

NJIT's graduates can be found nationwide, employed by some of America's top companies, including:

ADP, Inc.	Alcatel-Lucent	Amazon
Apple	AT&T	Audible, Inc.
Cisco Systems	Colgate-Palmolive	ExxonMobil
Facebook	Forbes.com	Google
Johnson & Johnson	McGraw Hill Financial	Microsoft
Panasonic Corp. of North America	Prudential	USB Financial Services
United Parcel Service	US Army	Verizon Wireless
Walt Disney Company		

Educational Programs: NJIT comprises five academic colleges: the Ying Wu College of Computing, the Newark College of Engineering, the Martin Tuchman School of Management, the College of Architecture and Design, and the College of Science and Liberal Arts. Together, these academic colleges offer over 40 STEM degrees that make up about 80% of the university's total programs at the Baccalaureate, Master's, and Doctorate levels. NJIT is also home to the Albert Dorman Honors College which challenges students to become the leaders of tomorrow through rigorous Honors-level coursework across the curriculum, through engaging colloquia delivered by thought leaders, and through community service to the greater Newark area as well as across the NJIT campus.

To ensure that NJIT graduates have the requisite skills to succeed in today's competitive environment, senior undergraduate students at NJIT are expected to complete a capstone project. In the College of Computing Science, students undertake projects that enable them to address the real-world needs of local companies. Last year's capstone showcase featured 24 industry-sponsored capstone projects for major businesses across New Jersey, and four entrepreneurial teams starting new businesses by building innovative, ready-to-market software projects. These projects are reviewed by a panel of judges composed of industry executives and experts.

At the post-baccalaureate level, NJIT offers a large selection of on-campus Master's degrees, as well as a number of fully online Master's Degrees, including a Master's in Business Administration as well as Master's of Science degrees in Business and Information Systems, Computer Science, Information Systems, IT Administration and Security, and Management. Online graduate certificate programs are also available in areas such as Business and Information Systems Implementation, Data Mining, Digital Marketing Design Essentials, Information Security, IT Administration, Management Essentials, Management of Technology, Network Security and Information Assurance, Project Management, Software Engineering, Analysis and Design, and User Experience Essentials.

NJIT also provides professional development through its Continuing Professional Education (CPE) program that offers a number of online, non-credit academic and professional development programs in areas such as Artificial Intelligence, Big Data, Business Analysis, Business Leadership, Coding, Cyber and Network Security, Information Technology, Project Management, Supply Chain Management, and Web Development and Programming. Last year, CPE became one of only two university programs in the US invited to join the Amazon Web Services (AWS) Academy in teaching Amazon's proprietary curriculum of Cloud Computing Architecture. CPE also offers customized professional development and corporate training opportunities to meet the needs of particular employers.

Pre-College Initiatives: To ensure a steady stream of potential students, and to enhance the pool of women and underrepresented minority students interested in STEM education, NJIT is involved in several initiatives at the elementary and high school levels. NJIT's Center for Pre-College Programs

(CPCP) supports more than 4,000 pre-college students annually (predominantly females and underrepresented minorities from the greater Newark area) with summer camps and courses introducing the wonders of STEM. Of these students, well over 200 enroll as undergraduates at NJIT each fall to pursue STEM professions. The Upward Bound program focuses specifically on ninth to 12th grade, low-income students who will be the first generation in their families to attend college. The goal of the program is to increase the rate at which these students enroll in and graduate from institutions of higher learning.

Several other pre-college initiatives are highlighted below.

Girls Who Code: For the past several summers, NJIT has partnered with Verizon of New Jersey to provide a seven-week, immersive Girls Who Code summer camp experience for 40 New Jersey women high school students.

NSF INCLUDES: The Leadership and iSTEAM for Females in Elementary School (LiFE) grant, developed by three NJIT faculty members, was one of 27 projects recently awarded funding through the National Science Foundation's INCLUDES (Inclusion across the Nation of Communities of Learners of Underrepresented Discoverers in Engineering and Science) program. This innovative project explores effective ways to showcase STEM as a collaborative, people-rich space that will attract more girls to science, technology, engineering, and math.

After-School All-Stars: NJIT's Albert Dorman Honors College has partnered with Newark's After-School All-Stars organization to provide STEM mentoring after-school programs at elementary schools around the city of Newark.

Real World Connections: This program offers gifted and talented middle and high school students the opportunity to be involved in a fun, hands-on educational experience through which they can work with well-known companies, subject matter experts, alumni, parents, students, and faculty of NJIT. Students participate in interactive, project-based learning experiences revolving around STEM areas such as game development, architecture, and web and mobile application development.

Research: NJIT is a nationally ranked public research university with total academic research expenditures in FY2017 reaching almost \$140 million. NJIT is also a major producer of intellectual property with 220 unexpired patents, 60 pending US non-provisional patent applications, and 37 pending US provisional patent applications. NJIT has more than 50 research centers and laboratories, including a number with a strong focus on software development and computer science.

Center for Big Data: The mission of the Center for Big Data is to synergize the strong expertise in various disciplines across the NJIT campus and build a unified platform that embodies a rich set of big data-enabling technologies and services with optimized performance to facilitate research collaboration and scientific discovery in this emerging area.

Cybersecurity Research Center: The Cybersecurity Research Center develops new methods for understanding how modern cyber systems can be compromised and fail, how to design cyber systems so they are secure, and how to improve or fix the cyber infrastructure that has already been deployed. In September of this year, Prof. Kurt Rohloff, co-Director of the center, was awarded the prestigious Young Faculty Award from the Defense Advanced Research Projects Agency (DARPA).

Face Recognition and Video Processing Laboratory: This lab develops advanced theoretical methods and applies them to solve problems such as facial recognition, image search, video retrieval, and data visualizations.

Intelligent Internet and Information Systems Laboratory: Research activities in this lab focus on web intelligence and online content search, understanding, mining, and recommendation.

Other laboratories relevant to Amazon's HQ2 needs include NJIT's Controls, Automation, and Robotics Laboratory, the Operations Management Laboratory, and the Advanced Networking Laboratory. NJIT researchers also conduct ground-breaking work in a number of other research areas, including solar-terrestrial research, brain and neuroscience research, building knowledge and resilient design, natural resource development and protection, and bio- and nanomaterials.

Industry Partnerships: To facilitate individual-level research collaborations with industry, NJIT offers a Collaborative Doctorate in which doctoral candidate employees investigate an area of research aligned with their employers' goals. For larger industry-institution collaborations, NJIT created the New Jersey Innovation Institute (NJII), a fully owned corporation. NJII applies the intellectual and technological resources of NJIT to emerging areas identified by industry partners, developing an "Innovation as a Service" model to solve the grand challenges shared across an entire sector or to help individual companies pursue their proprietary goals. Some examples of NJII-industry partnerships are listed below.

Open Innovation & Supply Chain Development: Lockheed Martin, Alcoa

Healthcare IT & Innovation as a Service: Hackensack Meridian Medical System, Barnabas Health, AtlantiCare, Atlantic Health, United Health, Horizon Blue Cross Blue Shield

Unmanned Aerial Systems Flight Operations Support: DJI, AAI, Sharp Electronics, Maser Engineering

Defense Energetics Manufacturing Technology: BAE Systems, US Army Research & Development Engineering Command

"Smart City"/IoT Infrastructure & Applications: Panasonic North America, IBM, Nokia Bell Labs, Juniper Networks, AptiNet, PSE&G

Civil Infrastructure: AECOM, Torcon, Lewis Berger, Port Authority of NY & NJ (PATH), NJ Transit, China Triumph International Engineering Corp., China South Rail

Biopharmaceutical & Cell/Gene Therapy Manufacturing: Allergan; Amicus Therapeutics; Applikon Biotechnology, Inc.; Bayer Healthcare LLC; Becton Dickinson; Boehringer Ingelheim Pharmaceuticals, Inc.; Celgene; Eli Lilly; Immunomedics; Janssen; Merck & Company; Nohla Therapeutics; Novartis; Novo Nordisk, Inc. ; Pathfinder; Pfizer, Inc.; Regeneron; Sanofi; Shire Plc; Vaxart; Vertex Pharmaceutical; WuXi AppTec; Pall; GE Healthcare; Panasonic Healthcare

NJII's approach embraces a three-step methodology: ideation, demonstration and commercialization. Ideation techniques include open innovation challenges along with a unique adaptation of "Strategic Doing" from the Purdue Agile Strategy Lab. Demonstration relies on pilot tests and evaluation environments that scale to real world deployment, and are specific to each business area. Demonstrations include next-gen biopharmaceutical manufacturing development centers; Newark city-wide Smart City infrastructure to evaluate Internet of Things (IoT) applications that enhance urban living; an Unmanned Aircraft Systems testbed airport with full support for flights in civilian airspace; a blockchain demonstration lab for financial technologies (fintech) and other novel

applications requiring secure information exchange; and an operating Healthcare Information Exchange connecting seven regional hospitals, several thousand physicians, local pharmacies and clinical labs. The commercialization step builds on NJIT's 30 years of experience as operator of the state's oldest and largest technology business incubator, the Enterprise Development Center (EDC).

The EDC offers start-up and small companies a portfolio of business coaching services, organized access to investors, connection to legal, accounting, and marketing professionals, and technical resources (including the AWS Activate program that provides AWS cloud credits for startups) through relationships with NJIT. The mission of the EDC is to help startups and growth companies become profitable businesses and dynamic participants in the economic life of New Jersey and the nation. The EDC is currently home to 90 resident companies at various stages (seed, start-up, and expansion) of development; of those companies, over 40% are minority-owned and 18% are women-owned. Industry clusters represented include medical devices, drug development, mobile apps, e-learning, defense and homeland security, smart infrastructure, civil engineering, and energy. Together, these companies produce over \$100 million in annual revenue and have created over 700 jobs, including the employment of over 300 NJIT students. EDC companies have collectively brought in \$135 million in angel and venture capital and federal grants.

NJIT continues to expand its opportunities and facilities for industry-institution collaborations. Most recently, the State of New Jersey approved \$10 million in funding for the creation of an NJIT Makerspace. These spaces, which feature tools for product design and prototyping, are fundamentally changing the way government, educators and industry partners collaborate. Once completed, NJIT's Makerspace will be the largest serving the State of New Jersey. NJIT is also an NSF I-Corps site; this program challenges scientists and engineers to envision commercialization opportunities for their work, thus accelerating the economic and societal benefits of NSF-funded research projects. Close to 100 faculty/student/industry mentor teams have participated in NJIT's I-Corps site program to date.

Opportunities for Innovative Industry Collaborations: In addition to the more traditional forms of industry-institution collaborations described above, NJIT is constantly envisioning and encouraging new, more creative opportunities for collaborations between the university and local businesses. Existing opportunities for corporations to interact with students include senior capstone sponsorship, sponsorship of student events such as the hackathon and global game jam, and serving as judges evaluating student work such as those displayed at the Undergraduate Research Initiative (URI) and senior capstone showcases. Potential future opportunities include donation of developer kits/software for student experimentation and problem-based learning, dedication of student Fellowships to conduct research related to the industry partner's specific interests, mentorship of I-Corps and other competitive teams, and advisory board positions to ensure educational programs are preparing students to meet the needs of the ever-changing knowledge society.

At the university level, new opportunities for industry-institution collaborations include collaborations in funded research (e.g. industry partners can apply jointly for federal funding with NJIT through programs such as GOALI/PFI), collaborations with companies in the EDC, colloquia series for students and faculty, and co-investing in venture funds such as the NJIT Highlander Angel Network (NJITHAN), an angel investment network focused on founding startups in which the founder and/or board member is a graduate, student, parent, or faculty member at NJIT. Furthermore, for technology companies such as Amazon, the NJIT campus can serve as a test environment for innovations, while NJIT could assist in the creation of a cohort-based cluster program (similar to the HealthIT Connections program) to develop related innovations and startups.

RUTGERS

UNIVERSITY | NEWARK

Rutgers University – Newark’s identity emerges from our connectedness – physical, spiritual, economic, social, cultural and human capital links – to Newark. We like to say that Rutgers-Newark is not just “in” Newark but “of” Newark, inhabiting iconic buildings once centerpieces of a proud downtown that is once again being reborn, tracing our institutional identity as a richly multi-racial, multi-ethnic haven for opportunity-making to the narratives of migration, rebellion, and immigration that define the strength and resilience of the city of Newark’s remarkable 350-year history.

For us, being an anchor institution comes down to collaboration, sitting down with partners across the public, private, and nonprofit sectors of Newark to identify challenges that we can and must work on together, each of us bringing our assets to the table to plan ways forward. In the process, our city and each partner gains. In our case, for example, our faculty and students gain from exceptional opportunities (1) to address some of the most pressing problems in their disciplines as they occur in all their messiness in the world—which, more often than not, demands that we learn to work better across disciplines—and (2) to work with and learn from professionals practicing in their fields, as well as community residents who grapple with those problems every day. Doing this work takes discipline, as not every challenge facing the people of our city is something that we as an institution are well positioned to address, but the process of carefully choosing projects that align with our strengths gives us the greatest chance of actually moving the needle on the challenges we take on together with our partners.

Following are descriptions of anchor institution work we are doing across the schools and colleges of Rutgers-Newark, with partners from across the public, private, and nonprofits sectors of Newark as well as community residents, weaving together the approaches of multiple disciplines to address pressing local challenges. Critically, in each of these areas, we know that the work being done locally is not just about Newark; quite to the contrary, the issues we are tackling resonate in metropolitan areas across the nation and around the world.

Anchor Work in Education

As America urbanizes relentlessly and its population grows fastest among groups that historically have been left on the sidelines of educational opportunity, increasing postsecondary educational attainment in cities like Newark—whose population today looks like America’s will in two or three decades—must be among our nation’s highest priorities. Anthony Carnevale noted in his recent report on the jobs recovery after the Great Recession, entitled *America’s Divided Recovery: College Haves and Have-Nots* that of the 11.5 million jobs added in the recovery, only 80,000 went to those with high school diplomas or less—that is less than 1%. Such data underline the imperative to increase college completion for poor and working-class students, especially in predominantly minority communities. Numerous initiatives across Rutgers-Newark’s schools and colleges share the aim of addressing this imperative.

Newark City of Learning Collaborative

The Newark "City of Learning" Collaborative is an umbrella initiative under which Rutgers-Newark organizes conceptually a number of cross-cutting efforts across its schools and colleges that share the goal of increasing the percentage of Newark residents who hold postsecondary credentials. Specifically, the collaborative supports the City of Newark 2012 Master Plan goal: increasing the number of Newark adults with high-quality postsecondary degrees and credentials from 13% to 25% by 2025. This collective impact consortium, is managed by Rutgers-Newark's Cornwall Center for Metropolitan Studies as a backbone organization gathering data city-wide and convening multiple "learning groups" drawing on these different partner organizations.

NCLC works on many fronts, ranging from developing cohort-pipeline programs with middle and high school students, sharing "college knowledge" with students and families (including financial aid information), supporting test preparation, fostering dual enrollment programs for high school students and aligning curricular and transfer pathways from 2- to 4-year institutions, providing leadership training institutes with high school students that engage the corporate community, and working with the City on its summer youth employment program.

Each anchor institution and collaborating partner plays to its strengths and commits its resources to particular projects that facilitate the larger goal of changing the post-secondary attainment map in Newark – whether it is Rutgers-Newark announcing a robust financial aid support program for students from Newark, Essex County College and Rutgers and NJIT creating cohorts of high school students in Newark Achieves, the corporate community stepping forward with summer internships, and the City of Newark creating Centers of Hope for programming in neighborhoods. Even more critical is the engagement of NCLC as a holistic entity in major education initiatives as they arise in the city – for example, the Newark Public Schools and the City of Newark, along with several philanthropic groups and community-based organizations, have embarked on an ambitious program to build neighborhood community schools with social, health, and academic supports throughout the South Ward of Newark, and NCLC is at this table; or, similarly, these same groups have combined to tackle head-on the question of educational attainment for "disconnected youth" (some 4,000 or more not in their high school seats) and NCLC is once again a central backbone resource to this major city-wide initiative.

