

October 2017

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**LU**


amazon **HQ2**

**TION**

**M a s s a c h u s e t t s**



[mass.gov/hq2](https://mass.gov/hq2)



No games. No politics. No drama.  
Just governing, leadership, and  
getting things done.

**JD Chesloff**

*Massachusetts Business Roundtable*

**On behalf of the Commonwealth of Massachusetts, we are excited to invite Amazon to locate its second headquarters in Massachusetts. As you know from your existing operations here, Massachusetts offers an innovative culture led by world-class research institutions and universities, a growing economy that succeeds because of productive collaboration between government and private industry, and an exceptional collection of development sites that meet all of Amazon's needs for its HQ2.**



Charles D. Baker  
*Governor*



Karyn E. Polito  
*Lieutenant Governor*



Stanley C. Rosenberg  
*Senate President*



Robert A. DeLeo  
*Speaker of the House*

Our unparalleled constellation of 125 colleges and universities is a unique resource that creates opportunity in Massachusetts. Ideas become opportunities when these engines of research and talent connect with pioneering entrepreneurs, business leaders, and science and technology companies. These institutions produce the best educated workforce in the country and have helped make Massachusetts a world leader in technology, science, and health care. We think they can make great things happen for Amazon, too.

Massachusetts has been a place of discovery from the earliest moments in our history, and today we are a state built on the strength of new ideas. This passion for innovation and openness to a bigger future has been the key to all of our greatest successes, whether in technology, science, education, or culture. We see tremendous opportunities for Amazon to add to this story.

At the same time, our special sense of history gives us an appreciation for the value of long-term decision-making.

Massachusetts works because our government, business, and cultural institutions all work together. We are a community that recognizes the importance of competing views, but we are a state that succeeds because of a genuine commitment to civic cooperation. Our private sector works with our public sector, our educational institutions work with private industry, and together we pursue the shared goal of a more successful Commonwealth.

Massachusetts offers the business environment, the resources, and the development sites to meet Amazon's needs now and in the future. We are a state that has always been willing to embrace bold ideas, to launch new ventures, and to welcome newcomers. We hope Amazon will accept our invitation to discover a great future here in Massachusetts.



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## Quality of Life

**Best state**, according to *U.S. News & World Report*, thanks to our strong economy, excellent healthcare, and great education.

**Best K-12 education** of any state, according to *Education Week*.

On track to add **224,000 units** to our housing stock statewide by 2030.

## Talent

Nearly **half of Massachusetts residents have college degrees**—the highest of any state.

Home to **125 colleges and universities**.

**400,000 students**—**250,000** in the Boston area alone.

**130,000 post-secondary degrees** awarded annually.

**33% more workers** in math and computer science-related occupations than the national average on a per capita basis.

**Double the number** of systems software developers than the national average on a per capita basis.

Massachusetts career vocational and technical education schools won **36 medals** at the national 2017 SkillsUSA competition in areas that include **robotics and automation** technology, mobile robotic technology, and related technical math.

**Millennials** make up **35%** of Boston's population.

## Innovation Ecosystem

**Best state for innovation** according to the Milken Institute.

Boston named the **top city in the nation for fostering entrepreneurial growth** two years in a row by the U.S. Chamber of Commerce Foundation.

Highest **R&D investment** per-capita and as a percentage of GDP of any state.

Highest per-capita **employment in STEM** occupations of any state.

**Second in technology patents** per capita among all states.

Nearly 40% of workers are in the **innovation economy**.

**Over \$50 billion** in venture capital under management by Massachusetts companies.

## Transportation

**1.3 million people ride the MBTA** (metro Boston's transit system) every day.

Logan International Airport offers nearly **1,200 flights daily** to 75 domestic and 54 international destinations.

**Hourly flights** depart Logan every weekday for New York, Philadelphia, and Washington, DC.

## Energy and Environment

**Over 25% of land** in the Massachusetts is permanently conserved for open space, recreation, watershed protection, natural habitat protection, and agriculture.

Ranked the **most energy-efficient state seven years in a row** by the American Council for an Energy-Efficient Economy.

**M a s s a c h u s e t t s**

# Revolutionary Ideas Begin in Massachusetts







Old North Bridge, Concord



Massachusetts Institute of Technology (MIT)

**Since before the firing of the first musket at Lexington in 1775, Massachusetts has been generating revolutionary ideas that transform the world. From public transit systems to public schools, from marriage equality to universal healthcare, Massachusetts has long been a trailblazer in the things that matter most.**

## past

First basketball game played in 1891 in Springfield.

## present

Educational institutions are at the core of our unparalleled innovation ecosystem.

## future

**Massachusetts and Amazon partner together to lead the next great revolution.**

Today, revolutionary ideas are driving Massachusetts's innovation economy. Because the home of the country's first marathon never settles for good enough, Massachusetts's scientists, researchers, and cutting edge companies keep pushing forward in healthcare delivery, technological innovation, and education. As worldwide leaders in robotics, cyber security, and digital health,

we're aiming to launch tomorrow's revolutions. And our geographic location and transportation networks make Massachusetts a particularly good launching point: our interstate highway system, rail service, and ports give immediate access to the whole Eastern seaboard while Logan Airport, immediately adjacent to downtown Boston, provides a direct connection to the rest of the world.



Massachusetts

## state in the country

due in part to the state's strong investment in high-quality pre-K through 12th grade education.

*U.S. News & World Report, February 2017*

## Innovation Ecosystem and Talent

Our economy is thriving because of the innovation ecosystem we've worked hard to foster. Home to MIT, Harvard, the University of Massachusetts, and 122 more colleges and universities, Massachusetts has more post-secondary degrees per capita than any other state. This kind of intellectual capital drives invention. One sign: Massachusetts leads the country in technology transfers for commercial development and ranks number two in technology patents granted based on per-capita measures.

Innovation companies that choose to grow in Massachusetts know that our educational institutions produce more than just great ideas. Every year they also produce tens of thousands of smart and highly trained engineers, programmers, mathematicians, doctors, researchers, and technicians. This gives innovation companies based in Massachusetts direct access to a critical resource they often find hard to produce on their own—high skilled employees who can immediately contribute to growth.

## Quality of Life

Talent comes to Massachusetts for our world-class educational facilities, but stays to take advantage of our quality of life. This includes a variety of housing options, great K-12 schools, ample opportunities for civic engagement, extensive cultural and recreational amenities, and an open-minded spirit that embraces new things.

If I were starting now I would do things very differently. I didn't know anything. In Silicon Valley, you get this feeling that you have to be out here. But it's not the only place to be. If I were starting now, I would have stayed in Boston. [Silicon Valley] is a little short-term focused and that bothers me.

**Mark Zuckerberg**

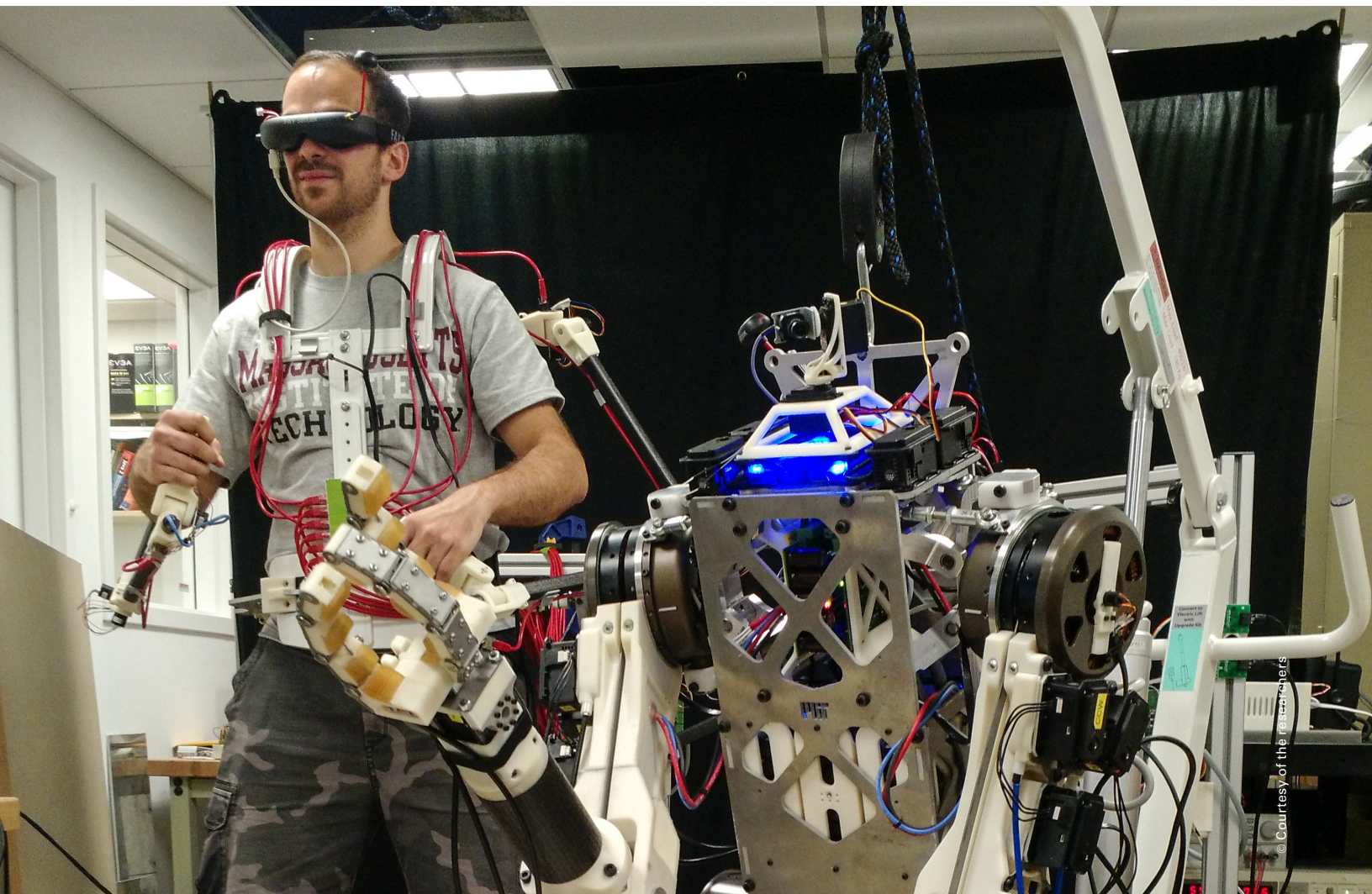
*Chairman & CEO, Facebook*

## Sites

Between the Atlantic Ocean and the Berkshire Mountains, Massachusetts offers a broad variety of attractive sites for Amazon's HQ2. We have opportunities in the dense urban core, where public transit is a way of life and a young and highly educated workforce can live, work, and play in vibrant, walkable neighborhoods. We have attractive redevelopment opportunities on the edge of the urban ring, along multi-modal transportation corridors that move hundreds of thousands of people each day by train, bus, bike,

car, and ferry. We have historic mill sites ready to be converted into chic, industrial campuses. We have greenfields and move-in ready campuses in sought-after suburban communities with transportation options and communications connectivity to bring the world to you. And all over the state, we have opportunities for Amazon to co-locate with colleges and universities that are reinventing higher education and developing the talent pipeline that will drive innovation throughout the 21st century.

MIT graduate student Joao Ramos with the HERMES project in 2015



## Collaboration and Problem-Solving


Massachusetts is successful because of collaboration among public and private institutions, state and local governments, business leaders, research universities, and industry. Working together, we have tackled difficult challenges—like improving access to health care and good schools—and we have seized on big new opportunities—like the creation of our world-leading cluster of biotech companies. The work to achieve these accomplishments played out over decades, but the rewards are huge: a quality of life for our residents that is among the highest in the nation and a bright economic future that capitalizes on our biggest strengths.

The Massachusetts Legislature and the executive branch work closely together to move our state forward. In recent years, this spirit of collaboration has resulted in an energy policy that has stabilized electric rates, diversified our energy portfolio, and made Massachusetts a national leader in reducing carbon emissions and developing clean energy solutions; trailblazing legislation advancing pay equity between men and women; significant investment in the life sciences industry that has made Massachusetts a leader in the field; an overhaul of our health care system that has led to near-universal health care coverage; and housing initiatives to grow Massachusetts's transit-adjacent, workforce-oriented communities.

## Join Us

Massachusetts is made up of 351 cities and towns that together have a global reach. We have some of the finest educational institutions in the nation, from pre-kindergarten through post-graduate study, and we have the best educated workforce in the country. We are home to multi-cultural cities, close-knit towns, vibrant neighborhoods, and leafy

college campuses. By making investments in our workforce and partnering with some of the most creative companies in the world, we foster an innovation ecosystem where invention can thrive. We take the long view, and we push forward to create an exciting future. We hope Amazon decides to come along with us.



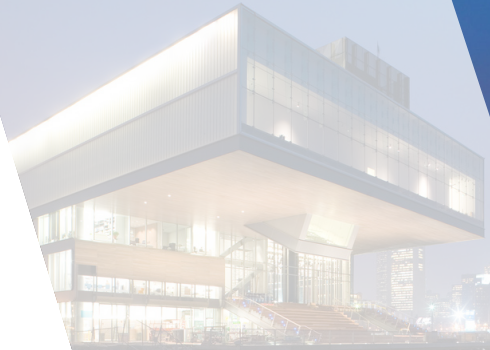
Ultimately, Massachusetts isn't just an education mecca, a research powerhouse, or an economic hub. More than anything, it's home to a revolutionary spirit—a relentless drive for innovation, growth, and advancement; a willingness to do what's never been done before to achieve the "impossible." In Massachusetts, we refuse to rest on our laurels or settle for "good enough," and it's that spirit that has cemented this state's place in history and ensured its enduring leadership and success.

**Martin T. Meehan**

*President, University of Massachusetts*

**M a s s a c h u s e t t s**

Quality of Life



Smart Destinations from Boston, USA [CC BY-SA 2.0]



© Museum of Fine Arts, Boston





**Massachusetts is a great place to live. We are forward-thinking with a strong state economy, some of the best education and healthcare in the world, a diverse population, the capacity to add housing to accommodate growth, and recreational and cultural opportunities to suit any interest. People come to Massachusetts from all over the world to learn, and they stay because—like *U.S. News & World Report* concluded—they decide it’s a great place to live.**

## **Ethos**

Since its founding, Massachusetts has been guided by a handful of enduring values: self-determination, opportunity, and a commitment to progress. As a result, for over 400 years, Massachusetts has been a place where people work together to build a better future.

Our early start and our commitment to the future have resulted in a lot of firsts. We built America’s first public park (Boston Common), first public school (Boston Latin Grammar School), first university (Harvard), first post office, and first subway system. Massachusetts also launched the abolition and women’s rights movements. Our state constitution is the oldest written constitution in continuous effect in the world.

Today, we follow an ethos that is grounded in common sense and tempered by fiscal discipline. We led the nation in enacting universal health care coverage so that we could provide health care to our most vulnerable citizens, but also because it was a responsible and efficient way to reduce the financial strains that an uninsured population puts on a state’s economy. In the last 15 years, we have been in the lead on other critical public policy matters, including marriage equality, pay equity, and safeguarding the rights of transgender people. Massachusetts is committed to a continued pursuit of opportunity and progress for all.

### **past**

First public beach opened in Revere in 1895.

### **present**

Best public K-12 schools in the nation.

### **future**

Well-poised for growth with strong state investment in housing.



## Economy

The diversity of the Massachusetts economy is evident in the strength of several well-established and fast-growing industry sectors: healthcare, educational services, information technology, financial services, manufacturing, retail, defense, renewable energy, creative, and maritime. This diversity ensures that Massachusetts is poised for consistent growth over time.

A 50-state study by *Governing* magazine recently ranked the Massachusetts economy the best in the nation over the past five years based on a range of metrics such as unemployment rates, personal income per capita, job growth, and per-capita state GDP.

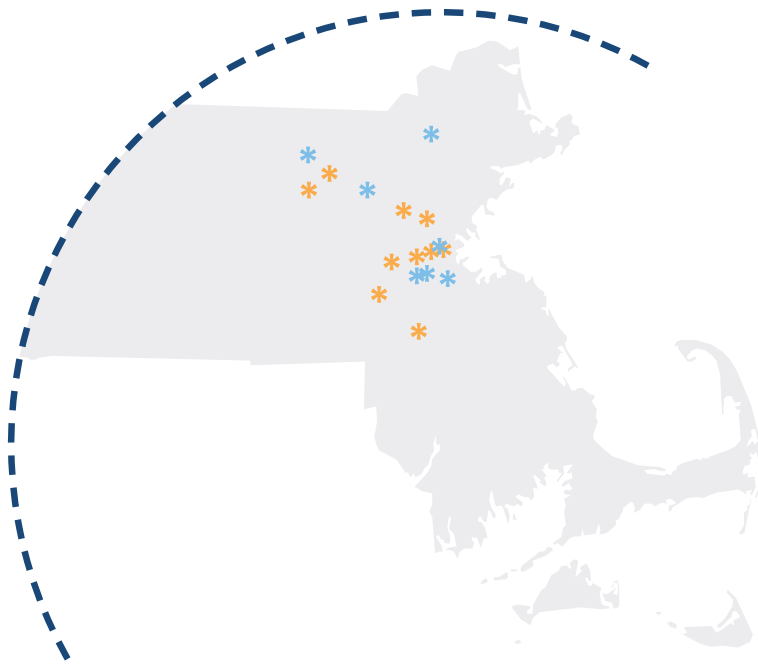
[Massachusetts] has a broad and diverse economy. Employment growth is solid, education levels are high, and population growth has approximated that of the U.S. this decade. Economic fundamentals include significant strength in the health care, technology and education sectors, leaving it well positioned for solid gains going forward. Measured by per-capita personal income, Massachusetts is the second wealthiest state in the nation.

### Fitch Ratings

*Report dated October 5, 2017, on the Commonwealth of Massachusetts*



Taps at Night Shift Brewery, Everett



- \* **10** public high schools in the top 1.5% in the nation
- \* **7** preparatory schools in the top 20 in the nation
- 3** of the top 10 feeders to Ivy League schools

## Education

Our focus on education starts early in Massachusetts, and the result is that Massachusetts boasts the best educated population in the country. From K-12 to post-secondary degrees, Massachusetts's commitment to education is paramount. For the third year in a row, *Education Week* ranked Massachusetts first in the nation in providing a quality education for public school students.

Massachusetts also has the highest rate of post-secondary achievement of any state—43% of residents hold a bachelor's degree or higher. This high rate of educational attainment directly influences the strength of our economy, the state's attractiveness to employers, and the quality of life experienced by our citizens.

