

Advanced Heart Failure and Transplant Program, having performed more than 1,000 heart transplants; New Jersey's only certified Advanced Lung Disease and Transplant program and a cardiothoracic surgery and valve center that will soon complete its 1000th minimally invasive TAVR procedure. The Frederick B. Cohen, M.D., Comprehensive Cancer and Blood Disorders Center and the HFNJ Breast Health Center offer a multi-disciplinary approach to the screening, diagnosis, and management of cancer. As an early leader in minimally invasive surgery, NBIMC offers a broad range of advanced robotic surgeries. Children's Hospital of New Jersey at NBIMC offers state-of-the-art care in nearly 30 pediatric subspecialties. It is home to the Children's Heart Center, New Jersey's most comprehensive pediatric cardiology and cardiac surgery program. It is an honor to serve New Jersey's largest city especially in this time of exciting growth and future potential.

At RWJBarnabas Health, we recognize that the provision of health care is only one component of helping people live healthier lives. Our Social Impact and Community Investment Practice is championing the transformation of RWJBarnabas Health from an organization that primarily treats people when they are ill to one that helps keep populations well. Recognizing that health and social inequities are directly linked, the Practice addresses the non-clinical factors that affect health outcomes. The great City of Newark is our laser focus for improving the lives of the residents and eliminating healthcare disparities and addressing the social determinants of health.

The mission is to work with our communities to foster health-promoting environments and conditions for the long-term well-being of all residents. RWJBarnabas Health is determined to formulate effective strategies, mobilize the right resources and identify the appropriate traditional and non-traditional partners to produce the change necessary to improve health. The Practice is focused on vulnerable populations. It is unique among health care providers because of the system's belief that to make a long-term and truly sustainable impact, there must be changes in municipal, state or federal policy.

The Practice also serves as a driver of the system's anchor mission to intentionally apply our institution's long-term, place-based economic power and human capital, in partnership with the community, to mutually benefit the long-term well-being of both. Our anchor institution strategy involves hiring locally, buying locally, and investing locally.

The City of Newark is serving as a prototype for many of our social impact initiatives to be implemented throughout the system. Based on existing research, the results of our Community Health Needs Assessments (CHNA) and ongoing dialogue with community members and public health colleagues, we have identified and prioritized areas that align with the social determinants of health including: economic stability, education, and neighborhood and built environment.

An example of our efforts in this space is Newark's city-wide initiative -- Hire Local, Newark 2020 -- with the focus on cutting the city's unemployment rate in half by connecting 2,020 unemployed Newark residents to full-time work that pays a living wage by the year 2020. RWJBarnabas Health is collaborating with the Office of the Mayor and was first to commit to hiring 350 Newark residents to full-time and part-time positions with career and livable wage pathways by 2020.

In addition, the Practice works to address community food security by increasing the availability of fresh, nutritious and affordable healthy food. The Beth Greenhouse located at Newark Beth Israel Medical Center and Children's Hospital of New Jersey provides access to fresh, nutritious affordable produce to residents of the South Ward and surrounding communities. It also provides on-the-job training, internships and employment opportunities and supports health and wellness activities. The Beth Greenhouse and Farmer's Market have recently obtained authorization as the first hospital-based vendor in the state and federally run Supplemental Nutrition Assistance Program (SNAP). This SNAP designation is the Practice's first major policy accomplishment and is the first of a number of advocacy efforts designed to enhance access to healthy and affordable foods. Additional focus of our efforts includes education and family health literacy, economic stability and housing stability, and Youth workforce development among many other initiatives.

We support initiatives that promote wellness and physical activity and we provide professional and personal development services for individuals in need, at-risk children and their parents. In 2016, RWJBarnabas Health invested more than \$12.99 million in community health improvement services and community benefit operations that provide care for individuals beyond their medical needs. Additionally, RWJBarnabas Health is proud to support and partner with countless other organizations throughout the state that are striving to make our communities better places in which to live, work and play.

RWJBarnabas Health is an economic engine for our communities, creating jobs and driving spending, creating a ripple effect across the state. We make crucial economic contributions that support the livelihoods of thousands of people in the region. It is estimated that the economic activity of each hospital job in New Jersey supports another 2.25 jobs within the state, demonstrating the tremendous economic impact of our system's salaries and spending that resonates across the state and beyond.

It is our hope that Amazon will recognize the wealth of opportunity that is available in Newark should the company determine to establish its Headquarters 2 in this city. The City of Newark is a thriving metropolis, championed by a dynamic visionary, Mayor Ras J. Baraka who is a tremendous collaborator to the corporate community. Amazon employees would enjoy a

culturally, educationally and recreationally rich life in this region. We sincerely hope that you will strongly consider the City of Newark as your new home and we would welcome the opportunity to partner with you in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Michellene Davis". The signature is written in a cursive, flowing style.

Michellene Davis, Esq.,
Executive Vice President, Chief Corporate Affairs Officer



60 Park Place
Suite 604
Newark, NJ 07102
Phone: 973-596-6400
Fax: 973-624-9303
www.newark-alliance.org

Newark Alliance Board of Trustees:

Hon. Ras Baraka (Ex Officio)
Mayor, City of Newark

Ron Belt
RBH Group

Fred Bertoldo
Wells Fargo

Dr. Joel Bloom
NJ Institute of Technology

Dennis M. Bone (Chair)
Montclair State University

Dr. Nancy Cantor
Rutgers University-Newark

Raymond G. Chambers
The MCJ Amellor Foundation

Samuel Delgado
Verizon-New Jersey

Lawrence P. Goldman
Rutgers University Newark

President & CEO
Edison Properties

Jeff Howell
Panasonic of North America

Tom Kean (Member Emeritus)
Former Governor of New Jersey

Scott Kobler
McCarter & English

Father Edwin Leahy
St. Benedict's Preparatory School

Robert Marino
Horizon Blue Cross Blue Shield of New Jersey

Kimberly McLain, President & CEO
Newark Alliance

Barry Ostrowski
RWJBarnabas Health

Dr. Victor Parsonnet
NJ Symphony Orchestra

Lata Reddy
Prudential Financial

Art Ryan
Prudential Financial, Retired

John Schreiber
New Jersey Performing Arts Center

Neal Shapiro
NJTV

Susan Stucker
NJ Symphony Orchestra

Rick Thigpen
PSE&G

October 13, 2017

To the Amazon leadership team:

On behalf of Newark Alliance, welcome to Newark.

Newark Alliance is the leading business roundtable, dedicated to the ongoing economic revitalization of Newark, striving to transform our city into a better and safer place to live, learn, work and play for all those who touch Newark: residents, business partners and visitors alike. Our membership, which consists of major corporations, anchor institutions and the most influential business and civic leaders with connections to Newark, is committed to leveraging their collective assets and resources in partnership with key stakeholders to generate economic growth for the city, state, region and beyond. Specifically, our focus is on workforce, economic development and anchor collaboration, and how a collective impact table can spur growth and development in a manner that is inclusive of and beneficial to the entire city. We see this not just as our goal, but our mission.

We welcome you to join us on this amazing journey as Newark transforms itself from big little city to formidable regional player. This ongoing renaissance is being shaped, in part, by an active corporate community invested in the city beyond their own footprint. We are excited about Amazon becoming not just a corporate citizen, but indeed, a corporate partner and ambassador. The opportunities to make a difference, establish a legacy and become an enduring pillar in the community are endless; the opportunities to partner with like-minded business leaders on strategies best maximized by collective effort are equally boundless. Your leadership principles of Think Big and Bias for Action perfectly align to our mission and way of doing business and would be welcome at our table.

We know Amazon will have a limitless number of offers to set up shop in cities across the country. It is our belief that Newark is one of the few where your presence will not only change the landscape of the business sector but dramatically reshape the city itself. We implore you to stake your claim in a city where you are not just another big company doing business, but one where your very presence will anchor the city for years to come. Many well-known member companies of the Alliance have done just that, from Prudential who has been committed to Newark for over 100 years to Panasonic who arrived less than a decade ago. Both of them sit at the Alliance table, recognizing the privilege, honor and sense of duty in being a responsible corporate citizen. We invite you to join them and the many others who are privy to one of the best kept secrets in corporate America: that Newark is a beautiful, special place where you can earn significant profits and, as importantly, make a significant difference.

Once you decide, like us, that there is no place you'd rather be than Newark, Newark Alliance will connect with you and welcome you to the corporate and civic sector. We will be your liaison to the many stakeholders in Newark: corporations, government, the nonprofit sector, etc. We will introduce you through a series of events designed to highlight your presence and commitment to the rest of the city. We will ensure your introduction and presence are felt not only within the business footprint but in the community as well, reaching out to your new city's life-long residents and community groups. We will partner with you to determine the most impactful strategic priorities and investments you can make. We will provide you a platform to leverage your impact with a set of partners ready, willing and able to collaborate with you on business ventures and community investments alike. In short, we will be your partner, your ambassador, your advocate, your convener, your connector, and your champion. Like the rest of the city, we welcome you with open arms.

This is an exciting time to be part of the Newark community and we welcome Amazon's role in it. I'm confident, like the many other companies who call Newark home, it is a decision you will not regret.

Please feel free to reach out to me with any questions you may have.

Best regards,

A handwritten signature in black ink, appearing to read 'KB McLain', written in a cursive style.

Kimberly Baxter McLain
President & Chief Executive Officer
Newark Alliance



University Heights
Newark, NJ 07102-1982
973.596.3102
973.624.2541 fax

Joel S. Bloom
President

October 13, 2017

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

I am writing to express the strong support, on behalf of New Jersey Institute of Technology (NJIT), for the City of Newark, NJ, as the future location of Amazon's second North American headquarters. Newark offers all of what Amazon seeks in a headquarters location and is a city in the midst of a renaissance. Major corporations, including Audible, Panasonic and Prudential, have recognized Newark's potential and have made significant investments in the city that include the development of new facilities. They have been joined by many others in recent years, and Amazon's HQ2 project would align perfectly with this rising urban center that is home to major corporations, multimodal transportation systems, a diverse and talented workforce, as well as multiple institutions of higher education.

As president of New Jersey Institute of Technology, I will speak to what our university adds to Newark's incredibly strong case for becoming home to Amazon's second North American headquarters. NJIT is one of only 32 polytechnic universities in the United States and is home to the largest engineering, computing, and architecture and design programs in the tri-state area. More than one-third of the engineers in New Jersey are graduates of NJIT. Founded in 1881 by industrialists for the purpose of educating a skilled workforce for Newark's businesses, NJIT has never have lost sight of its role in economic development. In fact, that commitment is expressly stated as part of NJIT's mission. Through initiatives like our Enterprise Development Center (EDC) and New Jersey Innovation Institute (NJII), NJIT has continuously enhanced opportunities for partnership with both government and private industry while sparking innovation, driving economic expansion, and providing vital workforce development and training.



NJIT's Enterprise Development Center, which is the largest technology and life science incubator in the State of New Jersey, provides office and lab space, access to scientific and technological equipment, financial guidance, and extensive technical and advisory services to its member companies. Those 95 business entities, which are more than 40% minority-owned, generated revenues of \$65 million last year while employing more than 800 people.

