each year.

Few regions in the country can match ours for the sheer density of talent.

There are over 9.5 million people working in our region across all occupations and all industries. Table 1 shows that breakdown according to the US Census. We have over 1 million people working in business and tech related occupations across all industries. When it comes to tech, we have over 300,00 people working today as an available talent pool for Amazon to draw from. Amazon could place their second headquarters in one of the most highly educated regions. Area institutions award over 100,000 degrees annually contributing to a highly educated population where over 38% of adults hold at least a bachelor's degree.

Number of the civilian employed population aged 16 and over in the New York Metropolitan Statistical Area by Occupation and Industry. US Census American Community Survey 2015.

Industry/Occupation	Management, business, science, and arts	Service	Sales and office occupations	Natural resources, construction, and maintenance	Production, transportation, and material moving	All Occupations
Agriculture, forestry, hunting, and mining	6,621	1,593	1,506	9,026	1,448	20,194
Construction	83,336	4,231	32,912	396,354	16,830	533,663
Manufacturing	207,964	11,035	101,623	25,349	226,423	572,394
Wholesale trade	63,375	3,323	150,784	7,967	50,795	276,244
Retail trade	132,062	52,210	715,525	26,643	92,142	1,018,582
Transportation and warehousing, utilities	62,698	22,093	130,732	40,688	289,030	545,241
Information	204,229	6,693	77,461	21,186	9,696	319,265
Finance and insurance, and real estate and rental and leasing	457,241	52,880	338,147	15,077	10,185	873,530
Professional, scientific, and management, and administrative and waste management services	743,931	202,966	217,941	23,230	51,419	1,239,487
Educational services, and health care and social assistance	1,521,814	587,437	287,376	19,095	31,604	2,447,326
Arts, entertainment, and recreation, and accommodation and food services	180,032	535,770	108,858	7,663	31,086	863,409
Other services, except public administration	98,529	217,327	58,288	58,309	49,584	482,037
Public administration	129,881	155,111	73,757	10,875	7,971	377,595
	3,891,713	1,852,669	2,294,910	661,462	868,213	9,568,967