## Health

People from around the world come to Massachusetts to receive medical care at renowned hospitals like Massachusetts General Hospital, Dana-Farber Cancer Institute, and Boston Children's Hospital. Our wealth of higher education institutions means we have an abundance of teaching hospitals working on the cutting edge of health research and patient care. Our primary care delivery system is excellent and leads the

nation in terms of access. And as the state that gave the rest of the country a model for achieving universal health coverage by building on our existing system of private and public insurers, it should come as no surprise that, with 98% of our population covered, we have the highest coverage rate in the country. This all adds up to a healthy population that has one of the highest life expectancies from birth of any state.

Massachusetts is driven by our greatest asset: our people. Our public schools are ranked #1 in the country, and we have a diverse, global professional population hailing from some of the best universities in the world. We work together as civic-minded neighbors committed to our thriving community and role as an innovation hub.

**Bithiah Carter**

*President, New England Blacks in Philanthropy*

**People**

Massachusetts welcomes new people and new ideas. With more than one million foreign-born residents, the Massachusetts economy depends on a diverse workforce to be competitive domestically and internationally. In 2015, 20% of our labor force was made up of immigrant workers. Approximately 30% of our STEM workers and master’s and PhD candidates are foreign nationals. One quarter of our biotech firms are founded by immigrants, and 59% of our medical scientists and 35% of our software developers are foreign-born.

This diversity is also reflected in the racial composition of our population. According to the 2016 American Community Survey, 9% of Massachusetts residents are

black or African-American, 7% are Asian or Asian-American, and 11% are Hispanic or Latino. Seventy-two percent of Massachusetts residents are non-Hispanic white, which is about the median for states nationwide. Our cities are especially diverse: Boston—which in 1950 was 95% white—is now majority non-white, with large African-American, Asian-American, and Hispanic populations; Springfield, with a population of 154,000 is 45% Hispanic/Latino and 18% African-American; and Lawrence, with a population of 80,000, is 74% Hispanic/Latino, with large Dominican and Puerto Rican populations.

We are committed to including our disabled population in Massachusetts’s success. Work Inc., a Massachusetts-based organization that connects people with intellectual and developmental disabilities to training and employment opportunities, holds the janitorial contract for federal buildings in Boston. The Perkins School for the Blind, which opened in 1832, provides educational resources, adaptive technology, and more to help blind people realize their full potential—including a 200-student school in Watertown.

Shea Rose, Outside The Box



\$4,000 per-hire tax credit for small and mid-sized businesses that hire and retain unemployed veterans

InventiveLabs in Amesbury provides an ecosystem of support and a working communal space where entrepreneurs with a disability can find resources and a community of entrepreneurs to help launch their new ventures.

Massachusetts has one of the largest LGBTQ populations per capita of any state in the country and is home to two of its tourism destinations, Provincetown and Northampton. In 2015, Massachusetts proudly became the first state to include LGBTQ-owned businesses in supplier diversity requirements.

Massachusetts is also home to more than 355,000 veterans. We encourage employers to support

our veterans by providing a \$4,000 per-hire tax credit for small and mid-sized businesses that hire and retain unemployed veterans. In order to support the growth of veteran-owned businesses, in 2016 we streamlined the process for qualifying these businesses to contract with the state under our supplier diversity program and in one year increased the number of certified veteran-owned businesses in the program from 15 to more than 100. Massachusetts also provides all veterans with wartime service full tuition and fee waivers at all public colleges and universities for coursework toward any undergraduate degree or certificate.

## Housing and Development

Massachusetts is committed to growing its housing stock at a rate that will meet new growth demands and continue to give Massachusetts workers access to vibrant and safe communities in which to live and play. We are confident that Massachusetts can accommodate the long-term needs of Amazon's planned HQ2 workforce.

Over the past three years, Massachusetts cities and towns have permitted over 48,000 new housing units, including over 40,000 in Eastern Massachusetts. Statewide, we are on track to add 224,000 new housing units by 2030, with 129,000 of those units in metropolitan Boston. The City

I have been in the real estate and construction industry for 40 years, including leadership roles for the Boston Harbor Cleanup and the Big Dig. Over the past five years it's been exciting to see dramatic changes in our city skylines. We are also experiencing significant economic development throughout the state, with corporations building in cities like Springfield, Worcester, and Lowell.

### Jennifer Pinck

*President & Founder, Pinck & Co, Inc., a certified LGBTQ-owned business*

of Boston itself has set a target of adding 53,000 new housing units by 2030 and is currently ahead of the pace needed to meet that goal. Neighboring Somerville is committed to building 6,000 new housing units by 2030. And we continue to support new ways to add to Massachusetts's inventory of affordable, accessible, and remarkable housing options.

Massachusetts supports housing production through the use of regulatory tools that ensure that each community provides a fair share of affordable housing and that incentivize smart growth in downtown, transit-oriented locations and other places already well-served by infrastructure. In addition,

Massachusetts offers direct support for housing production through state-administered funding and financing programs.

The Massachusetts Housing Development Incentive Program promotes housing growth in Gateway Cities—mid-sized cities that anchor regional economies around the state. The Massachusetts Workforce Housing Initiative is the nation's largest and most ambitious state-level initiative for middle-income housing affordability. Our Brownfields Redevelopment Fund and Brownfields Tax Credit provide support to speed the cleanup of formerly contaminated sites so they can be re-used to accommodate new development.



Lynn is reclaiming its waterfront and cleaning up formerly contaminated parcels, leveraging a unique state-local-federal working group to remove permitting hurdles and advance significant new housing opportunities. The city now has 1,900 new market-rate units in its immediate development pipeline and a new commuter rail stop to serve residents.



Plymouth is combining state economic development funds and smart growth zoning to transform an abandoned former Walmart into a new waterfront neighborhood that will include commercial space and 675 new homes.



Malden is leveraging transit access to remake its downtown, adding 900 new transit-adjacent apartments that are spurring further investment in surrounding retail and commercial space.

## Recreation

Massachusetts is brimming with recreational and cultural activities. The Massachusetts state parks system alone comprises more than 450,000 acres. We have the the 9th-largest state parks system in the nation. From Cape Cod National Seashore to Mount Greylock State Reservation in the Berkshires, the state's diverse landscapes provide the perfect playground for four-season recreational activities.

Our parks system includes historic sites such as Walden Pond and Plymouth Rock; a 90-mile segment of the 14-state Appalachian Trail; and inland and coastal beaches,

including the first public beach in the country, Revere Beach Reservation. Massachusetts skiers and boarders head to Wachusett Mountain in Central Massachusetts or Jiminy Peak and Berkshire East in the Western part of the state.

Massachusetts is also home to great sports teams, like the New England Patriots, the Boston Red Sox, the Boston Bruins, the Boston Celtics, and the New England Revolution. About 27,000 athletes—amateur and international elite alike—compete each year in the Boston Marathon, the oldest in the country. The Pan-Mass Challenge is the country's largest athletic fundraising event, with 6,200 cyclists from 41 states and eight countries riding 192 miles from Sturbridge to Provincetown each summer to raise money for the Dana-Farber Cancer Institute (\$547 million raised since 1980).

Massachusetts has a rich maritime and sailing tradition that draws tourists and enthusiasts from all over the nation and all over the world.

We have a great food scene fed by talented chefs and strong partnerships with local farms growing produce, shellfish, finfish, meat, dairy, and more. There are over 100 breweries to be found in all corners of the state and a growing collection of local wineries.

Wellfleet OysterFest





Rose Fitzgerald Kennedy Greenway, Boston

© AP Corliss Jr



Dragon Boat Festival, Cambridge

## One of the Ten Best Destinations on Earth

Ranked by *National Geographic* as one of the ten best destinations on Earth, the Berkshires is an expanse of rural towns and hillsides that showcases how Massachusetts protects its vast green space. The region includes the renowned Tanglewood music venue, the Norman Rockwell Museum, and restaurants featuring farm-to-table offerings from across New England.

## Arts and Culture

Massachusetts is home to the Boston Symphony Orchestra (including its summer residence at Tanglewood in the Berkshire Mountains) and the Boston Pops Orchestra. It is also home to Honk!, an annual festival of “activist street bands” that take over the streets of Somerville and Cambridge for one weekend every fall; and to a constantly evolving collection of “porchfests” that celebrate music-making on the porches, stoops, sidewalks, front lawns, and garages of welcoming neighborhoods.

The Museum of Fine Arts in Boston is an internationally renowned museum known for its vast and varied collection, including Egyptian artifacts, Impressionist paintings, and early American art. The City of Lynn recently hosted the Beyond Walls festival, which turned downtown buildings into canvases for well-known street artists. Over 200,000 people a year visit the Institute of Contemporary Art, which is housed in a dramatic structure overlooking Boston Harbor. The Massachusetts

Museum of Contemporary Art, in the Berkshires, is a former industrial site that now hosts one of the largest centers for contemporary visual art and performing arts in the country.

Niche museums cover everything from local authors (Dickinson in Amherst, Emerson in Concord, Dr. Seuss in Springfield), to presidential archives (John F. Kennedy Presidential Library and Museum in Boston), to our unique maritime history (whaling in New Bedford, shipbuilding in Essex, general history and fishing in Gloucester), to Russian icons (Museum of Russian Icons, Clinton), to American crafts (Fuller Craft Museum, Brockton), to the Salem Witch Trials (Salem Witch Museum), to some of the oldest existing spaces in the country created by and for African-Americans (Museum of African-American History, Boston).

There’s something for everyone in Massachusetts.

The Bay State has great ethnic media, food, entertainment and culture that allows people who move here from across the world to maintain their native language, and stay connected with their families back home.

### **Alberto Vassallo**

*President & CEO, El Mundo Newspaper*





Beyond Walls, Lynn | Artist: Misszuki & JPO

**M a s s a c h u s e t t s**

Talent





Students at the University of Massachusetts Lowell compete in the American Society of Civil Engineers steel bridge competition

**Massachusetts’s ability to grow and attract talent makes it the ideal location for Amazon’s HQ2. With a high-performing elementary and secondary school system, a high density of colleges and universities, and a full range of educational offerings and research programs, Massachusetts is committed to educating the technicians, inventors, scientists, researchers, managers, and high skill workers who will lead the growth of science and technology companies in the 21st century.**

In Massachusetts, the talent pipeline begins with world-class public and private elementary and secondary schools. According to the U.S. Department of Education, Massachusetts fourth and eighth graders rank first in the country for math scores. Our high school students lead the nation in Advanced Placement participation rate and performance. Our students score well in global rankings as well: Massachusetts 15 year-olds ranked fifth in science among 122 countries surveyed by the Organization for Economic Cooperation and Development in 2015. Massachusetts Career Vocational and Technical Education

(CVTE) schools won medals in the national 2017 SkillsUSA competition in 36 categories.

With this kind of foundation, it should not be surprising that the Massachusetts workforce is the best educated in the country. Forty-three percent of adults in Massachusetts have a bachelor’s degree or higher—the largest percentage in the country. And our number of college graduates keeps growing: Massachusetts ranked fourth among all states in new college degrees per capita in 2015, with over 130,000 certificates, associate’s, bachelor’s, and advanced degrees awarded.

## past

First public school in the country, Boston Latin, opened in 1635.

## present

More STEM degrees awarded per capita than any other state.

## future

A growing Massachusetts innovation ecosystem leads to more STEM graduates joining Massachusetts science and technology companies.

According to *U.S. News & World Report*, Massachusetts is home to:



School for engineering  
MIT



School for internship  
and career services  
Northeastern



Business  
School  
Harvard



School for undergraduate  
entrepreneurship programs  
Babson



School for undergraduate  
entrepreneurship programs  
MIT



At Worcester Polytechnic Institute we are committed to educating the next generation of STEM leaders through a hands-on, project-based approach. This strong connection to real-world problems enables our students and faculty to develop new solutions and rapidly deploy them across the world to solve the toughest challenges people face.

**Laurie Leshin**

*President, Worcester Polytechnic Institute*

## MIT

Over 150 years ago, the Massachusetts State Legislature created the Massachusetts Institute of Technology.

Since its founding, MIT has produced:

**89**  
Nobel Laureates

**58**  
National Medal of Science recipients

**65**  
Marshall Scholars

**49**  
Rhodes Scholars

**47**  
MacArthur Fellows

**41**  
NASA astronauts

## Leading in Math and Computer Professionals

The immediate benefit of this educational pipeline is that Massachusetts already has the specially-trained workforce Amazon needs as a growing company. According to the most current figures, approximately 143,000 Massachusetts workers are now employed in math and computer science related occupations, a concentration that is 33% higher than the national average on a per capita basis. Within this broad category, Massachusetts has particular strength in software developer occupations, where we employ close to 59,000 workers. Within the specific sub-category of software systems developers—an

employment group that Amazon has identified as particularly important to its HQ2 plans—we already employ close to 28,000 workers, which works out to nearly double the concentration of software systems developers within the total U.S. math and computer occupation group.

Our advantage in these fields is growing. U.S. Department of Labor (DOL) projections indicate that over the next eight years Massachusetts will continue to outpace the rest of the nation in attracting and developing math and computer science professionals.

Massachusetts offers the most highly educated and talented workforce that any organization could hope to draw upon. Our proximity to a world-class education system—from kindergarten through higher education—ensures that students enter the workforce ready to embrace new challenges and be a meaningful contributor to a company’s success.

**David F. Torchiana, MD**

*President & CEO, Partners HealthCare*

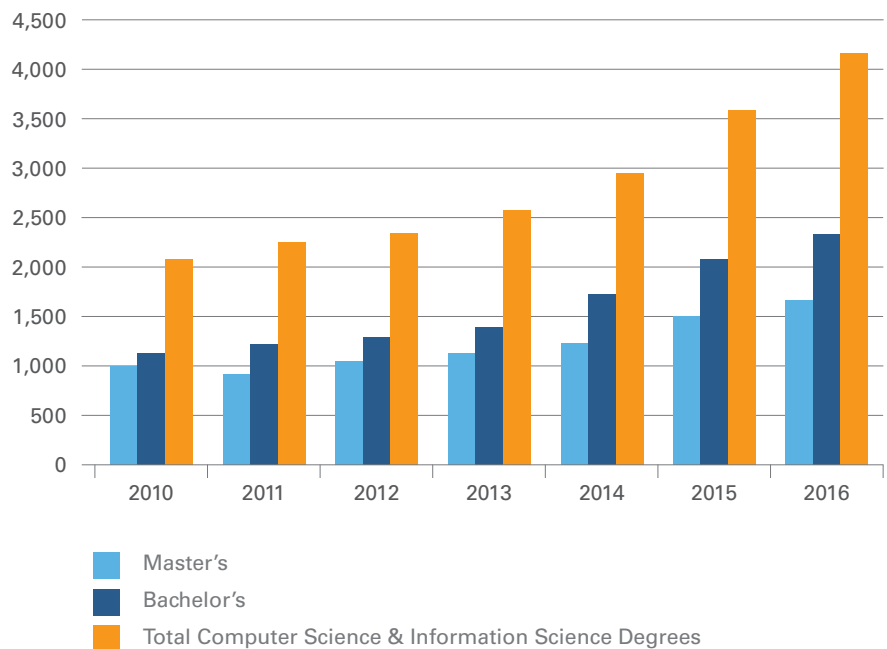
We see the same growing advantage that DOL sees when we look at growth in these fields in the Massachusetts educational pipeline. Since 2010, Massachusetts colleges and universities have doubled the number of degrees they award each year in computer science and information science, the programs most closely aligned with employment in the software development job category.

This is a long-term trend that will continue to support the growth of technology companies based in Massachusetts.

With our strong, existing base of professionals now working in math and computer science related occupations, and with accelerating growth in the development of new credentialed workers, Massachusetts is perfectly positioned to meet Amazon’s need for specialized talent now and in the future.

**Computer Science & Information Science**

Total Degrees Granted in Massachusetts (2010–2016)



## Making WAVES to Address Gender Gaps

A five-year, \$3.5 million ADVANCE Institutional Transformation grant from the National Science Foundation is supporting UMass Lowell's Making WAVES initiative (Women Academics Valued and Engaged in STEM). The WAVES program aims to promote equity, reform institutional practices, and make departments and colleges accountable for addressing issues of gender equity and bias in STEM.

## Leading in STEM Education

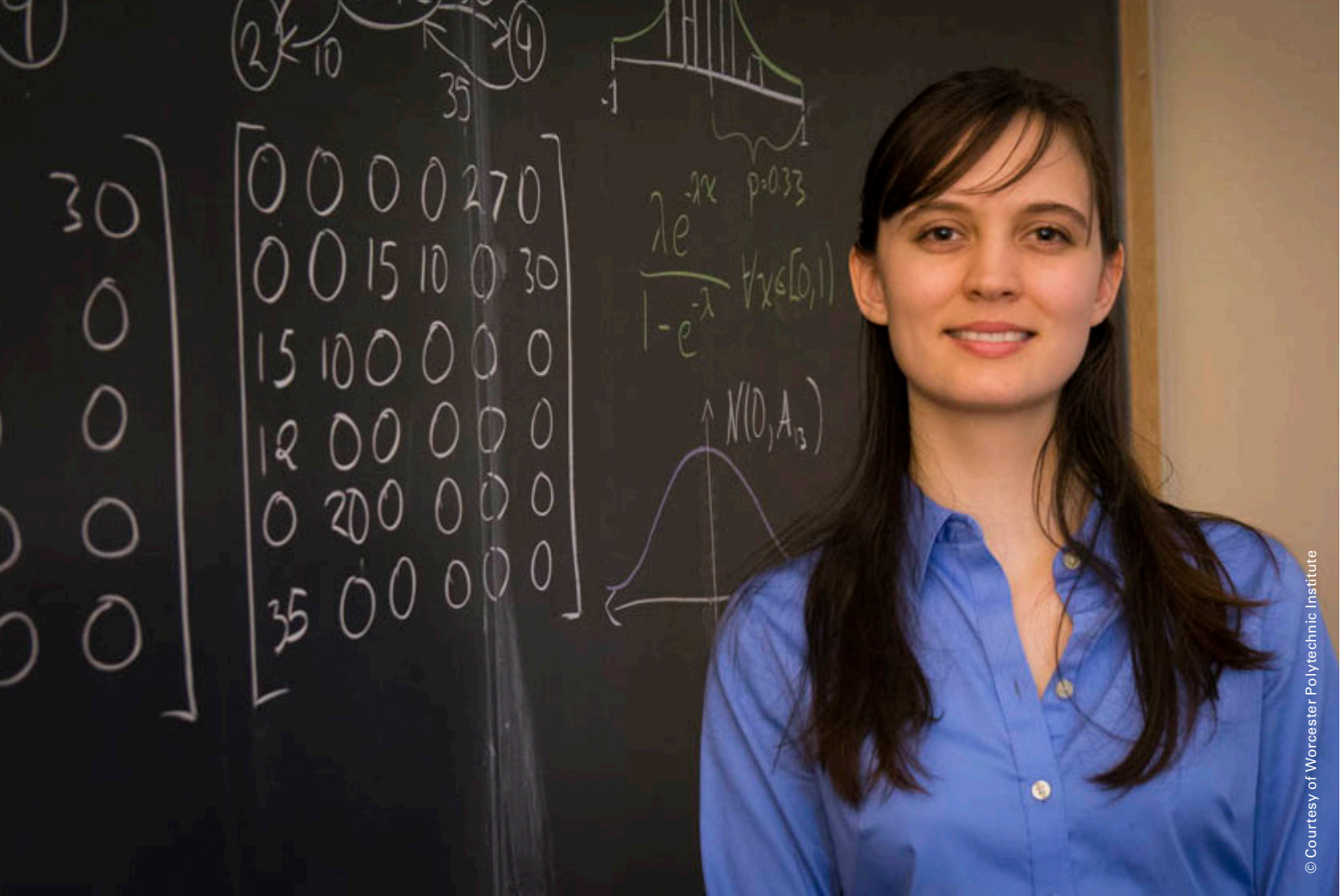
Beyond the specialized fields of computer and information science, Massachusetts is also outpacing the rest of the U.S. in the broader category of STEM graduates. With 37,000 STEM degrees granted in 2015, Massachusetts institutions award more science, technology, engineering, and math undergraduate, graduate, and professional degrees per capita than any other state.