Our New Jersey Innovation Institute is a portal for partnership with industry and government, harnessing the power of NJIT to provide innovative and practical solutions for industry-identified problems. NJII hosts i-Labs in several industry verticals, including healthcare delivery systems, defense and homeland security, biotechnology and pharmaceutical innovation, civil infrastructure, and financial services. NJII now conducts more than \$63 million in economic development activity annually and partners with such organizations as JP Morgan Chase, Osler Health IPA, Panasonic, AECOM, Berger International, Cisco, Torcon, and the United States Department of Defense.

NJIT's Martin Tuchman School of Management is the first in the United States to partner with IBM Global University and deliver the IBM Skills Academy to our students. This partnership also allows for future delivery of training to the employees of partner corporations or individuals through certificate programs.

In July 2017, the State of New Jersey approved \$10 million in funding for Makerspace at NJIT, which will serve as an educational, research, and economic development tool for NJIT students and faculty members as well as for local and regional businesses. Makerspace at NJIT will enable hands-on, project-based learning complemented by training on industrial equipment, development of prototyping skills and experience with modern manufacturing technology.

NJIT also fills an important role in building and diversifying the pipeline of future STEM (science, technology, engineering, and math) employees who will fuel our economy. Current enrollment across bachelor's, master's, and doctoral programs at NJIT exceeds 11,500, and we are growing on an annual basis. Members of our current freshman class had an average high school grade point average (GPA) of 3.6 on a 4.0 scale, and the average score of this class on the math and critical reading sections of the Scholastic Aptitude Test (SAT) was 1285 out of a possible 1600. For those admitted to and enrolled within NJIT's Albert Dorman Honors College, that SAT score rose to 1461 and the high school GPA was 3.91 on a 4.0 scale.



Annually, 200 members of that freshman class were introduced to NJIT through our Center for Pre-College Programs, which provides STEM programming for more than 4,000 students each year and prepares them for success in those disciplines. Those students served by the Center for Pre-College Programs are predominantly underrepresented

females and minorities from the greater Newark area and northern New Jersey. We take enormous pride in our role as a springboard for talented students who are either the first in their families to attend college or are from families of very modest economic means. Most recently, the Equality of Opportunity Project recently conducted a study that ranked NJIT #1 in the entire United States for the upward economic mobility of students whose families are in the lowest quintile for family income.

NJIT is, in many ways, a microcosm of Newark. We are diverse and talented and hardworking, and we are the right place at the right time. Both Newark and NJIT are on the rise, and we would love to embrace Amazon as a neighbor and partner as we continue our climb.

Sincerely,

A handwritten signature in dark ink, appearing to read "Joel S. Bloom", is written over the typed name. The signature is fluid and cursive, with the first name "Joel" being particularly prominent.

Joel S. Bloom

President

New Jersey Institute of Technology



Office of the Chancellor
Rutgers University – Newark
123 Washington Street
Suite 590
Newark, NJ 07102-3094

Phone: 973-353-5541
Fax: 973-353-1048

October 13, 2017

Mr. Jeffrey Bezos
440 Terry Avenue North
Seattle, WA 98109

Dear Mr. Bezos,

I write to enthusiastically add my voice to the chorus of leaders across sectors in Newark, New Jersey who are completely united in our commitment to amplify Amazon's global impact as a prospective new member of our innovative community. As you no doubt are learning from our collective testimony, this is an extraordinary city, where generations of people have come from across the country and around the world to realize visions of how to make the world a better place through industrial and social innovation. For more than 100 years, Rutgers University – Newark has worked side by side with partners across the sectors to bring those visions to life.

Early in our history that included launching a business school at the dawn of the Great Depression, invoking the legacy of Newark industrial genius Seth Boyden, to cultivate working-class Newark men *and* women "versatile in technique, socially responsible in outlook, and solidly grounded in the basic essentials of knowledge." Today, it entails a wide array of initiatives that achieve the "double bottom line" of increasing the prosperity of our city while advancing equitable economic development. That includes partnering with Audible.com to bring to market inspiring tech solutions from Newark's prescient new generation of diverse entrepreneurs through Newark Venture Partners' accelerator. It includes working with 60+ private, public, and nonprofit organizations to dramatically expand and strengthen pathways to educational attainment through the Newark City of Learning Collaborative's aligned network of college readiness and success programs that will increase the number of Newark's 277,000 residents with high-quality college credentials by some 50,000 by 2025. And it includes the data-intensive research and expansive B-to-B networking we are bringing to Hire.Buy.Live.Newark, forging connections across our local supply chains of goods, services, and talent to optimize business performance while making it possible for all boats to rise in our city's neighborhoods as Newark's remarkable revitalization shifts into high gear.

As someone who has worked for decades with colleagues through organizations such as the National Science Foundation and National Academies to help develop science and technology policy to reap the "diversity bonus" described by the scholar of complex systems, Scott Page—that is: unlocking the power of diverse groups to produce better, faster, and more innovative solutions to complex problems—I see unfolding in Newark today precisely the scenario that we have long dreamed of in this country. Together, business, government, and higher education are playing active roles around a table focused on collective impact, creating the kind of synergy needed to reap that bonus and reverse the cycle of urban inequality and lost opportunity.

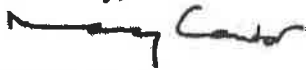
Paramount among the many strengths that Rutgers-Newark brings to this collective impact work is that our student body is incredibly diverse in every dimension: we have no majority ethnic/racial group; 60% of our undergraduates qualify for Pell grants (a measure of socioeconomic diversity); 40% of our students are first-generation college-going in their families; many are first-generation Americans; more than half of our students transfer from community colleges; and we have earned federal designation as a Hispanic Serving Institution (HSI). We bring the perspectives of a diverse array of disciplines, from the arts, the physical, natural, and social sciences, and the humanities, to business, to law, to criminal justice, and public affairs and administration. And we bring great proficiency in creating pathways to STEM disciplines and careers, including our state-wide Garden State Louis Stokes Alliance for Minority Participation (GS-LSAMP) Program, a network of 13 colleges across New Jersey that graduates 1,000 students in STEM annually and has seen an 84% increase in Latinos/as graduating since 2009; connected to GS-LSAMP is the Bridges-to-Baccalaureate network of two-year institutions, including five other HSIs, that has earned accolades from the White House as a "Bright Spot in Hispanic Education." This is among a set of best practices in cultivating diverse talent that has earned Rutgers-Newark recognition from The Education Trust for our track record of closing the "racial achievement gap" in graduation rates that remains such a persistent challenge nationally.

The prospect of having Amazon join us in Newark in realizing—indeed, multiplying—the potential to reap the diversity bonus is incredibly exciting to us all. We will eagerly explore ideas with you and your team to leverage Rutgers-Newark's strengths with Amazon's, from creating talent development initiatives such as youth summer programs to collaborative research and development in logistics, computer science, internet business, and marketing.

As you approach making a decision, I would welcome the opportunity to introduce you personally to the amazing students, faculty, and staff who are engaged so deeply in this work and to show you places where we are using capital investments that we call "civil infrastructure" to strengthen and expand Newark's "social infrastructure," such as our phenomenally successful arts collaboratory Express Newark, the newly renovated multi-use neo-classical skyscraper 15 Washington Street, and the Honors Living-Learning Community where we are revolutionizing the concept of "honors."

I hope you won't hesitate to contact me with any questions.

Cordially,

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

Nancy Cantor
Chancellor



Christopher Cerf
State District Superintendent

THE NEWARK PUBLIC SCHOOLS
Office of the State District Superintendent
2 Cedar Street
Newark, New Jersey 07102-3091
Phone: 973-733-7333
Fax: 973-733-6834



Kimberley Harrington
Commissioner of Education

October 13, 2017

Dear Mr. Bezos,

It is with great excitement that I write this letter in support of Amazon HQ2 in the City of Newark! Positioning this great Headquarters within this exciting historical city will not only contribute to economic development that is already taking place but will also support and contributes to the educational structure here in Newark.

Knowledge, growth, and value are three key elements that Amazon can bring to the youth in Newark and community at large. STEM, coding, supply chain and business management are just a few programs and experiences we could pursue in partnership with Amazon. The City and school district has already partnered with a number of the local universities and anchor organizations. For example, in the last three years Rutgers University has increased their Newark student population by 60 percent. This was due to the secondary and pre-college programs created by partnerships to help kids move faster into universities showing them there's something at the end of the rainbow for them if they work hard. These kinds of efforts are important, connecting the public and private sector to work together to improve our schools and educational programming.

It's taken a lot of work to get to where we are today. Decades ago, the state took over the school district and saw mixed results. Recently, as test scores and administrative practices have improved, the schools are seeing progress and the city is regaining full control.

Newark's mayor, Ras J. Baraka, is a product of Newark public schools and returned as a teacher and principal. As Mayor, he advocated for the return to local control and has fought hard for the city's students and families. The real work now begins and with your presence in the City the future can be even brighter for our students.

We have seen that solutions that incorporate the ingenuity, passion, and creativity of Newark educators, parents, and community leaders can improve our schools and help children learn. We support proven approaches to improve our schools: expanded early childhood education; wraparound services to meet students' social, emotional, and health needs. Amazon in Newark would help us foster great programming for our students and help us to further close the achievement gap for our students.

I look forward to working with you and your team on building these partnerships in the future.

Sincerely,

Christopher Cerf
Superintendent
Newark Public Schools

THE PORT AUTHORITY OF NY & NJ

October 17, 2017

Mr. Jeffrey P. Bezos
Founder and Chief Executive Officer
Amazon
2121 7th Avenue
Seattle, WA 98121

Dear Mr. Bezos,

The Port Authority of New York and New Jersey (Port Authority) is excited about the prospect of Amazon's announced second headquarters initiative (HQ2) being located within the Port Authority's Port District - encompassing approximately 1,500 square miles within the New York - New Jersey metropolitan region. Given Amazon's status as a leading internet retailer and technology company, and its current need for a second headquarters facility, we believe that the facilities, services, transit and transportation infrastructure, talented workforce and vibrant host communities within the Port District offer an unparalleled opportunity to locate HQ2.

The Port Authority's operates six airports: Newark Liberty, John F. Kennedy, LaGuardia, Stewart International and Teterboro General Aviation; the third largest freight port system in the nation with key marine terminal facilities located in Newark, Elizabeth, Jersey City, Bayonne, Brooklyn and Howland Hook surrounded by significant warehousing and logistical infrastructure; the PATH Rail system which serves commuters in both New Jersey and New York; and four bridges and two tunnels crossing the Hudson River which allow for the transport of people and goods.

Originally established by the Compact of April 30, 1921, between the states of New York and New Jersey with the consent of the United States Congress, the Port Authority's mission was to promote and protect the commerce of the Port District. Our mission today remains as vital and critical - to meet the critical transportation infrastructure needs of the bistate region's people, businesses, and visitors by providing the highest-quality and most efficient transportation facilities and services to move people and goods within the region, provide access to the nation and the world, and promote the region's economic development.