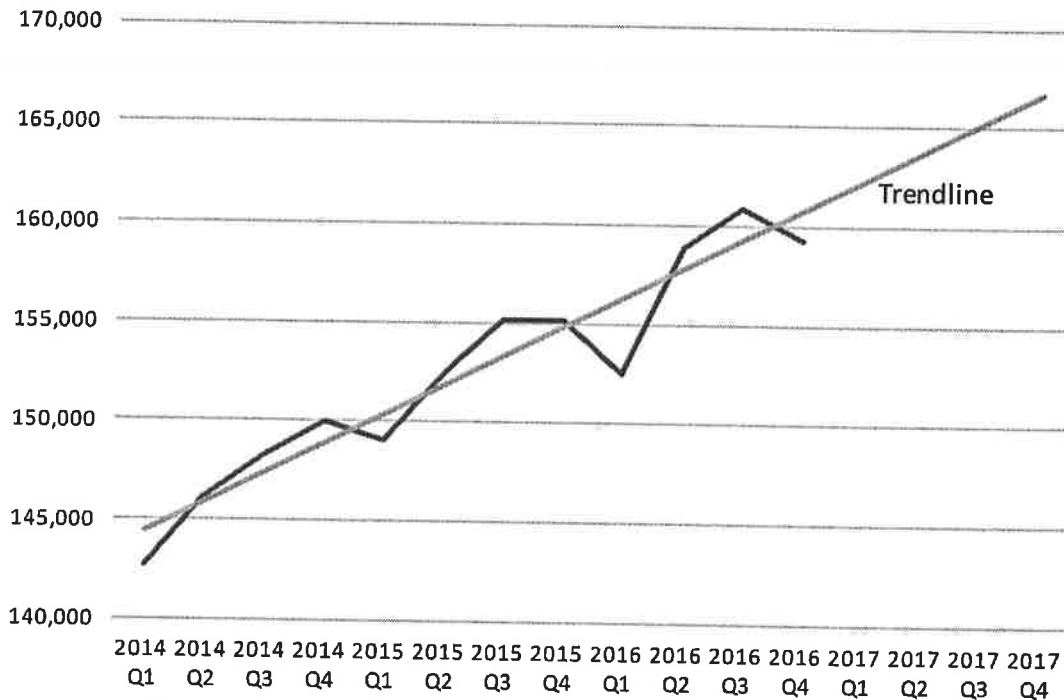
YES
NEW YORK

NEW YORK METROPOLITAN STATISTICAL AREA
OFFICE OF ECONOMIC DEVELOPMENT
100 WALL STREET, 10TH FLOOR
NEW YORK, NY 10038
212-312-2000
www.nycedo.com

Employment and wages across specific business and technology related occupations in the New York Metropolitan Statistical Area.
Bureau of Labor Statistics.