Our public community colleges have a big role to play here. The 15 community colleges across Massachusetts educate around 90,000 students each semester, many in programs focused on specific STEM-related career paths. One support for these efforts is a \$20 million, multi-year federal grant the community colleges received in 2014 to expand credentialing programs focused on careers in engineering, advanced manufacturing, biotechnology and life sciences, computer information sciences, and information technology. We expect that 13,000 students will have enrolled in high-demand STEM programs funded by the grant by the end of 2018.

Our broad mix of public and private institutions allows Massachusetts to pursue partnerships that create new educational opportunities to benefit both STEM learners and the innovative companies that depend on their skills to grow.

One example of this sort of collaboration is a partnership between Northeastern University and GE to launch an Advanced Manufacturing program. The program, which was recently named one of eight sites for the U.S. Department's Educational Quality through Innovative Partnerships (EQUIP) experiment, will offer an accelerated bachelor's degree and will operate in collaboration with additional partner institutions in the Massachusetts community college system.

We're also proud that our STEM programs outperform most others in the country in attracting women. In the most recent measure, 37% of all STEM degrees granted in Massachusetts went to women graduates, and we are focused on continued improvement.



© Courtesy of Worcester Polytechnic Institute

The net result of all of this effort is that, while our research-based employers continue to grow, so does the number of new scientists, engineers, and other highly skilled graduates who enter the Massachusetts workforce each year. In fact, Massachusetts educational institutions produce

many more STEM graduates than those companies hire in any given year. This makes the Massachusetts STEM talent pool a continuing, available resource that leaves ample room for Amazon’s hiring needs and for continuing growth in the STEM sector overall.



## Massachusetts CVTE Winners at 2017 SkillsUSA Competition

Massachusetts CVTE schools won 36 medals in the 2017 national SkillsUSA competition. Lynn Vocational Technical Institute received special honors, winning both the National Outstanding Chapter of Excellence award and the National Gold Medal in Community Service. The Model of Excellence award recognized Lynn Tech

as number one among all 30,000 eligible programs across the country. The 36 Massachusetts medals included awards in the areas of robotics and automation technology, mobile robotic technology, related technical math, web design, graphic communications, and automated manufacturing technology.



## State College and University Tuition Waivers for Veterans and National Guard Members

Massachusetts recognizes the special value that veterans and service members contribute to our high-skilled workforce. In order to maximize that value, reward their military service, and speed their transition to civilian employment, Massachusetts provides 100% tuition and fee waivers

at all public colleges and universities to current members of the Massachusetts National Guard and to veterans who have served during wartime. In 2015, over 5,000 current or former service members took advantage of this benefit, receiving over \$3 million in support.



CommonWealth Kitchen, a Dorchester food business incubator and commercial kitchen that received a 2015 Workforce Skills Capital Grant.

### Connecting Workers with In-Demand Skills

Massachusetts has many programs to connect residents with training, and employers with appropriately-trained employees.

Our Workforce Skills Capital Grant program invests in instructional equipment and technology to provide high schools and community colleges with industry-standard equipment, so that students can develop the skills needed for jobs in the innovation economy. Participating institutions collaborate with local employers to identify future workforce demands and skill gaps and then match students and adult learners with programming that will prepare them for in-demand jobs.

Since the program began in 2016, over \$34 million in grant awards have benefited more than 10,000 Massachusetts students and career learners. We are actively seeking private sector partners to connect students and other learners with

equipment and training that will teach them the skills most in demand from growing employers.

Massachusetts also helps companies to improve the performance of their existing workforce. The Massachusetts Workforce Training Fund awards \$14 million annually to companies in all industries to support training for newly hired and existing workers. The fund provides substantial assistance to companies shifting workers to new and developing technologies.

Amazon Robotics in North Reading received a \$243,000 training grant in 2016 to add new jobs and train 190 employees. The grant will support training through a portfolio of advanced software programming and project management courses as well as a process improvement certificate program. As of July 2017, the company had added 45 of 50 planned new jobs and completed most of the training.



Amherst College

## Statewide Higher Education Network

Amazon's growth at HQ2 will require ready access to professionals with expertise in fields beyond math, science, and engineering. Massachusetts's 125 colleges and universities are a huge pipeline for professional talent in the management, legal, accounting, and other administrative categories that Amazon has highlighted as important components of its HQ2 workforce.

Massachusetts is home to some of the best liberal arts colleges in the country—including Williams, Amherst, and Wellesley Colleges, ranked first, second, and third in the category by *U.S. News & World Report*. Last year, *Bloomberg Businessweek* ranked Boston College's Carroll School of Management the third-best undergraduate business program

in the country, and undergraduate programs at Bentley University (10), Northeastern University (22), Boston University (29), and UMass Amherst (33) also scored high in the review. In 2017, business school graduate programs at Harvard, MIT, Boston College, and Boston University were ranked in the top 50 in the country by *U.S. News & World Report*.

In 2015, Massachusetts's public higher education system enrolled approximately 186,000 students at 29 institutions operating 62 sites across the Commonwealth. Around 57,000 of these students (30%) were enrolled in the University of Massachusetts system, 41,000 (22%) were enrolled in our nine other state colleges and universities, and the remaining 88,000 (47%) were enrolled in one of our 15 community colleges.

Massachusetts provides a unique combination of economic strength, culture of entrepreneurship, and innovation. We have a millennial population that is extremely diverse and entering the workforce with a hunger for having a national impact and solving big problems. Because of our strong eco-system of schools and community colleges, we have been creating a diverse STEM pipeline. Initiatives such as Latino STEM Alliance and Resilient Coders are focused on expanding access for disenfranchised youth even further.

### Reinier Moquete

CEO of Advoqt Technology Group

Founder of Diversity IT Network & co-founder of Latino STEM Alliance

## UMass Boston

Located on a peninsula at the edge of Boston Harbor, just minutes from downtown Boston, UMass Boston is a nationally recognized public research university that provides a low-cost, high-quality education to students from over 140 countries. Many UMass Boston students are the first in their family to attend college. Ranked in the first tier of national universities in the *U.S. News & World Report* rankings in both 2017 and 2018, UMass Boston embodies the state's commitment to high-quality public education for all.



University of Massachusetts Boston

This rich collection of public and private institutions has created higher education clusters in every region of the state: Greater Boston is home to 75 colleges and universities serving 250,000 students; the Pioneer Valley's Knowledge Corridor stretches from Springfield, Massachusetts, to Hartford, Connecticut and covers

some 30 institutions, including a five-college consortium that includes UMass's flagship Amherst campus; and the Worcester area is home to 12 colleges and universities, including Worcester Polytechnic Institute, Clark University, and the College of the Holy Cross.

Technology businesses that drive the innovation economy forward in Massachusetts, like Carbonite, are successful for many reasons, but one stands out: access to local talent. . . .Massachusetts provides diverse human capital at scale, and as a result continues to be a breeding ground for some of the largest and most successful technology companies in the world.

### **Mohamad Ali**

*President & CEO, Carbonite*



## 3D Printing: Advanced Manufacturing in Massachusetts is Gearing Up

Massachusetts has awarded \$500,000 to the Greater Lowell Technical High School in order to create an Agile Digital Fabrication/Maker Space where high school, community college, and adult education students will engage in technological experimentation, hardware development, and idea prototyping. The space will provide high-quality 3D printing capability to build workforce skills in this rapidly-developing area of manufacturing and inspire a new generation of makers.

## Connecting Employers with Skilled Workers

Massachusetts operates more than 30 Career Centers across the state dedicated to connecting employers looking for talent with a client base of 140,000 job seekers. Our Career Centers work with employers to understand their hiring needs and then connect them with job seeker candidates who offer the skills and experience to fill those needs. Career Centers also assist employers to access state funding to train new existing employees.

Unlike the traditional approach followed in most states, which direct their attention primarily to

job seekers, the primary focus of Massachusetts Career Centers is meeting employer demand for talent. The Massachusetts strategy is successful with employers and prospective employees: over 80% of adults working with Career Centers are hired by employers, and over 90% retain employment for more than six months. Major corporations such as National Grid, Century Bank, Stop & Shop, and Titleist, regularly depend on Massachusetts Career Centers to meet their hiring needs.

## Partnership with Amazon in Southeastern Massachusetts

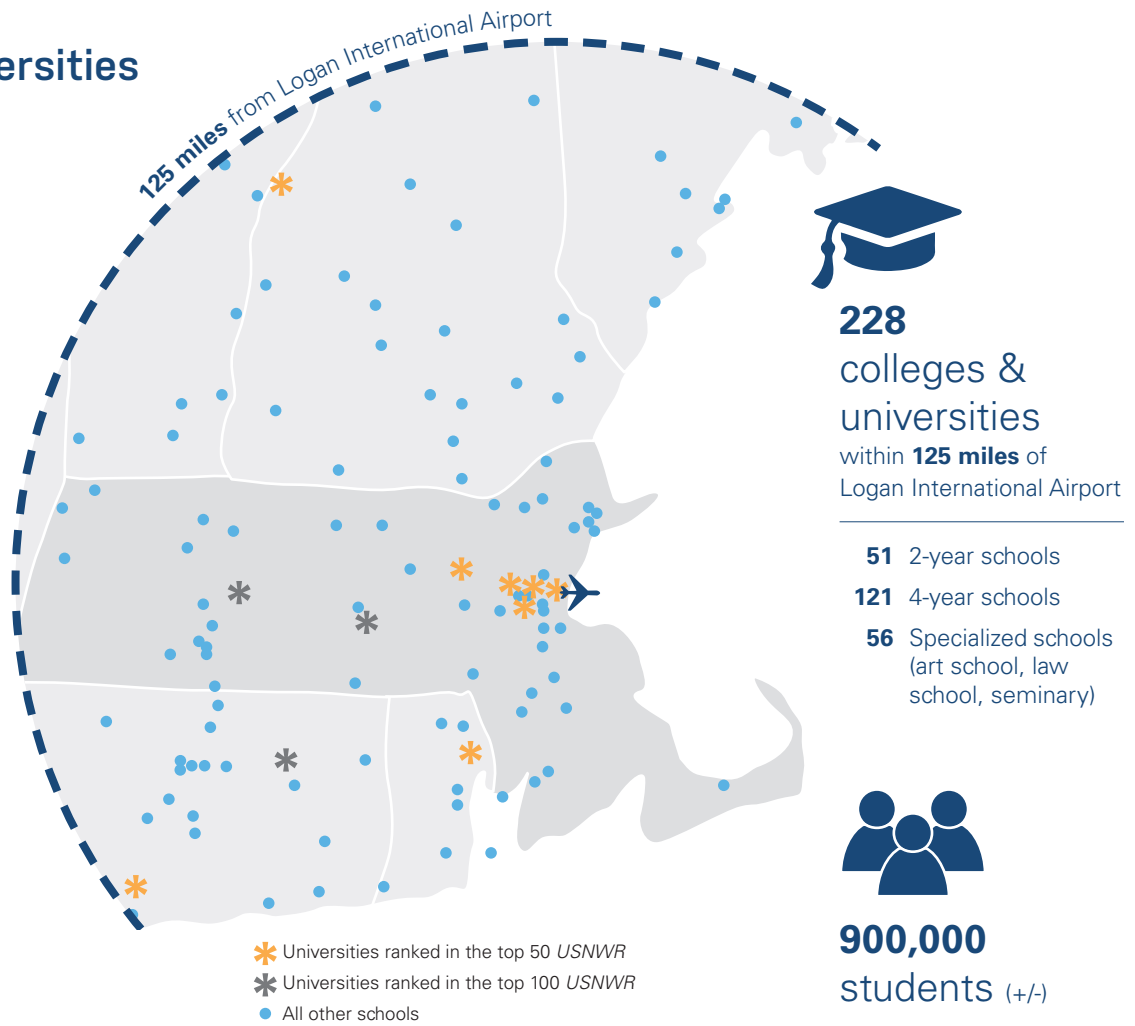
Before Amazon broke ground on its new Fall River fulfillment center, Amazon executives and human resource managers were already working together with community partners and local officials to develop a workforce plan. When the 1 million square foot fulfillment center opened in September 2016, it was fully staffed with more than 700 new hires recruited through local Career Centers.

Amazon executives attribute the successful recruitment in Fall River to coordinated efforts undertaken with the local Career Center, the Fall River Mayor's office, Bristol Community College, and local legislators to get the word out and generate excitement about

the facility's opening. "In all my experience, I have never seen this level of community engagement and support," said Amazon's general manager for the new Fall River fulfillment center.

One year after the Amazon Fall River Fulfillment Center shipped its first package—a galvanized anchor sent to Raynham—the partnership continues to grow, and Amazon has hired more than 1,500 additional Massachusetts residents from local Career Centers. Career Center staff and Amazon executives have developed an efficient hiring process that can be scaled to accommodate a range of future hiring needs.

# Top Universities



## Top 100 Ranked By U.S. News & World Report (USNWR) as Best National Universities

School	City	State	USNWR Ranking
Harvard University	Cambridge	Massachusetts	#2
Yale University	New Haven	Connecticut	#3
Massachusetts Institute of Technology	Cambridge	Massachusetts	#5
Dartmouth College	Hanover	New Hampshire	#11
Brown University	Providence	Rhode Island	#14
Tufts University	Medford	Massachusetts	#29
Boston College	Chestnut Hill	Massachusetts	#32
Brandeis University	Waltham	Massachusetts	#34
Boston University	Boston	Massachusetts	#37
Northeastern University	Boston	Massachusetts	#40
University of Connecticut	Storrs	Connecticut	#56
Worcester Polytechnic Institute	Worcester	Massachusetts	#61
University of Massachusetts Amherst	Amherst	Massachusetts	#75
Clark University	Worcester	Massachusetts	#81

#2



## Harvard University

Cambridge

Founded in 1636, Harvard University is the oldest institution of higher learning in the United States. Harvard's 13 Schools and Institutes are globally ranked in the top echelon of law, medicine, business and other disciplines.

**Total Enrollment** (based on USNWR rankings)  
20,324 (undergraduate 6,710; graduate 13,614)

### Recognition and Notable Facts

- › Ranked #1 Business School in the country (*USNWR*, 2018).
- › Ranked #3 in Math (*USNWR*, Best Graduate Mathematics Programs, 2014).
- › Ranked #3 World's Most Innovative University (*The Reuters 100*, The World's Most Innovative Universities, 2017).
- › Ranked #3 Best Law School (*USNWR*, 2018).
- › In Fiscal Year 2016, Harvard attracted \$842.5 million in research funding, one indication of Harvard's contribution to Massachusetts's status as a leading research hub.
- › **Enterprise sites are available.**

#5



## MIT

Cambridge

Founded in 1861, MIT's emphasis on laboratory instruction in applied science and engineering has made MIT the world's leader in engineering, math and computer science.

**Total Enrollment** (based on USNWR rankings)  
11,376 (undergraduate 4,524; graduate 6,852)

### Recognition and Notable Facts

- › Ranked #1 Graduate School for Engineering schools in the United States offering doctoral degrees (*USNWR*, 2018).
- › Ranked #1 in Undergraduate Engineering Programs (*USNWR*, Best Undergraduate Engineering Programs, 2018).
- › Ranked #2 in the World's Most Innovative Universities (*The Reuters 100*, The World's Most Innovative Universities, 2017).
- › The aggregated revenues of companies founded by MIT alumni would rank as the tenth-largest economy in the world.
- › **Enterprise sites are available.**

#29



## Tufts University

Medford

Founded in 1852, Tufts is a private research university that melds rigorous research with active citizenship and public service in all of its disciplines. Tufts has produced a high number of Fulbright Scholars and is also a top tier school for graduates who become Teach for America corps members.

**Total Enrollment** (based on *USNWR* rankings)  
11,489 (undergraduate 5,508; graduate 5,981)

### Recognition and Notable Facts

- › Ranked #18 America's Top Colleges (*Forbes*, 2016).
- › Ranked #21 Research University (*Forbes*, 2017).
- › Ranked #67 Best Graduate Schools for Engineering (*USNWR*, 2018).
- › Ranked #56 Best Undergraduate Engineering School offering doctoral degrees (*USNWR*, 2018).
- › The Tufts Gordon Institute was founded in 1984 as the first educational institution dedicated to fostering entrepreneurship in the engineering fields.

#32



## Boston College

Chestnut Hill

Founded in 1863, Boston College was the first institution of higher education built within the Boston city limits. Boston College is an internationally respected research university and a center of academic excellence that ranks among the nation's foremost universities in the liberal arts and scientific inquiry.

**Total Enrollment** (based on *USNWR* rankings)  
13,851 (undergraduate 9,309; graduate 4,542)

### Recognition and Notable Facts

- › Ranked #3 Undergraduate Business School (*Bloomberg Businessweek*, 2016).
- › Ranked #26 Law School (*USNWR*, 2018).
- › Ranked #44 Business School (*USNWR*, 2018).
- › Ranked #49 in America's Top Colleges (*Forbes*, 2017).
- › Students at BC earned 15 Fulbright Awards in 2017, ranking the school in the top twenty Fulbright-producing American research institutions.