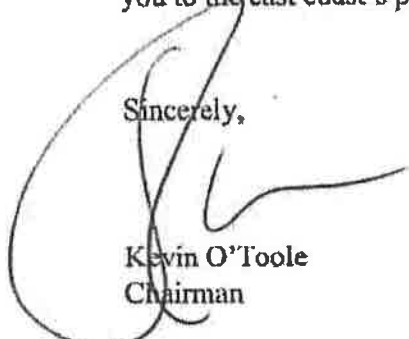
The Port District is within a metropolitan region that is home to over 18 million people and a variety of industries including technology, finance, electronics, education, healthcare, manufacturing and entertainment. Its major cities have a proven ability and commitment to

THE PORT AUTHORITY OF NY & NJ

attract a diverse portfolio of companies with a focus on economic growth and development that has created a business friendly environment with positive local, regional and national impacts.

The Port Authority actively supports the surrounding communities and is proud to partner on numerous initiatives to continually address the transportation infrastructure needs of this vital, growing region. The diverse workforce, established industry and business disciplines and world-class transportation, educational, cultural and community amenities equal a unique and exciting destination for Amazon and its employees. For all of these reasons we urge you to consider and offer our ardent support for locating HQ2 within the Port Authority's Port District. We welcome you to the east coast's premier destination and look forward to working with you.

Sincerely,



Kevin O'Toole
Chairman



Rick Cotton
Executive Director



October 13, 2017

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

Dear Mr. Bezos,

Newark Community Economic Development Corporation strongly supports Newark's bid for Amazon to locate a second headquarters in our Downtown. Whether it's transportation, access to talent, data infrastructure, arts and culture, housing options, or a supportive civic and business community, Newark has what Amazon needs.

Amazon in Newark would be transformative for both of us. The city will benefit from increased economic growth and development spurring Amazon adjacent businesses and new jobs for residents. Amazon will benefit by integrating into one of America's most historic, storied and authentic cities. In short, we will improve each other's futures as no other partnership can.

And we truly do see a partnership in our future. As the city's leading economic development catalyst, Newark CEDC regularly works with everyone from local entrepreneurs to large corporate anchors to grow jobs and improve the quality of life for residents, workers and visitors. We've worked with all of the large institutions in the city and the state to build upon common values and achieve outcomes that benefit everyone.

We pledge to create a pipeline of talent and coordinate with local institutions of higher education as well as the K-12 programs in both district and charter schools to give Amazon access to the best home-grown talent the city, state and region have to offer. We will be your advocates to the state in securing infrastructure investments for the region as we know that improved accessibility will not only benefit Amazon employees but the city as a whole.

In all things, Newark CEDC is ready to work with Amazon. We know you'll see that our city has all the assets that Amazon is looking to access: talent, tech infrastructure, quality of life, transportation, and a range of development sites that can accommodate your growth in a vibrant city. We look forward to giving you a tour of the city and showing you firsthand how we can grow together and realize the future of business and urban America together.

Sincerely,

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

Aisha Glover
President & CEO

Greater Newark

Convention » Visitors Bureau

October 17, 2017

Ms. Aisha Glover,
President & CEO
Newark Community Economic & Development Corporation (CEDC)
111 Mulberry Street
Newark, NJ 07102

Dear Aisha,

On behalf of the Greater Newark Convention and Visitors Bureau (GNCVB), the hospitality community and our tourism partners, I am pleased to offer our **LETTER OF SUPPORT** to the Newark CEDC to secure the upcoming Amazon HQ2 North American bid.

The GNCVB is the primary tourism arm for the City of Newark. Our goal is to promote Newark as a leading destination for domestic, international and local visitors to enjoy. Every year, over one million people visit Newark to experience our attractions, international cuisine and rich history. Partners such as the *New Jersey Performing Arts Center* (NJPAC) or the *world-famous Newark Museum* and the *Cathedral Basilica of the Sacred Heart* are must-see destination stops when visiting the NYC area.

Newark has a strong hospitality community, I am confident that employees, clients and customers of Amazon will enjoy the best of what our city has to offer. The GNCVB is an active member of US Travel Association (USTA), Destinations International and the New Jersey Travel Industry Association.

Below is my contact information so please give me a call if you have any questions. Congratulations on this opportunity and we look forward to working with you in the future.

Best regards,



Karin M. Aaron
President & CEO

58 Park Place, Newark, New Jersey 07102
Phone: 973-735-2135 Website: www.newarkhappening.com



October 12, 2017

Dear Amazon,

As the CEO of the Newark Downtown District (NDD), Newark's special improvement district of the central business area, I would like to extend the warmest welcome to you, as I take this opportunity to tell you just a few of the reasons why Newark is the ideal location for your new headquarters.

Just a bit about the NDD—we are a privately funded nonprofit organization, dedicated to revitalizing downtown Newark by improving the economic viability of the central business district. Our footprint cannot be missed as you will see our uniformed Quality of Life, Hospitality, Horticulture, and Clean Ambassadors throughout downtown Newark, performing their various jobs, seven days a week. Quality of Life Ambassadors act as “eyes and ears” on the streets, working closely with the Newark Police Department to maintain a safe environment for everyone who lives, works, and visits Newark. Hospitality Ambassadors assist pedestrians with directions, suggestions for restaurants, activities, and parking, and even escort people with umbrellas on rainy days. Horticulture Ambassadors (also known as the “Green Team”) care for our 240 planters, which are changed out every season with new, colorful designs from our talented urban landscape architect, which have earned us recognition from America in Bloom for being “Community Champions” (*John R. Holmes III Community Champion Award*). What we are most known for, however, is our Clean Team—our 60+ Clean Ambassadors in their black and yellow uniforms who keep the streets clean and use our internationally award winning GIS asset management system to care for the assets from our \$13.5 million dollar streetscape improvement program. The NDD prides itself for having a hard-working team of dedicated professionals who understand the importance of providing superior customer service and presenting a cheerful demeanor to the public as the face of the organization.

Development in downtown Newark is thriving, and the NDD's recent “Downtown Living Tour” took over 1,700 people on tour of 10 luxury apartment buildings in downtown Newark, with people traveling from as far as Europe to check out the hottest places to live downtown. For pictures and details, please visit our website at downtownnewark.com and check it out under “Events”—the downtown living options available are outstanding, and new luxury residential building are going up every day throughout Newark. While on our website, please take a look at our internationally award winning Mural Project, Gateways to Newark: Portraits, a 1.39 mile mural (the longest mural on the East Coast), created by 18 artists, which beautifies the landscape of Newark and is viewed by over one million travelers a month.

With over 23 million people in the surrounding area, Newark is perfectly poised to meet Amazon's criteria of a large metro area—and we are certainly a business friendly environment! We currently have two Fortune 500 companies, Prudential Financial and PSEG, as well as Panasonic and of course Audible. Additionally, Newark attracts strong technical talent, as we are the home to NJ's top tech university, NJIT, as well as Rutgers University's Newark campus, and within minutes of Seton Hall University, Princeton, Columbia, NYU—less than 10 miles from Manhattan!

Newark is internationally famous for being a transportation hub of air, rail, road, and ship traffic—the perfect location for a company as devoted to delivery efficiency as Amazon. In addition to housing one of the nation's busiest airports, we are bisected by several major interstates, and integrated into the region's extensive mass transit network including six commuter rails, two light rails, and over thirty bus lines, as well as the East Coast's busiest seaport.

If it hasn't been clear, I am very excited to show you the myriad of reasons why Newark is the ideal place for Amazon to call home. I want you to know that you already have family here, ready to welcome you and make sure you never doubt your decision to make downtown Newark your new address. I sincerely hope to be able to have the privilege to call you “neighbor”.

Genuinely,

Anthony McMillan

Anthony McMillan, CEO
Newark Downtown District



Board of Directors

Officers

Steven T. Yglesias
President

Hal Laessig
1st Vice-President

Betty Spiropoulos
2nd Vice-President

Renato Baptista
Treasurer

Manuel Lopes
Secretary

Licínio (Lee) Cruz
President Emeritus

Eddie DeSousa
Victor Matos
Tony Martinez
Lissette Morales
Brian Morgado
Elsa Rodrigues
Oscar Sanchez
Chris Villani
Helena Vinhas

Hon. Augusto Amador
East Ward Councilman

Hon. Ras Baraka
Mayor, City of Newark

Executive Director

Seth A. Grossman, Ph.D

Leysly V. Roldan
Office Manager

Vince Baglivo
Communications Director

Chris Bernardo
CDS

www.Golonbound.com

October 12, 2017

Ms. Aisha Glover, President & CEO
Amazon HQ2 Committee
Newark Community Economic Development Corp.
111 Mulberry Street (Market Street Suite LL)
Newark, N.J. 07102

RE: Amazon Proposal
Letter of support

Dear Ms. Glover:

It is a pleasure to support the City of Newark's proposal to Amazon. As Executive Director/CEO of the Ironbound Business Improvement District (IBID) in Newark, NJ, and a professional in urban and business planner and development, Newark, NJ is an optimum location for Amazon.com.

One of those reasons is the wonderful Ironbound community located in the City's East Ward, adjacent to the downtown and east of Penn Station. Not only is it a vibrant Portuguese and Spanish diaspora neighborhood, New Jersey's top dining district in the center of one of the world's great markets, and part of a college and business town, it is a nexus of modern transportation. You can travel to and from the City of Newark and the Ironbound by all means of modern world-class transportation. We are connected to the world. Our website tells this story well.

Again, the Ironbound supports this proposal because it is the right proposal and a great match for the City of Newark and Amazon.

Sincerely,


Seth A. Grossman



As the founder of = SPACE, my faith in the Newark tech ecosystem is based on the growing numbers of startups and the forward movement of the city itself. Our sharespace is an environment that nurtures new talent, fosters early seed startups and houses forward moving companies toward their success.

OUR REACH

Our co-working space has a reach of over 30 early stage startups, 5 established companies and an entrepreneur community of 150 consultants and techies. Our outreach spans to over 2,000 individual business owners.

EARLY SEED FUNDS

We have raised approximately \$50,000 in early seed funding.

We actively contribute to Newark tech space growth by aligning ourselves with *Brava Investments*, who's goal is to fund startups that improves the economic development and enrichment of women. Also, we have a partnership with *The Refinery*, an accelerator and incubator dedicated to mentoring startups in the ways of raising funds through angel investors and venture funding into the Newark ecosystem with over \$150,000 to date in funds being disbursed to finalist of their Fuel the Growth Pitch Competition.

PROGRAMMING

The cornerstone in moving the ecosystem forward has been in growing our programming arm. In its cumulative history, =SPACE has empowered over 1,500 techies and entrepreneurs and has given them a platform to become emerging leaders in the tech landscape.

Power Day

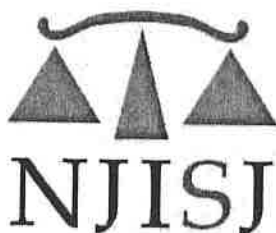
An intense networking day of empowerment, which brings 45 business owners together for a breakfast, lunch and reception led by leaders in tech and business.

Newark Tech Week

= SPACE has reignited the Newark Tech week, boasting a full week's worth of programming and welcoming over *50 startups* into the event series, *hundreds* of visitors with amazing platforms like, ClaimIt and WordPress.