Occupational Code	Occupational Titles	Total Employment	Mean Annual Wage	Annual 10th percentile wage	Annual 25th percentile wage	Annual Median Wage	Annual 75th percentile wage	Annual 90th percentile wage
11-1021	General and Operations Managers	152,620	\$ 165,510	\$ 60,270	\$ 88,400	\$ 141,960	\$ 206,500	\$ 279,600
11-2021	Marketing Managers	23,770	\$ 185,540	\$ 99,310	\$ 127,420	\$ 169,690	\$ 223,200	\$ 305,500
11-2022	Sales Managers	26,170	\$ 191,360	\$ 90,080	\$ 124,440	\$ 173,980	\$ 232,700	\$ 312,900
11-3021	Computer and Information Systems Managers	32,140	\$ 181,900	\$ 106,290	\$ 130,930	\$ 164,780	\$ 203,100	\$ 280,200
11-3031	Financial Managers	49,160	\$ 193,480	\$ 93,320	\$ 124,410	\$ 175,790	\$ 230,400	\$ 310,500
11-3121	Human Resources Managers	11,120	\$ 151,490	\$ 76,900	\$ 97,450	\$ 134,360	\$ 185,260	\$ 239,400
13-1041	Compliance Officers	20,370	\$ 82,210	\$ 45,330	\$ 58,150	\$ 77,050	\$ 96,270	\$ 120,860
13-1071	Human Resources Specialists	34,770	\$ 77,130	\$ 44,090	\$ 54,890	\$ 70,820	\$ 93,030	\$ 120,660
13-1081	Logisticians	6,380	\$ 81,420	\$ 48,880	\$ 59,720	\$ 75,980	\$ 98,260	\$ 123,930
13-1111	Management Analysts	40,340	\$ 111,650	\$ 54,010	\$ 71,260	\$ 97,440	\$ 140,430	\$ 186,220
13-1161	Market Research Analysts and Marketing Specialists	60,940	\$ 79,240	\$ 41,050	\$ 54,410	\$ 73,230	\$ 98,490	\$ 130,140
13-1199	Business Operations Specialists, All Other	46,820	\$ 85,500	\$ 46,230	\$ 58,720	\$ 75,540	\$ 98,960	\$ 128,980
13-2011	Accountants and Auditors	115,680	\$ 96,650	\$ 51,960	\$ 65,020	\$ 84,140	\$ 115,420	\$ 157,970
13-2099	Financial Specialists, All Other	8,160	\$ 90,170	\$ 44,810	\$ 60,530	\$ 78,820	\$ 105,290	\$ 149,420
15-1111	Computer and Information Research Scientists	1,590	\$ 139,670	\$ 83,590	\$ 101,550	\$ 135,050	\$ 165,560	\$ 202,740
15-1121	Computer Systems Analysts	38,390	\$ 104,830	\$ 59,100	\$ 75,030	\$ 98,430	\$ 130,380	\$ 161,910
15-1122	Information Security Analysts	5,910	\$ 120,820	\$ 66,430	\$ 87,640	\$ 116,700	\$ 148,730	\$ 177,030
15-1131	Computer Programmers	22,030	\$ 91,470	\$ 45,660	\$ 64,890	\$ 80,330	\$ 112,010	\$ 151,090
15-1132	Software Developers, Applications	73,480	\$ 111,490	\$ 65,760	\$ 79,510	\$ 104,940	\$ 136,370	\$ 166,650
15-1133	Software Developers, Systems Software	22,410	\$ 117,200	\$ 66,980	\$ 86,450	\$ 113,530	\$ 144,190	\$ 169,000
15-1134	Web Developers	11,270	\$ 83,500	\$ 43,890	\$ 57,900	\$ 76,940	\$ 102,820	\$ 135,300
15-1141	Database Administrators	7,580	\$ 100,400	\$ 55,190	\$ 71,150	\$ 96,480	\$ 126,350	\$ 155,070
15-1142	Network and Computer Systems Administrators	27,020	\$ 96,650	\$ 56,960	\$ 71,010	\$ 91,730	\$ 119,180	\$ 147,170
15-1143	Computer Network Architects	11,300	\$ 117,770	\$ 54,180	\$ 82,150	\$ 114,350	\$ 149,780	\$ 186,230
15-1151	Computer User Support Specialists	36,320	\$ 60,180	\$ 34,850	\$ 43,960	\$ 56,280	\$ 72,490	\$ 94,390
15-1152	Computer Network Support Specialists	12,040	\$ 84,050	\$ 45,950	\$ 58,210	\$ 77,630	\$ 103,690	\$ 129,840
15-1199	Computer Occupations, All Other	9,610	\$ 92,750	\$ 46,000	\$ 65,360	\$ 89,050	\$ 116,450	\$ 145,830
15-2031	Operations Research Analysts	5,970	\$ 109,330	\$ 52,480	\$ 69,740	\$ 98,120	\$ 131,410	\$ 186,630
17-2199	Engineers, All Other	4,140	\$ 107,390	\$ 59,190	\$ 82,120	\$ 109,390	\$ 134,210	\$ 156,780
23-1011	Lawyers	75,840	\$ 167,960	\$ 67,250	\$ 95,650	\$ 149,820	\$ 215,200	\$ 313,300
23-2011	Paralegals and Legal Assistants	22,900	\$ 61,220	\$ 35,760	\$ 44,110	\$ 55,850	\$ 73,880	\$ 97,020
27-3042	Technical Writers	3,210	\$ 80,990	\$ 43,850	\$ 56,460	\$ 76,090	\$ 102,270	\$ 125,320
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	13,810	\$ 104,510	\$ 48,750	\$ 63,300	\$ 91,210	\$ 129,210	\$ 180,700
New York MSA Total		1,033,360						
New York MSA Computer-related occupations Total		311,090						

NYC MSA Jobs in Computer Systems Design & Related Employment (NAICS: 5415)



Source: US Census. Quarterly Workforce Indicators.