Currently, there are four lines of work that best exemplify NCLC activities supporting the Strategic Plan's vision of the development of K-20 educational pipelines and pathways. The incubation of cohorts has emerged as a key strategy for creating college pathway opportunities for nearly a thousand young people over the next several years, including the nascent PAS, YLSP, and Aspen cohorts. The cohort approach overlaps with conversations to structure the City's first University-Assisted Partnership for a South Ward high school that could potentially impact a cluster of five schools in that ward. Both efforts are informing NCLC's overarching systemic work to create a citywide conversation around increasing the quantity of high-quality seats available at Newark high schools with special foci, as well as engaging the broader community in the development of a framework to gauge NCLC's progress on an annual basis.

Increasing Access and Affordability

We have introduced new financial aid initiatives—increasing institutional funding and securing new external funds—and re-organized our existing financial support programs and communications efforts to align with our strategic plan and concomitant enrollment goals. This is evident in the following.

- **RUN to the TOP:** This “last-dollar” financial aid program guarantees aid to completely cover full-time, in-state tuition and fees for admitted students whose adjusted gross family income is \$60,000 or less and who are either a resident of Newark or a New Jersey resident transferring in with an associate’s degree from a New Jersey county college. As of Fall 2017, 683 students have earned scholarship support under this RUN to the TOP, a large number of them from Newark. This program also offers residential scholarships to all students admitted to our new Honors Living-Learning Community (HLLC), described below.
- **UndocuRutgers & TheDream.US:** Created an event, now in its 3rd iteration (2014-15, 2015-16, 2016-17) for undocumented individuals and their families to promote knowledge of college options for this population of students and prospective students in northern NJ. For fall 2016, we added a scholarship option for undocumented students through a partnership with TheDream.US that provides \$25,000 of support for eligible recipients, supplemented with RUN institutional funds.
- **Second Chance Pell:** In support of the over 500 students in the NJ STEP program, based at RUN, Rutgers University was selected as an experimental site for the US Department of Education’s Second Chance Pell program. NJ STEP is an association of higher education institutions in New Jersey that works in partnership with the New Jersey Department of Corrections to provide higher education courses for students under the custody of the State while they are incarcerated and an opportunity to pursue a four year degree in a campus setting post-release. Second Chance Pell helps to make this program possible for participants who remain incarcerated.

The Honors Living-Learning Community

Rutgers-Newark’s commitment to cultivating talent right here in Newark is nowhere more evident than in our Honors Living-Learning Community (HLLC), which revolutionizes the concept of “honors.” Our strategic plan proposed that we undertake this signature initiative that epitomizes our commitment to engaging the next diverse generation of change makers in our midst by creating a residential, inter-generational learning community that would house 400 students, based on an expansive talent search that moves well beyond the typical narrow indicators of merit, interviewing for leadership skills, grit, commitment to social change. Among the distinguishing features of the HLLC are a recruitment process that creates intense cohorts of very diverse students:

- We are committed to an inclusive process which expands traditional metrics used to identify ability, intelligence, and academic potential. The HLLC admissions process creates a welcoming environment for all students participating, and making students feel valued and “college material”-especially those who have often been marginalized through biased and narrow admissions processes. Our process supported an increase in yield for all students participating in our process, even those who were not admitted into the HLLC.
- We have enlisted the support of 180 staff and faculty from multiple disciplines and departments to be trained evaluators in the HLLC admissions process. All faculty and staff are committed to a shared vision for redefining traditional notions of merit so that we can meet our fullest potential as a university community.
- The HLLC’s 163 students are incredibly diverse as a result and look different from most honors programs. 45% are from Newark, nearly 50% are first generation college-going, nearly 90% are students of color, and nearly 40% are transfer students.

Students include “Dreamers,” those who grew up in foster care, some who have been homeless, individuals who have been formerly incarcerated, and students who are parents.

Newark and Beyond

Rutgers-Newark also has created programs focused on cultivating talent in specific disciplines across New Jersey and beyond. For example, the earth and environmental sciences professor Alec Gates directs the state-wide Garden State Louis Stokes Alliance for Minority Participation (GS-LSAMP) Program, part of a National Science Foundation-funded network, which is designed to greatly increase the number of professionals in STEM (Science, Technology, Engineering and Math) fields from minority groups who are traditionally underrepresented. The program provides support services at many levels to help interested students be successful in STEM majors. It is an alliance of 9 colleges and universities across the state of New Jersey. In Phase I, the goal of the GS-LSAMP was to increase the number of underrepresented minority students who graduate with degrees STEM. The alliance exceeded this goal by doubling the number. In Phase II, the GS-LSAMP goals are:

- Integrate and increase research among undergraduate students
- Opportunities for international research (i.e. study abroad)
- Build a pipeline for GS-LSAMP Scholars from community colleges to four-year institutions
- Build a pipeline for GS-LSAMP Scholars in baccalaureate study to graduate study

The GS-LSAMP focus on post-baccalaureate studies creates a learning community among the STEM students in its partner institutions to increase their success and provide them with increased opportunities in the STEM fields. Participating institutions in the GS-LSAMP collaborate to provide students in their partner institutions with unique opportunities for research, travel, and careers in STEM. Currently, GS-LSAMP has cohorts of underrepresented minority students in STEM at seven predominantly public 4-year institutions, with more than 1,000 students graduating annually across those institutions, and 211 GS-LSAMP Scholars currently at Rutgers-Newark. Further, GS-LSAMP has realized the goal of building a pipeline from community colleges to four-year institutions through the Bridges to Baccalaureate (B2B) Program, which includes five two-year New Jersey county colleges that are federally designated Hispanic Serving Institutions; these institutions currently have 1,000 B2B students enrolled, who are gaining STEM research opportunities, peer mentoring, career and transfer advising, and access to an online math bridge program to improve their preparation for moving on in STEM.

Rutgers Business School has created a Pre-College Enrichment Program (RBS-PREP) recruits students from Newark and Greater Newark area high schools to provide them early exposure to Rutgers Business School, careers in business, college level courses, and campus life. Up to 20 high school juniors are selected annually by committee during the fall for participation during spring semester. All RBS – PREP participants enroll in a spring Management Skills course that meets Saturday mornings. High school student participants are paired with an RBS student tutor/mentor for enrichment sessions, during which the tutor/mentors reviews class assignments, notes, and work to help answer any questions high school participants may have. Enrichment sessions conclude each week with scheduled guest speakers and/or activities meant to highlight and expose participants to student life at Rutgers, RBS, careers in business, life skills and issues surrounding diversity. Successful completion of the RBS – PREP program results in the high school juniors earning 3 academic course credits toward completing their undergraduate education should they be admitted to RBS.

RBS also created the New Jersey County College Case Competition (NJC4), which provides New Jersey county college students, from diverse backgrounds and disciplines, the ability to collaborate, network and demonstrate their talent, knowledge and skills to a panel of expert judges as they solve a real-world business problem. Rutgers Business School created this program, now in its second year, to afford students at New Jersey's two-year institutions the opportunity to use creativity, analytics, and presentation skills well beyond the classroom environment, as well as encourage them to set their sights on attaining higher degrees. Participants gain the opportunity to take part in a real world business case competition in which they are called upon to think more broadly about important business problems. In 2016, six county colleges and over fifty students participated in the first annual event. In 2017, RBS is looking to double the number of participants.

Anchor Work in Economic Development

One of the greatest and most persistent challenges facing urban America over the past half-century, especially legacy cities like Newark, has been to restore prosperity through inclusive economic development that both supports revitalization of downtowns and builds capacity among the residents of neighborhoods to spur further development as entrepreneurs and to chart their courses through high-quality jobs and professional career paths. This challenge, tied inextricably to issues such as education, creativity, and public health and safety, remains one of the most vexing problems facing our cities and the focus of scholars across the disciplines at Rutgers-Newark. Our strategic planning process surfaced this broad interest, resulting in a strongly articulated desire to find ways to leverage the work of our faculty, staff, and students from all of our schools and colleges on the many aspects of urban economic development in collaboration with community partners and residents, which, in turn, has led to investment in existing and new projects designed to do exactly that.

The School of Public Affairs and Administration, for example, leads the Newark-focused Evidence-Based Economic Development Initiative. One aspect of this has been to develop a City of Newark App, called "myNewark," which is accessible for iOS and Android devices, assisting the public with accessing and utilizing government services. Services and resources found on myNewark include the ability to report non-emergency issues and current news, providing a real-time civic engagement platform empowering Newark residents to be actively engaged community members and report neighborhood issues directly into city government work order systems from their smart phone. Established in 2014 with a Chancellor's Seed Grant, the initiative also provides current, independent and insightful data to economic development decision-makers and citizens throughout the Newark region. Partners include the Rutgers Business School (RBS), the City of Newark, and the Newark Regional Business Partnership (NRBP).

Much of Rutgers-Newark's anchor work in economic development grows out of the engagement of the Rutgers Business School with partners across the city and region. As is the case with the RBS Center for Urban Entrepreneurship and Economic Development (described in detail earlier), capacity building is a key component of this work, with projects ranging from one day charrettes or workshops on focused issues to procurement or contracting opportunities to the development of pipeline education-to-profession plans, urban agricultural-food system planning, international business, and community economic master plans. Faculty and students are involved in most technical assistance projects. Examples range from development of Big Data B2B Anchor Procurement System to development of the Innovation in Precision Manufacturing: New Technology to New Business, Partnerships for Innovation.

Capital Investments

We have made it among our highest institutional priorities to use the opportunities presented by capital projects not only to bring jobs to our city, but create new spaces for collaboration with cross-sector partners and community residents. Currently, Rutgers-Newark has newly completed or in-process capital projects whose total value exceeds \$350 million.

LandCare Newark

LandCare Newark is a project funded by a Chancellor's Seed Grant that cleans, greens, and maintains blighted vacant lots, which has a positive impact on many different aspects of community life, while building partnerships that can help to solve some of the most intransigent and complex problems faced by legacy cities. Vacant properties are associated with a range of negative health and safety outcomes, including psychological distress, drug use, self-reported physical dysfunction, and crime (including gun violence). Today, cities with an abundance of vacant properties and slow growth are increasingly viewing blighted abandoned land (and buildings for that matter) as potential assets rather than problems by including them as part of comprehensive revitalization strategies that prominently feature their positive use and reuse. Work in a number of cities has shown that cleaning and maintaining lots is related to increased home values, reduced violence and crime, and improved resident satisfaction, health and well-being. Partners in LandCare Newark include researchers and practitioners from Rutgers-Newark, the Greater Newark Conservancy, YouthBuild, and the City of Newark with technical support from the University of Pennsylvania and the Philadelphia Horticultural Society. Sites in the South and West Wards of Newark that are on major thoroughfares and near schools are have been targeted. A core element of this project is the engagement of opportunity youth in neighborhood improvements to benefit both the individual youth and the surrounding Newark community. Not only do YouthBuild students work to transform the spaces (while learning about urban environments, soil types and treatments and how to choose plants and trees for these locations), they also engage in a participatory research project to learn about and give input into vacant land reuse. Faculty with experience in community-based, participatory research train students in qualitative research methods. Under faculty supervision, the students design and conduct focus groups with young people from the city of Newark to learn about how the youth of Newark view the vacant land in their neighborhoods, how they use it (or don't) and what could be done to improve it.

The Newark Environmental Sustainability Institute (NESI)

Located at the Newark Bay, Newark is the largest city in the most densely populated state in the nation with one of the longest legacies of human intervention in North America. As such, Newark is challenged not only by pollution, engineering intervention, and infrastructure, but also by increased risks associated with flooding, sea level rise, and saltwater intrusion into groundwater. In addition, Newark still suffers from historic events that left one-third of its population in poverty, the children in under-resourced public schools, and a legacy of industrial toxins and Superfund sites. The Newark Environmental Sustainability Institute serves as the convener of expertise, research, and educational intervention essential to making the greater Newark region more sustainable. Its mission is to advance urban sustainability in the greater Newark region, through research, education and community outreach using an interdisciplinary approach that incorporates social, political and natural sciences, together with the reporting capabilities of documentary media. Founded in 2015 as a unique collaboration between the departments of Biological Sciences, Earth and Environmental Sciences, Anthropology, and Arts, Culture and Media, NESI's core team vision is to pursue a multi-dimensional, interdisciplinary approach to urban environmental sustainability, which currently does not exist in the region.



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Amazon - Rutgers U Newark (AURUN) Business Technology and Operations Decision Theater

The Amazon - Rutgers U Decision Theater will be an Amazon Newark on-site immersive environment designed for on-going collaborations. Amazon employees, Rutgers Faculty and Students (and invited Amazon Suppliers and Guests) will be arranged in a technology intense conference room configuration to improve human engagement with each other in order to interact with the technological visualization information around them. Amazon participants can take advantage of a variety of innovative tools to improve decision making including 3D, holographic and geospatial visualization, simulation models, system dynamics, business, technology and operational hackathons, and computer-assisted tools for collecting participant input and collaboration ... which will be utilized to solve complex decisions. Amazon's decision participants will also have access to Rutgers University's ongoing research in policy informatics, design, geography, computational science, business (all disciplines including our highly-ranked supply chain management department), psychology, mathematics, environmental science, workforce development and our extensive public-private community partnership programs and network.

Rutgers will provide on-site Rutgers Decision Theater Faculty from the Rutgers Business School (Supply Chain Management-PPCP)

Goal: Grow the Amazon global brand, expand the Amazon professional career experience while integrating the entire Amazon corporate environment into the Newark and Rutgers culture. We strongly believe that assisting professionals with complex business, technical and operational decisions provides Amazon, Rutgers and Amazon business partners (and potential partners) with unmatched global skills which will shape Amazon's future leaders while enhancing customer and supplier engagement and relations.

Outcomes:

- **Determines** how complex business concepts, technology and operational decisions can be successfully integrated throughout Amazon's vast corporate complex, to integrate them to a business unit, or let them operate independently.
- **Access** Amazon, Rutgers and Newark-based talent and innovative ideas around an open-ended Amazon business or operational objective with fast-paced innovation and long-term timelines to ROI.
- **Train** Amazon intrapreneurs by placing them in an immersive environment where they can be educated on entrepreneurship models and have daily interactions with Newark-based entrepreneurs that could become part of Amazon's supply chain.
- **Stimulate** Amazon startup activity around a new technological platform, e.g., Amazon AWS.



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Amazon - Rutgers U Newark (AURUN) Business Technology and Operations Decision Theater

- **Spur** innovation in any area of Amazon's business portfolio where key innovative operational strategies and/or the ultimate positive consumer experience is maximized.
- **Identify** the appropriate Environmental Social Governance and Public Private Community Partnership initiatives that Amazon could participate and or invest in.

Teams Required to Establish the Amazon-Rutgers U Decision Theater Program

- **Amazon Decision Theater selection, project selection, and final evaluation team.** This team should consist of both Amazon and Rutgers employees and outside experts. They evaluate the decision theater content design ideas to include in the decision theater.
- **Rutgers Mentors team.** A Rutgers mentor works closely with each Amazon team invited to participate in the Decision Theater and helps Amazon cohesively, shape their idea, explore alternatives, recruit additional members and connect with customers, potential partners and even investors. Each Rutgers mentor typically works with 3-4 teams.
- **Rutgers Education team.** This team is responsible for working with Amazon to analyze and identify Amazon's complex business or operational decisions, and present criteria to be considered for the decision theater process.
- **Amazon Operations team.** The members of this team include the Amazon (and/or Rutgers) executive managing the Decision Theater, business development and marketing managers, the individuals supporting for incubator's back office, and a few *relationship managers* whose goal is to act as liaisons between the projects being incubated and the business units, keeping them informed on the projects' progress but, most importantly, of each project's relevance to each business unit's long-term goals and priorities. The managing executive, along with business development managers, recruit candidate teams, and network in the incubator's broader ecosystem, e.g., Silicon Valley, with the appropriate constituencies, e.g., venture investors, IP lawyers, etc. The back-office group supports the teams being incubated (IT, financials, facilities), generally manages the incubator's operations, and manages the joint development agreements, licensing agreements, and OEM deals with the incubated companies.

SPACE

SHARESPACE & INCUBATOR

The leading co-working space of New Jersey, we strive create a unique culture and positive space. =SPACE is a magnet for **minority and women-owned enterprises led by intellectuals techies and entrepreneurs of New Jersey**. Headquartered in the City of Newark our share space provides resources for startups, coaching for tech companies and a wealth of intellectuals to collaborate and build. The next wave in enterprises are being born within our walls. Become a part of the story.