#34



## Brandeis University

Waltham

Founded in 1948 as a non-sectarian, coeducational institution sponsored by the Jewish community, Brandeis is based on the principle that a university should be open and welcoming to faculty, students and staff of all backgrounds and beliefs. Brandeis is a top tier university with global reach, attracting students and faculty from around the world to pursue learning with particular emphasis on research and entrepreneurship.

**Total Enrollment** (based on *USNWR* rankings)  
5,729 (undergraduate 3,608; graduate 2,121)

### Recognition and Notable Facts

- › Ranked #1 for Student Engagement in Community Service (*The Princeton Review*, 2015).
- › Ranked #1 among U.S. universities in economics and finance programs (*Financial Times*, 2010–2013).
- › Ranked #51 Research University (*Forbes*, 2017).

#37



## Boston University

Boston

Boston University was founded in 1839 and was one of the first universities to establish study abroad programs. With nearly 33,000 students, BU is one of the nation's top-funded independent research institutions.

**Total Enrollment** (based on *USNWR* rankings)  
32,695 (undergraduate 17,944; graduate 14,751)

### Recognition and Notable Facts

- › Ranked #14 for the Best Colleges for Veterans (*USNWR*, 2018).
- › Ranked #23 Best Law School (*USNWR*, Best Law Schools, 2018).
- › Ranked #23 Best Graduate Economics Programs (*USNWR*, 2017).
- › Ranked #34 Best Engineering Graduate School (*USNWR*, Best Engineering Schools, 2018).
- › In 1876, BU professor Alexander Graham Bell invented the telephone.
- › The first woman to earn her PhD in the United States did so at Boston University in 1877.



#40



## Northeastern University Boston

Founded in 1898, Northeastern is known for its emphasis on experiential learning and providing research opportunities for its undergraduates in addition to its graduate students. Northeastern houses a renowned global co-op program that allows students to gain direct professional experience as part of their degree program with nearly 3,000 employers around the world participating in the program in 2016–2017.

**Total Enrollment** (based on *USNWR* rankings)  
20,381 (undergraduate 13,473; graduate 6,908)

### Recognition and Notable Facts

- › Ranked #6 in Most Innovative Schools (*USNWR*, 2018).
- › Ranked #9 Best Undergraduate International Business Programs (*USNWR*, 2018).
- › About 90% of Northeastern undergraduates complete at least one professional co-op during their college course of studies.

#61



## Worcester Polytechnic Institute Worcester

Founded in 1865, WPI is a private research university focused on the instruction and research of technical arts and applied sciences. Founded just four years after MIT, WPI was one of the first engineering and technology universities in the United States.

**Total Enrollment** (based on *USNWR* rankings)  
6,642 (undergraduate 4,432; graduate 2,210)

### Recognition and Notable Facts

- › Ranked #61 in Undergraduate Engineering Programs among universities offering doctoral degrees (*USNWR*, 2018).
- › Ranked #94 in Graduate Engineering Schools (*USNWR*, 2018).
- › In 2007, WPI established the nation's first bachelor's degree program in robotics engineering to meet demand in areas such as defense and security, elder care, and customized manufacturing.

#75



## University of Massachusetts Amherst

The flagship campus of the University of Massachusetts system, UMass Amherst was founded in 1863, and it is a leader among national universities in climate change research. While the university itself is a large public research university, UMass Amherst students have the opportunity to take classes at four local liberal arts colleges thanks to UMass's participation in the Five College Consortium.

**Total Enrollment** (based on *USNWR* rankings)  
30,037 (undergraduate 23,373; graduate 6,664)

### Recognition and Notable Facts

- › Ranked #29 in Top Public Schools (*USNWR*, 2018).
- › Ranked #38 for the Best Colleges for Veterans (*USNWR*, 2018).
- › Ranked #57 Graduate Business School in the country (*USNWR*, 2018).
- › Ranked #56 Best Graduate School for Engineering (*USNWR*, 2018).

#81



## Clark University Worcester

Founded in 1887, Clark University emphasizes both a liberal arts education and impactful research. Clark is a member of the Higher Education Consortium of Central Massachusetts, giving students access to resources at other area institutions including WPI, Worcester State University, and College of the Holy Cross.

**Total Enrollment** (based on *USNWR* rankings)  
3,298 (undergraduate 2,289; graduate 1,009)

### Recognition and Notable Facts

- › Ranked #16 in America's Most Entrepreneurial Universities (*Forbes*, 2015).
- › Ranked #29 Best Values in Private Universities (*Kiplinger's Personal Finance Magazine*, 2017).
- › Considered a "Top Business School for Eco-Entrepreneurs" (*Entrepreneur Magazine*, 2011).
- › Ranked #29 Best Value Schools (*USNWR*, 2018).



Williams Campus, Williamstown

## Top Liberal Arts Colleges

Seven Massachusetts colleges have been ranked in the top 100 of 2018  
*U.S. News & World Report* (USNWR), National Liberal Arts College Rankings

School	City	USNWR Ranking
Williams College	Williamstown	#1
Amherst College	Amherst	#2
Wellesley College	Wellesley	#3
Smith College	Northampton	#12
College of the Holy Cross	Worcester	#33
Mount Holyoke College	South Hadley	#36
Wheaton College	Norton	#76

Other notable Massachusetts colleges and universities ranked by the  
 2018 *U.S. News & World Report* (USNWR)

School	City	USNWR Ranking
Babson University: Undergraduate School for Entrepreneurship	Wellesley	#1
Bentley University: Regional Universities in the North	Waltham	#2
Olin College of Engineering: Undergraduate Engineering Programs (doctorate not offered)	Needham	#3

#1



## Williams College

Williamstown

Established in 1793, Williams has consistently ranked among the top liberal arts colleges in the nation. Recognized for its strong undergraduate teaching, Williams provides students with experiential courses outside of a traditional classroom setting as well as opportunities to engage with the greater Berkshire community.

**Total Enrollment** (based on *USNWR* rankings)  
2,134 (undergraduate 2,076; graduate 58)

### Recognition and Notable Facts

- › Ranked #3 of Liberal Arts Colleges (*Forbes*, America's Top Colleges, 2017).
- › Ranked #13 in America's Top Colleges (*Forbes*, America's Top Colleges, 2017).
- › Graduates include 8 Pulitzer Prize winners, a Nobel Prize Laureate, 60 members of the United States Congress, 13 U.S. Governors, 4 U.S. Cabinet secretaries, one Associate Justice of the Supreme Court, and one U.S. President.

#2



## Amherst College

Amherst

Founded in 1821, Amherst is a private undergraduate college known for its academic excellence and individualized education. Amherst's open curriculum allows students to form their own interdisciplinary majors, and course options extend to offerings at other institutions in Massachusetts's Five College Consortium.

**Total Enrollment** (based on *USNWR* rankings)  
1,849 (undergraduate)

### Recognition and Notable Facts

- › Ranked #3 Best Liberal Arts College (*Washington Monthly College Rankings*, 2017).
- › Ranked #17 America's Top Colleges (*Forbes*, 2017).
- › Amherst is the third oldest institution of higher education in Massachusetts.

#3



## Wellesley College

Wellesley

Wellesley is a private women's college established in 1870 and is one of the original Seven Sisters colleges. Wellesley is one of the highest ranked liberal arts colleges in the country, with many notable and accomplished alumnae.

**Total Enrollment** (based on USNWR rankings)  
2,347 (undergraduate)

### Recognition and Notable Facts

- › Considered #1 Women's College in nation.
- › The Wellesley Centers for Women is one of the largest gender-focused, social science research-and-action organizations in the United States.
- › Wellesley offers dual degree programs with the Massachusetts Institute of Technology and the Olin College of Engineering, allowing Wellesley students to complete a Bachelor of Science at those schools in addition to a Bachelor of Arts at Wellesley.

#12



## Smith College

Northampton

Founded in 1871, Smith is a private women's college with coeducational graduate programs. Smith is one of the largest liberal arts colleges for women in the country, and it established the first all-women's undergraduate engineering program. Smith is also part of Massachusetts's Five College Consortium and a Seven Sisters college.

**Total Enrollment** (based on USNWR rankings)  
2,896 (undergraduate 2,514; graduate 382)

### Recognition and Notable Facts

- › Ranked #30 Best Value Liberal Arts Colleges in the United State (*Kiplinger's Personal Finance*, 2017).
- › Ranked #54 America's Top Colleges ranking (*Forbes*, 2016).
- › In 2004, Smith College made history when 19 women graduated as part of the first class of engineers ever from an all-women's Accreditation Board for Engineering and Technology (ABET) accredited engineering program.
- › Smith's Picker Engineering Program offers a single ABET accredited Bachelor of Science in engineering science, combining the fundamentals of multiple engineering disciplines.

#33



## College of the Holy Cross

Worcester

Founded in 1843, College of the Holy Cross is a private, undergraduate, Roman Catholic, Jesuit Liberal Arts College. Holy Cross is the oldest Catholic college in New England and one of the oldest in the United States. It is a member of the Higher Education Consortium of Central Massachusetts.

**Total Enrollment** (based on USNWR rankings)  
2,941 (undergraduate)

### Recognition and Notable Facts

- › Ranked #15 in Best Value Liberal Arts Colleges in the United States (*Kiplinger's Personal Finance*, 2017).
- › Ranked #51 in America's Top Colleges (*Forbes*, 2016).
- › 14 young alumni awarded Fulbright grants to teach and conduct research around the world during the 2017–2018 academic year.
- › Five Holy Cross alumni have won a Pulitzer Prize.

#36



## Mount Holyoke College

South Hadley

Founded in 1837, Mount Holyoke is a women's liberal arts college that offers three graduate degrees. It is the oldest of the Seven Sisters colleges. Mount Holyoke has a wide range of study abroad and exchange programs available, as well as the flexibility that allows students to gain internship or work experience during the year. Mount Holyoke's course options extend to offerings at other institutions in Massachusetts's Five College Consortium.

**Total Enrollment** (based on USNWR rankings)  
2,327 (undergraduate 2,199; graduate 128)

### Recognition and Notable Facts

- › Ranked #41 in Best Value Liberal Arts Colleges in the United States (*Kiplinger's Personal Finance*, 2017).
- › Ranked #102 in America's Top Colleges (*Forbes*, 2016).
- › Mount Holyoke has been one of the nation's top producers of Fulbright Scholars, ranking in the top five among bachelor's institutions (*Chronicle of Higher Education*, 2011–2012).

#76



## Wheaton College

Norton

Founded in 1834 as a female seminary, Wheaton College is a four-year, private liberal arts college. Wheaton remained one of the oldest institutions of higher education for women in the United States until the school first began admitting men in 1988.

**Total Enrollment** (based on *USNWR* rankings)

1,651 (undergraduate)

### Recognition and Notable Facts

- › Ranked in the top 100 Best Value Liberal Arts Colleges in the United States (*Kiplinger's Personal Finance*, 2017).
- › Ranked #115 overall and #41 among U.S. liberal arts colleges (*Times Higher Education* and *The Wall Street Journal*, College Rankings, 2018).
- › Wheaton students have won more than 200 academic scholarships since 2000. That includes three Rhodes Scholarships, 16 Watson Fellows, and 97 Fulbright Scholarships.

## Notable Institutions



### Babson College Wellesley

Founded in 1919, Babson College is a private business school with a primary focus on entrepreneurship education. Babson was ranked as the #1 college in entrepreneurship education by *U.S. News & World Report* in 2018. Babson College specializes in business and entrepreneurship courses of undergraduate study.

Through an innovative partnership with the Olin Graduate School of Business, Babson offers graduate degrees in business administration, finance, accounting, entrepreneurial leadership and management.



### Olin College of Engineering Needham

Founded in 1997, Olin College of Engineering is a private undergraduate engineering college dedicated to revolutionizing engineering education in order to develop the technical innovation required to solve the world's most complex challenges. Olin is unique in its curriculum, which is built around hands-on engineering and design projects. *U.S. News & World Report* ranks Olin #3 in Undergraduate Engineering Schools not offering doctoral degrees.



### Bentley University Waltham

Founded in 1917, Bentley provides a business education to both undergraduates and graduate students with an emphasis on the role of technology. Ranked #2 in Best Regional Universities in the North by *U.S. News & World Report*, Bentley is nationally recognized for its internship opportunities, career services support, and overall economic value.

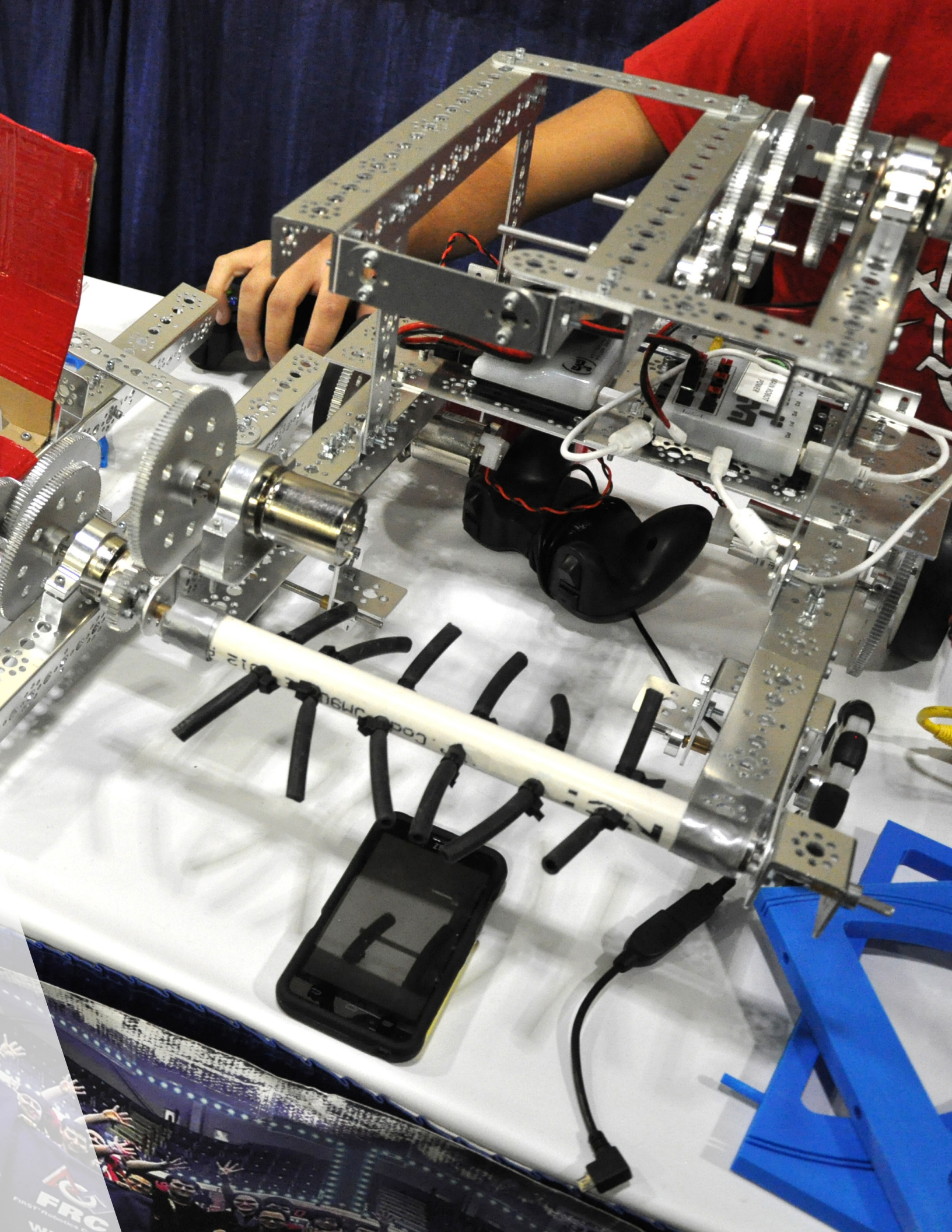




**M a s s a c h u s e t t s**

# Innovation Ecosystem





102  
FRC  
FIRST FUTURE

**Massachusetts is the nation's start-up laboratory for innovative research and development. Decades of investment and coordination among Massachusetts researchers, technology talent, and private industry support an R&D ecosystem that is continuously generating and advancing ideas that launch new companies and improve the world.**

Nearly 40% of the Massachusetts workforce is employed in the innovation economy

The innovation ecosystem in Massachusetts is made up of 125 universities and colleges, a diverse group of research centers from the Broad Institute to Northeastern University's Electronic Materials Institute, five of the six NIH top-funded independent hospitals in the country, and an ever-growing collection of groundbreaking Fortune 500 companies like iRobot, Analog Devices, and Akamai. Massachusetts's commitment to

collaboration and coordination across and among industries, academia, and state and local government has made Massachusetts the nation's hub for technology- and science-based firms of all sizes.

Established companies like Raytheon, Boston Scientific, and ThermoFisher Scientific contribute as much to this ecosystem as newly launched companies, and their businesses are bolstered

**Massachusetts has 5 of the 6 NIH top-funded independent hospitals in the country**

Hospital	Location
1 Massachusetts General Hospital	Boston, MA
2 Brigham and Women's Hospital	Boston, MA
3 Vanderbilt University Medical Center	Nashville, TN
4 Boston Children's Hospital	Boston, MA
5 Dana-Farber Cancer Institute	Boston, MA
6 Beth Israel Deaconess Medical Center	Boston, MA

**past**

First use of chemotherapy as a treatment for cancer by Dr. Sidney Farber in 1947.

**present**

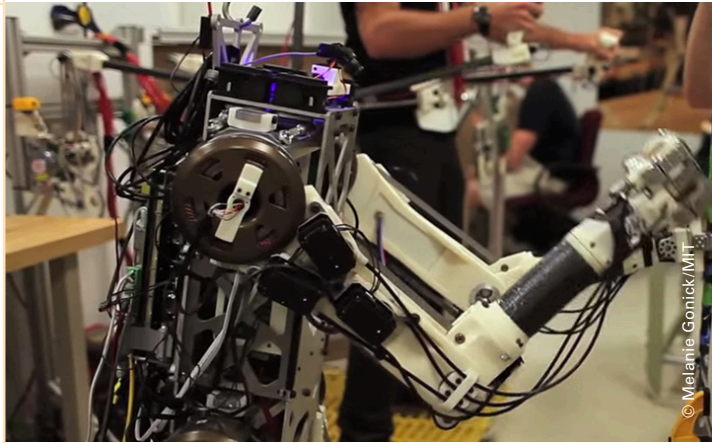
Over 700 accelerators and other innovation assets across the state.

**future**

...will be written in part by the Massachusetts firms that received \$6.2 billion in venture capital in 2016 alone.