Medina
Founder,
=SPACE

"Social justice should be the underlying goal of all humanity."
-Alan V. Lowenstein, Institute Founder



NEW JERSEY INSTITUTE
FOR SOCIAL JUSTICE

Board of Trustees

Douglas S. Eakeley, Esq.

Chair

Jerome C. Harris, Jr.

Vice-Chair

Kenneth Y. Tanji

Treasurer

Patricia Nachtigal, Esq.

Secretary

Ryan P. Haygood, Esq.

President & CEO

Elise C. Boddie, Esq.

Hon. Dickinson R. Debevoise*

Antoinette Ellis-Williams, Ph.D.

Zulima V. Farber, Esq. (Emerita)

John J. Farmer, Jr., Esq.

Michael D. Francis, Esq.

Sandra King

John H. Lowenstein, Ph.D.

Roger A. Lowenstein, Esq. (Emeritus)

James McQueeney

Mark M. Murphy

B. John Pendleton, Jr., Esq.

Oliver B. Quinn, Esq.

Darrell K. Terry, Sr.

Grizel Ubarry

Nina Mitchell Wells, Esq.

Gary M. Wiggins, Esq.

Theodore V. Wells, Jr., Esq. (Emeritus)

Founders

Alan V. and Amy Lowenstein*

Founding Board President

Nicholas deB. Katzenbach, Esq.*

*deceased

60 Park Place, Suite 511
Newark, NJ 07102-5504
ph. (973) 624-9400
fax (973) 624-0704
email: justice@njisj.org
www.njisj.org
do social justice.

October 13, 2017

RE: Amazon HQ2

To Whom It May Concern:

I write to express my support for the mighty city of Newark, New Jersey, becoming home to Amazon's second headquarters. As the President & CEO of the New Jersey Institute for Social Justice, I have the privilege of working with a broad array of Newark's community members and organizations to advance economic mobility, cutting-edge criminal justice reform, and expansive civic engagement.

In this work, I have become well-acquainted with all of the reasons that make Newark a prime site for a groundbreaking partnership with Amazon.

Amazon's commitment to hiring up to 50,000 new employees for its new headquarters aligns very well with where Newark currently is in its evolution. The City is in a period of substantial growth and expansion; Amazon would fit firmly into the development that is occurring all over our city. The Institute is particularly invested in seeing local residents hired so that they can have a significant stake in all of the prosperity that economic transformations bring.

For its second headquarters, Amazon has requested proposals from cities with "strong local and regional talent." Newark has that in abundance. As we wrote in our recent report, *Bridging the Two Americas: Employment & Economic Opportunity in Newark & Beyond*, Newarkers are very enthusiastic about giving back to their city and adding to a capable, diverse workforce. Indeed, we point out, Newark's people of color alone "have a higher labor force participation rate than both the nation and the State of New Jersey."

The Institute is lead partner in Mayor Ras Baraka's Newark 2020 jobs initiative, a powerful cross-sector partnership of community organizations, anchor employer institutions, and City officials in a concerted effort to connect 2,020 Newark residents with meaningful, full-time employment by the end of the year 2020. Amazon is uniquely positioned to join Prudential, RWJBarnabas Health, Panasonic, and other partners as a leader in this effort to help make Newark a model of economic advancement for cities across the country.

It is for these reasons that I submit this letter in endorsement of Newark to be the site of Amazon's second campus.

Signed,

Ryan P. Haygood



October 17, 2017

Dear Amazon Headquarters Search Committee,

Allow me to be direct. We love Newark - and we think you will too.


Ten years ago, Prudential Center opened our doors in Newark to great fanfare. Since then we have become known as the home of world-class sports and entertainment, with a building ranked in the Top 10 nationally by Pollstar, Billboard and Venues Today. That success is due in large part to the partnership we have with the City of Newark and the great assets the city has to offer.

- Our employees and the 2 million guests that annually visit our arena have plentiful public transportation opportunities, making their trip to Newark easy
- Newark's top notch colleges and universities provide us with an abundance of potential employees eager to start or continue their careers with us
- The recreational opportunities in and around Newark provide an abundance of passive and active options for employees and visitors
- Arts and culture are alive and thriving in Newark. And next week we will add to that great scene with the opening of the GRAMMY Museum Experience Prudential Center, the first GRAMMY Museum on the East Coast
- The cyber infrastructure available in Newark gives the City an advantage over others in a world increasingly demanding electronic speed
- The professionalism of the Mayor and the City Council has made doing business in Newark a true partnership

This year our management leadership offsite (referred to by us as Go Forward) was themed after Jeff Bezos' 2016 Letter to Shareholders. We share the Day One philosophy with you as a critical part of our success. I look forward to collaboratively implementing that philosophy as Newark neighbors.

Come experience the passion we have for Newark. Our doors are always open.

Sincerely,


Hugh Weber
President

Prudential Center/New Jersey Devils



John Schreiber
President & CEO
jschreiber@njpac.org
d 973.297.5846

October 13, 2017

Mr. Jeff Bezos
CEO
Amazon

Dear Mr. Bezos:

One enormously compelling reason for Amazon to move its new headquarters to Newark, N.J., is the vibrant, 24-hour arts scene that fills this city's streets, galleries, stages, and indeed, covers the very walls with murals. The National Center for Arts Research this year ranked Newark one of the ten most vibrant arts communities in the country, citing its performance spaces, support for the arts by local government and businesses, and many arts education opportunities.

And the city's arts landscape is still growing.

When NJPAC opened in Newark, it was a transformative moment for New Jersey's largest city. Then-governor Tom Kean conceived the Arts Center as a place that would bring world-class performers to the state, and bring Newark's downtown back to life. In the 1980s, when Kean sought allies in politics and business for this plan, both ideas were radical.

Fast forward to 2017: Kean's dream is now a reality. NJPAC has evolved into the anchor cultural institution of a now-thriving Newark. Over 20 years, more than 8 million people have come to NJPAC to see performers including Yo-Yo Ma, Renee Fleming, Sting, Stephen Colbert, Trevor Noah, Wynton Marsalis and Ringo Starr in our Prudential Hall — the Arts Center's wood-paneled 2,800-seat venue, which Ma described as like "being inside a great string instrument."

The Alvin Ailey American Dance Theater and the New Jersey Symphony Orchestra are our resident companies, keeping the Garden State a center for both classical music and modern dance. Fans of swing descend on Newark each fall for the TD James Moody Jazz Festival.

Today, more than 500 events bring more than half a million patrons from across the New York and New Jersey metro area to NJPAC every year — to Prudential Hall, to smaller stages on the Arts Center's campus, or to our free outdoor summer music festival, *Sounds of the City*.

Programming that actively seeks to engage New Jersey's many ethnic constituencies brings NJPAC the most diverse audience of any performing arts



October 13, 2017
Mr. Jeff Bezos
Page 2

center in the county. Zakir Hussain, Beres Hammond, Grupo Niche and Los Tigres del Norte all play here this season.

In addition to great artists on its stages, NJPAC offers a great education in the arts to New Jersey's children. More than 75,000 kids and families take part every year in programs that range from family shows (hello, Peppa Pig!) to weekend classes and summer camps at our Center for Arts Education, where jazz, dance, musical theater, devised theater, hip hop, poetry and film are taught.

Guided by our fidelity to the Maker philosophy, our students learn basic skills and then dive into making their own works of art; our jazz students compose, our dance students choreograph (with help from our resident dance advisor, Savion Glover). NJPAC teaching artists fan out to Newark's schools every semester, teaching everything from ballroom dance to Broadway songwriting, in ten-to-twelve week residences held in public and private school classrooms.

NJPAC's growing community engagement department offers jazz concerts at libraries, liturgical dance in churches, and a film series focused on works addressing social justice issues, among more than 200 free events. NJPAC partners with more than 100 nonprofit organizations from across the state to expand our reach — and, importantly, we collaborate with Newark's business and political leaders to ensure these programs are useful and meaningful.

And — thanks in many ways to NJPAC's presence here — Newark's downtown has boomed. New residential developments in the building or planning stages dot the central Broad Street corridor. Glittering office towers surround the city's historic parks, which offer not just as islands of greenery, but act as venues for sports leagues, farmer's markets, children's events and festivals.

The renovated Hahne & Co. Building, once a locally famous department store, now houses apartments, a bustling Whole Foods, an arts venue (with events curated by, among other organizations, NJPAC), and a restaurant captained by celebrity chef Marcus Samuelsson, slated to open in late 2017.



October 13, 2017
Mr. Jeff Bezos
Page 3

NJPAC has expanded its own mission by becoming a real estate developer itself; our One Theater Square luxury residential tower, facing the Arts Center on one side and Military Park on the other, will welcome tenants and new restaurants in Summer 2018. A hotel, a conference center and a film center are among the proposals for the rest of NJPAC's developable campus.

Newark is a city of poetry and song, jazz and salsa, parks and non-stop performances. We think it is, to borrow a phrase, a prime place to live, to work and to play, and we hope Amazon agrees.

All good wishes.

Best regards,

A handwritten signature in black ink, appearing to read "John Schreiber", with a long horizontal stroke extending to the right.

John Schreiber



LOTUS
EQUITYGROUP LLC

October 12, 2017

2 Gateway Center
283-299 Market Street
Suite 201
Newark, NJ 07102

Dear Amazon-

Lotus Equity Group and C&K Properties are deeply committed to the advancement of Newark as a thriving 24/7 urban community and believe this city is the perfect home for Amazon.

We have been active in downtown Newark for more than a decade as the owners and operators of 2 Gateway Center, Newark's largest commercial office building. Our interest in and commitment to Newark has only expanded over the years, and we have become increasingly invested in this city's future as the owners and developers of two of the most exciting mixed-use projects in the country. We are staunch believers that Newark is becoming one of the nation's most dynamic, exciting live-work-play destinations.

We have invested in Newark for the same reasons that make this a perfect place for Amazon. No other city can match Newark's combination of access to a talented and highly educated workforce, physical and digital infrastructure, and proud local culture and heritage - all at an affordable price. We are an 18-minute train ride to Midtown or Lower Manhattan, 10 minutes to a global gateway airport, right on Amtrak's Northeast Corridor and literally on top of the best dark fiber in the nation.

Between our Bears Riverfront Stadium and Ironbound sites, Lotus Equity Group is actively working to prepare the new commercial office, residential, and retail building stock that the city will need to grow. We have assembled nearly 17 acres, more than 3.5 million buildable square feet, and already have plans with a team of world-class architects to bring up to 2 million square feet of office space and more than 3,600 new residential units to market in the next five to ten years. This stock of new development is timed perfectly to support the expansion that HQ2 would entail.

Lotus Equity Group and C&K Properties stand together with the City of Newark, the Newark Community Economic Development Corporation, other developers, and key institutional and educational stakeholders to welcome Amazon to our city. Together we can become a global model for the city of the 21st century, with Amazon at the heart.