SPACE(r) Success

Christina Bright

Graduate of the "Moms Who Hustle" entrepreneur training program, Chris has joined our space as an ambassador. She commands a 25.4k social media following and brings her audience unique messaging about what it means to be an innovator, a mother and a creative.

GoSuba

One App- Any Car, Anywhere, Anytime

Users can choose any service level for any occasion, vehicle size for any number of riders and go anywhere at anytime, on-demand or with a reservation. The SUBA Network is exclusively made up of licensed and regulated partners providing professional services for decades offering security and peace of mind. Know your driver information and locate your driver immediately, streamlining the transportation experience.

Calixtech News

Highlighting all things tech, Calixtechnews is a network, of podcast interviews with influencers in all segments of the tech world with reviews of pre-market products and an insider look at events throughout the country. Headquartered in our 2 Gateway SPACE Calixtech news pulls leading brands into the City of Newark including Black Enterprise, Forbes and the New Agency.

Newark Tech Summit

This annual summit comes alive across five days of events, conferences and roundtable discussions focused on how to use technology across any and all business sectors. The events are concentrated on a variety of tech topics and are catered specially to small business owners, entrepreneurs and creatives.

Newark Tech Week

Newark Tech Week is a city-wide compilation of events that includes tech leaders, social organizations, corporations, and the community to build a unique experience for investors, entrepreneurs, and intellectuals.

FOUNDERS

ABOUT

At FOWNERS our mission is to create the world's most elite and progressive educational ecosystem for entrepreneurs to learn the most in-demand business and personal skills needed to excel in pursuit of their passion.

Founder Gerard Adams, widely known as the "Millennial Mentor" is a serial entrepreneur, angel investor and philanthropist. He was the founder of Elite Daily, the millennial content platform that reached up to 80 million readers worldwide and sold to the Daily Mail for \$50 MM dollars. His current endeavor, Fownders, is a progressive education social enterprise, focused on educating young entrepreneurs through the principles of entrepreneurship and human development.

FOWNERS ACCOLADES

24 companies have attended our in-person accelerator. 560 companies are in our Fownders community. 5 new companies come in every week to Fownders for in-person training, mentorship and networking. The companies have raised over \$500k in funding.

Gerard Adams is the Director of Startup Grind Newark. Startup Grind is a global entrepreneur community powered by Google. Gerard Adams and his Social Enterprise, Fownders, have hosted 5 events thus far with speakers such as Daniel Cherry, the CMO of the NJ Devils and the director of the brands And1 and the Truth Anti-Smoking Campaigns, and Joe Huff the founder of the social impact company LSTN.

Future Fownders is Fownders non-profit initiative bringing the Fownders Entrepreneur Curriculum to local high schools in Newark. Fownders has successfully run three beta programs in East Side High School and Link Charter School, creating 5+ new businesses run by students.

Fownders coordinates local networking events for the community twice per month to allow local business owners and residents to come in for free mentorship and training in both business and personal development.

FOWNERS MEMBERS

Fownders members have raised a total of \$1M+ after year one of our accelerator

Cody Ross - Raised over \$500k for Slingshot VR. Virtual reality, 360 video company.

Robert Arenas - Founder of Gyminies, cricket-based protein baking mixes. \$6k in revenue in first 6 months, raised over \$15k. Building team and advisory board of 4+ in Newark, NJ.

Gerard Adams - Gerard will be a Millennial and Generation Z anchor in the city as an influencer. Gerard is the CEO of Fownders - social impact accelerator and education for the future headquartered in Newark, NJ. Gerard is a social media expert, documentary executive

FOUNDERS

producer, host of show Leaders Create Leaders with 20 Million+ views, contributor to inc and entrepreneur magazine, millennial branding and culture expert, recipient of Magic Johnson's 32 under 32, top 100 most influential in tech by Business Insider for Silicon Alley, was co-founder of largest millennial publication worldwide Elite Daily, which sold in 2015 to the Daily Mail

Jhamar Youngblood - Founder of Blastchat, Newark Native who won a 50k grant for Women's Safety App. Link:

http://www.nj.com/essex/index.ssf/2017/04/newark_native_wants_to_change_the_way_we_communica.html

Taylor Wallace- Founder of FYBS, a fashion technology platform exclusively for plus-size women. Raised seed round of over 60k, and spearheading the iFundWomen Newark crowd funding campaign, two employees hired. FYBS has been featured on Entrepreneur Media and Stage One Startup Podcast.

Jabari Sills and Jerome Meyers - Founders of Youii a mobile ride-sharing app exclusively for college students. Youii has raised over \$15k in pre-seed funding and is gearing up for their beta launch in January of 2018 at Rutgers University.

Becca Lima - Founder of Ment Travel Application, is currently live testing their Beta at JFK airport. We have been partnering with NY/NJ Port Authority on expansion into Laguardia Airport and Newark International Airport. Ment has raised \$100k and is on track to close their entire pre-seed round of \$300k next month. Ment has been featured in HuffPost, Entrepreneur Media, Stage One Startup Podcast, Betalist, and InsideHook.

Brandon Gonzalez - High school student intern for Fownders, successfully launched his Newark-Based T-shirt company is now selling his shirts to the community and building a team of local high-school students.



Newark Venture Partners Labs
1 Washington Park, 7th Floor
Newark, NJ 07102

October 11, 2017

Amazon.com, Inc. Headquarter Search Committee

To Whom It May Concern,

Newark Venture Partners is a place-based venture capital fund in Newark, NJ that combines traditional early stage technology investing with an accelerator program for pre-seed entrepreneurs. In addition to Audible, our anchor Limited Partners include leading New Jersey based companies Prudential Financial, RWJBarnabas Health, Fidelco, Horizon Blue Cross Blue Shield, and Dun & Bradstreet – as well as a number of individual investors. We are distinct from the hundreds of Silicon Valley or New York City venture funds in that we strategically chose to base our operations in Newark, NJ to leverage access to a large network of university students, super high-speed Internet, a number of publicly traded companies and a leading transportation hub in the NY/NJ area.

Since opening the modern, 25K-square-foot ultra-bandwidth (10G) co-working office on the 7th floor of the building Audible shares with Rutgers Business School, more than 1,600 companies from all over the world have applied to our first three accelerator classes of 29 companies, and we have invested over \$7 million into early-stage companies in just over a year. We plan to invest the remaining capital in our \$40 million fund over the next 3 years in Accelerator, Seed and Series A stage companies.

In residence are 29 accelerator companies and 8 more developed (seed/Series A) start-ups, ranging from software-based B2B healthcare IT to big data analytics to a fast-growing “pet tech” company. They have come to Newark from the Bay Area, London, Washington, D.C., Raleigh, N.C., Tel Aviv and other places, with more than 80 founders and employees, including entrepreneurs with previous exits and senior roles at cutting-edge companies in the past. One of these young founders was recently tapped as one of the “30 under 30” coolest young entrepreneurs in *Inc.* while another portfolio company was highlighted in *Inc.*’s 2017 ranking of the top 500 fastest growing companies in America.

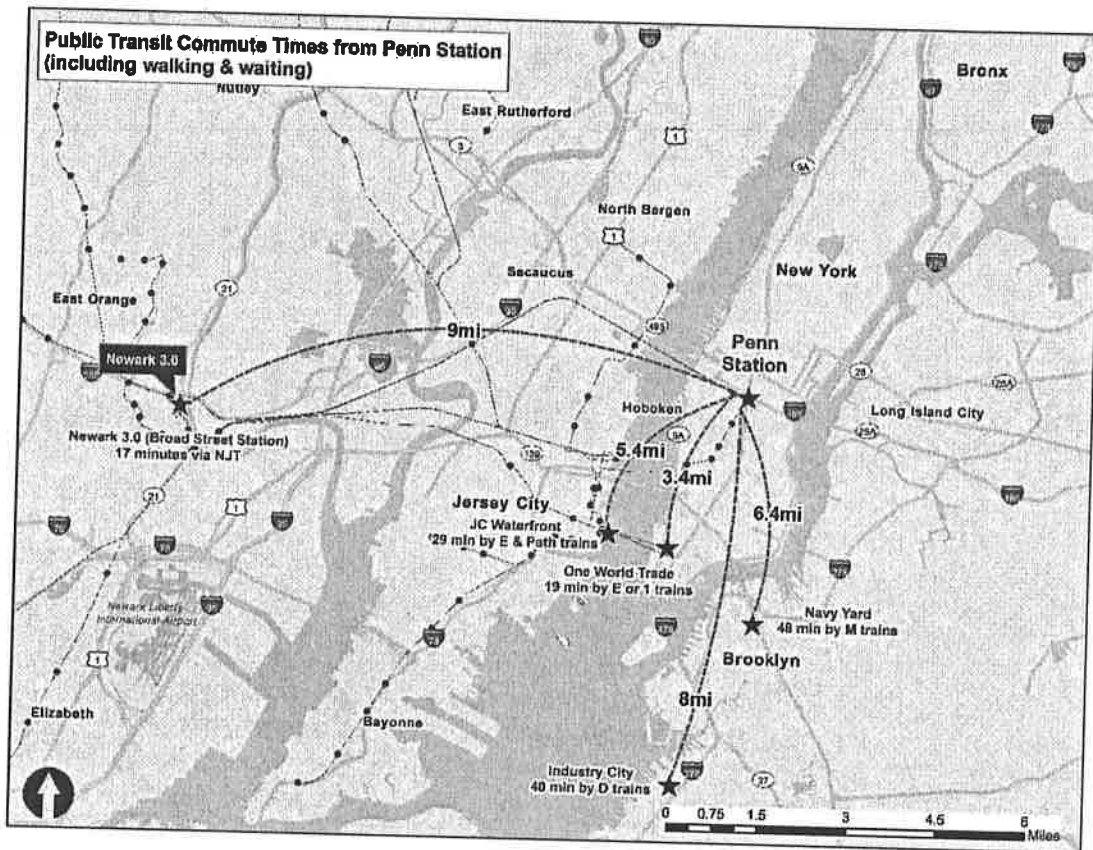
As our co-working space begins to reach capacity, the opportunity for new incubator and co-working spaces to meet the growing demand is obvious.

If there are any questions regarding our support for The City of Newark’s bid, please do not hesitate to contact us.

Sincerely,

Daniel Borok

Managing Partner, Newark Venture Partners



Downtown Newark has unmatched transportation access to New York City and the region. Newark developed over the centuries into a hub for business and the transportation network around it was built specifically to get people into the city as efficiently as possible from the surrounding region. Whether it's air, rail, or road, Newark has the assets that would make any other city envious. Travel times from Downtown to New York Penn Station range between 18 and 22 minutes on NJ Transit and we have 24 access to the World Trade Center in 22 minutes via PATH.

Newark Liberty International

Newark has long been on the forefront of aviation history. Opening in 1928, Newark Liberty International Airport is the nation's oldest airfield and home to the nation's first commercial airline terminal. In fact, in 1935, Amelia Earhart led the dedication of this landmark terminal building. (Only London's Croydon Aerodrome predates the Newark terminal.) Located primarily in Newark and with a portion in Elizabeth, Newark Liberty is located only 14 miles from Manhattan, serving a critical role for the New York-New Jersey metropolitan area. Newark Liberty continues to build on its heritage of innovation with leadership roles in congestion mitigation and the campaign for NextGen technology. This airport is just a few minutes drive from Downtown Newark and within a 15 minute or less drive of all our sites.



Newark Liberty is the overnight small package center for the New York/ New Jersey region, offering a full range of short-, medium- and long-haul services to domestic and international destinations. The airport expanded its cargo capacity in 2004 with the opening of a 142,000 square-foot facility, which combined with existing cargo buildings and increases cargo space to 1.3 million square feet.

Newark Liberty has three major terminals: A, B and C. With 27 gates, Terminal A branches out into three circular satellite buildings, designed as A-1, A-2 and A-3. Terminal B's modernization expanded the two-level facility into three levels. Terminal B has 15 international arrivals gates. Terminal C opened in 1998. Continental Airlines' Global Gateway project in 2001 added 600,000 square feet of space and turned the facility into a three-level terminal with two levels for departures. The C-3 concourse added 19 gates - bringing the terminal's total to 59 - a huge retail and concessions space, and U.S. Customs facilities. The state-of-the-art International Arrivals Facility, also completed by Continental, added another 1,500 passengers-per-hour arrival capacity to Newark Liberty. In 2010, Continental merged with United Airlines. A new Welcome Center opened in the terminal in 2011.

Extensive Commuter Rail

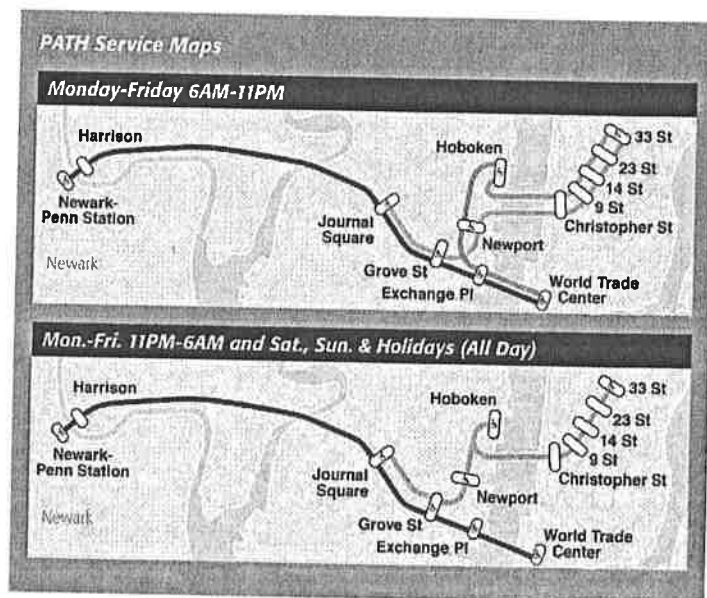
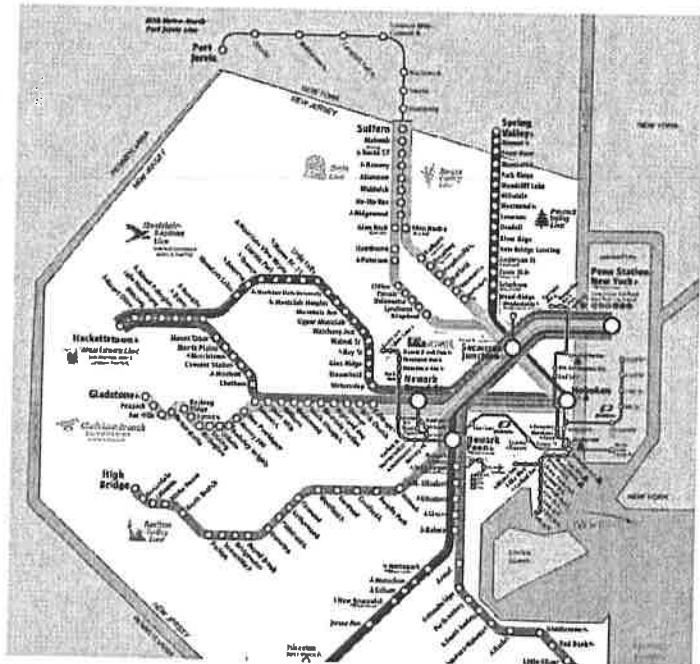
All of the development sites offered are a 15 minute or less walk from Downtown Newark's two major New Jersey Transit commuter rail stations. Broad Street Station is home to three rail lines servicing over 50 stations in communities across North Jersey. From the station, you can reach Midtown in 20 minutes.

Newark Penn Station similarly also serves three rail lines with over 50 stations bringing Downtown Newark's commuter rail reach to over 100 communities in the state. (In addition, another three lines and dozens of stations are accessible by a quick transfer at Secaucus Junction.) Newark Penn Station will get you to New York Penn Station in 18 minutes on commuter rail. You can also take one of 11 Amtrak routes from the station including the Acela Express to Washington DC in 2 and a half hours.

These two stations are connected via a 9 minute light rail ride or 20 minute walk. This connectivity to a downtown, region, and world is a rare commodity and one of Downtown Newark's many treasures.