## The Engine

Built by MIT—but not just for MIT—The Engine seeks to bridge the gap between discovery and commercialization by empowering disruptive technology start-ups with the long-term capital, knowledge, and specialized equipment and labs they need to succeed. The Engine is focused on building the next generation of “tough tech” companies—innovators advancing improvements to physical hardware—a sector that has historically been underserved and underfunded. A first-of-its-kind organization, The Engine has attracted \$200 million in investment capital and has recently announced investments in its first group of start-ups.



by opportunities discovered by researchers and start-up firms in emerging and high growth sectors. The continuing growth of all these companies from the laboratory or research desk to market is supported by professional and financial networks that make Massachusetts first in technology licenses and options and second in technology patents on per capita measures and third in venture capital investment overall among all states nationwide. Across the board, Massachusetts research-based companies are powered by a talented workforce trained by the world’s best colleges and universities.

Researchers, students, and executives are choosing Massachusetts because our ecosystem gives them the opportunity to build the future: to create the next generation of global technology convergence in an environment that stands at the intersection of software development, healthcare, financial services, life sciences, e-commerce, renewable energy, advanced manufacturing, data analytics, robotics, artificial intelligence, and the Internet of Things.

When iBoss was looking to expand, we evaluated many different locations for our new headquarters, as there is no shortage of technology hotbeds across the country. But Massachusetts offered something nobody else could: a state government that understands the risks and provides private industry with the tools, people, and support needed to meet the security challenges of today and tomorrow.

### **Paul Martini**

*President & CEO, iBoss*

# Bloomberg's 2015 & 2016 U.S. Innovation Index ranks Massachusetts as the Most Innovative State

## Nation-Leading State Investment in Innovation

Massachusetts is home to a large number of industry-leading innovation clusters built on the strength of the state's long-standing investment in education and the knowledge-based economy. We are constantly looking for ways to support emerging sectors through a nimble and responsive economic development strategy that keeps Massachusetts at the forefront of technology and innovation.

When it comes to providing direct state support for research and development companies,

Massachusetts follows a two-pronged approach. Our Research and Development Tax Credit is designed to incentivize R&D investment that will spur growth and innovation throughout the Commonwealth. Our Scientific and Technology Research and Development Matching Grant Fund provides direct funding to research entities to support the discovery and commercialization of new ideas in emerging technology sectors with a heavy focus in computer and data science, advanced materials, and smart devices.



Ranked Most  
Innovative State  
by Bloomberg's  
2015 & 2016 U.S. Innovation Index

**1,328,199**  
workers  
in the **Massachusetts  
Innovation Economy**  
(the largest concentration in the U.S.)

**#1**  
nationally  
in **STEM graduate** and  
**professional degrees**  
granted per capita

Massachusetts employs  
**12,370** workers  
in **cybersecurity**

**Boston #2**  
for **digital health  
funding**

Massachusetts  
**robotics firms** generated  
**\$1.6 billion**  
in revenue in 2015

**#1**  
in the **Milken Institute's**  
annual **State Technology  
and Science Index** every  
year since 2002



Massachusetts Green High Performance Computing Center, Holyoke



Massachusetts

R&D spending  
as a % of  
GDP and  
per capita

No other state has embraced public-private partnerships to build a research and development infrastructure like Massachusetts has. The successful operation of that infrastructure plays out with extra force in the relatively concentrated geography of Massachusetts and offers unmatched support for innovators bringing new ideas to market.

The Massachusetts Green High Performance Computing Center in Holyoke, jointly operated by Boston University, Harvard, MIT, Northeastern, and UMass, provides a perfect example of how Massachusetts coordinates its efforts across government, higher education, and industry to maximize the impact of good ideas. The Center provides a shared resource for high performance computing and hosts millions of virtual scientific experiments each month that allow researchers to analyze complex data running the gamut from theoretical physics to analysis of transit system

performance metrics. The Center also partners with K-12 school systems to support new education and workforce development opportunities. As its name suggests, it's also really green: running on energy from a nearby hydroelectric plant, the Center has a 90% carbon-free energy supply and has a Leadership in Energy and Environmental Design (LEED) Platinum certification.

Understanding the importance of continuing a state-wide transition into advanced manufacturing, Massachusetts is committing over \$100 million in the Massachusetts Manufacturing Innovation Initiative (M2I2) to help manufacturers adopt innovative new technologies and to invest in the federal Manufacturing USA program. M2I2 advances innovation and job growth through collaboration among companies, universities, national labs, government, incubators, accelerators, and other academic and training institutions in four key sectors: AFFOA (advanced functional fabrics), AIM Photonics (integrated photonics), ARM (robotics), and NextFlex (flexible-hybrid electronics). Recently funded projects include an innovative robotics demonstration machine that re-trains manufacturing workers in robotics skills, development of an optical fabric that can provide a groundbreaking civil infrastructure monitoring system, and production of a tool that can place lasers into photonic systems with market-leading precision.

## Focus on Robotics

- › Massachusetts has **122 commercial companies** in the robotics sector, which **generated \$1.6 billion in revenue** in 2015. These companies received **over \$190 million** in private investments, or **23% of total U.S. funding** for the sector.
- › 33 new robotics businesses were created between 2011 and 2015, for an increase of **57%**.
- › **4,716** Massachusetts workers employed by robotics companies.
- › Massachusetts has **invested over \$4 million in MassRobotics**, an independent, non-profit organization that brings together innovative start-ups and existing technology organizations to nurture the next generation of robotics.
- › Massachusetts military installations such as Joint Base Cape Cod and Westover Air Force Base, as well as Devens and the Ray Flynn Marine Industrial Park in Boston, have created sites for researchers to use to test drones and autonomous vehicles.
- › **\$2.5 million was released** in October 2017 for the next Mass Robotics expansion.

## Focus on M2I2: Massachusetts Manufacturing Innovation Initiative

### MIT/Northeast Regional Robotics Innovation Collaborative (RRIC) in Boston at MassRobotics.

Years 1 & 2: Cambridge and Boston, Massachusetts;  
Year 3: Boston and Worcester, Massachusetts.

#### Project Description

The award supports the development of a robot that acts as instructor and a demonstrator to assist in training workers who will work alongside, program, and maintain robots in the workplace. This “Teach-bot” will be able to deliver verbal instructions about robots and by demonstration guide “students” how to operate and repair its various parts.

#### Funding

\$500,000 in year 1; total of \$1,980,000 over 3 years

#### Institute Partners

##### **ARM (Advanced Robotics Manufacturing)**

The Advanced Robotics for Manufacturing (ARM) Institute is a public-private partnership founded by Carnegie Mellon University. ARM develops, demonstrates, and facilitates early adoption of robotic solutions in an effort to grow the national manufacturing ecosystem. ARM focuses on critical growth sectors that are ripe for rapid adoption of robotics in manufacturing, including: aerospace, automotive, electronics, textiles, logistics, and composites.

### MIT Lincoln Labs

Lexington, Massachusetts

#### Project Description

Integrated photonics allow manufacturers to fabricate thousands of photonic components together on a single silicon microchip creating new capabilities for the technology.

By acquiring this one tool, Lincoln Labs created a complete integrated photonics flow and established itself as the first facility in the country certified by the Department of Defense to develop defense-related integrated photonics.

#### Funding

\$1,900,000

#### Institute Partners

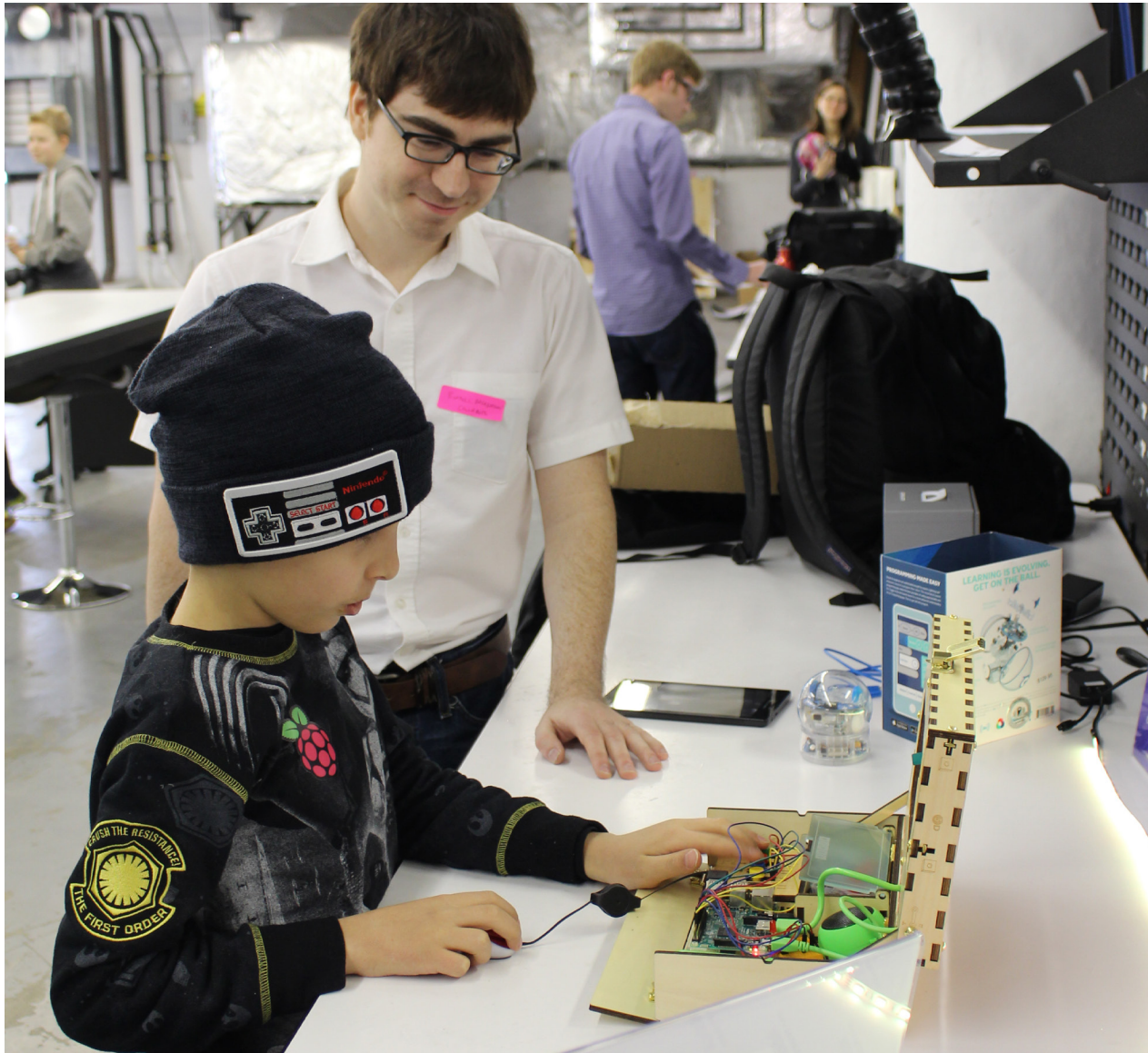
##### **AIM Photonics (American Institute for Manufacturing Integrated Photonics)**

AIM is an industry driven public-private partnership that focuses the nation’s top technology expertise to capture critical global manufacturing leadership in fields that are important to National security and likely to provide a compelling return-on-investment to the U.S. economy.



## Focus on Life Sciences

- › Massachusetts **won more than \$761 million**, or a third of all U.S. seed stage funding for biotech, from 2009 to 2013.
- › As of 2016, **17 of the top 20** life sciences companies in the world had offices or R&D facilities in Massachusetts.
- › Total seed stage funding of Massachusetts life sciences companies was **\$1.9 billion** from 2007–2016.
- › To continue this momentum, in June of 2017, Governor Baker **proposed up to \$500 million in new state investment** in life sciences.



I was relocated to Massachusetts by a previous employer. Although I left that organization, I found myself compelled to stay in the area because of the vibrant innovation economy and the open-door tech collaboration that's like nowhere else in the world. The idea that each day I have access to the next generation of thinkers is something that I am constantly energized by.

**Chiderah Okoye Nordee**

*Executive Director, Venly Institute*

*President, National Society of Black Engineers—Boston*

Massachusetts also invests in programs that connect our innovation economy to the best and brightest from across the globe. The Global Entrepreneur in Residence Program, operated in partnership with the University of Massachusetts, provides valuable part-time work opportunities that qualify immigrant entrepreneurs to

apply for cap-exempt H-1B visas. The program is designed to build on Massachusetts's international appeal as a place to launch new research-driven businesses. The long-term benefits of this approach are huge, especially in the biotech sector: one quarter of Massachusetts biotech firms alone were founded by foreign-born innovators.



## GE and LStar Ventures

The developers of Union Point, a 1,500 acre development outside of Boston, are partnering with GE to establish a living laboratory for Smart City technologies and sustainability solutions. Through the partnership, GE's innovative technology and digital solutions will be leveraged to make Union Point a leader of environmental stewardship, while enabling significant economic growth and improving the lives of the people who will live, work, and visit the area. Through the partnership, GE will act as the preferred technology partner of Union Point. The company will implement existing technologies and test concepts that enhance resource productivity and reduce environmental impact across the entire city's operations.

## Access to Funding

Boston is a major financial center with particularly strong representation in the venture capital and private equity sectors. The availability of early-stage funding and the long history of successful relationships between Boston-area financial firms and Massachusetts-based start-ups ensure that companies that launch in Massachusetts have ready access to the investment capital needed to take great ideas from conception to commercial implementation. Once established, companies can invest and scale. Massachusetts is home to nearly 250 public companies.

Boston is the birthplace of venture capital, a financing tool introduced in 1946 with the founding of American Research and Development by Harvard Business School Dean Georges Doriot.

## Innovation Assets

Entrepreneurs and start-up companies are the backbone of the innovation economy in Massachusetts. Massachusetts provides a well-developed and growing support structure for early-stage companies with over 700 innovation assets, including roughly 120 co-working spaces, incubators, accelerators, and maker-spaces. Examples of leading innovation sites in Massachusetts include:

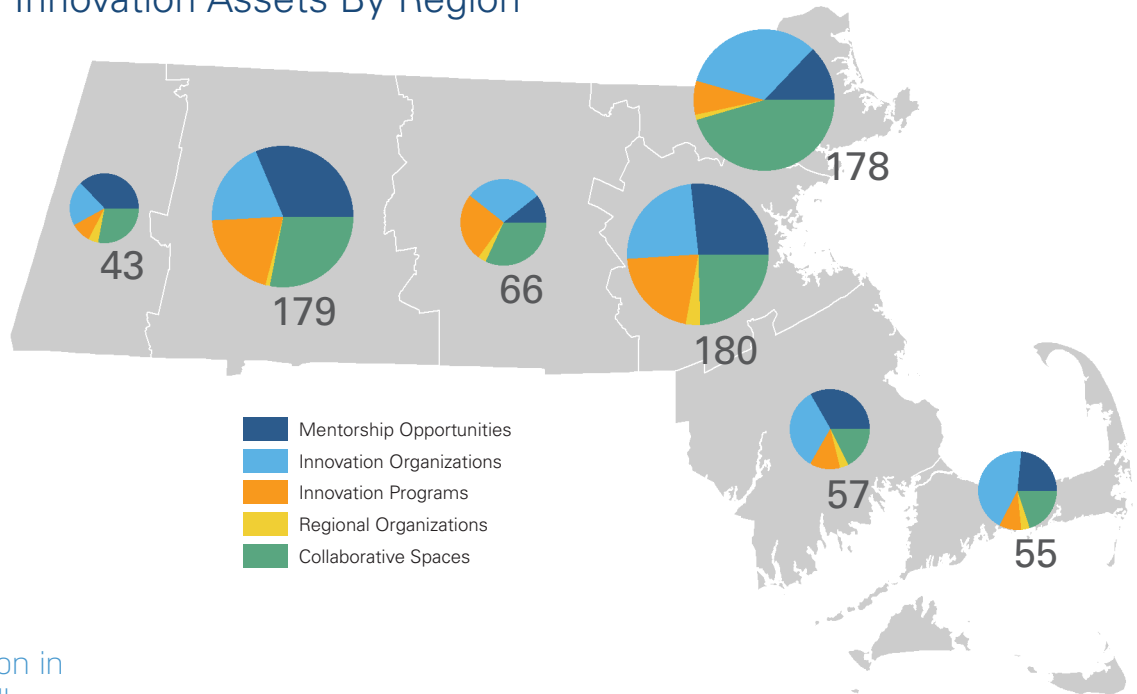
There are now approximately 100 active venture capital firms in Massachusetts employing more than 700 professionals, with major clusters in Boston, Waltham, and Cambridge. Massachusetts VC firms currently have more than \$50 billion in venture capital funds under management, and these firms invest heavily in-state. In 2016, Massachusetts start-ups received a total of \$6.2 billion in venture capital investment from all sources, a figure that ranks third overall among the states and second as a percentage of state GDP.

Massachusetts's innovation economy leads in attracting funding for growth from other sources as well. Taken all together, Massachusetts receives more R&D funding per capita than any other state. In total R&D expenditure, we're second only to California.

### Cambridge Innovation Center (CIC)

CIC manages more than 350,000 square feet of innovation space in Boston and Cambridge, and provides more than 1,400 start-up companies and organizations with shared office space, event space, and special purpose entrepreneur communities. Companies originally headquartered at CIC have created more than \$4 billion in publicly disclosed exit value since 2001 and have generated over 40,000 innovation economy jobs.

## Innovation Assets By Region



Since its creation in 2010, MassChallenge has accelerated **1,200+ start-ups** that have collectively raised **\$1.8B in funding**, generated **\$700M in revenue**, and created **60,000 jobs**.

### Entrepreneurship for All

“EforAll” is an accelerator that helps early-stage entrepreneurs by providing mentors, workshops, and cash prizes for both non-profit and for-profit start-ups. EforAll fosters entrepreneurial growth in mid-sized cities including Lowell, Lawrence, Lynn, New Bedford, and Fall River. Since 2010, the organization has launched over 250 start-ups that have generated nearly \$10 million in revenue and has worked with over 1,000 student and adult entrepreneurs and built a mentor community of 120+ successful entrepreneurs and professionals. Seventy-three percent of EforAll’s start-ups are headed by women, 57% by minorities, and 52% by immigrants.

### GreenTown Labs

GreenTown is the largest clean tech start-up incubator in the United States. Supported by the state

of Massachusetts and the City of Somerville, GreenTown offers clean tech entrepreneurs office space, wet lab space, and event space. GreenTown has incubated over 120 companies since 2010, and today over 50 companies providing approximately 450 jobs are in residence.