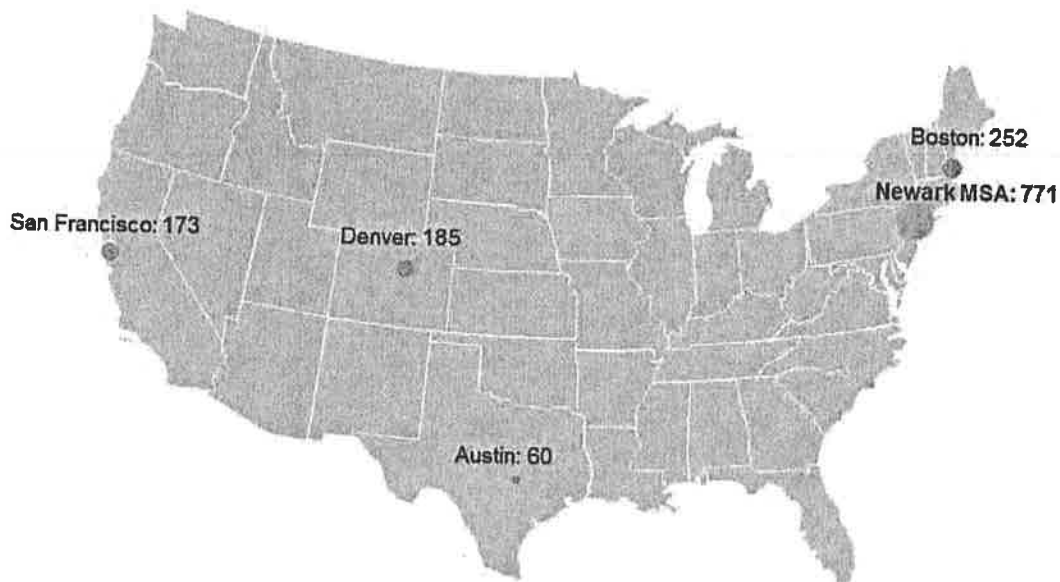
Degrees awarded per year by regional institutions.

University	Graduates per year	University	Graduates per year
NYU	6,000	Manhattan College	798
Hunter College	5,500	Pratt Institute	769
Empire State College	4,664	Stevens	737
Long Island University	4,625	St. Francis College	687
City Tech	4,250	Yeshiva University	686
St. Johns	4,110	Princeton Graduate School	657
Queens College	4,081	Barnard College	590
Baruch College	3,700	NYU School of Engineering	586
Brooklyn College	3,601	Macaulay College	528
Staten Island College	3,449	Brooklyn Law	500
John Jay	3,327	Wagner College	462
City College of NY	3,278	Marymount Manhattan	437
Kean University	3,250	NYU Law	431
Montclair State	2,964	Eugene Lang College New School	415
Lehman College	2,581	Fordham Law	400
Fashion Institute of Technology	2,391	Vaughn College	400
Rutgers-Newark	2,300	Boricua College	400
William Paterson	2,275	Columbia Law	391
Fordham	2,200	Gallatin School	382
Columbia	2,100	Mt. St. Vincent	381
York College	2,000	Cardozo Law	368
Mercy College	1,789	Drew University	354
Medgar Evers College	1,789	New York Law School	314
Teachers College (Columbia)	1,762	SUNY Maritime	312
Touro College	1,725	Metropolitan College of NY	300
The New School	1,709	St. Johns Law	250
Monroe College	1,698	Rutgers Biz	230
Seton Hall	1,400	CUNY Law	190
Princeton	1,300	Rutgers Med	178
NJIT	1,162	Rutgers Law	175
Parsons	1,050	Pace Law	166
Montclair State Graduate	1,000	Seton Hall Law	150
College of New Rochelle	1,000	NYU Med	132
St. Joseph's College	969	Cornell Tech	53
		Total	104,708

Educational Attainment. US Census 2015 American Community Survey.