24-Hour Access to New York City

The Port Authority Trans-Hudson Corporation (PATH) was established in 1962 as a subsidiary of The Port Authority of New York and New Jersey. The heavy rail rapid transit system serves as the primary transit link between Manhattan and neighboring New Jersey urban communities like Newark and suburban commuter railroads. PATH presently carries 269,081 passenger trips each weekday. This volume is expected to continue to increase with the anticipated growth in regional



residential, commercial, and business development. The PATH system has 13 stations across Manhattan, Hudson County and Newark and a 14th is currently being planned for Newark Liberty Airport.

Newark Light Rail

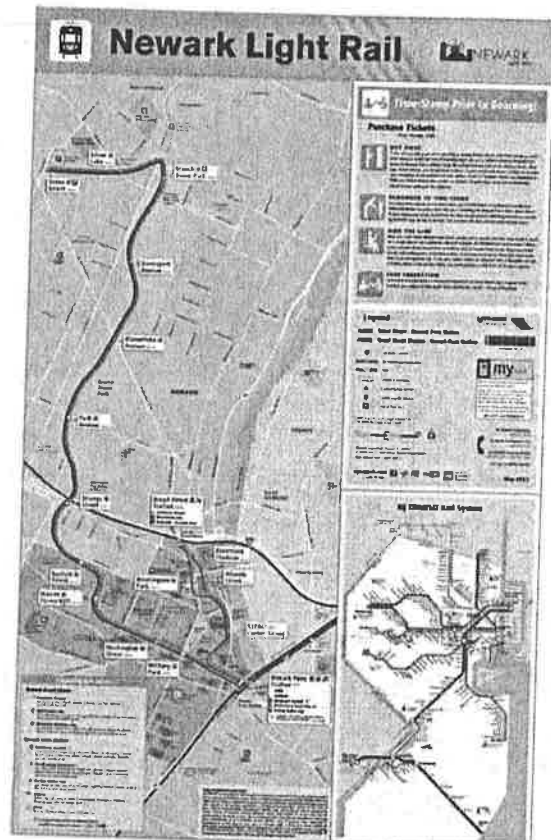
The Newark Light Rail started as the old city subway. It currently has 17 stops including several that are directly adjacent to the development sites. The light rail is cheap, fast and convenient for anyone travelling between Broad Street Station and Newark Penn Station or to other points in the downtown and North Newark.

The system handles about 20,000 riders per weekday and is operating under capacity. Additional demand could easily be met with longer trains and increased service. Additional line extensions into neighboring communities are ideas that have been studied and may end up in future NJ Transit capital plans if demand was sufficient.

Cycling

The City of Newark has demonstrated its commitment to improving conditions for non-motorized traffic through its Complete Streets policy and several recent and ongoing initiatives, including the Pedestrian and Bicycle Safety Action Plan. Improving conditions for cyclists and spurring higher rates of ridership can have significant benefits for our neighborhoods. Cycling has a demonstrated impact on safety, health, the economy and local businesses, equity, transportation, and other aspects of daily life. These benefits can help further enrich the quality of life in the city for residents, visitors and workers alike.

With over 20 miles of bike lanes, paths and sharrows, the City continues to expand its network and seeks additional improvements to its network.



Road Network

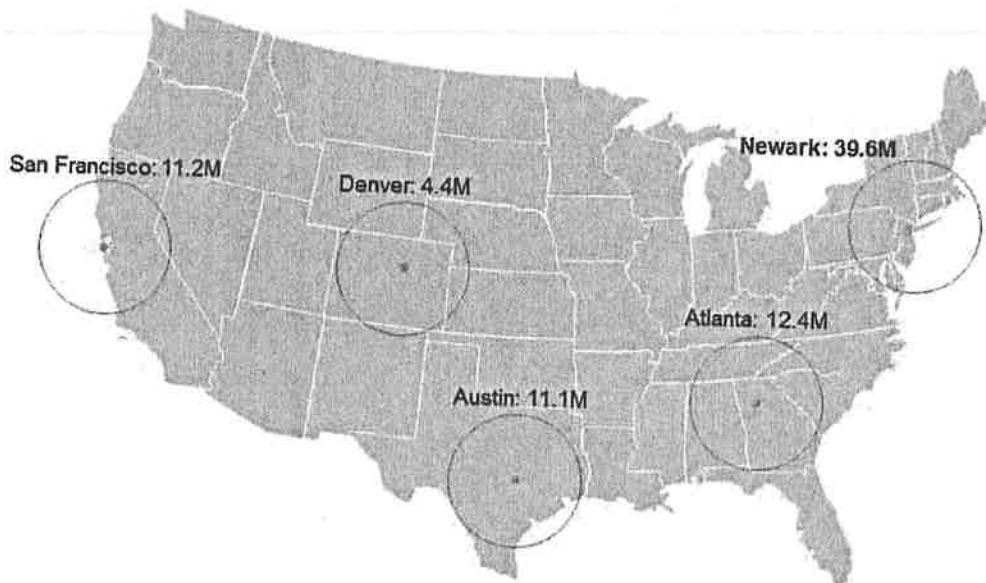
North Jersey is crisscrossed with several highways and many of these lead through Downtown Newark and into Manhattan.

Our sites are within one to two miles of seven major highways. The New Jersey Turnpike travels through Newark and is our part of the I-95 corridor up and down the eastern seaboard. The Garden State Parkway allows for scenic travel from the New York State border all the down to Atlantic City and beyond. Route 280 is the spur connecting Newark to I-80 and the rest of the country. Route 21 travels from the heart of Newark to our neighboring communities in the north. Route 1&9 is a local highway that is heavily traveled in North Jersey and can take you up to Maine or down to Florida. Routes 22 and 78 go west from Newark and connect our downtown to the dozens of suburban communities there.

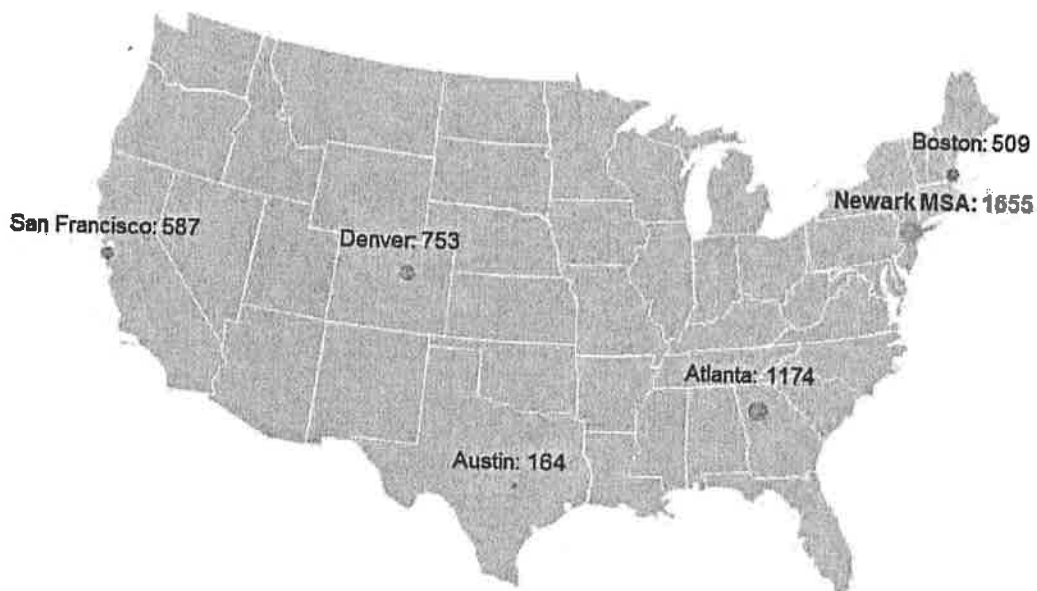
From Downtown Newark, you can reach Amazon fulfillment centers via the NJ Turnpike in Robbinsville (54 minutes), Carteret (24 minutes) and Cranbury (49 minutes). If you need to get anywhere from Downtown Newark, you can do it via highway.



Newark-NY MSA is the most populated in the country

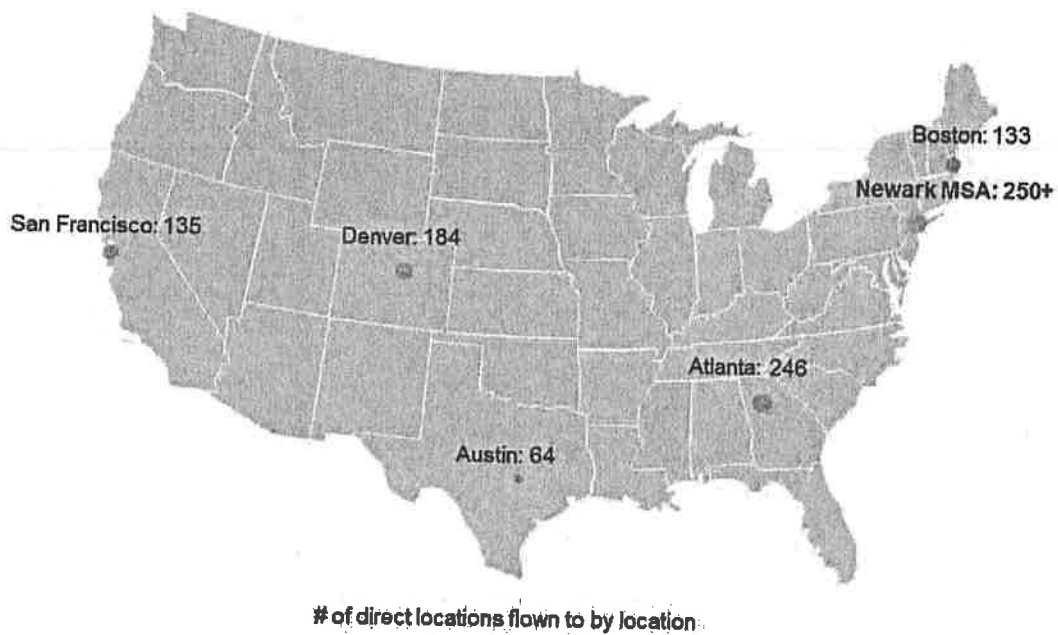


Population by location

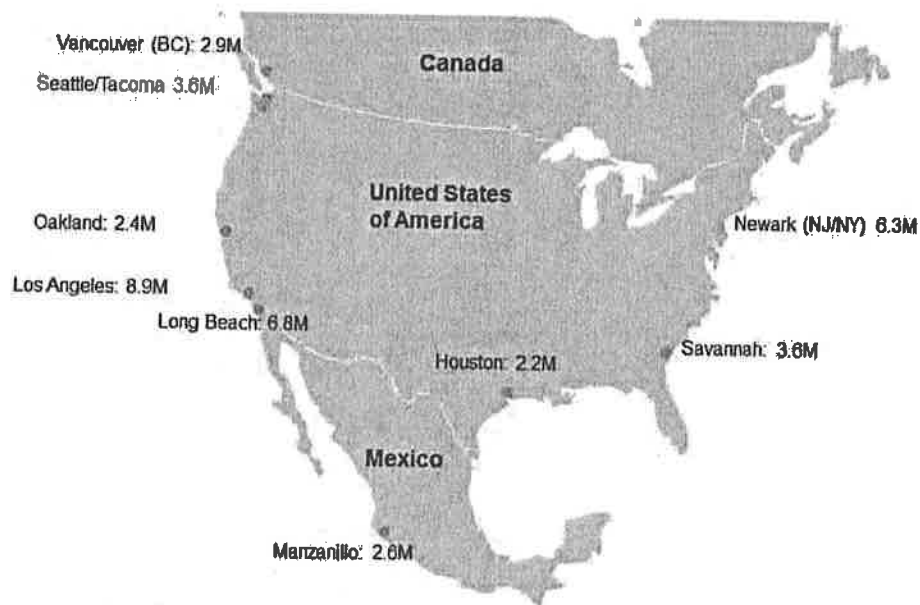


of direct flights daily by location

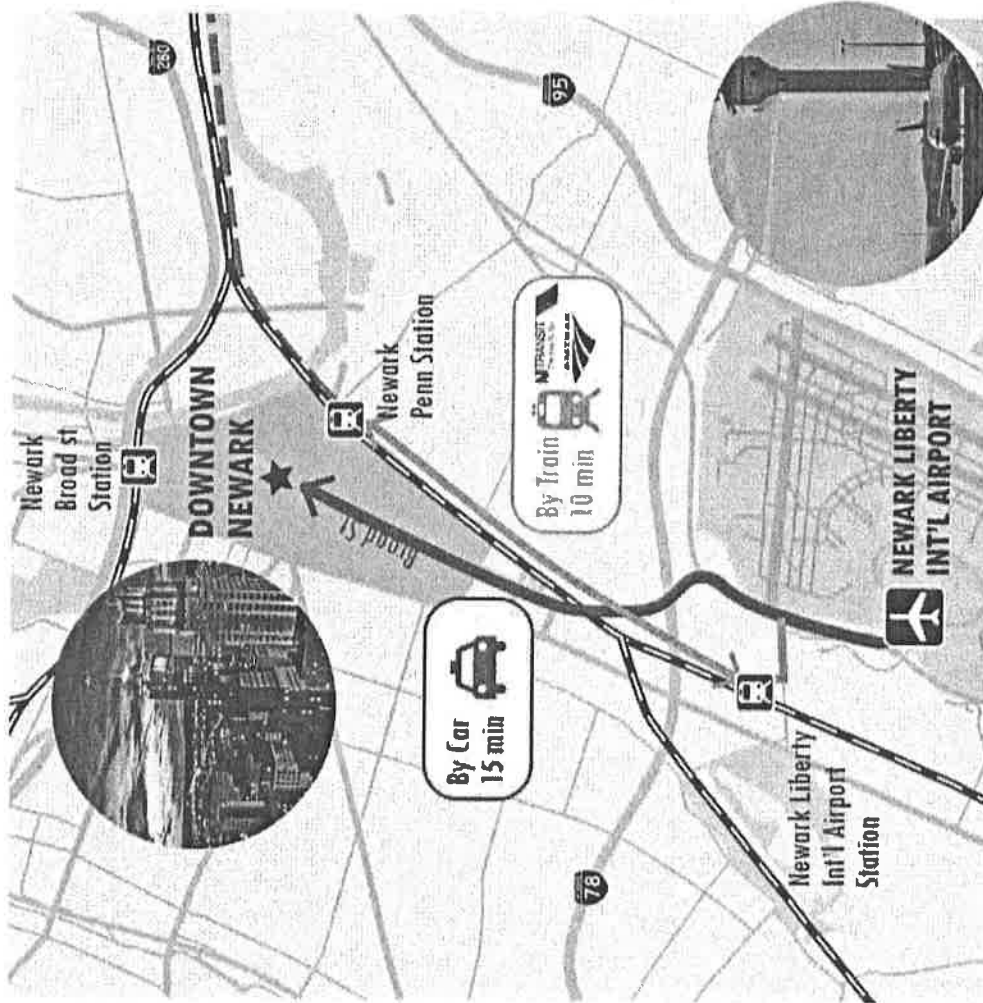
Newark-NY MSA flies direct to more destinations than other cities



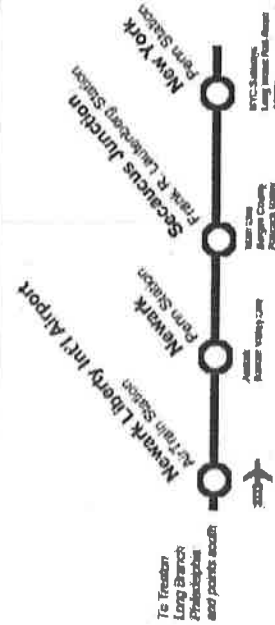
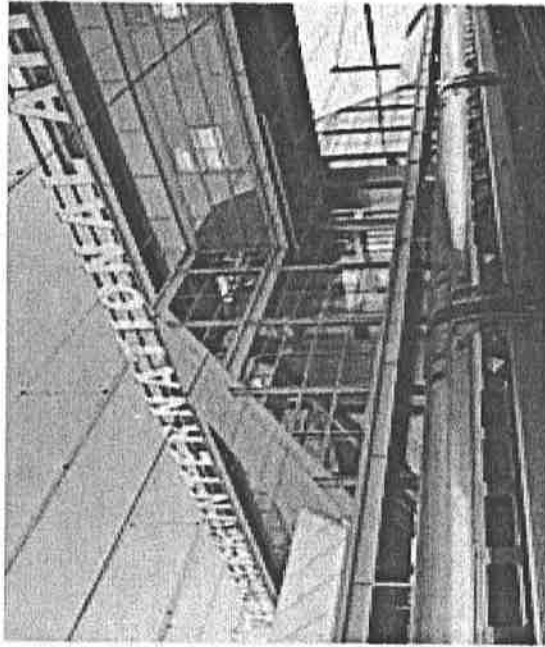
Newark-NY MSA has busiest port on Eastern Seaboard