Sincerely,

Benjamin Korman
Founder and CEO
Lotus Equity Group LLC



MATRIX

October, 2017

Dear Amazon Executives,

Matrix Development Group has the sincere pleasure of working with Amazon on a number of warehouse distribution opportunities throughout New Jersey as well as in Staten Island, NY. The experience of working with Amazon's team of professionals has been both positively challenging and extremely rewarding. That fruitful experience continues...as Matrix and Amazon are continuing our discussions regarding Amazon's additional distribution needs.

The news that Amazon was conducting a nationwide search for a second world headquarters was met with equal excitement. I immediately began my outreach to a team of strategic business leaders, along with the State of New Jersey leadership, to take the necessary steps to attract Amazon to New Jersey. In my mind, there was a unique location that offers Amazon an unequal experience. That location is Newark! Simply stated – it is poised for transformation and has the available land, structure and resources to receive Amazon and create a renewed Amazon city. Moreover, the City already boasts an educated and diverse labor pool, plentiful and varied housing stock, robust business, technology, education, healthcare leadership base, superior transportation network and a welcoming urban setting poised for transformation.

Our enthusiasm over the City of Newark is contagious! Imagine...a walkable environment along the Passaic River, energized parks dotted with world class performance center and entertainment, corporate leaders ready to engage, and an energized, educated labor base ready for Amazon! Matrix welcomes the opportunity to continue our relationship with Amazon with this transformative opportunity.

By way of background, Matrix is a privately held firm headquartered in New Jersey. For more than thirty five years, Matrix has invested in and developed office, industrial, residential and hospitality properties throughout the Northeast. Our history is marked by the prosecution of close to 5 million square feet of office space, 35 million square feet of industrial facilities, thousands of residential homes as well as more than a half dozen hospitality properties. However, Matrix' distinguishing characteristics are firmly rooted in the partners that have tirelessly and enthusiastically worked together for its history, coupled with an innate entrepreneurial spirit that is dedicated to the communities in which we do business.

Matrix Development Group
Forsgate Drive, CN4000
Cranbury, NJ 08512
Tel: (732) 521-2900
Fax: (609) 395-8289
www.matrixcompanies.com



MATRIX

2 of 2

Our investment in Newark is no different. We embraced our investment in Newark when we purchased the 411,000+ SF One Riverfront office building from The Port Authority of NY / NJ in December of 2001 (a little over three months after 9/11). This magnificent building hosts many of our region's largest law and professional firms and, as such, One Riverfront is often called "The Legal Center". Following the purchase of One Riverfront, Matrix followed with the acquisition of an adjacent six acres of land. On approximately one half an acre, in 2013, Matrix (along with partner SJP Properties) developed the North American Headquarters for Panasonic Corp. Today, five and a half acres remain available for development. The site is immediately ready for development and is bordered by Penn Station – Newark, One Riverfront, Panasonic, and the Passaic River. With views of Manhattan, the land offers unmatched visibility and accessibility. The riverfront location provides direct access to Penn Station – Newark, while capturing the views of daily commuters on the train lines. The site's location also provides immediate access to NJ Transit trains and buses, Amtrak and PATH, as well as immediate transportation to Newark airport (just three miles from the site). Vehicular access is easily reachable to the NJ Turnpike, Garden State Parkway as well as Routes 1, 9, 440, 280 and 78 and 80.

Matrix's development plans for the Riverfront site are flexible and, therefore, able to accommodate a variety of uses to meet Amazon's needs. Whether the site gets developed as 2.0M square feet in four towers or a complement of office, residential and hotel uses clustered together is undecided. The site is immediately ready for development, and Matrix and Newark stand ready to receive Amazon.

Matrix has spent the past twenty years enthusiastic about our investment in Newark. We look forward to sharing these tremendous benefits with Amazon.

Sincerely,

Joseph S. Taylor,
President & CEO

EDISON PROPERTIES



WORKSPACE
OFFICES

HIPPODROME
NYC

manhattan
mini storage

IRONSIDE
NEWARK

FLUDLOW ReadySet!

October 11, 2017

To Whom It May Concern,

Edison Properties has been based in Newark since the company's founding in 1956, and has always been committed to the city's growth and development. Over the years, real estate activities by Edison and other developers have created prime development sites intended for buildings that contribute to the long-term vitality of the city. The prospect of Amazon choosing Newark for its second headquarters is truly an exciting one. We firmly believe Newark is perfectly poised for this opportunity.

No other urban locality in the Northeast Corridor possesses the quality of space, access, or infrastructure needed for the type of large scale development envisioned by Amazon. Newark has a variety of large development sites that are under single ownership and already zoned to accommodate density and a mix of uses. Newark has superior rail and road access, not only making Manhattan and Newark Liberty International Airport just minutes away, but also linking downtown to the city's neighborhoods and surrounding communities. In terms of infrastructure, only Newark boasts a dark fiber network allowing for 10,000Mb speed equipping Newark-based companies for the 21st century.

Newark is at the center of the nation's most dynamic economic region; but, it's not just a great place for commerce. With an unparalleled density of world-class cultural, educational and medical institutions; diversity of neighborhoods and housing options; range of recreational resources; and access to a highly educated workforce, what better place is there to work and live?

For these reasons, we count ourselves amongst a growing number of developers making significant investments in Newark based on a firm belief in the city's locational advantages, its historical achievements, and its ongoing progress. Our cutting edge Ironside Newark project – nearly 450,000 square feet of office and retail at the heart of Newark's downtown district – being only the beginning. As for residential development, Edison's sites alone could accommodate several thousand new apartments to meet demands by Amazon's anticipated employee base and further population growth.

Edison is not alone in its optimism. With more than \$2 billion in real estate investment being made today, in addition to the recently constructed Prudential and Panasonic towers, Newark's progress and vibrancy is profoundly unmistakable.

More importantly, our confidence in Newark's future is cemented by the presence of a talented leader, Mayor Ras J. Baraka and his supportive administration, who work relentlessly toward Newark's full realization of the great American metropolis it was always destined to be. We look forward to the opportunity of working together with Amazon in maximizing Newark's full potential.

Sincerely,

Benjamin Feigenbaum
Chief Operating Officer



Mr. Jeff Bezos
Founder and CEO
Amazon.com

October 12, 2017

Dear Mr. Bezos,

As an entrepreneur, restaurateur, investor, and specifically, a real estate developer, I urge Amazon to build HQ2 in Newark. Newark has been our home for close to fifty years and the first place our family set foot in this country. For centuries, the City of Newark, with its massive port, strategic location on the eastern seaboard, economy, and openness has welcomed immigrants, hardworking individuals, and launched many American Dreams and success stories, including my own. It is a place that attracts and supports innovators, visionaries with grit and passion, people hungry for opportunity. The bumps in the road Newark has faced have only made it wiser, stronger, and ready to tackle the 21st century with lessons learned and hard-won battles fought. As you may have heard, Newark is on the rise and now is the time to make a bet on Newark. Unlike other cities, Newark's greatest chapter is just beginning and Amazon can be a leading player in its future.

- **Transportation.** Newark is a critical transportation hub with a major port, public transit, and international airport. This is key for both shipping and employee commuting and also in attracting visitors from across the Tri-State area and beyond. By rail, Newark is 19 minutes away from midtown Manhattan and 1 hour from Philadelphia. The light rail makes getting around Newark car-free easy.
- **People.** Newark's diversity is unparalleled across ethnic, national, racial, and economic lines. A diverse workforce means better ideas, a more robust company, and a better bottom line. Because of its location and transit options, as well as seven institutions of higher education, businesses in Newark have their pick of employees and future leaders. There are more young people choosing Newark as a place to live, work, study, and buy.
- **Culture.** The Ironbound neighborhood is a food mecca known for serving authentic cuisine reminiscent of the homelands of its residents. The art scene is gaining national recognition and, best of all, the community "gets it" and sees value in building relationships with local artists and businesses. We have culture in spades: NJPAC, the Prudential Center, the Newark Museum, the Newark Library (home to Philip Roth's library), the Grammy Museum, Express Newark, and Gallery Affero, to name just a few. Fast-paced urban dynamism with a hometown sense of community is what we're offering.
- **Business.** Development is unprecedented and business is booming. More than \$2 billion in real estate investment (from Newark natives and outsiders alike) is

J&L COMPANIES

changing the landscape of the City. Companies like Panasonic, Prudential, Audible, Broadridge Financial Solutions, and AeroFarms have set up their headquarters here. Audible is one of if not the fastest growing company and opening up a tech cathedral, while the startup scene is burgeoning with Newark Venture Partners and Fownders. With the Prudential Center, Prudential Insurance, and Whole Foods anchoring downtown, and Mulberry Commons just having broken ground, Newark is transforming itself into a 24/7 city. Restaurants from celebrity chefs are debuting, boutique hotels and coffee shops popping up, and venues catering to millennials are opening. The riverfront is being transformed and activated. A high line bridge connecting the Downtown and Ironbound is planned. The energy here is invigorating.

- **Affordability.** Put simply, we have easy access to New York City without the exorbitant prices. In Newark, you get more for your dollar. This goes for businesses, employees, and residents. Millennials put a premium on convenience, efficiency, and communal spaces, all of which Newark can uniquely provide.
- **Political Leadership.** A talented and practical leader who is also a Newark native, Mayor Baraka is committed to attracting businesses and investing in infrastructure, policing, and education, while maintaining affordability. Business is up, crime is down, schools are now under local control. The ecosystem is ripe for investment and growth.

We have been, and continue to be, committed to Newark's past, present, and future. As one of the largest landowners in Newark and a long-term stakeholder in the community, we're ready to welcome HQ2. For decades we've been investing in and building across the City, knowing all along that Newark is special. We're more bullish than ever. In the past three years we've built 150 residential units and have another few hundred planned for our next project. If HQ2 were built in Newark, we would build thousands more. We're ready and look forward to working with Amazon as well as the broader community to transform Newark into a leading center for urban prosperity and innovation. We invite Amazon to be a key player in Newark's revitalization alongside of us.

Sincerely,



Jose Lopez
President, J&L Companies
President, J&L Parking
Owner, Don Pepe Restaurant

October 11, 2017

Aisha Glover
President, CEO
Newark Community Economic Development Corporation
111 Mulberry Street (Market St Suite LL)
Newark, NJ 07102

Re: RBH Group Support for Amazon HQ2 in Newark

Dear Ms. Glover:

As CEO of RBH Group, I am pleased to support the City's application to Amazon to attract Amazon's HQ2 to Newark, New Jersey, the State's greatest city. Newark is uniquely positioned to offer Amazon a range of strategic locational advantages, including easy access to New York City and the northeast corridor mass transit via trains, buses, an International Airport, Port, light rail, subway and automobile; super-fast internet speed, a diverse and talented workforce; over 50,000 college students in 5 downtown universities; multiple corporate headquarters; new housing developments; and open space and cultural amenities all within a short walking distance downtown.

As developer of over 1 million SF of mixed-use projects in Newark, New York and across the country, I chose Newark as my corporate headquarters for precisely the advantages outlined above. As we set out to develop the \$150 million, 203-unit Teachers Village project, the sustainable agriculture initiative of our Makers Village project, and Rutgers-Newark's Honors Living Learning Community, I became deeply impressed at the level of professionalism and cooperation exhibited by both public and private partners in what are often complex real estate transactions. The State, County, City and NCEDC have bent over backwards to attract all available resources to our real estate projects, with an eye towards facilitating the utmost standards for sustainability, affordability, high design and social impact investment.