County	Total Population 25 years and older	Bachelor's Degree	Percentage Bachelor's Degree	Graduate or Professional Degree	Percentage Graduate or Professional Degree	Total Bachelor's or higher	Percentage Bachelor's or Higher
Bergen County, New Jersey	660,605	200,525	30%	112,479	17%	313,004	47%
Essex County, New Jersey	531,804	111,450	21%	71,003	13%	182,453	34%
Hudson County, New Jersey	479,317	120,314	25%	67,451	14%	187,765	39%
Hunterdon County, New Jersey	87,796	27,711	32%	16,388	19%	44,099	50%
Middlesex County, New Jersey	576,760	140,803	24%	98,292	17%	239,095	41%
Monmouth County, New Jersey	437,260	116,263	27%	76,280	17%	192,543	44%
Morris County, New Jersey	347,632	102,540	29%	76,224	22%	178,764	51%
Ocean County, New Jersey	406,745	76,239	19%	36,582	9%	112,821	28%
Passaic County, New Jersey	336,082	55,572	17%	27,673	8%	83,245	25%
Somerset County, New Jersey	230,265	69,330	30%	54,578	24%	123,908	54%
Sussex County, New Jersey	101,279	25,436	25%	10,785	11%	36,221	36%
Union County, New Jersey	374,869	73,448	20%	51,883	14%	125,331	33%
Warren County, New Jersey	75,885	16,056	21%	7,521	10%	23,577	31%
Bronx County, New York	925,619	122,969	13%	61,292	7%	184,261	20%
Dutchess County, New York	204,122	38,158	19%	30,968	15%	69,126	34%
Kings County, New York	1,786,153	383,350	21%	247,742	14%	631,092	35%
Nassau County, New York	941,082	227,876	24%	183,270	19%	411,146	44%
New York County, New York	1,249,729	403,019	32%	355,662	28%	758,681	61%
Orange County, New York	239,919	42,274	18%	29,463	12%	71,737	30%
Putnam County, New York	69,617	14,825	21%	9,761	14%	24,586	35%
Queens County, New York	1,659,446	331,539	20%	180,349	11%	511,888	31%
Richmond County, New York	327,568	60,994	19%	44,778	14%	105,772	32%
Rockland County, New York	205,316	43,273	21%	36,714	18%	79,987	39%
Suffolk County, New York	1,032,219	195,968	19%	160,245	16%	356,213	35%
Westchester County, New York	667,452	159,043	24%	154,017	23%	313,060	47%
Pike County, Pennsylvania	39,896	6,277	16%	3,665	9%	9,942	25%
Total	13,994,	3,165,252	23%	2,205,065	16%	5,370,317	38%

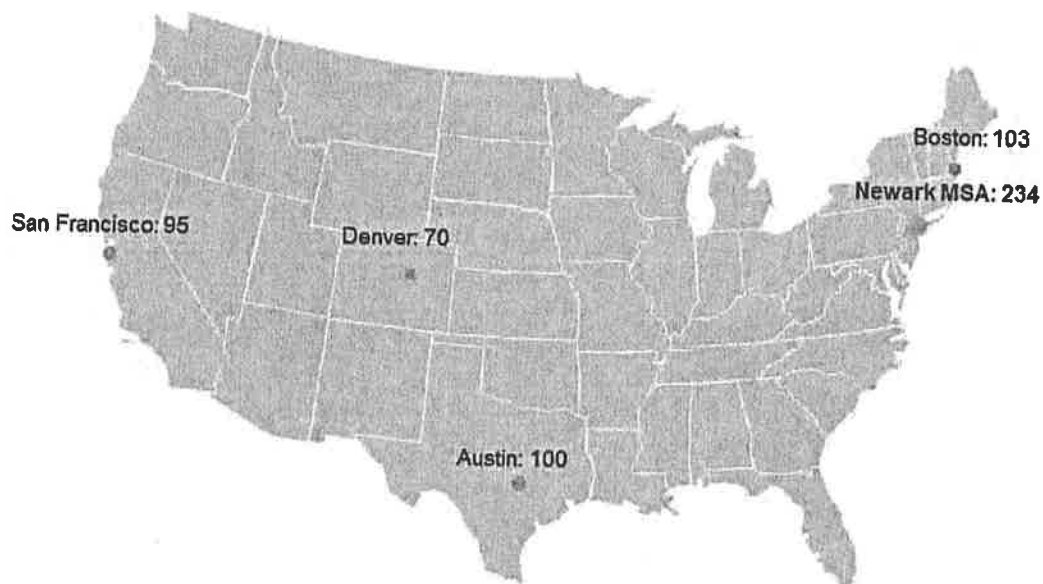
Newark-NY MSA has more tech jobs than other cities



of tech¹ jobs by location (000s)

¹ Tech jobs include the following: Network and Computer Systems Administrators; Software Developers, Applications; Software Developers, Systems Software; Web Developers; Computer and Information Research Scientists; Computer and Information Systems Managers; Computer Network Architects; Computer Network Support Specialists; Computer Occupations, All Other; Computer Programmers; Computer Systems Analysts; Computer User Support Specialists; Database Administrators.