### LabCentral

LabCentral provides shared laboratory space for life sciences start-up companies in Kendall Square. LabCentral’s mission is to help create the next generation of powerhouse biotech companies by providing entrepreneurs and innovative life-sciences start-ups with the space and resources they need to test out, challenge, and nurture early ideas. LabCentral was started with an initial \$5 million grant from the Massachusetts Life Sciences Center in 2013 and recently received another \$5 million from MLSC to open new

space and serve more companies. To date LabCentral has served 51 companies that have raised over \$1.1 billion in venture capital.

### MassChallenge

MassChallenge is a non-profit, no-equity-taken start-up accelerator that awards over \$2 million in equity-free cash prizes every year. Since its creation in 2010, MassChallenge has accelerated over 1,200 start-ups that have collectively raised \$1.8 billion in funding, generated \$700 million in revenue, and created 60,000 jobs. MassChallenge operations have expanded internationally and now include MADE@MassChallenge, a manufacturing accelerator, and PULSE@MassChallenge, a digital health accelerator.

### Valley Venture Mentors

Valley Venture Mentors is building, supporting, and maintaining an entrepreneurial community in the greater Springfield region of Western Massachusetts. Located in downtown Springfield, Valley Venture Mentors offers start-up competitions, co-working spaces, events, a collegiate accelerator, and access to a community of approximately 1,000 expert mentors. To date, Valley Venture Mentors' start-ups have generated over \$19 million in revenue and investments and hired 840 employees.



GreenTown Labs, Somerville

Our city boasts trail-blazing start-ups such as HubSpot, TripAdvisor, Actifico, athenahealth, and Wayfair. Such Boston-based start-ups are setting the new standards of work, growth and innovation. Boston has an exceptionally supportive and inclusive community; members take pride in seeing their peers' and colleagues' success.

### Rob Biederman and Patrick Petitti

*Co-CEOs, Catalant*

**M a s s a c h u s e t t s**

# Transportation



Union Station, Worcester

**A robust and high-functioning transportation system is more than just roads and bridges, bikes and transit, and other physical infrastructure; it is the foundation of a strong and sustaining economy, a clean environment, and high-quality communities.**



Governor Charlie Baker joined Secretary of Transportation Stephanie Pollack at Wellington Yard to tour the new MBTA Orange Line cars.

## past

We built the first subway in North America.

## present

Nearly 1,200 flights daily in and out of Logan International Airport.

## future

**New MBTA trains will increase capacity by 50% and cut wait times nearly in half for riders on the Red Line.**

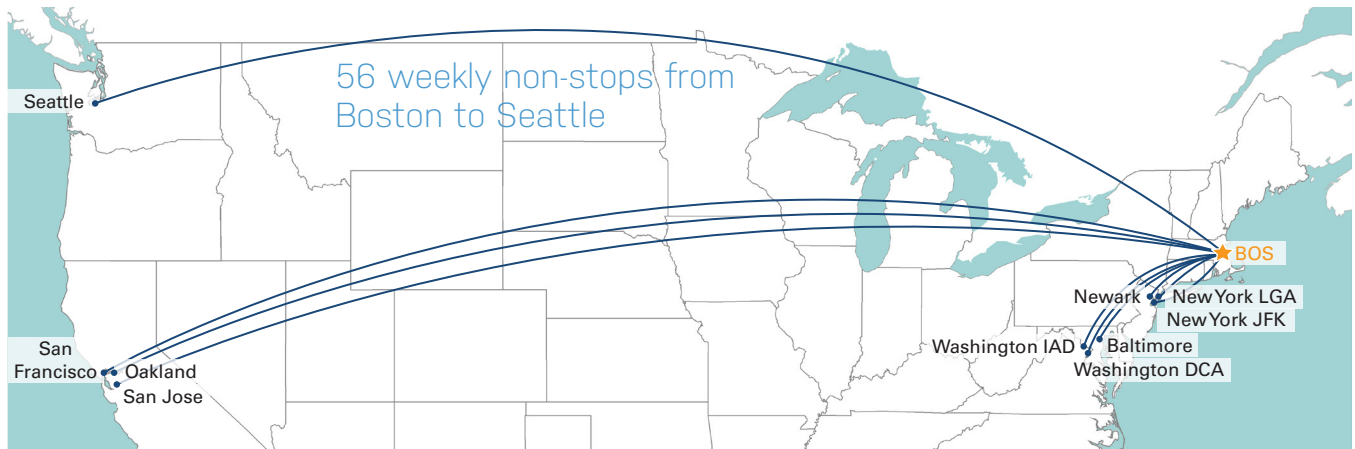
Massachusetts offers comprehensive and robust transportation options, including a fully built-out highway network, the fourth-largest public transit system in the country, an international airport just minutes from downtown Boston, and a statewide commitment to bicycling and walking as components in a larger transportation strategy. And as we work to modernize our transportation assets we are adopting new technologies—such as all-electronic tolling on the Massachusetts Turnpike—to speed travel and reduce costly delays. We’ve also launched a pilot program to test automated vehicles on public roadways, and recently entered into cooperative

agreements with transportation network companies including Uber and Lyft to improve public safety and support the growth of ride-sharing services in Massachusetts.

While our first priority is to provide a range of mobility choices for our residents—regardless of where they live or where they want to go—we also know the critical part a reliable, well-planned transportation network plays in supporting economic growth. Our transportation agencies work hand-in-hand with local officials, businesses, and sister agencies in state and federal government to support economic development in Massachusetts.



## Domestic Flights from Boston Logan International Airport



Boston Logan International Airport to:	Flight Time in Hours	Total Weekly Nonstop Departures
Seattle (SEA)	5.5	56
San Francisco region (SFO/OAK/SJC)	5.5	134
New York region (JFK/LGA/EWR)	1.0	432
Washington, DC region (IAD/DCA/BWI)	1.5	331

Logan Airport offers nearly 1,200 flights daily to 75 domestic and 54 international destinations

## Interstate and International Travel

Logan International Airport, operated by the Massachusetts Port Authority (Massport), offers nearly 1,200 flights daily to 75 domestic and 54 international destinations. In 2016, over 36 million people traveled through Logan. Hourly flights depart Logan every weekday for New York, Philadelphia, and Washington. State economic development officials regularly work with Massport to ensure that the routes offered by air carriers flying out of Logan meet the needs of the region's business community and residents. Logan Airport is accessible from downtown Boston, the rest of Massachusetts, and all of New England both by car and by multiple public transit connections.

Logan's travel volume has been growing at a steady rate, driven in part by new non-stop flights to international destinations. To support continuing growth, Massport has recently embarked on a \$750 million expansion of Logan's international terminal that will open up seven new gates and over 700,000 square feet of new terminal space. Massport is also investing \$250 million to add up to 5,000 new commercial parking spaces to serve Logan travelers.

Worcester Regional Airport, approximately 50 miles west of Boston, supplements Logan's service with 14 weekly non-stop flights to two domestic destinations. T. F. Green Airport in Warwick, Rhode

Island and Manchester-Boston Regional Airport in New Hampshire, each under 50 miles from downtown Boston, offer additional options for air travel with numerous flights to major cities on national carriers.

Amtrak runs 21 trains per day between Boston’s South Station and New York’s Penn Station and other destinations to the south,

providing a convenient and popular alternative to air travel. Amtrak’s Acela service—which runs nine trains per day—transports passengers between downtown Boston and mid-town Manhattan in well under four hours. Amtrak is currently preparing a long-range master plan to significantly increase the frequency of trains all along the Northeast Corridor.

### International Flights from Boston Logan International Airport



Amazon Related Non-Stop Destinations	Average Flight Time in Hours	Total Weekly Non-Stop Departures (2018)	Amazon Related One Stop Destinations	Shortest Flight Time in Hours (One Stop)
Beijing	14	7	Austria	9
Germany	7	21	Cape Town	20
Ireland	6	28	Costa Rica	7
Israel	11	3	Edinburgh	9
Italy	8	7	India	16
Japan	13.5	7	Luxembourg	9
London	6.5	50	Poland	9.5
Mexico	6	7	Romania	11
Netherlands	7	14	Sao Paulo	12
Ontario	2	119	Slovakia	13
Paris	7	27		
Spain	7	10		
Vancouver	6	7		

## Amtrak runs 21 trains per day between Boston's South Station and New York's Penn Station

Following a \$95 million restoration, Springfield Union Station is poised to host greatly enhanced regional, intercity, and interstate travel options in the Western part of the state. In addition to eight daily Amtrak trains (six North-South and two East-West), Connecticut has committed

to adding eight to 12 trains to and from Hartford and New Haven with connections to MetroNorth and Amtrak services to New York's Penn Station. Regional and intercity bus operators have also committed to adding service.

### Transit

Metropolitan Boston's public transit system, the Massachusetts Bay Transportation Authority (MBTA), serves 1.3 million people every weekday across 175 municipalities. The MBTA offers subway, bus, trolley car, ferry, and commuter rail services as well as door-to-door paratransit service for disabled customers.

The MBTA plans to spend more than \$1 billion per year on major capital improvements and upgrades that will greatly enhance reliability, frequency, and capacity. This capital program includes the purchase of two entirely new fleets of subway cars; upgrades to existing signals, power sources, and other core systems; installation of train safety



## Scheduled MBTA Investments

- 24 new Green Line cars
- 152 new Orange Line cars
- 252 new Red Line cars
- 175 new CNG 40' buses
- 150 new hybrid 40' buses
- 44 new hybrid 60' buses



MBTA Red Line rolling stock investment will increase line carrying capacity by an additional 10,000 riders per hour and reduce headways to three minutes.

technology; and improvements to passenger stations to enhance customer experience. It also includes transformational projects that will fundamentally change how people use the MBTA. Here are a few of the changes ahead:

### Green Line Extension

This \$2.3 billion project will extend MBTA light rail service to a densely populated corridor that runs from East Cambridge to new stations in Somerville and Medford, greatly improving local and regional mobility. The project will fill in a long-standing gap in the design of Boston's rapid transit network and support municipal plans for sustainable growth and urban redevelopment.

### Silver Line Gateway

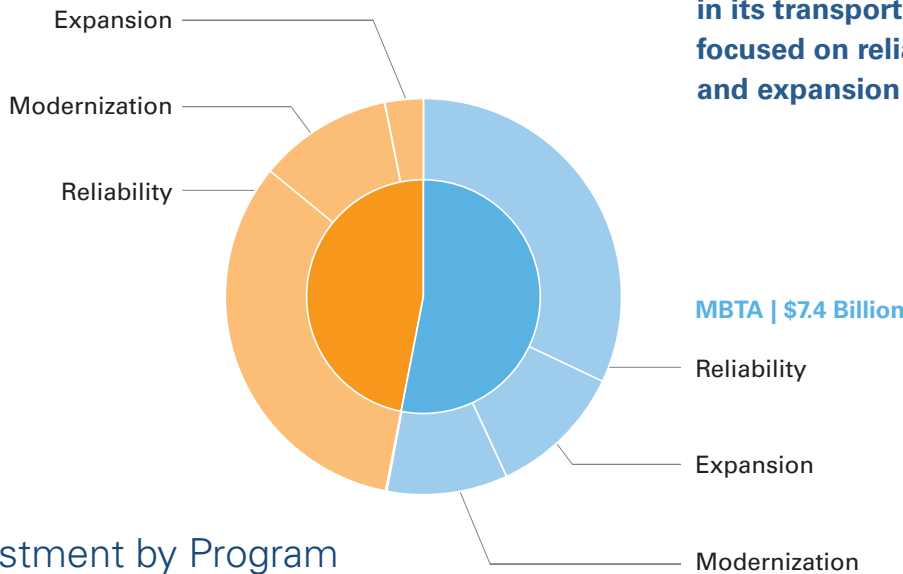
This extension of the Silver Line "dedicated busway" will provide critical access for residents in Chelsea, East Boston, and other Blue Line communities to the rapidly-growing employment opportunities in the Seaport District. The City of Chelsea has the greatest proportion of transit-dependent residents in Greater Boston, and extending Silver Line service there will bring a much-needed addition to the city's transit options.

# 5-year Planned Investments in MBTA and Highway Systems

## Investment by Type

\$13.9 Billion Total

Highway | \$6.5 Billion



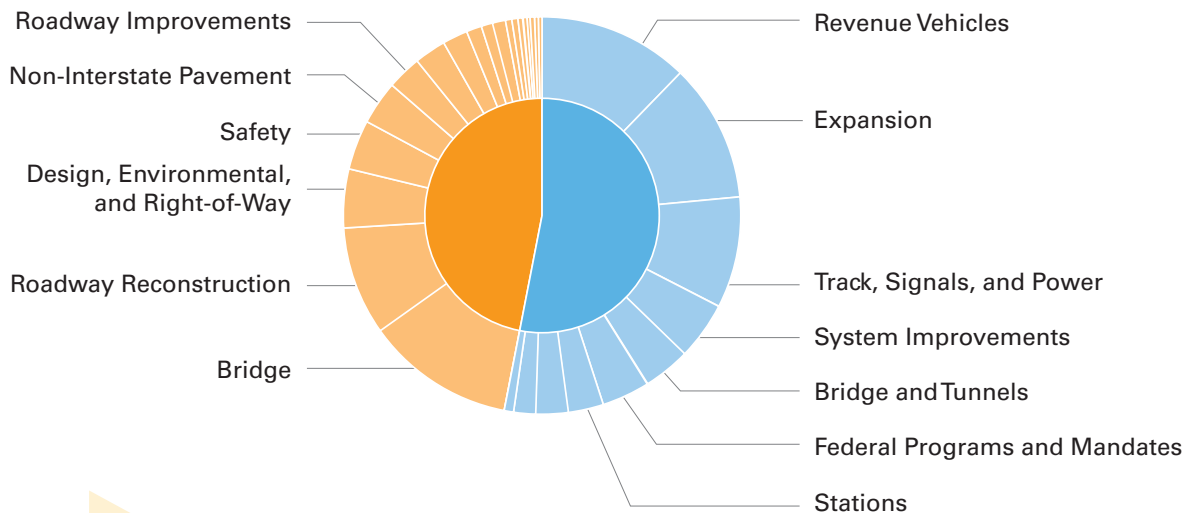
**Massachusetts is committed to investing in its transportation infrastructure, focused on reliability, modernization, and expansion of critical networks.**

## Investment by Program

\$13.9 Billion Total

Highway | \$6.5 Billion

MBTA | \$7.4 Billion



## Subway Investment

The MBTA is investing approximately three quarters of a billion dollars to purchase hundreds of new subway cars, which will begin rolling into service in 2021. This enormous investment—which will be coupled with major infrastructure upgrades—will substantially improve the quality of transit service for MBTA customers. The new Red Line fleet will

create 50% more capacity and will reduce average wait times from five to three minutes. The program is also creating new economic activity in the Western part of the state as the subway cars are being built there, creating good manufacturing jobs for local residents through at least 2023.

### Automated Fare Collection (AFC) 2.0

Far more than just an incremental change in how transit fares are collected, AFC 2.0 will enable riders to use smart phones, bank cards, or MBTA fare cards to access the full range of MBTA services and those of many other service providers. Automated fare collection will also reduce congestion and speed up trips by allowing customers to board buses and trains at more than one location. The result will be more efficient operations and more seamless travel for customers.

In addition to the MBTA, Massachusetts's 15 Regional Transit Authorities (RTAs) fill a critical need for non-auto transportation by providing bus service in regions outside of Greater Boston. In 2016, the RTAs carried about 33.5 million passengers.

As Massachusetts invests in important transit projects to better connect its residents to social and economic opportunity, we are committed to making those investment decisions in smarter, more strategic ways. Our current five-year capital plan for transportation investments is structured around three key priorities: reliability, modernization, and expansion. Nearly 80% of the spending in the \$14.4 billion five-year plan is dedicated to reliability and modernization projects, reflecting the "fix it first" approach we're taking to transportation investments.



### Spotlight on Freight

Conley Shipping Terminal in the Port of Boston is New England's international gateway for containerized freight and is currently seeing record-breaking container volume. To prepare for more growth and the arrival of Post-Panamax ships, Massachusetts and the U.S. Army Corps of Engineers are spending \$350 million to dredge a deeper shipping channel in the Boston Harbor. Massport is planning related upgrades to the landside infrastructure at Conley Terminal including

deeper berths, larger ship to shore cranes, and modernization of the existing facility.

Massachusetts companies also rely on a strong network of freight railroads to move approximately 6 million tons of freight each year in Massachusetts. MassDOT recently partnered with CSX to improve freight and passenger rail capacity in Massachusetts, resulting in upgraded rail networks and bridges and a new, \$100 million intermodal operations center in Worcester.

## Transportation and Sustainability

Because parts of Massachusetts were settled long before the advent of the automobile, many of our communities offer dense, walkable settlement patterns that support vibrant municipal centers and make it possible to live, work, and play without owning a car. To build on this strength, we have committed to expanding and improving our bicycle and pedestrian networks to enable more residents to commute car-free and to ensure that families can enjoy recreational opportunities and green corridors across the state.

As part of this effort, Massachusetts offers grant funding to local communities to build “complete streets,” roadway designs that provide safer facilities for walkers and cyclists over a network of non-auto routes. In the last two years, the state has funded 48 complete streets projects with a total of almost \$18 million in grants.