RBH Group welcomes Amazon to locate at several sites within our 15 million square foot SoMa master plan, at the historic Four Corners of downtown Newark. We have capacity to build 827 residential units at our Four Corners sites, and if Amazon brought their headquarters to Newark, we could provide 827 residential units in our project area.

We whole-heartedly support the NEDC's application for locating Amazon's HQ2 at any number of outstanding sites within the downtown, and look forward to working with you, the local real estate community, and members of the Amazon team, as you consider Newark for your next HQ. Newark is truly your best choice. Come join the fun!

Sincerely,



Ron Beit



October 16th, 2017

Dear Mr. Bezos,

IDT (NYSE: IDT) is a global telecommunications and payments company headquartered in Newark, New Jersey. We employ over 500 professionals in our headquarters building fronting on Washington Park, which is a stone's throw from Audible's offices.

IDT is excited to welcome Amazon to our home in Downtown Newark! We know that you'll find Newark as exciting and welcoming as we have. We hope that you'll consider our building as part of your Phase I rollout here in the city. We have more than enough space to accommodate Amazon's current needs. Equally important, our site also has additional land and parking to accommodate Amazon's future growth.

We selected Newark for many of the same reasons that this great city will appeal to you.

The region's extensive transportation infrastructure enables us to attract employees from throughout the New York metropolitan region, home to the United States' largest and most diverse workforce.

The proximity of Newark International Airport (just five miles South of our office) and the region's other international airports makes overseas travel relatively convenient and affordable.

And the area's rail network provides easy access from Penn Station Newark via its AMTRAK, NJ Transit and PATH trains to Manhattan and all that New York City has to offer.

IDT has been headquartered Newark since 2000. The pace of Newark's development has accelerated every year we have been here, and the sense of progress is palpable on the City's streets. If you select Newark as the home of Amazon's HQ2, we would be delighted help welcome you to this great city.

Sincerely,

A handwritten signature in black ink, appearing to read 'Shmuel Jonas', written over a horizontal line.

Shmuel Jonas
CEO
IDT Corporation



bergerorg LLC

Robert Treat Center • Fifty Park Place • Newark, New Jersey 07102-4375
973-623-3300-PHONE • 973-623-8942-FAX

www.bergerorg.com

October 13, 2017

To Whom It May Concern:

The Berger Organization is a long-time supporter & investor in the City of Newark. Berger owns and operates over 1.5 million square feet of office space in Newark, including Military Park Building, Robert Treat Center, Firemans Insurance Building, 33 Washington Street & 570 Broad Street. Over the last two decades, Berger has invested over \$40 Million Dollars in renovating, upgrading & modernizing these office buildings.

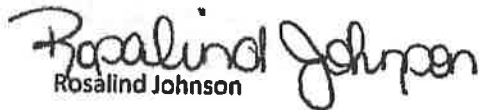
33 Washington Street is Berger's newest investment! It is an iconic office building on the Newark skyline. It contains over 450,000 sq feet. It is planned to undergo a major modernization.

The Griffith Building will also be rehabbed into luxury apartments. It will consist of 60 luxury units.

Another major project of Berger is the Tryp Hotel by Wyndham! It is scheduled to open in February of 2018. The boutique hotel will contain 101 rooms.

The Berger Organization supports Newark's HQ2 proposal for our property on Broad Street!

Kind Regards,


Rosalind Johnson



BORAIE

DEVELOPMENT LLC

Mr. Jorge C. Santos, AICP
Vice President, Economic Development Policy & Strategic Planning
NEWARK Community Economic Development Corporation
111 Mulberry Street (Market Street Suite LL)
Newark, New Jersey 07102

October 12, 2017

Dear Jorge,

Boraie Development LLC is very pleased to have been invested in the City of Newark for over one decade now. In partnership with Newark's Favorite Son, **Shaquille O'Neal**, we have already constructed the fifty thousand (50,000) square foot *CityPlex12 Stadium Theater Complex* on Springfield Avenue which ushered in the Retail renaissance on Springfield Avenue in 2012. Newark has proven under **Mayor Baraka's** administration to be a leader in urban empowerment which has demonstrated tremendous economic and social growth. This is based on the Civic Leadership and the City's great intangibles which are now finally tangible.

As the City's economic engine has grown we are now very proud to have over 700 Residential Units in the Pipeline in the City of Newark's downtown. Currently we are under construction on the 168 Unit, *One Rector Street* Project which is in partnership with the great City of Newark whom we could not have a better Public partner.

The Project at Twenty-One Stories represents the new breed of ultra-modern, high rise construction that Newark has come to represent to residents in the State of New Jersey. The Project will be approximately 300,000 square feet and will have direct light rail access, just one stop to Newark Penn Station.

In addition, Boraie Development LLC owns the 777 McCarter Highway parcel which is directly across the street from Newark Penn Station and fronts the Prudential Center Arena. This Project will consist of approximately 300 Residential Units and is slated to have all of its building approvals in early 2018. We also have an additional 200 Residential Unit Project which we are in coordination with the City of Newark that will be announced by 4th quarter 2017 which will further energize the downtown core near Penn Station.

We are so very proud that the State of New Jersey has selected the great City of Newark to be among the final four Cities for Amazon's consideration. We are very proud to be part of the 'Team' on this exciting endeavor.

Sincerely,

Wasseem Borale
Vice President
Boraie Development LLC

L&M Development Partners Inc.
1865 Palmer Avenue
Larchmont, NY 10538

October 12, 2017

To Whom It May Concern:

Our firm has made multiple investments in the City of Newark, and enthusiastically supports this great city in its submission for Amazon's HQ2.

We find Newark to be host to an extraordinary infrastructure, including its transit network, its anchor institutions, great building stock, and human capital. We therefore believe that the city represents a great opportunity for our continued investments in mixed income, mixed use and market rate housing.

We note that our investments, including the adaptive reuse of the Hahne & Co Department Store ("Hahne's") to a mixed use development, with the City's first Whole Foods, has induced other market entrants to follow with their capital. In addition to the 160 units at Hahne's, which now are 100 percent occupied with a waiting list, we have a pipeline of projects to be delivered over the next three years that will provide no less than 600 units in the downtown alone.

With the success of the Hahne's project, we revived a building meaningful to the city, to the county, and to the region. In that undertaking, we collaborated with partners at Prudential, Rutgers-Newark, Goldman Sachs, Audible, the State of New Jersey, and – of course, the City of Newark. Should Amazon select Newark, we believe our partnerships can go a long way to meeting the housing demands it may require.

Should any additional information be required, please do not hesitate to contact me at 845 222 6910 or jcortell@lmdevpartners.com.

Sincerely,



Jonathan Cortell



FIDELCO

REALTY GROUP

225 MILLBURN AVENUE, Suite 202
MILLBURN, NJ 07041

t 973-467-4400

f 973-467-8040

fidelco.com

October 13, 2017

The Honorable Ras J. Baraka
Newark City Hall
920 Broad Street
Newark, New Jersey 07102

Re: Fidelco Realty Group and Marc E. Berson's Endorsement of the
City of Newark's Response to the Amazon HQ2 RFP and
Effort to Attract Amazon to Newark

Dear Mayor Baraka:

Fidelco Realty Group fully supports the City of Newark's effort to bring Amazon's HQ2 to Newark. The City has much to offer Amazon and its present and future employees, including a superior infrastructure and public transportation system, low-cost housing, access to a highly educated workforce, world-class internet speeds, cultural institutions, an international airport located 10 minutes from downtown, and an 18 minute commute by train to New York City. Not only will Amazon benefit from all of Newark's attributes, but we believe Amazon will come to appreciate the enormous social impact its decision to locate its HQ2 in Newark would have and the unique opportunity it has to help accelerate the rebirth of this wonderful and historic city.

Fidelco and its chairman, Marc E. Berson, have more than 45 years of experience in developing, owning, operating and managing all classes of real estate including multifamily residential, office, industrial, retail, hotel and mixed-use properties. For over 30 years, Fidelco has been one of the City of Newark's most active developers and investors and Marc Berson has been among the City's most prominent stalwarts and benefactors.

In his capacity as a philanthropist, Mr. Berson has been at the forefront of the City of Newark's turnaround, having taken leadership roles with institutions and initiatives integral to the City's resurgence. These include:

1. New Jersey Performing Arts Center (NJPAC) → a model and engine for Newark's revitalization more than 25 years ago
2. New Newark Foundation → a private foundation formed after the completion of NJPAC to acquire residential and retail sites in the City as a way to continue the progress started by NJPAC. The centerpiece of the Foundation's real estate portfolio became the location for Prudential Financial's new headquarters building.

3. The Prudential Center → a first-class sports and entertainment venue opened in 2007 as the home of the New Jersey Devils hockey team and the Seton Hall Pirates basketball team and is also one of the busiest concert venues in the country
4. One Theater Square → the first ground-up market rate apartment tower to be built in Newark in more than 50 years. This tower is being developed in partnership with NJPAC on its excess land.
5. Newark Venture Partners → a technology focused venture capital fund with a mission to catalyze the development of a tech ecosystem in Newark, Mr. Berson is one of the founding investors, along with Prudential, Audible and Dun & Bradstreet

Additionally, as vice chairman of RWJ Barnabas Health, the largest healthcare system in the State of New Jersey, and as chairman of Newark Beth Israel Medical Center and Children's Hospital of New Jersey, Mr. Berson has spearheaded the Newark strategy for the healthcare system which includes the proposed construction of new state of the art hospital and medical facilities within the City.

Fidelco's signature real estate projects in Newark include:

- One Washington Park. This 400,000 square foot building, vacant at the time of acquisition some 12 years ago, now houses Rutgers Business School in 11 floors and Audible (an Amazon subsidiary) on 7 floors.
- 494 Broad Street. Purchased as a vacant 120,000+ square foot office building 10 years ago, it is now fully leased and includes a newly built 650 space attached parking garage, 75,000 additional square feet of office space on top that is fully leased as a call center for Altice/Cablevision, and 5,000 additional square feet of retail space. Barcade, a hipster bar/arcade, recently opened on the ground floor of this building.
- 15 James Street. The historic former Second Presbyterian Church is currently being retrofitted into an 80,000 square foot state of the art office building for Audible and will include amenities such as an auditorium, basketball court and bowling alley. Completion is currently anticipated to occur in Q4 of 2018.
- Rock Plaza Lofts. An assemblage of eight separate buildings on Market Street adjacent to the Prudential Center which we converted into a mixed-use project with 88 residential apartment units and over 35,000 square feet of retail space. Tenants include Dinosaur Bar-B-Que, Chipotle, Novelty Burger & Bar, Mercato Tomato Pie, The Noodle Shop, Redds Biergarten and Krauszers.

In addition to these investments made by Fidelco in previously neglected or underdeveloped parts of downtown Newark, we will soon begin construction at the following three development sites, the first two of which are one block from the Broad Street train station with direct access to New York.