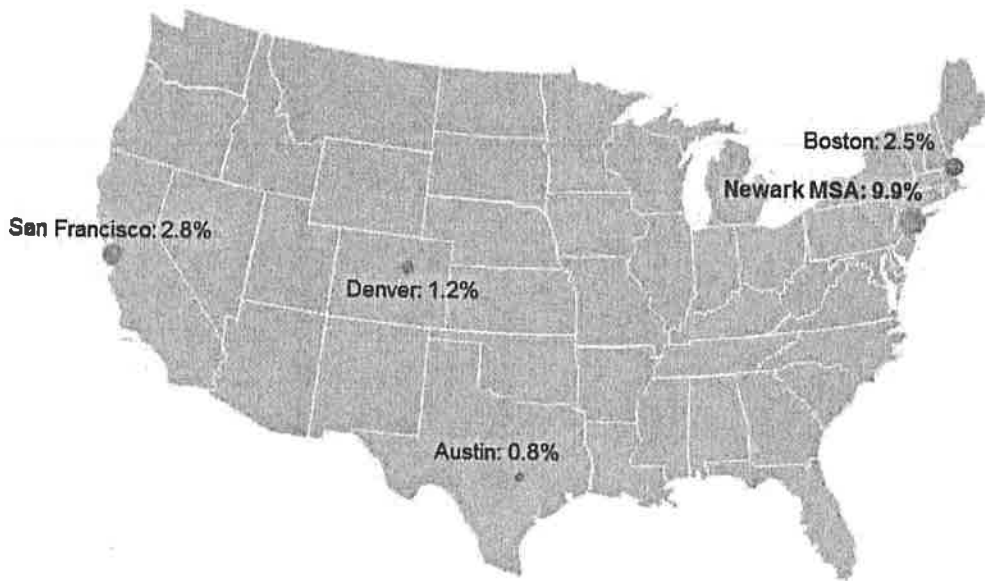
Newark-NY MSA has more business jobs than other cities



of business¹ jobs by location (000s)