Top North American ports by container volume (twenty-foot equivalent) annually

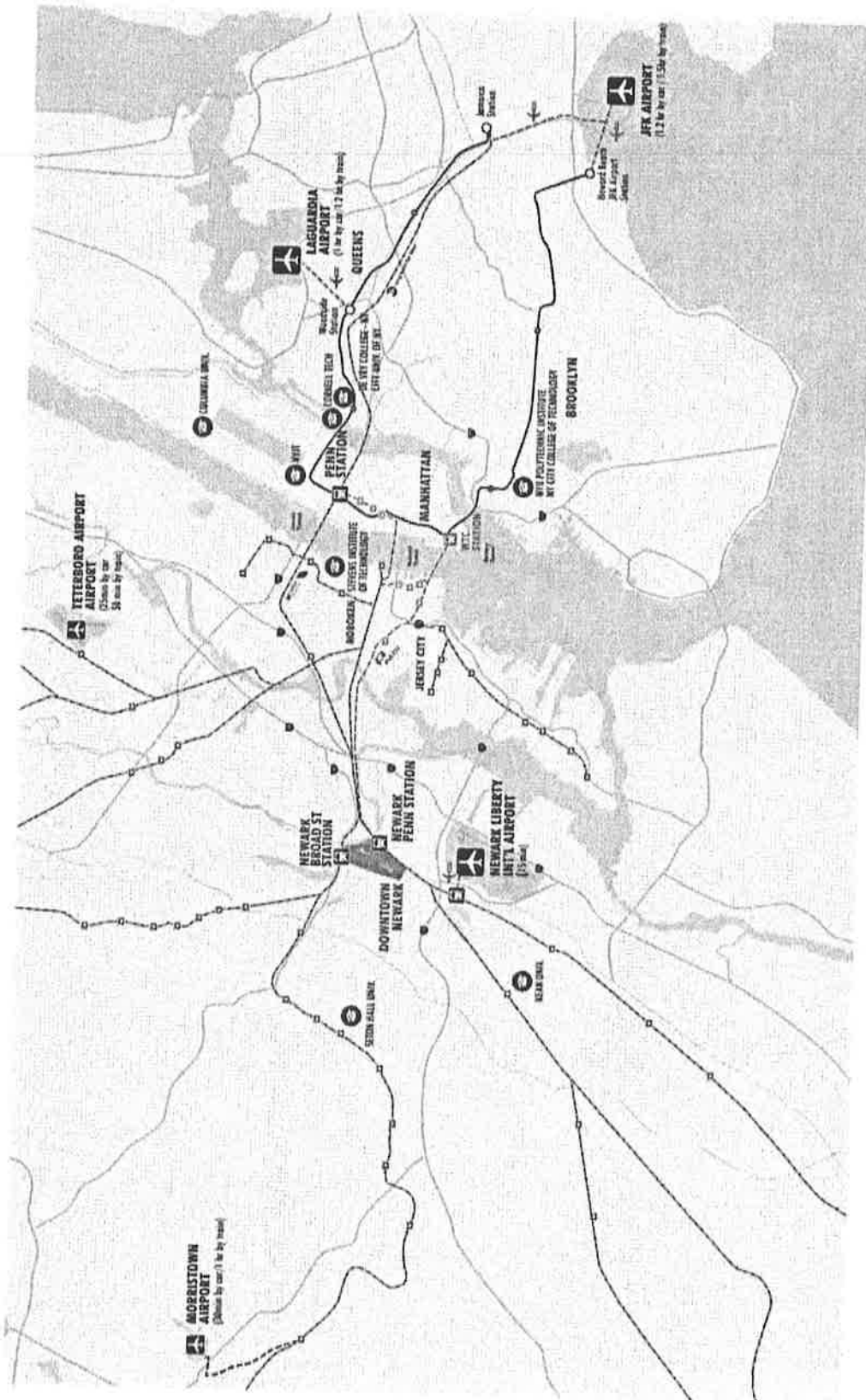


A Connected Downtown - Downtown Newark's easy ten minute cab or train ride to Newark International Airport will allow Amazon HQ2 executives to go anywhere in the world, with an ease that no location in the New York metropolitan area can match.



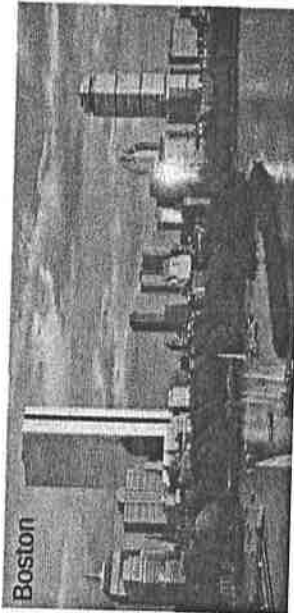
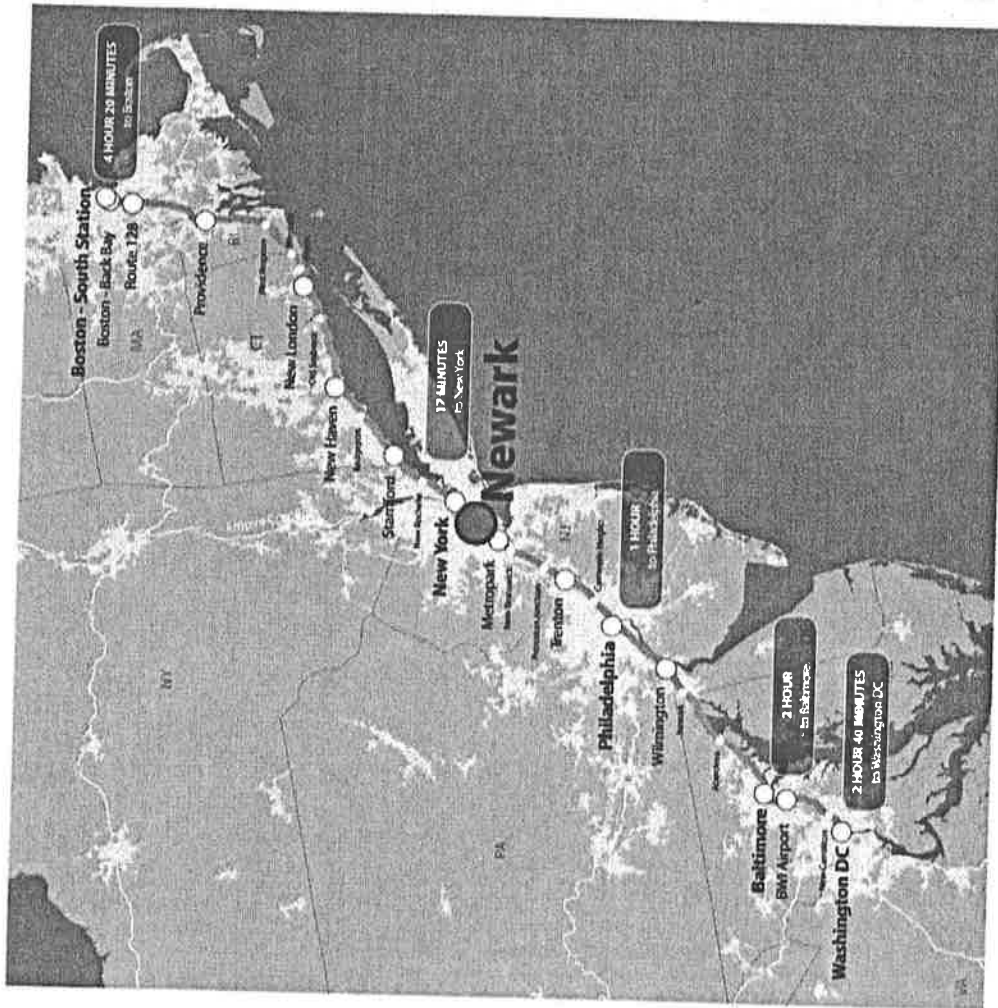
Connected to Newark Airport

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



New York Metro Area

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



Boston



Penn Station Newark



Washington DC

North East Corridor Connection

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

YES, LIVABILITY.

YES

**NEW
ARK.**



Downtown Farmers' Market

Newark's neighborhoods are as varied as those of the entire region. We have over 11,000 units planned and in the pipeline today. When Amazon commits to Newark, the real estate development community is prepared to build thousands of additional units as expressed in their enclosed support letters.

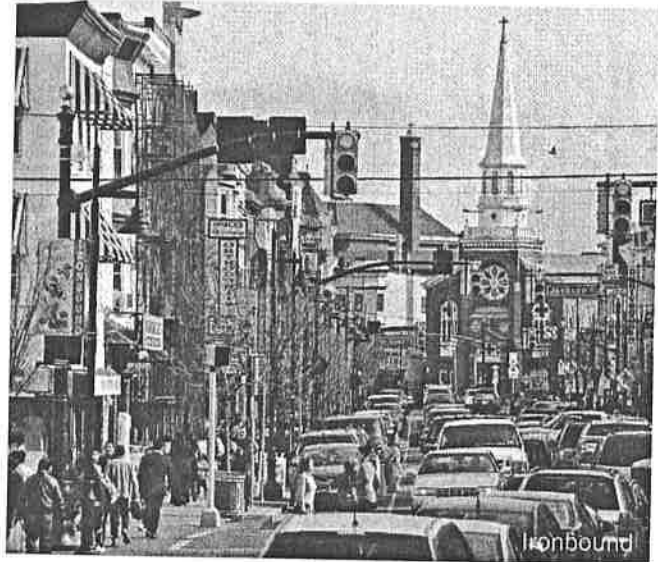
Downtown Newark, like most historic downtowns, was a traditional central business district. Recently, increased development has made it a mixed-use neighborhood with its own residential identity. It is anchored to the North by Broad Street Station and to the East by Newark Penn Station. This neighborhood has seen rapid change with thousands of new residential units from historic rehabilitation to new construction. It is home to three triangular parks that border



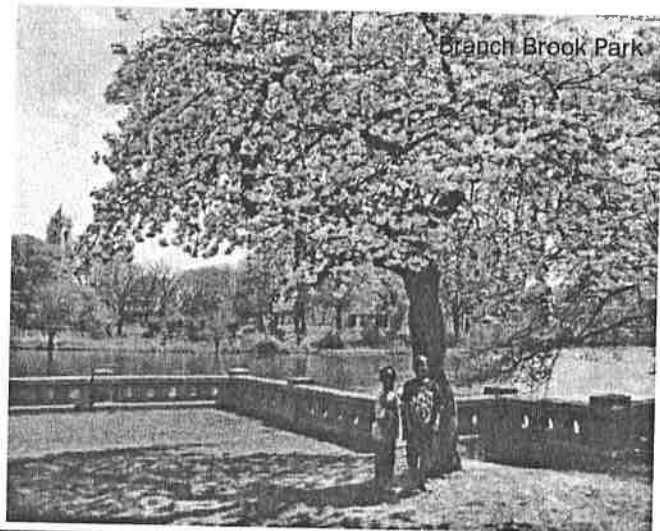
the main commercial strip, Broad Street, as well as new parks starting construction including Mulberry Commons and the Riverfront Park expansion. Military Park recently underwent a major renovation and is now home to a restaurant/bar named Burg, carousel, and heavy programming.

Downtown is where Newark comes to meet itself. It's where residents from every neighborhood, corporate employees, 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 in McGovern's and Kilkenny, Hobby's - a decades old Jewish deli, and TM Ward's Coffee founded in Newark in 1869. Nightlife options continue to grow with Barcade offering beer alongside arcade games and the Ainsworth offering sweeping views of downtown and Manhattan atop the boutique Indigo Hotel.

The Ironbound is known all over New Jersey as being one of the most vibrant immigrant communities in the state. The neighborhood abuts Penn Station and is directly east of Downtown allowing for a quick walking commute or short train to tens of thousands of jobs. Sometimes called Down Neck, the neighborhood is home to many Portuguese, Spanish, Brazilian and Latino immigrants. The dominant housing stock in the neighborhood are detached two- to three-unit buildings, many of them owner-occupied. The neighborhood is known for having 170 restaurants including classics like Iberia Peninsula and Casa Vasca, countless churrasquerias serving Portuguese BBQ and many nightlife spots like Adega, Hell's Kitchen and Bello's Pub.



Forest Hill is where the early 20th Century elite of Newark lived to the North of Downtown. The neighborhood is home to stately mansions and is a recognized historic district with 1,200 homes. The Sydenham House located here is the oldest residence in the city built in 1712. The jewel of the



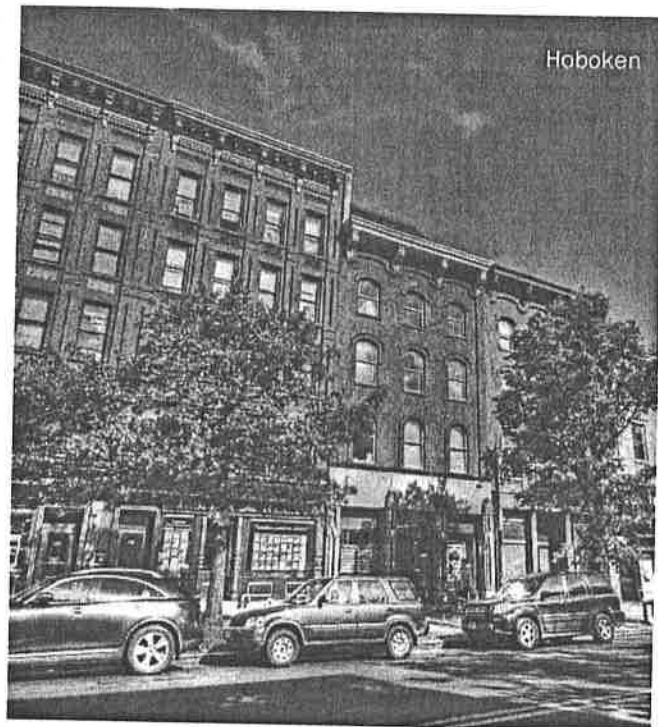
neighborhood is Branch Brook Park. Designed by the Olmsted brothers, the firm that designed Central Park, it's home to more cherry blossom trees than Washington, DC. Bloomfest in April celebrates the explosion of pink blossoms with events and bike tour throughout the park.

Other wealthy early Newarkers lived around Lincoln Park and built townhouses and row-houses to rival Manhattan's Upper East Side including the residence of John Dryden, founder of Prudential. Today, the neighborhood is diverse and host to the Lincoln Park Music Festival attracting 50,000 visitors over 3 days to enjoy Jazz, Gospel, Rap and Hip Hop. The neighborhood is becoming an anchor for an arts corridor down Clinton Avenue dotted with murals, artist housing and galleries.

North Jersey Cities

North Jersey is full of dense walkable neighborhoods that in many instances are their own cities. In addition to Newark, employees have their choice of urban neighborhoods within a 30-minute door to door commute.

Hoboken is famous for being the home of Frank Sinatra and baseball but also for great access to Manhattan and Newark via the PATH. Most of the housing stock in Hoboken is made up of renovated brownstones and rowhouses with newer apartment buildings rounding out the mile-square city. It also boasts a world class waterfront with sweeping views of Midtown Manhattan.



Jersey City is the state's second largest city with a downtown that has seen tremendous growth in recent years. It has some neighborhoods with similar housing stock to Hoboken but also is home to several residential skyscrapers. It is home to several PATH stations and can reach Newark in less than 15 minutes. Both Hoboken and Jersey City are well known for their night life and proliferation of bars and restaurants frequented by younger residents.

Other cities in the region include Elizabeth, Union City, Weehawken, Bayonne, East Orange, Orange, and more. They offer a range of apartment types and styles at different price points sure to meet the needs of a large workforce.