Hon. Ras J. Baraka
October 13, 2017
Page 3 of 3

- A mixed-use building on the northwest corner of Broad and Orange streets, across from One Washington Park, with approximately 200 apartments (60-70 of which will be affordable units for The Actors Fund and the remainder will be market-rate) and ground floor retail/commercial space, expected to break ground during the second half of 2018.

- In collaboration with Rutgers-Newark, a 2,200 space structured parking garage with 250,000+ square feet of office space planned above it on Orange Street between Essex and University and across from One Washington Park, anticipated to commence in the first half of 2019.

- A 140,000 square foot, 60-foot high freezer warehouse at the intersection of Frelinghuysen Avenue, Newark Avenue and Virginia Street minutes from Newark Liberty International Airport and Port Newark, with a groundbreaking scheduled for June 2018.

Fidelco also owns other development sites in Newark and continues to look for new opportunities to acquire downtown commercial sites. Our other active properties include a 10-acre industrial site on Frelinghuysen Avenue; a 10-acre industrial site on Stockton Street; a 5-acre industrial site on Wilson Avenue; a 5-acre industrial site on Haynes Avenue (all of the previous 4 sites are located within one mile of Newark Airport); a 1-acre residential or retail development site on West Market Street and Central Avenue; and a historic 30,000 square foot mixed-use building on Washington Street.

Fidelco stands ready to assist with and participate in Newark's effort to attract Amazon's HQ2 to Newark at any time and in any way. Please do not hesitate to call on us.

Very truly yours,



MATTHEW R. KAPLAN
Executive Vice President
& General Counsel



Michaels Development Co.
Interstate Realty Management Co.
Michaels Military Housing
Michaels Management Services
Continental Mortgage Co.
Prestige Building Corp.
Riverside Capital, LLC
University Student Living, LLC

October 12, 2017

ATLANTA, GA
BALTIMORE, MD
BEACON, NY
BOULDER, CO
CHESTER, PA
CHICAGO, IL
DETROIT, MI
FT. WORTH, TX
HONOLULU, HI
HOUSTON, TX
JACKSON, MS
KANSAS CITY, MO
LODI, CA
LOS ANGELES, CA
NEW HAVEN, CT
PHILADELPHIA, PA
PITTSBURGH, PA
TAMPA, FL
TAMPA, FL
TRENTON, NJ
TULSA, OK
WASHINGTON, DC

Mr. Jeff Bezos
Amazon
410 Terry Ave,
Seattle, WA 98109

Re: Request for Proposals

On Behalf of The Michaels Organization, the largest privately owned multifamily company in the United States, and The City of Newark we are pleased to respond to your RFP.

Our expertise is in building communities and "Place Making". We have a solid history of successful partnerships with both academic institutions and large corporate clients like yours, and making their vision a reality. Our team has created new and innovative housing options all over the United States and especially in Newark. Every location is unique, and requires a very dynamic approach.

We currently own and manage 4 properties in Newark, Clinton Street Lofts, Harrison Park Square, Baxter Park and Colleoni Apartments. We have one property called New Horizons under construction and Somerset Brownstone ready to break ground shortly.

In the next 12 months we plan on breaking ground on two more projects and within another 6 months another 2 projects. These projects will range in product type from affordable housing to market rate housing and we also have a project that is an adaptive reuse geared towards Graduate students and Young Professionals. We see the graduate / young professional housing need as the greatest demand that Newark currently has. With an extremely low vacancy rate and strong rents, we believe in The City of Newark for the long term and will continue to invest both time and resources into all of the different housing types.

There is no question that if Amazon makes the correct choice in Newark, local companies like The Michaels Organization and our affiliates will do what we do best and provide affordable communities and a true Place Making opportunity for Amazon.

Together, let's build a community!

Regards,

Roger Black

Managing Director Business Development
The Michaels Organization

Corporate Office
3 E. Stow Rd.
PO Box 994
Marlton, NJ 08053
Tel: 856.596.0500
Fax: 856.596.6093



Michaels Development Co.
 Interstate Realty Management Co.
 Michaels Military Housing
 Michaels Management Services
 Continental Mortgage Co.
 Prestige Building Corp.
 Riverside Capital, LLC
 University Student Living, LLC

ATLANTA, GA
 BALTIMORE, MD
 BEACON, NY
 BOULDER, CO
 CHESTER, PA
 CHICAGO, IL
 DETROIT, MI
 FT. WORTH, TX
 HONOLULU, HI
 HOUSTON, TX
 JACKSON, MS
 KANSAS CITY, MO
 LODI, CA
 LOS ANGELES, CA
 NEW HAVEN, CT
 PHILADELPHIA, PA
 PITTSBURGH, PA
 TAMAQUA, PA
 TAMPA, FL
 TRENTON, NJ
 TULSA, OK
 WASHINGTON, DC

The Michaels Organization By The Numbers

15	Number of communities developed including current construction since 2011 by University Student Living, Michaels Military Housing Company	2,000	Number of employees with The Michaels Organization
10	Number of military bases where Michaels owns and/or manages family housing	52,556	Number of units currently under management
35	Number of states, DC, the U.S. and the U.S.M.I. where The Michaels Organization has developed, owned, managed, managed, or pending	49,950	Number of students
44	Number of years completed at The Michaels Organization have been developing and managing properties	135,000	Number of housing units
376	Number of communities currently managed	5.2 Million	Amount budgeted in scholarships to students through The Michaels Organization Educational Foundation since 2011



Corporate Office
 3 E. Stow Rd.
 PO Box 994
 Marlton, NJ 08053
 Tel: 856.596.0500
 Fax: 856.596.6093



103 Magazine St. - Newark NJ 07105
tel: 973.491.9494 fax: 973.491.2662

www.mmddevelopmentllc.com

Jeffrey Bezos, CEO
Amazon
2121 7th Avenue
Seattle, WA 98121

Dear Mr. Bezos,

The residents and business community of the City of Newark are excited about the possibility of Amazon coming to our City to build its second North American headquarters. I cannot refrain from telling you that no other City can match what Newark has to offer while acknowledging that Amazon can bring to the people of Newark life changing opportunity by providing plentiful jobs within a wide range of skill needs. I am the owner of M & M Development LLC, a Newark based builder and developer. I have dedicated my career to improve inner city neighborhoods by building exceptional and affordable homes. Knowing that having adequate housing units for the work force is one of Amazon requirements, I am happy to tell you that I am one of the many housing developers that are currently constructing housing units in the City of Newark that range from Affordable to luxury homes. My company, one of the smallest developers among the group currently working in the City, is in the process of building 71 homes. We have the capacity of building 150 units per year if it would be supported by a strong real estate market demand which will be the case if Amazon were to increase its presence in Newark. The cost of land is still low in Newark allowing us to build spacious homes with high end amenities for less than half the price than an equivalent home will demand in the New York City, Hoboken and Jersey City markets. Together with plentiful and superior housing Newark also offers very good access to public transportation, great culture, restaurants, and a diverse and young population which is our greatest asset. I am certain your employees would find this city a wonderful place to work in and live.

We hope you chose Newark and thank you for the consideration.

Sincerely,


Maria Yglesias



**PARAMOUNT
ASSETS**

PARAMOUNT ASSETS, LLC
142 Broad Street, 2nd Floor
Elizabeth, NJ 07201

Main: 201.858.8500
Fax: 201.858.4445

www.ParamountAssets.com

October 11, 2017

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

RE: Newark RFP Submittal – Amazon's 2nd Headquarters

Dear Mr. Bezos,

This letter is written to you to express and convey the wonderful renaissance that has occurred in the City of Newark that has galvanized our commitment to the community as a real estate developer.

We have redeveloped many properties within the downtown by the means of adaptive reuse by converting historically significant structures within the Historic Four Corners District into residential units.

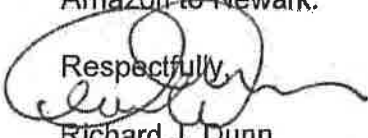
We have completed and have many projects in motion that will provide over 100 moderate to high-end residential apartments in the downtown by the end of 2018. Additionally, we are planning another 100 units, but our plans can change to increase the number of future residential units based upon the prospects of Amazon establishing a headquarters in the City.

It's with great enthusiasm and honor that Paramount Assets recommends to your incredible organization the City of Newark. Your presence in the City will not only validate the renaissance and prove to all that Newark has become a model of success under the stewardship and guidance of Mayor Ras J. Baraka, but reinforce the beliefs and values of Amazon to partner with communities and make a difference for the people.

As a note of interest, we decided to relocate our corporate office to the City since we are believers in its future. We will be moving to our new space in the first quarter of 2018.

I hope that the aforementioned is beneficial to you and your organization for deciding to bring Amazon to Newark.

Respectfully,


Richard J. Dunn
Senior Vice President
Paramount Assets, LLC



RPM DEVELOPMENT GROUP

Montclair Office

77 Park Street, Montclair, New Jersey 07042
p. 973.744.5410 f. 973.744.8277

October 12, 2017

Jeff Bezos, Chief Executive Officer of Amazon
410 Terry Ave, North
Seattle, WA 98109

Re: RPM's Residential Developments in Newark

Dear Mr. Bezos,

RPM Development Group ("RPM") has a proud history of development in Newark spanning over 25 years. Since 2000 alone, RPM has developed nearly 1,000 units of high-quality, award-winning market rate and affordable housing. RPM has an active pipeline in Newark that includes 76 units expected to be completed in 2019. On average, RPM has delivered approximately 60 units per year in Newark and it continues to diligently search for new, large-scale development opportunities throughout the City. RPM has the expertise and capacity to expand its pipeline to develop even more housing that would help meet Amazon's housing need for 5,000 employees. If Amazon expressed a direct need for housing, RPM would gladly partner with the company to develop residential communities specifically tailored for its needs.

RPM is also actively developing in the surrounding areas that are accessible to Newark. In Essex County, we've developed and manage nearly 800 units with another 200 units in the pipeline expected to be completed by the end of 2020. In neighboring Hudson County, we've developed and manage 69 units with another 429 units in the pipeline expected to be completed by the end of 2020. RPM's portfolio in both counties are transit accessible to Newark by NJ Transit Bus, Rail, and/or the NJ PATH subway system.

The newest community, 999 Broad, opened in 2016. It is a LEED-certified, 87-unit mixed-income and mixed-use development. The development has 6,500 square feet of retail space housing a daycare center on the ground floor fronting along Broad Street. The amenities include a Wi-Fi enabled resident lounge with a kitchen, a fitness center, and a yoga studio. The units were designed with the latest urban living styles such as open layout kitchens with subway tile backsplashes, quartz countertops, and stainless steel appliances.

Please contact Michael Hong, Assistant VP of Development at (973) 744 - 5410 ext. 182 or mhong@rpmdev.com if you have any questions or would like to discuss further.