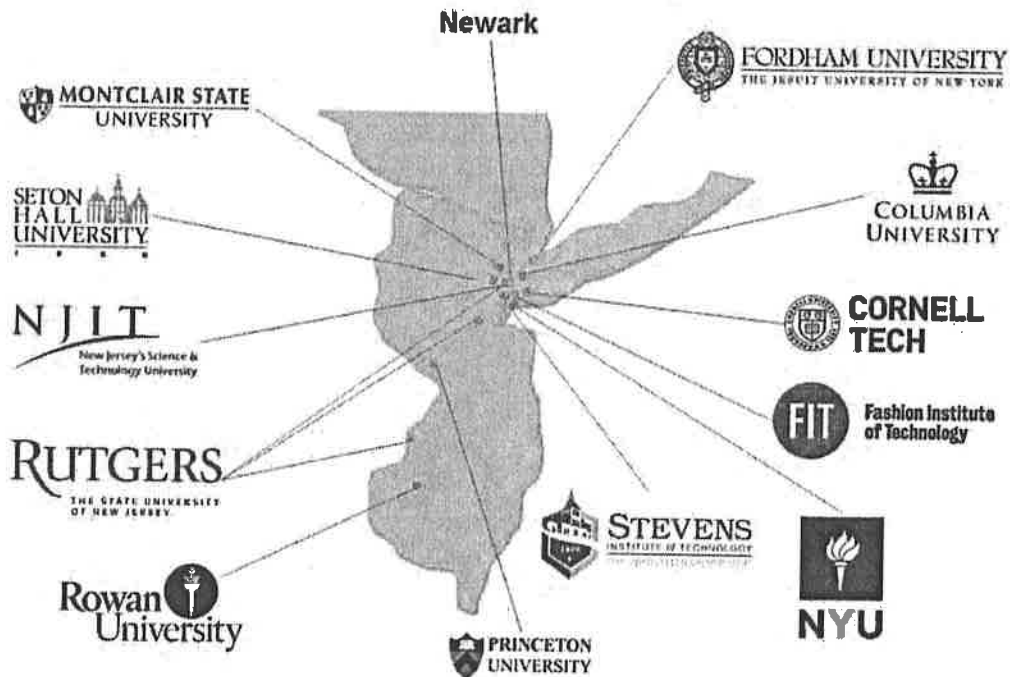
¹ Business jobs include the following: Administrative Services Managers; Budget Analysts; Business and Financial Operations Occupations; Business Operations Specialists, All Other; Compensation and Benefits Managers; Compensation, Benefits, and Job Analysis Specialists; Compliance Officers; Financial Analysts; Financial Managers; Human Resources Managers; Human Resources Specialists; Labor Relations Specialists; Management Analysts; Market Research Analysts and Marketing Specialists; Operations Research Analysts; Public Relations and Fundraising Managers; Sales Managers; Statisticians; Training and Development Managers; Training and Development Specialists.

Newark-NY MSA leads the country in GDP



% of US GDP by location

Greater Newark region hosts top university talent



Select universities surrounding Newark



NJIT and Newark

New Jersey Institute of Technology, one of the nation's leading public polytechnic universities, is located in the University Heights section of the historic city of Newark. NJIT's 45-acre, computing-intensive, residential campus enrolled over 11,500 students in the fall of 2017 and offers over 40 STEM-related degrees at the baccalaureate, master's, and doctoral level.

NJIT has received numerous accolades from a variety of college ranking sources, including the US News Best Colleges ranking (2018) shown below.

- #32 Best Value Schools (3rd highest ranked public school)
- #68 (tie) Top Public Schools
- #82 (tie) Best Undergraduate Engineering Programs
- #89 (tie) Best Colleges for Veterans
- #140 (tie) Best Colleges

College Factual 2018 also identified NJIT as a top school for veterans, placing NJIT in the top 10% of schools for student veterans nationwide. College Factual also placed NJIT's Computer Information Systems program in the top 1% of such programs nationwide, a recognition mirrored by the Center for World University Rankings which placed NJIT's Computer Science program as best in the nation and #2 in the world (April 2017).

Other NJIT programs receiving recognition are the biomedical engineering program (#1 Best Value in New Jersey and #8 nationally according to BestValueSchools.com), and NJIT's game design program (#42 of the Top 50 Undergraduate Schools to Study Game Design published by Princeton Review in 2017). NJIT has also been recognized for its diversity by both US News (2018 Diversity of National Universities list) and the *Diversity in Action* magazine, which listed NJIT as one of the country's "Top Institutions of Higher Learning Dedicated to STEM Diversity."

Student Demographics: As of September 2017, NJIT's total enrollment is 11,551 with 7,565 undergraduates, 2,398 master's level students, and 453 students pursuing a doctoral degree. An additional 76 students are enrolled in graduate certificate programs.

For the university as a whole, the student population is 30% white/Caucasian, 19% Asian, 18% Hispanic, 18% international, 8% black/African American, and 3% multi-racial. The overall gender distribution of students is 27% female and 73% male; more specifically, at the graduate level, 29% of Master's students are female, while 34% of doctoral students are women. Approximately 400 NJIT students come from Newark, and approximately 82% of NJIT's overall student population is from New Jersey.