New Jersey Suburbs

New Jersey's inner ring suburbs grew around train stations. Most of these suburbs have walkable downtowns made up of two to four-story buildings with detached single-family homes in the rest of the town. These are some of the best places to live in the country with high-performing school districts and easy access to downtown Newark and Manhattan. Towns like Montclair, Westfield, Maplewood and more offer a high quality type of living hard to replicate in other parts of United States.



Development spread out to other areas beyond these inner ring suburbs and offer a bit more sprawl and additional land for those who enjoy more of a buffer from their neighbors. Easily accessible to several highways in North Jersey, a family can live comfortably in towns like Livingston, Roseland, Millburn, Edison or Mendham and reach a major highway in just a few minutes.

Some people even opt to live on the opposite side of our small state to live in semi-rural settings. Small developments adjacent to historic and even working farms in places like Warren and Hunterdon County offer a kind of country living within an hour or ninety minutes' drive of major employment centers.

There are hundreds of thousands of homes within a short drive of downtown Newark. In New Jersey, you can live however you prefer from a penthouse suite with views of the World Trade Center to the suburban home with the white picket fence and even an 18th century farm house surrounded by acres of undeveloped land.

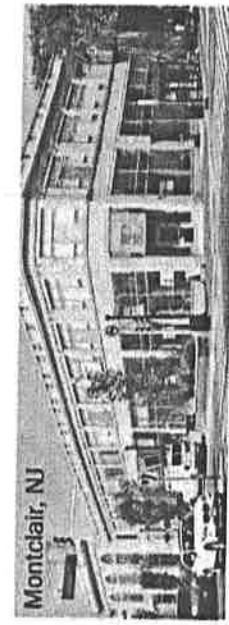
New York City

One of Newark and North Jersey's greatest assets is our proximity to New York City and transportation connections to Manhattan in particular. Nearly every rail line in the state was built in order to get people to Midtown. Of the 19 million people that make up the New York Metropolitan Statistical Area, 6 million live in North Jersey.

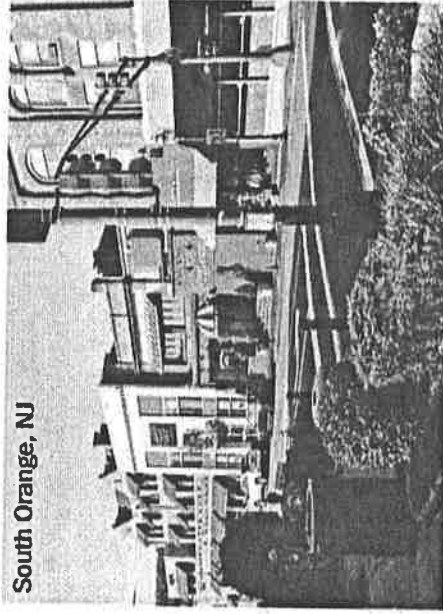
Reverse commuters who live in Manhattan or Brooklyn but work in Newark and New Jersey are not rare. It's a comfortable commute and offers the same speeds heading to New Jersey as traditional commuters experience heading to Manhattan.

For those employees that want to experience the full hustle and bustle of the city that never sleeps, Manhattan is just a short train ride away from their work in Newark. With countless bars, restaurants, entertainment options, museums, and more, New York is the de facto cultural and financial capital of the United States.





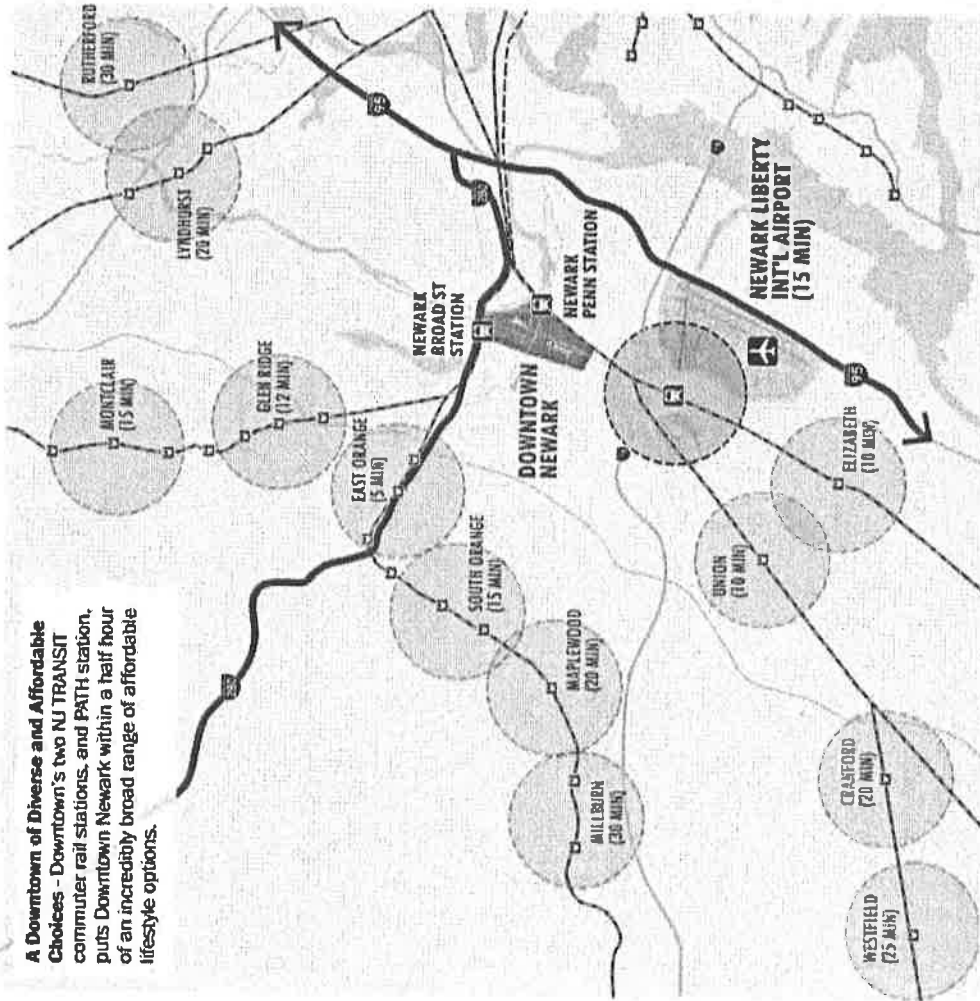
Montclair, NJ



South Orange, NJ



Westfield, NJ



Directly Connected to the Suburbs

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

For arts and entertainment, no region in the country can beat Newark and the NJ/NY Metro area.

Music/Plays: Newark and its surrounding areas host premier live entertainment venues. In Newark alone, you have access to the renowned New Jersey Performing Arts Center (NJPAC), a world-class and community-based cultural venue home to the New Jersey Symphony Orchestra and host to hundreds of concerts, shows, and performances all year. Just down the street is the Prudential Center which is home to the New Jersey Devils and hosts major concerts and performances in its 18,000 seat arena. Nearby in New Jersey, dozens of other local venues in neighboring communities such as the Papermill Playhouse (2016 Tony Award winner for Regional Theater), Welmont Theater, State Theatre, Count Basie Theater, PNC Bank Arts Center (one of the top 5 amphitheaters in the US) and more. Newark's proximity to Manhattan gives it easy access to New York's globally renowned Broadway and off-Broadway shows. Madison Square Garden, Barclay's Center, and Prudential Center are three of the four most visited arenas in the country.

Sports: Newark is a prime hub for sports fans. For hockey fans, Newark is home to the New Jersey Devils (2x Stanley Cup winner) and within short commute to the New York Rangers and New York Islanders. Baseball aficionados are within close proximity to the historic New York Yankees and New York Mets. Basketball fans can enjoy a college game right in Newark watching the Seton Hall Pirates or can venture into New York to watch the NBA's NY Knicks or Brooklyn Nets. Soccer fans can take a front seat for MLS's Red Bulls, a mere 10 minute drive from Newark or even walk to the stadium from the Ironbound as thousands of fans do on game day. Or you can venture to Yankee Stadium to see New York FC play. Football fans are a short 20-minute drive to MetLife stadium in East Rutherford, NJ, home to the NY Giants and NY Jets. Lastly, fans can enjoy some tennis live at the US Open in New York or watch the PGA tour roll through the suburban golf courses of NJ like Baltusrol which hosted the 2016 PGA championship. There are 40 golf courses within 20 miles of Downtown Newark in New Jersey alone according to the NJ State Golf Association.

Museums: Newark is home to the Newark Museum, NJ's largest museum and home to the 12th largest collection in North America. It houses major collections of American art, decorative arts, contemporary art, and arts from Asia, Africa, the Americas, and the ancient world. New York's premiere museums including the Metropolitan Museum of Art, Guggenheim, and American Museum of Natural History and the Whitney are only a short commute away.

Amusement parks: Newark is 60 miles or less from multiple theme parks and water parks including Six Flags Great Adventure, Sesame Place, and Mountain Creek.

Nature/activities: Newark's moderate climate and unique central location allows nature go'ers to maximize the 4 seasons. In the summer, you can head down to the 141-mile long Jersey shore for some rest and relaxation on the beach (~60 miles). In the winter, you can head to Pennsylvania (~75 miles) to enjoy some skiing or snow activities in the Poconos Mountains. In the spring, head to the Palisades, New York (~25 miles) for an awe-inspiring hike, to Ringwood NJ (~35 miles) to enjoy 100 acres of botanical gardens, or to the Delaware Water Gap (~60 miles) for outdoor recreational activities like whitewater rafting. You can even take a short 20 minute drive to nearby South Mountain Reservation – a 2,100 acre nature preserve. In the fall, enjoy pumpkin or apple picking from NJ and NY's many orchards and farms. To enjoy a trip to the zoo year round, venture to Essex County's own Turtle Back Zoo and Aquarium or head to New York and enjoy venues like The Bronx Zoo, New York Aquarium, and Central Park Wildlife Center & Tisch Children's Zoo.

Art: Newark is home to over a dozen art galleries and premier art events. Gallery Aferro, Aljira, Project for Empty Space, City Without Walls, SEED, Index Art Center are just some of the arts spaces where local artists host exhibitions and show off their work. Open Doors is a major four-day festival in October where all the galleries participate in showing off their space and highlight the abundance of local talent here. In addition, Newark is home to the Dodge Poetry Festival, the largest poetry festival in North America which attracts upwards of 17,000 people.

Dining: For dining, Newark offers hundreds of options. The Ironbound neighborhood adjacent to Downtown offers more than 170 restaurants. Visitors can explore cuisines from Portugal, Spain, Brazil and more. Rodizio – endless Brazilian BBQ – is a specialty and it's easy to find a good sangria. Other restaurants to note in town are the soon to be open Marcus B&P by celebrity chef Marcus Samuelson, The Ainsworth on the rooftop of Hotel Indigo offering views of Lower Manhattan, Hobby's Delicatessen offering kosher deli fare since the 1960s and Krug's Tavern – home to the best burger in New Jersey. Beyond Newark, NJ and NY sport world-class restaurants for all tastes and budgets.

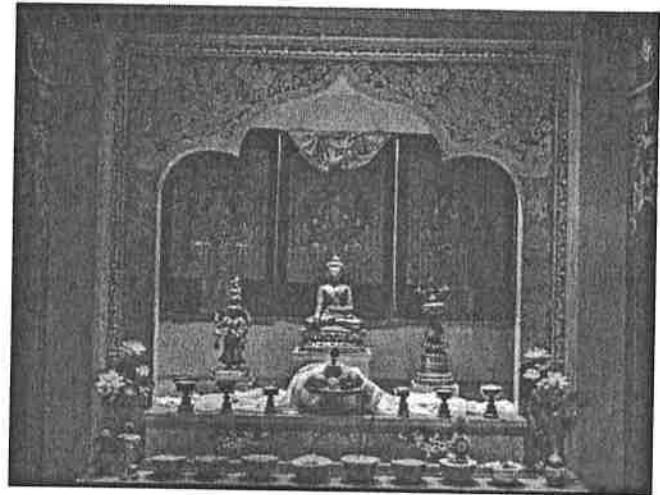
Other notable sites:

Newark is close to the unique Liberty Science Center, a 300,000-square-foot learning center located in Jersey City which is dedicated to sharing the “power, promise, and pure fun of science and technology”. The Liberty Science Center houses 12 museum exhibition halls, a live animal collection with 110 species, giant aquariums, a 3D theater, live simulcast surgeries, hurricane- and tornado-force wind simulators, K-12 classrooms and labs, and teacher-development programs.

The Cathedral Basilica of the Sacred Heart is the fifth largest cathedral in North America and seat of the Roman Catholic Archdiocese of Newark. It is an active church and a tourist attraction in its own right.



The Newark Museum is one of the most influential museums in the U.S. and its collections, which rank 12th in size in North America and reflect world cultures, are nationally and internationally renowned. Since its founding, the Newark Museum has used its diverse collections to create exemplary exhibitions and an innovative model for museum-centered programs for school, youth, family and adult visitors. Each year, the Museum serves more than 300,000 visitors and continually develops programming to meet the changing needs and interests of its constituency. Evening and weekend programs such as Late Thursday and Second Sunday further connect with the community. The Museum also has a historic track record of success in implementing significant programmatic campaigns to move the work of the institution forward, such as the reinstallation of the American art galleries, the creation of a new wing for science, and the upcoming relocation and reinstallation of the permanent galleries of African art.



In 2015 the Museum launched a plan to reopen the main entrance—to be dedicated to Louis Bamberger—in order to leverage its location on Washington Park and to reconnect with sidewalk life that has expanded greatly in recent years.

Most recently, the opening of the new Prudential tower two blocks from the museum, the restoration of Hahne and Company and the subsequent arrival of anchor retail and new residential, the current expansion of Audible on the corner of James and Washington, the renovation of 15 Washington as a Rutgers residence hall, the purchase of the townhouse on the corner of Central and Washington (across from Horizon Plaza) by Rutgers as an Alumni Center, the announcement of the residential project in the Verizon building, the pending development at the former Bears Stadium site, and the promise of additional development at Broad Street Station all align to heighten the importance of the proposed Museum project.

The neighborhood is changing quickly to accommodate its renewed growth and adaptive reuse and the Museum reaffirms its role as a cultural and business anchor. The benefits of reopening the Museum's main entrance are multiple. On the outside, the project will result in increased public engagement. With the doors open, the Museum will once again project neighborhood stability and security. In addition, the external plaza concept will connect the Museum to Washington Park and serve as a new public destination, attracting more visitors to the neighborhood with increased outdoor Museum programming.

new jersey
performing
arts center

njpac

The New Jersey Performing Arts Center has an annual audience of over 500,000 people, making it one of the busiest performing arts centers in the country. Last year, NJPAC hosted 549 events and performances, including 121 free community events.



NJPAC's programming is the most diverse in the nation, with performances targeting almost every culture of significance in the state and a wide age range. NJPAC is the leader in the State for programming targeted to African American, South Asian, Korean, Latino and Portuguese audiences. It has the most significant classical, jazz and dance programs in the State. It was the first arts center in the country to recognize Hip Hop as a significant American artform. It draws audience from every county in the state and a significant audience from New York City and beyond (more than 30% of its audience is from out-of-state). It is particularly important to NJPAC that the local Newark audience is served, and the City is the largest source of both ticket buyers and attendees at community events. NJPAC offers an active civic engagement program with community discussions on issues of significance, and in that light it is one of the host venues for the NJ gubernatorial debates this fall.

NJPAC is not only a presenter of touring artists, but is a producer of original work including the critically acclaimed "Hip Hop Nutcracker," now on its fourth national tour. One of its original works, "Jazz in the Key of Ellison," was created in collaboration with Audible.com.

In addition, NJPAC operates a comprehensive arts education program for 77,000 children and families, including programs spanning from exposure, through skill building, through creating. Its "maker-movement" inspired arts curriculum is organized into seven disciplines that are well suited to student generated creation, emphasizing the development of students' authentic voice and 21st century workforce skills. NJPAC offers programs at the arts center, in school classrooms and in partnership with community partners at their locations.

NJPAC controls over 8 acres of real estate that is slated for commercial development surrounding its downtown location. Its first project, One Theater Square, is a 22-story luxury residential building that is under construction. In the next phase of development, an upscale hotel and conference center will be built integrated into the arts center, along with additional residential and entertainment oriented retail. The master plan for NJPAC's development sites takes smart urban design principles and will be a catalyst in the continued growth of the downtown as a vibrant live/work/play destination.