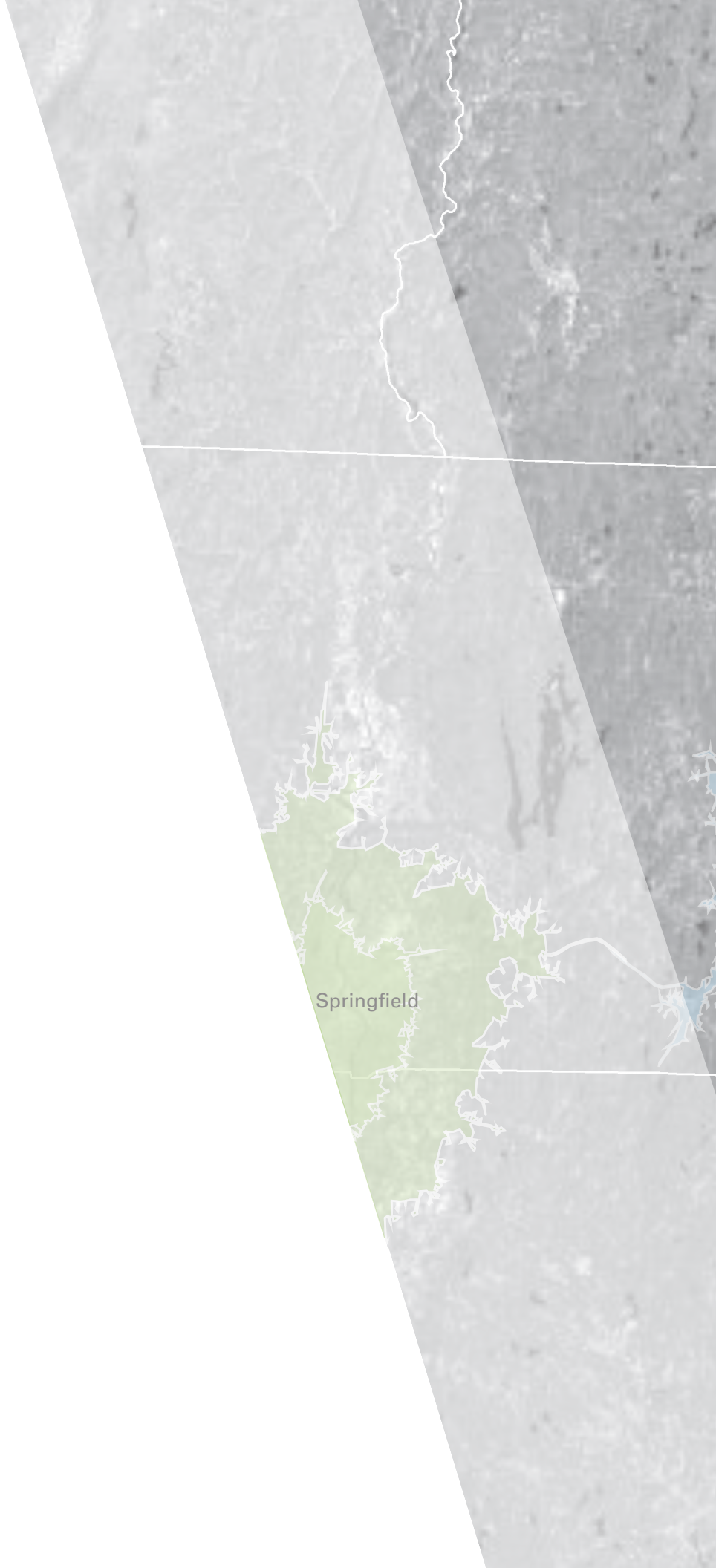
### Travel Without Car

Massachusetts believes in the recreation, transportation, and public health benefits of travel without a car. To further expand options for the large number of workers already commuting by bicycle, we will invest more than \$240 million over the next five years to expand our network of bicycle and walking facilities. The new investments will complement many existing shared-use corridors across the state and will make it even easier for residents and workers to travel by foot and by bicycle.

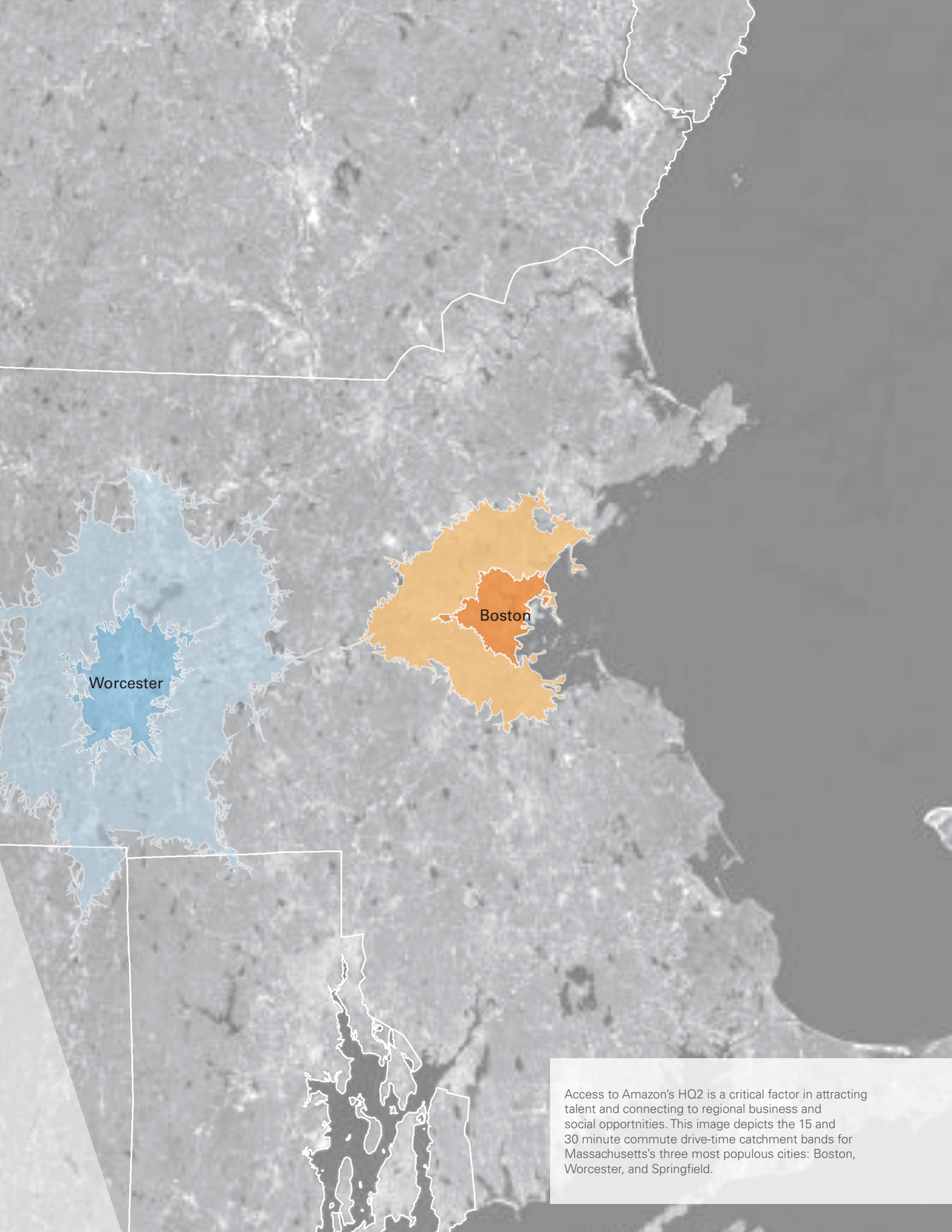
Hubway bikes at Boston's Copley Square

# Massachusetts

## Sites



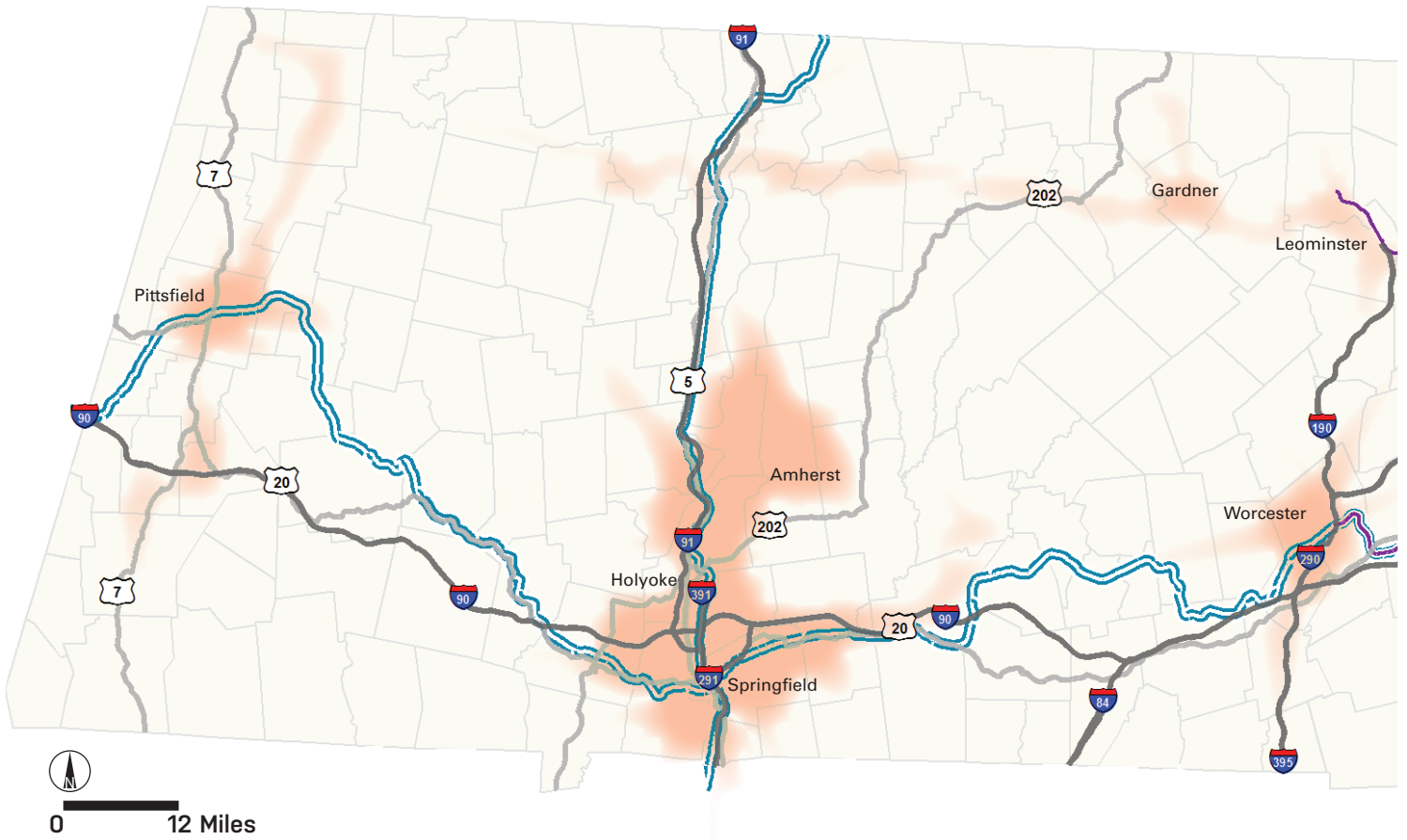




Worcester

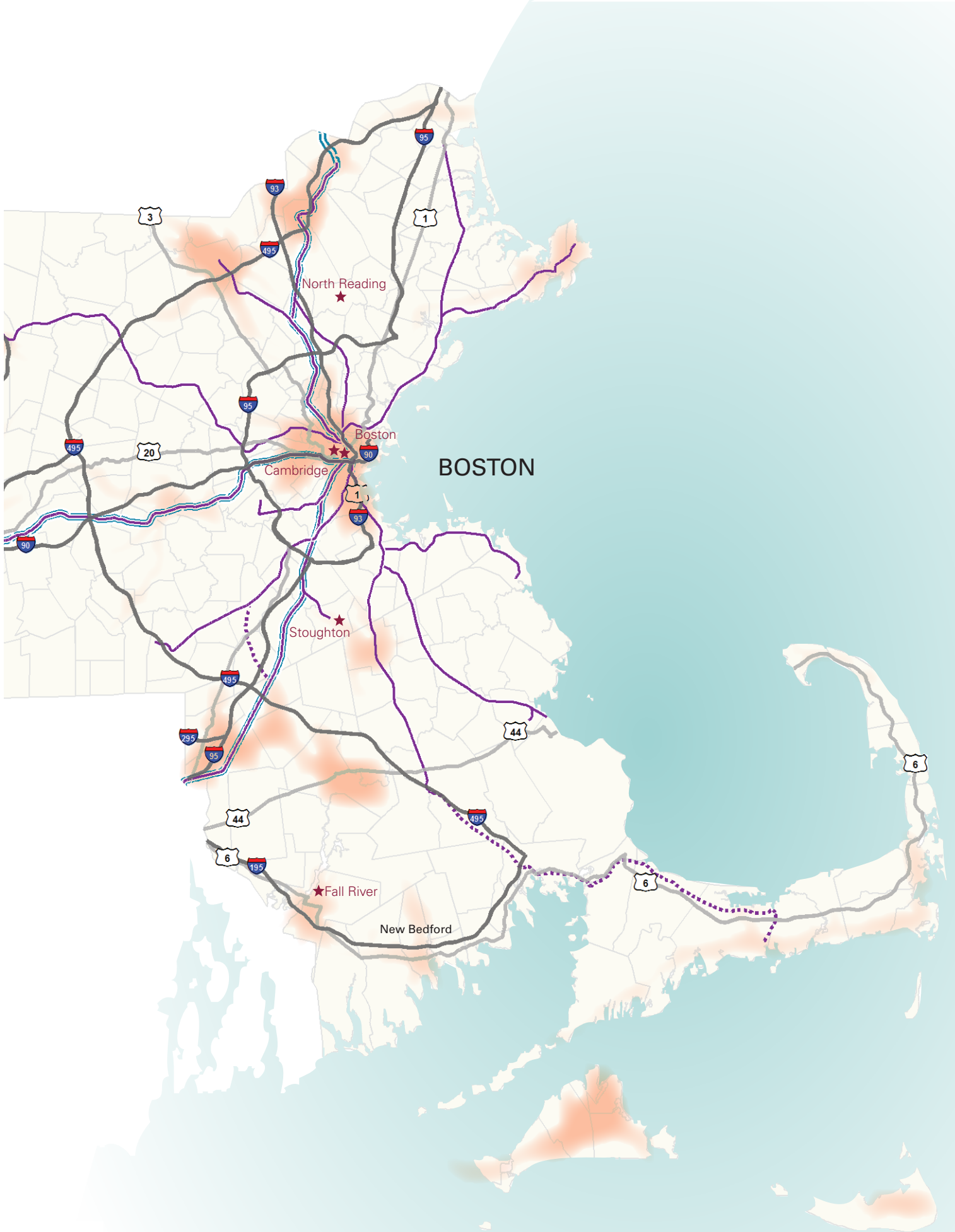
Boston

Access to Amazon's HQ2 is a critical factor in attracting talent and connecting to regional business and social opportunities. This image depicts the 15 and 30 minute commute drive-time catchment bands for Massachusetts's three most populous cities: Boston, Worcester, and Springfield.



## Mobility in Massachusetts

- Commuter Rail
- ⋯ Commuter Rail Seasonal
- Interstate and State Routes
- AMTRAK
- RTA–Regional Transit Authority Catchment Area
- ★ Existing Amazon Facilities

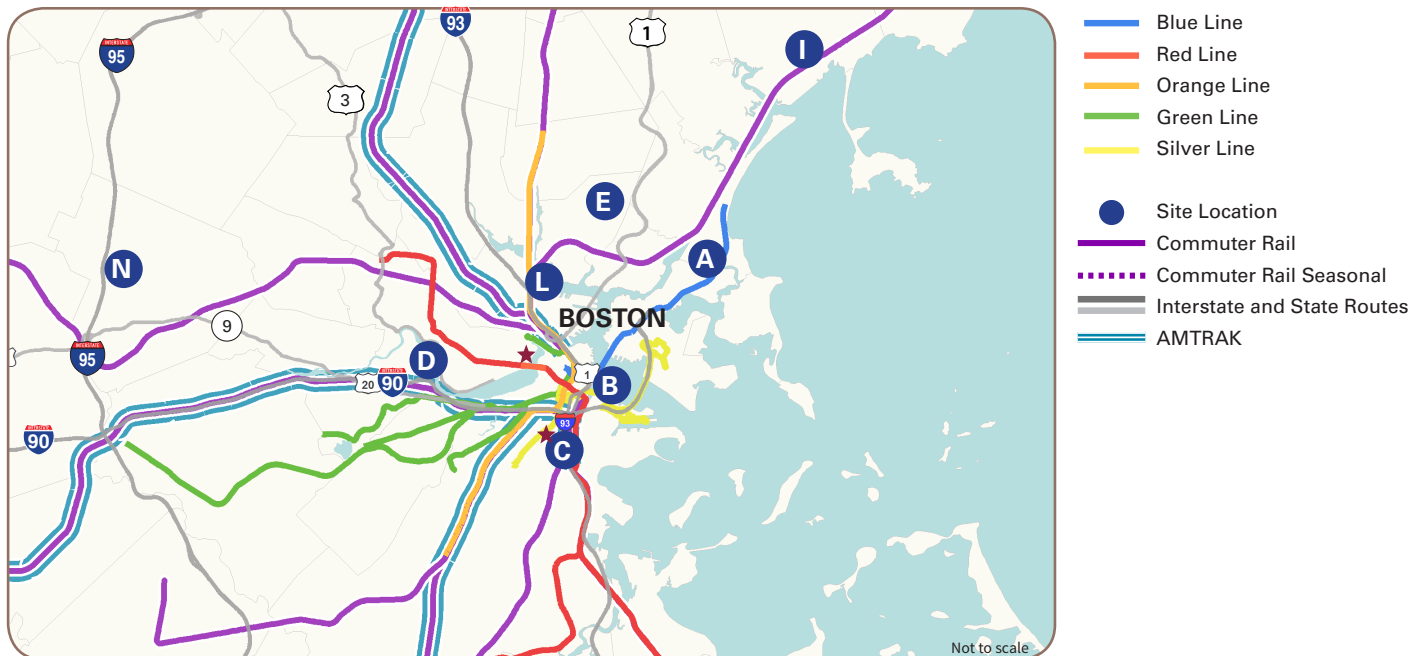


## Massachusetts has all the sites Amazon needs from A to Z

Across the state, cities and towns have been identifying sites for Amazon's HQ2.