Sincerely,

Edward Martoglio
President
RPM Development

PJBelo Consulting LLC, 260 Chestnut Street, Newark, NJ 07105

Jeffrey P Bezos
President and CEO
Amazon.com, Inc.
2121 7th Avenue
Seattle, WA 98121

Re: Prospect of Amazon Facility in Newark, New Jersey

Dear Mr. Bezos:

Please permit me to introduce myself: I am the former Chairman and CEO of Millennium Bopbank, a Commercial Bank that was headquartered in Newark, NJ and presently I run a consulting company focused upon advising, structuring and financing Real Estate projects in Newark. In my capacity as consultant to many of Newark's leading developers, I was hoping to share with you current residential development projects in which I am involved:

Projects in progress to be concluded between May and November of 2018

⇒ 257 Residential Units

Projects under assessment by the Zoning and Planning Boards of the City of Newark

⇒ 71 Residential units

Projects on the designing phase

⇒ 720 Residential units

Sites controlled by related parties available for development should Amazon choose Newark

⇒ 650 Residential units

In the hope that Amazon will consider the amenities which the City of Newark has to offer including rail, airport, major highways, telecommunication infrastructure and housing opportunities, I would welcome the opportunity to further discuss the details of the Real Estate projects under development or already planned.

I have a strong working relationship with the Mayor and Council of the City and with the attorneys who represent the local developers. I am pleased to assist Amazon in any way I can.

Very truly yours.



Pedro Belo

Cc: Honorable Mayor Ras Baraka
Honorable Councilman Augusto Amador

NJ/NY MSA and New Jersey State Higher Education Degree Data

[illegible][illegible]

[illegible][illegible]

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	5
---	---	---	---	---	---	---	---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	---

[illegible]

New Jersey/New York City MSA Master's & Doctorate Degrees in Computer Related Programs

[illegible]

New Jersey/New York MSA Master's & Doctorate Degrees in Computer Related Programs (Pg. 2)

Year	Computer and Information Science										Mathematics										Physics										Chemistry										Biology										Environmental Science										Health Science										Social Science										Humanities										Languages										Arts										Sports										Other										Total									
2015	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2016	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2017	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2018	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2019	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2020	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2021	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2022	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2023	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2024	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2025	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2026	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2027	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2028	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2029	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2030	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2031	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2032	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2033	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2034	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2035	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2036	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2037	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2038	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2039	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2040	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2041	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2042	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2043	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2044	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2045	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2046	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2047	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2048	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2049	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2050	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2051	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2052	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2053	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2054	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2055	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2056	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2057	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2058	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)										Humanities (11.0009)										Languages (11.0010)										Arts (11.0011)										Sports (11.0012)										Other (11.0013)										Total (11.0014)									
2059	Computer Science (11.0001)										Mathematics (11.0002)										Physics (11.0003)										Chemistry (11.0004)										Biology (11.0005)										Environmental Science (11.0006)										Health Science (11.0007)										Social Science (11.0008)																																																																					

[†]Total number of graduates in 2003/7

New Jersey/New York City MSA Master's & Doctorate Degrees in Non-Computer Related Programs

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200
201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300
301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400
401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500
501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600
601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700
701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800
801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900
901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000
1001	1002	1003	1004	1005	1006	1007	1008	1009	1010	1011	1012	1013	1014	1015	1016	1017	1018	1019	1020	1021	1022	1023	1024	1025	1026	1027	1028	1029	1030	1031	1032	1033	1034	1035	1036	1037	1038	1039	1040	1041	1042	1043	1044	1045	1046	1047	1048	1049	1050	1051	1052	1053	1054	1055	1056	1057	1058	1059	1060	1061	1062	1063	1064	1065	1066	1067	1068	1069	1070	1071	1072	1073	1074	1075	1076	1077	1078	1079	1080	1081	1082	1083	1084	1085	1086	1087	1088	1089	1090	1091	1092	1093	1094	1095	1096	1097	1098	1099	1100
1101	1102	1103	1104	1105	1106	1107	1108	1109	1110	1111	1112	1113	1114	1115	1116	1117	1118	1119	1120	1121	1122	1123	1124	1125	1126	1127	1128	1129	1130	1131	1132	1133	1134	1135	1136	1137	1138	1139	1140	1141	1142	1143	1144	1145	1146	1147	1148	1149	1150	1151	1152	1153	1154	1155	1156	1157	1158	1159	1160	1161	1162	1163	1164	1165	1166	1167	1168	1169	1170	1171	1172	1173	1174	1175	1176	1177	1178	1179	1180	1181	1182	1183	1184	1185	1186	1187	1188	1189	1190	1191	1192	1193	1194	1195	1196	1197	1198	1199	1200
1201	1202	1203	1204	1205	1206	1207	1208	1209	1210	1211	1212	1213	1214	1215	1216	1217	1218	1219	1220	1221	1222	1223	1224	1225	1226	1227	1228	1229	1230	1231	1232	1233	1234	1235	1236	1237	1238	1239	1240	1241	1242	1243	1244	1245	1246	1247	1248	1249	1250	1251	1252	1253	1254	1255	1256	1257	1258	1259	1260	1261	1262	1263	1264	1265	1266	1267	1268	1269	1270	1271	1272	1273	1274	1275	1276	1277	1278	1279	1280	1281	1282	1283	1284	1285	1286	1287	1288	1289	1290	1291	1292	1293	1294	1295	1296	1297	1298	1299	1300
1301	1302	1303	1304	1305	1306	1307	1308	1309	1310	1311	1312	1313	1314	1315	1316	1317	1318	1319	1320	1321	1322	1323	1324	1325	1326	1327	1328	1329	1330	1331	1332	1333	1334	1335	1336	1337	1338	1339	1340	1341	1342	1343	1344	1345	1346	1347	1348	1349	1350	1351	1352	1353	1354	1355	1356	1357	1358	1359	1360	1361	1362	1363	1364	1365	1366	1367	1368	1369	1370	1371	1372	1373	1374	1375	1376	1377	1378	1379	1380	1381	1382	1383	1384	1385	1386	1387	1388	1389	1390	1391	1392	1393	1394	1395	1396	1397	1398	1399	1400
1401	1402	1403	1404	1405	1406	1407	1408	1409	1410	1411	1412	1413	1414	1415	1416	1417	1418	1419	1420	1421	1422	1423	1424	1425	1426	1427	1428	1429	1430	1431	1432	1433	1434	1435	1436	1437	1438	1439	1440	1441	1442	1443	1444	1445	1446	1447	1448	1449	1450	1451	1452	1453	1454	1455	1456	1457	1458	1459	1460	1461	1462	1463	1464	1465	1466	1467	1468	1469	1470	1471	1472	1473	1474	1475	1476	1477	1478	1479	1480	1481																			

[illegible][illegible]

New Jersey Associate's Degree Computer Related Programs (Pg. 2)

[illegible]

New Jersey Associate's Degree Non-Computer Related Programs

[illegible]

[illegible]

New Jersey Bachelor's Degree Computer Related Programs (Pg. 2)

[illegible]

New Jersey Bachelor's Degree Non-Computer Related Programs

[illegible]

New Jersey Master's & Doctorate Degree Computer Related Programs

Year	Computer Programs & Occupations	Award Level	New Jersey-All Schools (JA)	Fairleigh Dickinson University-Metropolitan Campus (14446B)	Rutgers University-Camden (146371)	New Jersey Institute of Technology (145824)	Piscataway University (146331)	Rutgers University-New Brunswick (146330)	Rutgers University-Newark (146339)	Saint Peter's University (146321)	Stevens Institute of Technology (146376)	Stetson University (146376)
2014	Computer and Information Sciences, General (11.0101)	Master's	194	n/a	n/a	8	14	61	90	n/a	n/a	n/a
2014	Computer and Information Sciences, General (11.0101)	Doctorate	22	n/a	n/a	n/a	n/a	n/a	16	n/a	n/a	n/a
2015	Computer and Information Sciences, General (11.0101)	Master's	245	n/a	n/a	3	23	52	127	n/a	n/a	n/a
2015	Computer and Information Sciences, General (11.0101)	Doctorate	26	n/a	n/a	n/a	n/a	n/a	9	n/a	n/a	n/a
2016	Computer and Information Sciences, General (11.0101)	Master's	974	n/a	n/a	2	37	47	218	n/a	n/a	n/a
2016	Computer and Information Sciences, General (11.0101)	Doctorate	23	n/a	n/a	n/a	n/a	n/a	8	n/a	n/a	n/a
2017	Computer and Information Sciences, General (11.0101)	Master's	462	n/a	n/a	n/a	n/a	51	290	n/a	n/a	n/a
2017	Computer and Information Sciences, General (11.0101)	Doctorate	21	n/a	n/a	n/a	n/a	n/a	8	n/a	n/a	n/a
2018	Information Technology (11.0103)	Master's	209	n/a	n/a	n/a	n/a	27	22	n/a	n/a	n/a
2018	Information Technology (11.0103)	Doctorate	2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2019	Information Technology (11.0103)	Master's	226	n/a	n/a	n/a	n/a	40	31	n/a	n/a	n/a
2019	Information Technology (11.0103)	Doctorate	267	n/a	n/a	n/a	n/a	43	20	n/a	n/a	n/a
2020	Information Technology (11.0103)	Master's	68	n/a	n/a	n/a	n/a	41	27	n/a	n/a	n/a
2020	Information Technology (11.0103)	Doctorate	5	n/a	n/a	n/a	n/a	n/a	5	n/a	n/a	n/a
2021	Computer and Information Sciences, Other (11.0104)	Master's	8	n/a	n/a	n/a	n/a	n/a	3	n/a	n/a	n/a
2021	Computer and Information Sciences, Other (11.0104)	Doctorate	3	n/a	n/a	n/a	n/a	n/a	3	n/a	n/a	n/a
2022	Information Technology (11.0103)	Master's	114	5	n/a	n/a	n/a	n/a	165	n/a	n/a	n/a
2022	Information Technology (11.0103)	Doctorate	2	n/a	n/a	n/a	n/a	n/a	2	n/a	n/a	n/a
2023	Information Technology (11.0103)	Master's	155	12	n/a	n/a	n/a	n/a	119	n/a	n/a	n/a
2023	Information Technology (11.0103)	Doctorate	4	n/a	n/a	n/a	n/a	n/a	4	n/a	n/a	n/a
2024	Information Technology (11.0103)	Master's	187	16	n/a	n/a	n/a	n/a	137	n/a	n/a	n/a
2024	Information Technology (11.0103)	Doctorate	3	n/a	n/a	n/a	n/a	n/a	3	n/a	n/a	n/a
2025	Information Technology (11.0103)	Master's	178	n/a	n/a	n/a	n/a	n/a	178	n/a	n/a	n/a
2025	Information Technology (11.0103)	Doctorate	1	n/a	n/a	n/a	n/a	n/a	1	n/a	n/a	n/a
2026	Information Technology (11.0103)	Master's	181	17	1	13	n/a	n/a	4	n/a	n/a	n/a
2026	Information Technology (11.0103)	Doctorate	3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2027	Information Technology (11.0103)	Master's	293	22	5	14	n/a	n/a	n/a	n/a	n/a	n/a
2027	Information Technology (11.0103)	Doctorate	3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
2028	Information Technology (11.0103)	Master's	468	250	5	14	n/a	n/a	n/a	n/a	n/a	n/a

New Jersey Master's & Doctorate Degree Computer Related Programs (Pg. 2)

[illegible]

[illegible]

New Jersey Master's & Doctorate Degree Non-Computer Related Programs (Pg. 2)

[illegible]