Newark Public Library

MESSAGE FROM THE DIRECTOR

For almost 130 years, the Newark Public Library has served as a center of possibilities, connecting Newarkers to each other and to a changing world, and enabling them to make the most of their opportunities and dreams. The Main Library along with its seven community branches are often revered as a “home away from home” by residents seeking refuge from the noisy, bustling city and entry into a realm of endless potential, infinite knowledge, and exotic tales that co-exist within our walls.

Our seven branch libraries provide the Newark Public Library with the unique and powerful capacity to impact residents within their own neighborhoods. Through our exceptional reach, we are able to strengthen communities, foster understanding and provide residents with the tools, knowledge and assistance needed to help them achieve success. The critical role that the Newark Public Library plays in transforming hearts, minds and lives in Newark should not be underestimated. Our contributions are essential to ensuring our communities continue to thrive and advance.

Our library, like our city, is transforming itself. In an era marked by instability, our libraries anchor our residents to each other

and to our community. We do not work in isolation. We are a hub, working with and connecting many other agencies across the city. Even while we continue to transform ourselves we remain true to our core: discovery, dissemination, and preservation of knowledge.

In an era of digital and economic divides, the Newark Public Library draws no distinction by politics, race, wealth, or education. We serve everybody—for free. We help patrons access social services, search for jobs, find information, create knowledge, and participate fully in our economy and society.

To serve our community better, the Newark Public Library is re-envisioning the optimal use of our critical asset—our space. By bringing the Main Library up to 21st Century standards and creating flexible, multi-purpose spaces, we will be better positioned to engage our community around the three key themes:

- Incubator of Ideas & Learning
- Creator of Community
- Trendsetter in Library Technology and Innovation

Anchor Institution and dynamic hub. Building a fair, just, engaged and vibrant Newark.

Jeffrey Trzeciak
Director, Newark Public Library



Incubator of Ideas and Learning

We will inspire life-long-learning in Newark's next generation by expanding the Children's Room in the Main Library and placing children's librarians in each of the branches.

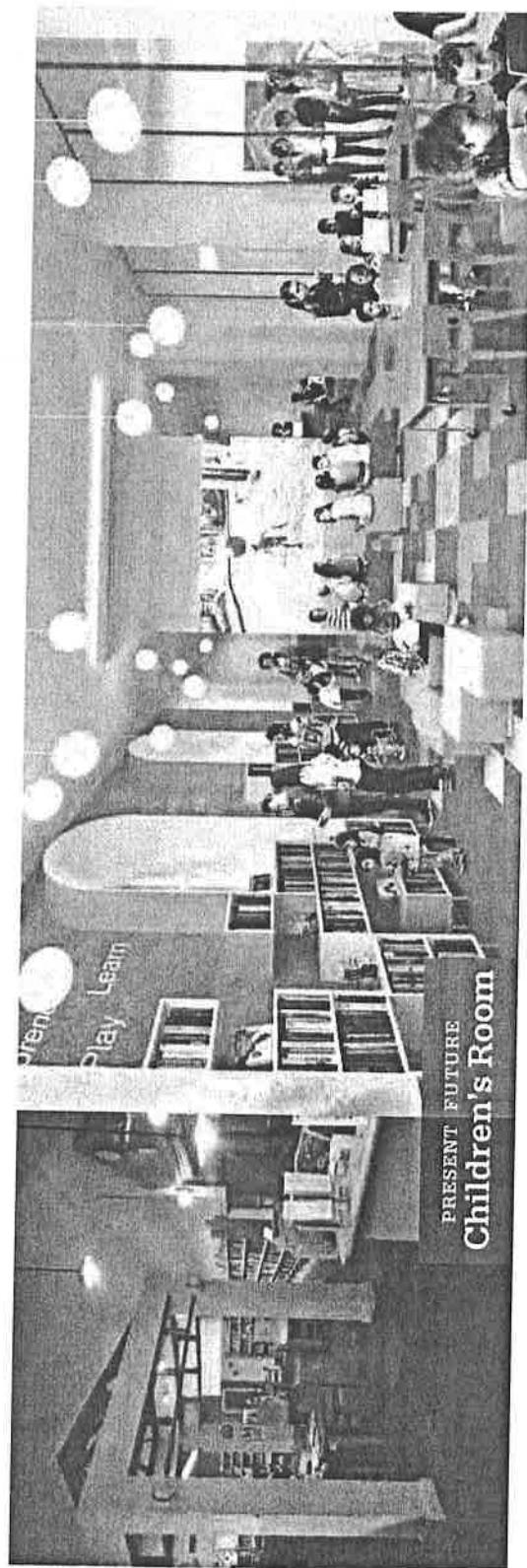
We will create a dedicated space for teenagers to spend time after school and during the evenings and weekends. By working with children and teenagers on a sustained basis, we will nurture and generate 21st century leaders.

We will enhance literacy services by providing flexible spaces for classes and one-on-one tutorials.

We will expand our adult education offerings to include more life-long learning classes and activities. Through collaborations with partners, we will provide robust family literacy, computer literacy, financial literacy, and health literacy programs.

We will collaborate with community groups to provide English language instruction for adult immigrants and engage patrons in Spanish, American Sign Language and Portuguese.

We will encourage and inspire the craft of writing by hosting seminars and programs in the Philip Roth Personal Library.



Trendsetter in Library Technology and Innovation

By renovating and transforming our beautiful and historic building, we will improve technology and digital resources, and capture energy savings with building management systems, allowing us to offer enhanced services and programs.

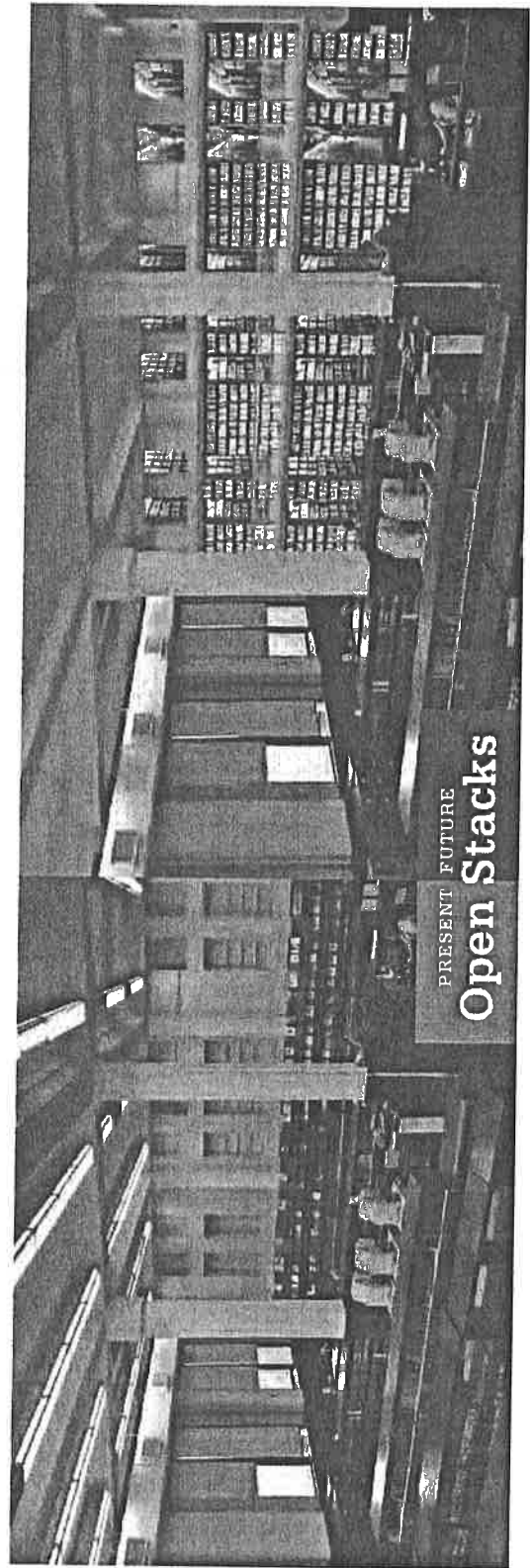
By upgrading our technological infrastructure, we will increase the number of job readiness classes and self-paced tutorials offered to patrons needing assistance with typing and computer skills.

We will provide access to technology for all, with attention to the needs of the 1 in 5 Newark households who do not have computers and cannot complete on-line forms for jobs and social services at home.

We will provide co-working spaces for new and upcoming small local businesses that need work cubicles, meeting rooms, connection to high speed internet and access to printers, computers, and scanners.

We will increase digitization of our unique collections to facilitate and encourage research by students, residents and scholars.

By installing climate control systems and conservation protocols, we will enable community members to access our vast holdings of historic but fragile photographs, local history materials, and works of art on paper.



PRESENT FUTURE
Open Stacks

ANCHOR AND HUB | TRANSFORMING THE NEWARK PUBLIC LIBRARY | 9

Newark is actively pursuing green initiatives

The Newark Department of Engineering is currently working on a project to develop and implement a comprehensive Energy Savings Plan to reduce energy usage of city buildings. This comprehensive effort will embed energy conservation measures by upgrading lighting, electrical, mechanical, and building management systems, replacing skylights and roof portions, and improving building envelopes. Through thoughtful negotiations, the project will also create energy efficiency and retrofit job opportunities for Newark residents. Once implemented, the improvements will reduce the city's municipal energy consumption by 20 percent over the next five years.

The City of Newark has worked closely with the U.S. Department of Energy (DOE) since 2009 to implement comprehensive efficient and renewable energy programs and policies. Until recently, these efforts have focused primarily on improvements to city owned or managed assets. Through this special partnership opportunity, the city has benefitted from targeted technical support, as part of a small cohort of cities focused on expanding energy efficiency programs for low-to-moderate income households. The Accelerator seeks to demonstrate a wide range of promising models for delivering integrated energy efficiency and renewable energy programs to lighten the energy burden on families with limited means.

Newark is also seeking a SolSmart designation in partnership with the Solar Foundation to accelerate and encourage renewable energy development in the city. Officials from the Department of Engineering, Department of Economic & Housing Development and the Office of Sustainability are working with the Solar Foundation and their technical advisors to advance the use of solar energy and solar compatible-technologies. The SolSmart program is a national program, funded by the U.S. Department of Energy Solar Powering America by Recognizing Communities (SPARC) initiative which helps local officials remove obstacles and barriers to solar energy development.

"Green infrastructure" approaches are helping Newark to improve water quality, support neighborhood beautification, and accelerate economic development. The City of Newark is implementing a variety of alternative stormwater management approaches to absorb and retain street runoff using green, nature-based best practices. As one of the oldest cities in the Eastern seaboard, the City of Newark has a lengthy history of development and urbanization which has resulted in a limited number of green, naturally permeable areas. The green infrastructure approaches are helping local officials study the most efficient and effective ways to remove or replace impervious surfaces to reduce incidences of localized flooding while also achieving multiple co-benefits such as improved water quality and groundwater recharge and decreased urban heat islands. Over the last several years, numerous green infrastructure projects have been installed on public and private properties including rain barrels and cisterns to harvest rainwater, rain gardens, and tree plantings. Over the next year, the City will be increasing the complexity of these green infrastructure pilot projects with the installation of a green traffic triangle, stormwater planters, porous pavement, bioswales, and subsurface catchment areas, as well as other rain water capture, retention and absorption best practices along public right of ways.

In 2016, crime in Newark fell to the lowest rate since 1967. The City of Newark takes public safety very seriously. Violent crime gets all the attention but is concentrated in two pockets in the city far from the downtown core. Around 80% of violent crimes occur on only 20% of the city's street segments. But any violent crime anywhere in our city must be fought. Mayor Ras J. Baraka and Public Safety Director Anthony Ambrose have instituted several new programs and reforms to improve policing efficiency and to get the community more involved. Below is a sample.

Strengthen and expand the major crimes unit.

- Increased the number of detectives from eight to 24.
- Increased arrests and improved clearance rates, reducing retaliatory shootings and getting shooters off the street so they won't become victims.

Target high crime areas for coordinated response by public safety, health, sanitation, code enforcement and other agencies.

- Closed problematic stores in targeted areas to eliminate negative impact on Quality of Life.

Reorganize internal affairs unit to ensure that misconduct is addressed.

- Internal Affairs is being relocated to a building not owned by the city – less intimidating to residents.
- We hired an attorney to oversee the trial board and internal affairs.

Hold community COMSTAT meeting to better inform citizens about reducing crime and violence in their neighborhoods.

- Held the first community with more than 100 residents with overall positive feedback.

Conduct citizen surveys on police performance to improve effectiveness.

- Randomly selected approximately 5% of reports slightly more than 1500 Surveys being analyzed by members of the Rutgers Police Institute.
- Results were largely positive; some areas of improvement were identified.
- Ongoing surveys will be held.
- Started a nine-week training. Provided overview of the Department of Public Safety, Police, Fire, and OEM. Included demonstrations, instructions, practical exercises and tours.

INCENTIVES.

YES

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

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SUPPORT.

YES

**NEW
ARK.**



RAS J. BARAKA
MAYOR
NEWARK, NEW JERSEY

October 17, 2017

Mr. Jeffrey Bezos
Chief Executive Officer
Amazon
2121 7th Avenue
Seattle, Washington 98121

Dear Mr. Bezos:

On behalf of the diverse community of Newark, I wish to thank Amazon for giving us the opportunity to demonstrate why our city is the perfect location for your second headquarters. From our data infrastructure, which offers cutting-edge bandwidth and the fastest internet speeds to our unmatched transportation network with trains, roads, rails, airports, and seaport – we can help you move your people and products like no other city can.

Newark has all that you seek including something that is not listed on the RFP, but which is at the core of the social responsibility that Amazon is known for: the opportunity to accelerate the transformation of a great American City that is already experiencing enormous progress. My administration is prepared to take the steps necessary to show you that we are ready to meet the needs and answer the challenges that are certain to come with HQ2.

Newark is in the midst of a development boom with new offices and housing. We have proven that we can match our rapid growth with the smart planning and sustainable infrastructure needed to support it. We are prepared to rapidly build whatever is needed for HQ2 including road and streetscape improvements, more and better bike lanes, improved traffic flow, waterfront green space, environmentally sound parking and much more.

We will accelerate the approval process for housing and commercial construction to ensure that the more than 10,000 residential units already planned in Newark will open in time for new employees to move in and to ensure that the additional development stimulated by HQ2 proceeds without delay.

To help Amazon employees who want to live in Newark, we will expand our Live Newark homebuyer program to additional neighborhoods. We will provide loans of up to \$25,000 to be used for down payments or closing costs. These loans will be forgiven at a rate of \$5,000 per year up to five years as long as recipients remain in their new homes.

Amazon RFP Letter

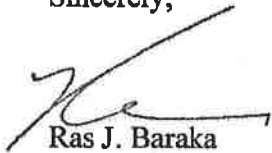
October 17, 2017

Page 2

The City of Newark already has strong partnerships with our schools, research institutions, and universities to prepare our children for the high-tech jobs of the future. I would welcome Amazon as a partner in the corporate giving campaign that I am developing to match city and private dollars for coding classes, computer literacy and technology education for our youth.

This only begins to scratch the surface of what Newark will do to make Amazon at home in our city. We will collaborate with you to help provide all that you need to locate here. We will work with you to make it happen.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ras J. Baraka', with a long horizontal stroke extending to the right.

Ras J. Baraka
Mayor



OFFICE OF THE COUNTY EXECUTIVE

Hall of Records, Room 405, Newark, New Jersey 07102

973.621.4400 --- 973.621.6343 (Fax)

www.essexcountynj.org

Joseph N. DiVincenzo, Jr.
Essex County Executive

October 13, 2017

Dear Amazon Executives:

As the Essex County Executive, I can think of no better location for a new Amazon headquarters than the City of Newark. The City is one of 22 municipalities that make up Essex County, which is an ideal area that is ideal to live, work and play.

Newark is a dynamic city with great potential for even more. Major corporations such as Prudential, Audible and Panasonic make their home here. Educational institutions such as Rutgers, Seton Hall, NJIT and others are molding the minds for our next generation of leaders. Cultural institutions such as the NJ Performing Arts Center and Newark Museum challenge our minds and offer inspiration. The Prudential Arena welcomes professional sports and major entertainers. And a variety of restaurants, hotels and businesses are positioning themselves in Newark's Downtown to take advantage of the tens of thousands who work, attend school and, now more than ever, reside here.

The natural jewels of the City are its open spaces, many of which are under the auspices of the Essex County Parks System, the first county parks system created in the United States. Parks are like the lungs of our neighborhoods, providing residents with opportunities where they can exercise, play and unwind. Fortunately, our forefathers understood the importance of open space when they created Branch Brook Park, the first county park, in Newark in 1895. We have continued this legacy by making sure our parks continue to meet the needs of our communities by modernizing athletic fields and playgrounds, restoring historical features and enhancing the natural landscaping. One of my goals has been to create opportunities for people to enjoy their leisure time without leaving Essex County. Of course our parks play a major role in this initiative.

And although we are in a heavily developed urban atmosphere, we are committed to preserving open space. In fact, since taking office 15 years ago, we have created six new parks, including two in Newark. These featured a parking garage being transformed into a passive park and a storage field for shipping containers being developed into an athletic complex. Our Parks System now has 23 parks, five reservations and numerous recreation facilities. There is more to come as we are collaborating with the City of Newark to expand the development of Riverfront Park along Newark's waterfront area in the Downtown District.

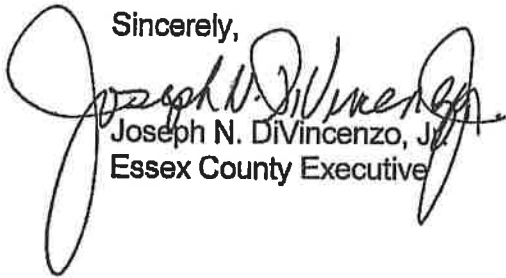
Putting Essex County First

ESSEX COUNTY IS AN EQUAL OPPORTUNITY EMPLOYER

Our parks also serve as an economic engine by enhancing property values, stabilizing neighborhoods and attracting visitors. Probably one of the largest events in the City occurs every spring when the cherry blossom trees bloom in Essex County Branch Brook Park. Our collection currently consists of over 5,000 trees, which is more than the national display in Washington, DC, and features the greatest variety of cherry blossoms in the world. Tens of thousands of people visit the park to witness the pink and white petals juxtaposed against the canvas of the park. The pilgrimage has become a tradition and the accompanying festivals and events celebrate the diversity of our community.

Our slogan is "Putting Essex County First," which is something you can be assured we and the City of Newark will do if you choose Newark for your new headquarters. We look forward to welcoming you to our County. Please do not hesitate to contact me if we can be of further assistance. Together we will continue *Putting Essex County First*.

Sincerely,

A handwritten signature in black ink, appearing to read "Joseph N. DiVincenzo, Jr.", written over the typed name and title.

Joseph N. DiVincenzo, Jr.
Essex County Executive

Putting Essex County First

ESSEX COUNTY IS AN EQUAL OPPORTUNITY EMPLOYER



NEW JERSEY SENATE

M. TERESA RUIZ
SENATOR, 29TH DISTRICT
166 BLOOMFIELD AVENUE
NEWARK, NJ 07104
TEL. 973-484-1000
FAX. 973-484-1008
senruiz@njleg.org

ASSISTANT MAJORITY LEADER
EDUCATION, CHAIR
BUDGET AND APPROPRIATIONS

October 13, 2017

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

Dear Mr. Bezos:

I write in support of the great City of Newark's proposal to serve as the destination for Amazon's second headquarters in North America. Newark, New Jersey is a premier city with all of the exciting elements that will best meet the needs of Amazon as it grows its operations.

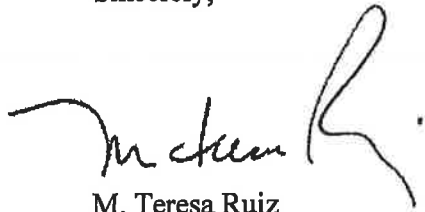
Newark is located in the New York Metropolitan Area with a population of 20 million people and access to the top professional talent in the world. We have a robust transportation network that supports a train or bus ride to New York City in minutes or a flight to London or another global city from the Newark Liberty International Airport.

We boast a unique tech hub and major corporate partners such as Prudential, Panasonic, PSEG and Audible that are thriving in our city. We have an array of top-tier universities, including Rutgers University-Newark and New Jersey Institute of Technology. Our city also has the fastest Internet in the country – another important distinction that sets us apart from other cities. We are the Arts mecca of the state, hosting the New Jersey Performing Arts Center, the Newark Museum, Newark Symphony Hall and other first-class entertainment venues.

Our city is at a turning point and is experiencing a residential and commercial development boom, and we are poised to embrace the next venture that will elevate our city even further. We are the most natural fit to be Seattle's counterpart as the city to host Amazon HQ2 – the next Amazon headquarters – and we have elected officials at all levels who are committed to its success in the great city of Newark, New Jersey.

I proudly endorse the proposal submitted by Newark, New Jersey and look forward to working with you to make our city the home of Amazon HQ2.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Teresa Ruiz". The signature is fluid and cursive, with a large, stylized "R" at the end.

M. Teresa Ruiz
New Jersey Senator
Assistant Majority Leader
29th Legislative District



MILDRED C. CRUMP
PRESIDENT - MUNICIPAL COUNCIL
NEWARK, NEW JERSEY 07102

CITY HALL ROOM 304
920 BROAD STREET
NEWARK, NEW JERSEY 07102
(973) 733-8043

October 16, 2017

Jeff Bezos, CEO, Amazon
2121 7th Ave
Seattle, WA 98121

Dear Mr. Bezos,

As the City of Newark's Municipal Council President, I want to extend my full support for Amazon's second headquarters here in Newark. I know you are well aware of Newark's many assets that include our transportation infrastructure, strategic location in the New York Metropolitan Area, our local universities and access to very talented people. I want to tell you about what makes this city so great and why Amazon would do well by making Newark its new headquarters.

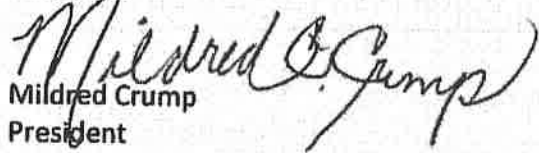
Newark has always been a center for manufacturing and science. We have inventors that are part of our rich history like Seth Boyden and Thomas Edison. These two men have developed some of the most transformative concepts and inventions the world has ever seen. That history continues to this day through the ingenuity and innovation of our current citizens. We are home to technology companies like Audible and Panasonic. Every day there are incredible groundbreaking discoveries at Rutgers University and New Jersey Institute of Technology. Newark is the place to be if you want to further your business and develop bold new ideas that will move your company forward.

We know there are many cities that want to convince you to move there. I believe that Amazon would benefit considerably more by locating in Newark because no other city will be able to offer the wealth of resources, infrastructure assets, transportation options and location proximity that Newark can offer in the entire Northeast corridor. Broad Street and Market Street in our downtown are the crossroads of North Jersey. Newark has infrastructure and space to provide for all the needs of Amazon. There will not be growing pains because we do it each day for many other corporations.

I welcome you to our city and I am looking forward to the day when you can see some of the great places and the amazing people that make Newark the wonderful place it is. You can look forward to lunch or dinner at some of our wonderful restaurants, relaxing walks among the

cherry blossoms in historic Branch Brook Park or a culturally enlightening visit to the Newark Museum. I am positive you will be extremely impressed by all that Newark has to offer.

Sincerely,

A handwritten signature in cursive script, reading "Mildred Crump". The signature is written in dark ink and is positioned to the right of the typed name.

Mildred Crump

President

Newark Municipal Council



Lata N. Reddy
Senior Vice President, Diversity, Inclusion & Impact
Chair & President, The Prudential Foundation
Prudential Financial, Inc.
751 Broad Street, Newark, NJ 07102-3777
Tel 973 802-8945 Fax 973 367-8635
lata.reddy@prudential.com

October 17, 2017

Mr. Jeffrey P. Bezos
President, Chief Executive Officer
and Chairman of the Board
Amazon.com, Inc.
2121 7th Ave
Seattle, WA 98121

Dear Mr. Bezos:

Prudential proudly stands with the State of New Jersey and the City of Newark in its proposal to Amazon for the company to develop its second headquarters in Newark. Our firm has been headquartered in Newark since we were founded here more than 140 years ago and our dedication to the City has not waived.

As you no doubt already know, there is a visible resurgence taking place in Newark due to the collective efforts of the City, corporations like ours, other anchor institutions and local nonprofits. Whether through the next wave of manufacturing, a technology hub and an education ecosystem of district and charter schools, these efforts are helping to create a 24/7 vibrant, thriving city. Additionally, progress is being made toward closing the economic gap by connecting residents to local growth, helping expand the middle class and increasing prosperity overall. As a result, Newark is on the rise.

While Prudential is now a global organization serving customers in more than 40 countries, we remain rooted in our hometown with the Newark community that helped build our company. We know that businesses today must not only generate profits but also drive progress. Newark provides the opportunity to do just that.

We welcome the chance to work more closely with Amazon should you decide to call Newark your second home. Together we can work towards a shared goal of spreading economic and social opportunity creating meaningful and lasting change across this great city.

We hope you take this into consideration as you look to make your decision next spring. We will make ourselves available to speak with you further regarding any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read "Lata N. Reddy".

Panasonic

October 11, 2017

AMAZON

Office of Economic Development

c/o Site Manager Golden

2121 7th Ave

Seattle, WA 9812

Dear Mr. Golden:

On behalf of our CEO, Tom Gebhardt, and the entire Panasonic family, I wanted to extend a warm hello from the City of Newark. Since Panasonic arrived in Newark a little over four years ago, the city has welcomed us with open arms – from the Mayor's office and community organizations to schools and the Newark anchor companies including Prudential, Horizon, Verizon, PSEG, and Audible.

We are very much aware that Amazon is seeking a home for its second headquarters, and we are looking forward to seeing Amazon join the list of anchor companies in this city! We hope that you will consider joining us in Newark to add to the new and rich fabric of life that is being created here.

Panasonic is proud to call Newark home. We've collaborated with amazing community groups and local businesses that enrich the lives of people who live and work here. Panasonic installed security cameras in neighborhoods outside the downtown area, provided bodycams to the Newark Police Department, and provided product to outfit Rev. Al Sharpton's National Action Network Technology Center in the city's South Ward. You will find our system solutions in the New Jersey Performing Arts Center, the Newark Museum and other locations around the city. And our educational programs make a difference in over 15 schools and with thousands of children in Newark and surrounding areas.

Why come to Newark? Well, Newark is experiencing a wonderful business and cultural renaissance. The energy of the city is growing and changing - diverse, progressive, community-conscious. If you look around the city, you will see diverse developments in housing and businesses, the arts and culture.

With Mayor Baraka's Newark 2020 initiative, Panasonic, like others, has been given a wonderful opportunity to make its mark in this city and change lives – through hiring Newark residents, purchasing from Newark businesses, and encouraging employees to consider the benefits of living in Newark.

Newark has a wealth of opportunities to offer Amazon, as you would say "from A-Z". Arts & Culture, there's the convenience of being able to walk to the Prudential Center to see a Bruno Mars concert, or to the Performing Arts Center to see the NJ Symphony or ballet. Enjoy the Farmers Market at PSEG every Thursday. Visit the array of new restaurants on Halsey Street. Attend one of the many music festivals and take in a soccer match at the Red Bull stadium. And then there's the BUZZ of the city. Employees further their education at one of Newark's prestigious universities. Entrepreneurs are taking advantage of more small business opportunities, creating more jobs and further stimulating development.

Amazon would be a great addition to the City of Newark. We sincerely hope you will strongly consider Newark as the home of your second headquarters.

Sincerely,

Damien Atkins

Damien Atkins

Vice President, General Counsel

David M. Daly
President and Chief Operating Officer

Public Service Electric and Gas Company
80 Park Plaza, T4, Newark, NJ 07102-4194
Tel: 973.430.6033 Fax: 973.596.0992
Email: david.daly@pseg.com



October 16, 2017

Mr. Jeffrey Bezos, Chief Executive Officer
President and Chairman of the Board
Amazon.com
410 Terry Ave North
Seattle, WA 98109-5210

Dear Mr. Bezos,

PSEG would be delighted to have Amazon as one of our neighbors in Downtown Newark. Our roots in Newark are deep and our strength comes from our long legacy in this community and greater New Jersey.

Our company mission is simple: We are people providing safe, reliable, economic and greener energy. Today, more than ever, we understand that our mission and our impact on the communities we serve are important to companies like Amazon and look forward to demonstrating how we can be an effective corporate partner should you choose our headquarters city as your own.

PSEG has evolved over time, reinventing itself to continue to meet the needs of customers, employees and shareholders. Today, PSEG is a publicly traded diversified energy company with 2016 annual revenues of \$9.1 billion and more than 13,000 employees. We rank 306 on the Fortune 500 list for 2017 and have been named to the Dow Jones Sustainability North America Index for the 10th year in a row. PSEG's inclusion in the Forbes JUST 100 was based on our success in creating jobs, conducting business in an ethical manner, providing strong retirement and health benefits, and caring about the communities in which we operate.

PSE&G, our electric and gas utility, is the largest in New Jersey and serves 75 percent of the state's population and the largest cities, including Newark. We are committed to growing and evolving with the needs of the state. We continue to upgrade several switching stations in Newark to handle additional electricity growth and capacity. And we have been deploying smart grid technologies that enable us to diagnose and correct potential problems before they occur. These significant upgrades will ensure that your facility receives safe, reliable and efficient energy now and in the future – at a level that is on par with a major metropolitan center such as New York City.

PSE&G has also been making major upgrades to its gas distribution system, replacing older cast-iron pipes with new, more durable plastic piping that improves reliability and reduces leaks of methane, a potent greenhouse gas.

Mr. Jeffrey Bezos

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10/16/17

PSEG has been an integral part of the Newark community since its founding. We have grown with the city and are proud to power its industry and businesses. Most recently we joined our corporate partners in Newark with the Mayor's Newark 2020 Hire, Buy, Live initiative. This is a signature commitment aimed at reducing unemployment by 2,000 residents by the year 2020 as well as increasing economic opportunities for all residents. This commitment will help to revitalize commercial corridors, create more affordable housing, integrate the arts into every aspect of city life and much more.

Newark is certainly a city with a progressive and promising future. We welcome Amazon to join us on this journey.

Sincerely,

A handwritten signature in black ink, appearing to be "D. J. ...", with a long horizontal flourish extending to the right.



Broadridge

Broadridge Financial Solutions, Inc.
One Park Avenue, 12th Floor
New York, NY 10016

Broadridge is a global fintech leader which helps clients transform their business with advanced communications, technology, operations, data and analytics solutions. Since becoming independent in 2007, we have grown into a global fintech company and are recognized¹ as an invaluable partner for the world's leading companies and financial institutions. With over 50 years of experience, Broadridge's infrastructure underpins proxy voting services for over 90% of public companies and mutual funds in North America. We handle trades involving more than \$5 trillion in equity and fixed income trades per day, support communications that reach 75% of North American households and manage shareholder voting in 90 countries with full-time associates in 16 countries. For more information about Broadridge, please visit www.broadridge.com.

Broadridge selected Newark as the location for headquartering its Global Technology & Operations (GTO) Division, which had previously been located in Jersey City. We have decided to relocate approximately 1100 associates to this new location which resulted from many months of evaluation of various alternatives. We found Newark to represent the type of progressive environment where governmental bodies, corporations, universities and the non-profit communities come together in a very collaborative fashion.

The city is located in a very attractive geographic area with a very sound infrastructure, which is also continuing to be enhanced. It provides our employees/associates with various commuting options² and access to an increasing range of amenities to enjoy. The ability to travel nationally & internationally, as well as being able to have others access us from various locations via auto, mass transit, air was another highly attractive consideration.

The ability to design a workspace to meet our current and future needs in a safe and secure environment were paramount considerations for Broadridge. We are extremely pleased with how welcoming the city and the many community members have been as we are now an active business partner in helping to further the positive environment of this great city.

Matt Connor
Broadridge GTO-CFO

J. Michael Hopkins
Broadridge GTO
Newark Executive Liaison

¹ WINNER 2016, World's Most Admired Companies, Financial Data Services, FORTUNE® Magazine

² 80%+ of drivers and 50%+ of associates taking mass transit will have a better commute