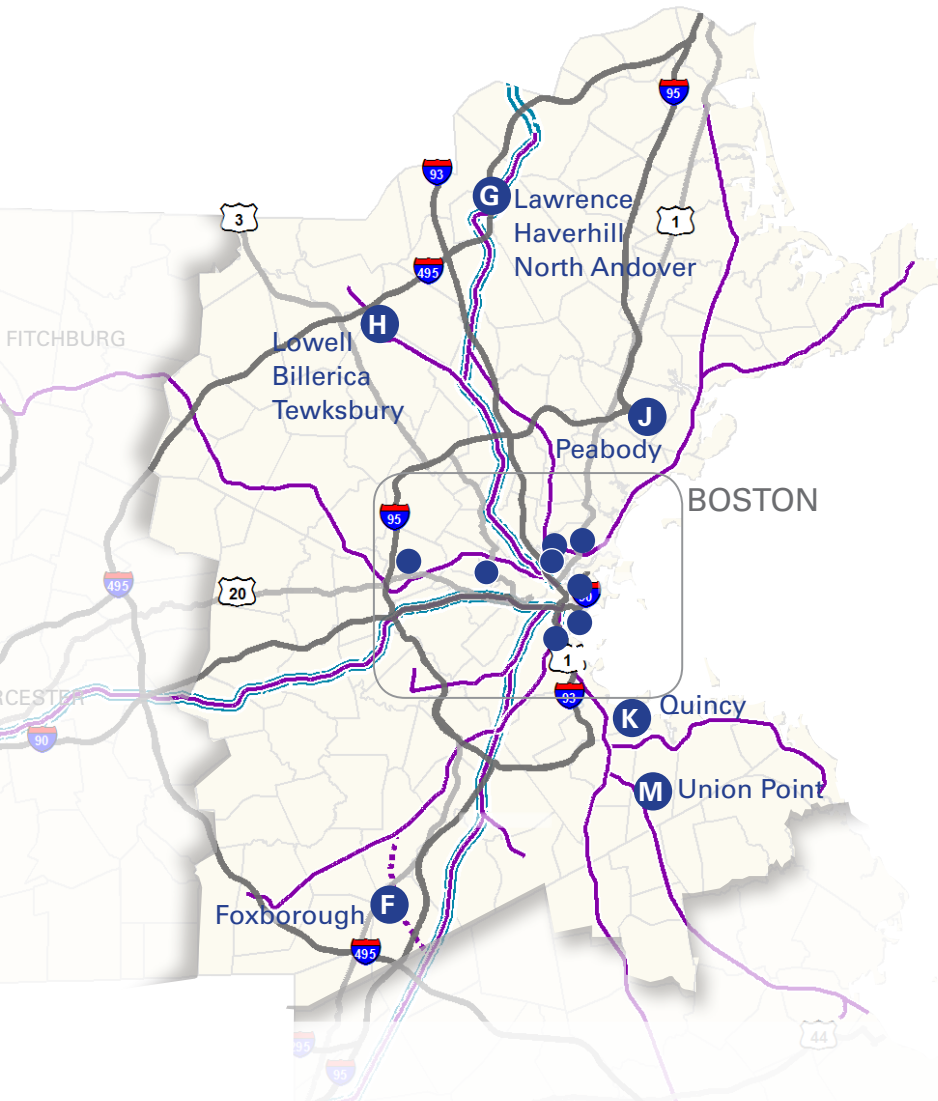
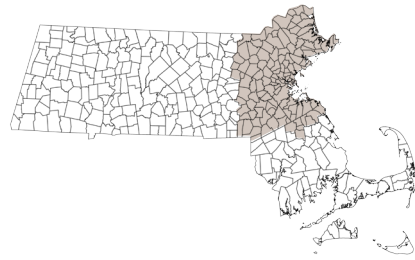
The following pages represent submissions made directly to Amazon.

We are committed to supporting Amazon in finding the site in Massachusetts that works best.

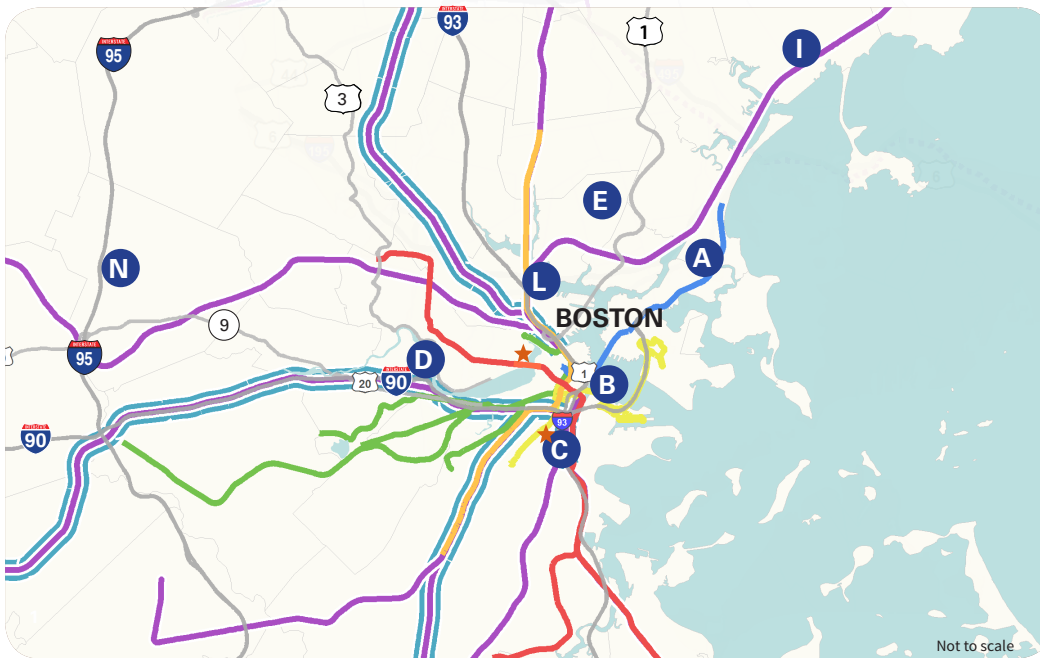


- A Boston - Suffolk Downs
- E Everett
- B Boston - South Boston Waterfront
- I Lynn
- C Boston - Harrison Albany Corridor
- L Somerville
- D Boston - Allston/Brighton to South Station Corridor
- N Waltham





## Boston/Northeast Region



- Blue Line
- Red Line
- Orange Line
- Green Line
- Silver Line
- Site Location
- Commuter Rail
- - - Commuter Rail Seasonal
- Interstate and State Routes
- AMTRAK






- A** Boston - Suffolk Downs
- B** Boston - South Boston Waterfront
- C** Boston - Harrison Albany Corridor
- D** Boston - Allston/Brighton to South Station Corridor
- E** Everett
- I** Lynn
- L** Somerville
- N** Waltham



## A Boston | Suffolk Downs



Site conditions are extremely favorable to development, owing to the site's former use as a horse racing venue with open, relatively flat topography, limited constraints, and the vacant track, parking, and stable areas. Essentially a blank canvas, the campus and community development opportunities in excess of 10 million square feet give Amazon extreme flexibility to meet its dynamic program needs. The site is afforded excellent access to the local, regional, and interstate transit and highway network.

-  8 million square feet office development
-  Adjacent to two Blue Line stations
-  Ownership: Private
-  3 miles to I-90  
6 miles to I-93
-  2 miles to Logan International Airport  
car: 4 min.  
transit: 5 min.





	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	1,266,264	1,482,461	3,334,547
Millennials (2017, Age 25-34)	244,866	292,509	505,188
Computer/Mathematics Professionals	36,359	37,366	82,635
Bachelor's/Advanced Degrees	464,330	499,307	1,123,308

At 161 acres, Suffolk Downs is the largest contiguous development site under single land ownership in Boston and Revere.

## B Boston | South Boston Waterfront



The South Boston Waterfront, in combination with the traditional core downtown business district, has emerged as a dynamic and mixed-use destination for a wide range of innovation and technology companies.

-  100+ Acres
-  Adjacent to South Station (MBTA Commuter Rail, Red Line, and Silver Line)
-  3 miles to Logan International Airport  
car: 10–13 min.  
transit: 11–25 min.
-  Ownership: Public and Private






	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	2,840,140	1,683,088	3,476,266
Millennials (2017, Age 25-34)	441,995	320,727	517,151
Computer/Mathematics Professionals	64,902	44,238	89,354
Bachelor's/Advanced Degrees	875,368	590,505	1,189,664

Direct Red Line connection to Cambridge with MIT/Harvard and Kendall Square as the world's leading innovation center.

## C Boston | Harrison Albany Corridor



The Harrison Albany corridor, bounded by the South End, Back Bay, Roxbury, and Widett Circle, is evolving to embrace a mix of industrial and knowledge based land-uses while offering access to some of Boston's most dynamic and historic residential neighborhoods.

-  10+ million square feet development
-  Adjacent to Red Line, Green Line, Orange Line, and Silver Line
-  Ownership: Private
-  Adjacent to I-90 and I-93
-  3-6 miles to Logan International Airport  
8-22 min. (car)  
14-43 min. (transit)






	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	2,840,140	1,683,088	3,476,266
Millennials (2017, Age 25-34)	441,995	320,727	517,151
Computer/Mathematics Professionals	64,902	44,238	89,354
Bachelor's/Advanced Degrees	875,368	590,505	1,189,664

Locations throughout Boston's historic and dynamic neighborhoods.

## D Boston | Allston/Brighton to South Station Corridor



By utilizing the emerging and established business clusters along the MBTA Commuter Rail, the Allston/Brighton to South Station corridor is poised for significant growth and evolution.

-  4+ million square feet development
-  Adjacent to Red Line, Green Line, Orange Line, and Commuter Rail
-  3-8 miles to Logan International Airport  
9-22 min. (car)  
14-35 min. (transit)
-  Adjacent to I-90 and I-93
-  Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	2,840,140	1,683,088	3,476,266
Millennials (2017, Age 25-34)	441,995	320,727	517,151
Computer/Mathematics Professionals	64,902	44,238	89,354
Bachelor's/Advanced Degrees	875,368	590,505	1,189,664

A chance to locate next to Harvard University and local talent.



## E Everett



The Exxon Mobil site is one of the largest single owner industrial parcels in the City. The property directly abuts the Lower Broadway Economic Development District with access to the region's roadway network, freight rail, ports, and multiple distribution centers.

◆ 64 Acres  
 🏗️ 3 miles to I-93

🚆 2.5 miles to Orange Line and MBTA Commuter Rail

✈️ 5 miles to Logan International Airport  
 👤 Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	1,389,893	1,529,531	3,488,301
Millennials (2017, Age 25-34)	216,198	297,376	525,641
Computer/Mathematics Professionals	26,510	40,176	87,589
Bachelor's/Advanced Degrees	381,588	528,756	1,163,483

A City where businesses want to invest and create jobs.

## F Foxborough



Patriot Place, home of the New England Patriots, is shovel-ready for 1.5 million square feet of development on 200 acres. 1.2 million square feet of existing development offers immediate access to amenities. Hotels, healthcare, restaurants, shopping, services, and entertainment exist on the property today.

◆ 500+ Acres  
 🏗️ 3.5 miles to I-95 and I-495

🚆 Adjacent to MBTA Commuter Rail Station  
 ✈️ 52 miles to Logan International Airport  
 34 miles to TF Green Airport

👤 Ownership: Private







	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	1,021,567	1,068,427	5,264,200
Millennials (2017, Age 25-34)	145,396	127,312	749,052
Computer/Mathematics Professionals	17,189	22,954	114,433
Bachelor's/Advanced Degrees	271,488	321,194	1,565,798

One of the largest shovel-ready permitted site in New England, with amenities already in place.

## G Lawrence–Haverhill–Andover–Methuen–North Andover



This regional proposal is focused on Osgood Landing, a 168-acre facility that can easily satisfy Amazon’s desire for an 8 million square foot build out. Additionally, it provides parcels of land in each of the 5-towns associated with this effort for Amazon to expand and other businesses to locate next to HQ2. The regional leadership is fully committed to Osgood Landing as the most advantageous location for the area to benefit from the increased commerce and investment that Amazon will bring.

-  168 Acres
-  10 million square feet buildout capacity
-  2 miles to I-495
-  3 miles to MBTA Haverhill Line
-  32 miles to Logan International Airport
-  Ownership: Private







	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	527,006	770,769	3,999,106
Millennials (2017, Age 25-34)	74,757	94,433	589,706
Computer/Mathematics Professionals	12,579	15,263	102,656
Bachelor’s/Advanced Degrees	140,597	197,522	1,281,697

Adds to the strong growth of the diverse economy that exists in the Merrimack Valley, which includes technology, defense, manufacturing, and the various sectors of the pharmaceutical and medical fields.

## H Lowell–Billerica–Tewksbury



Riverview Business Park is a world-class, 130-acre campus located just a half hour north of Boston in the three communities of Billerica, Tewksbury, and Lowell. There is an existing 560,000+ square foot facility in addition to a 20-acre pad site at this location. Immediately adjacent to Riverview is another 130-acre campus, currently owned by Baker Commodities. This is a greenfield site that can be developed to fulfill the added expansion of the Amazon project.

-  300+ Acres
-  6-8 million square feet buildout capacity
-  <1 mile to I-495
-  <0.25 miles to MBTA Lowell Line
-  34 miles to Logan International Airport
-  Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	445,686	951,421	4,652,523
Millennials (2017, Age 25-34)	69,069	116,108	670,130
Computer/Mathematics Professionals	13,859	28,879	118,135
Bachelor’s/Advanced Degrees	142,557	278,867	1,478,752

World-class, 130-acre campus located just a half hour north of Boston.

## Lynn



Located directly on the Atlantic waterfront in Lynn, the 100-plus acre site is an ideal location for Amazon's second headquarters. Likely one of only a few direct oceanfront sites in the entire nation that will be offered to Amazon, the property offers views of the Boston skyline and onsite public transportation.

◆ 100+ Acres

🏢 800,000+ square feet buildout capacity

🚶 3 miles to Route 1

🚆 Adjacent to MBTA Newbury/Rockport Line

✈️ 8 miles to Logan International Airport

👤 Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	506,117	1,338,276	3,343,207
Millennials (2017, Age 25-34)	72,400	256,210	509,795
Computer/Mathematics Professionals	6,142	31,738	81,824
Bachelor's/Advanced Degrees	118,237	426,822	1,108,010

Direct oceanfront site with views of the Boston skyline and on-site public transportation.

## Peabody



Home to world-class organizations such as Analogic, Weston & Sampson, and Boston Children's at Peabody, this 200+ acre site sits at the nexus of Route 128, Interstate 95, and U.S. Route 1. With its easy access and Peabody's renowned affordability, Centennial Park Peabody is the perfect location for living and working.

◆ 200+ Acres

🏢 5+ million square feet buildout capacity

🚶 <0.25 miles to I-95

🚆 5 miles to MBTA Newbury/Rockport Line

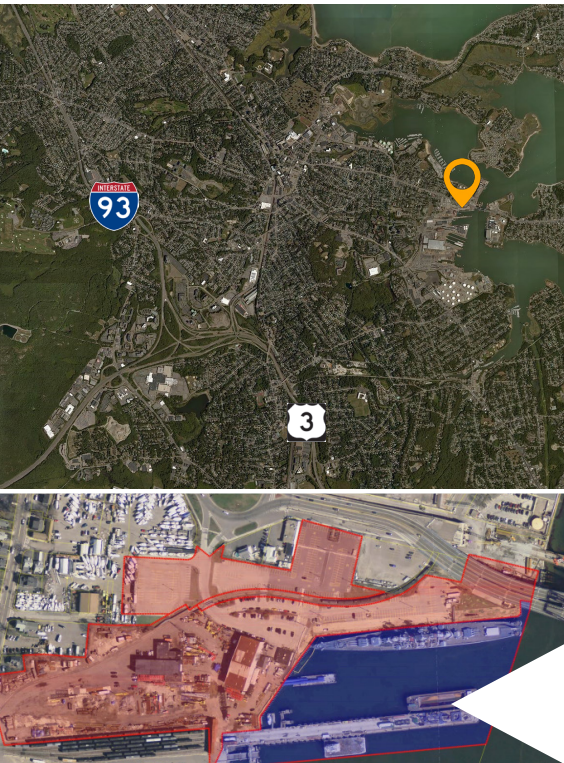
✈️ 17 miles to Logan International Airport

👤 Ownership: Private Reuse

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	506,117	1,337,399	3,731,916
Millennials (2017, Age 25-34)	72,400	201,775	554,730
Computer/Mathematics Professionals	6,142	30,257	94,880
Bachelor's/Advanced Degrees	118,237	419,393	1,236,670

Centennial Park Peabody is among the North Shore's premier locations for innovative thinking and cutting-edge technology.

## K Quincy



The Fore River Shipyard is a great opportunity for a company looking to establish a campus style location. The property has tremendous waterfront access, deep water shipping channel, and a commercial rail passing through the site in addition to proximity to highways, rail, and water transportation. Located close to a semi-residential setting and within minutes of the city's downtown center.

◆ 140 Acres

🏢 1+ million square feet buildout capacity

🚶 2 miles to I-93

🚆 <2 miles to MBTA Red Line

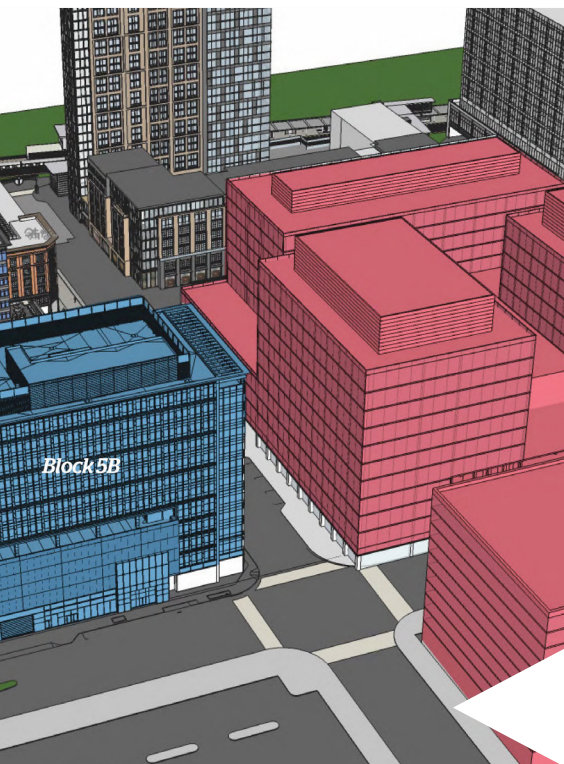
✈️ 14 miles to Logan International Airport

👤 Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	822,970	892,278	3,411,311
Millennials (2017, Age 25-34)	128,950	144,149	513,165
Computer/Mathematics Professionals	19,815	17,030	81,119
Bachelor's/Advanced Degrees	264,294	266,749	1,116,770

Within minutes of the city's downtown center.

## L Somerville



A regional solution, incorporating a collection of transit-oriented development sites linked along the Orange Line and the expanded Green Line. This approach provides Amazon with access to shovel-ready sites that meet the firm's near-term needs as well as multiple opportunities for future expansion within the inner core.

◆ 300+ Acres

🏢 8.2-16.2 million square feet buildout capacity

🚶 Adjacent to I-93

🚆 Adjacent to MBTA Orange, Green, Silver, Commuter Rail

✈️ 3-6 miles to Logan International Airport

👤 Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	2,185,287	1,599,321	3,327,697
Millennials (2017, Age 25-34)	345,052	310,957	497,615
Computer/Mathematics Professionals	53,114	41,381	84,935
Bachelor's/Advanced Degrees	676,272	555,033	1,148,157

Public transit weaves together a network of sites that fit into the existing urban fabric.

## M Union Point | Abington–Rockland–Weymouth



Union Point is a 1,500-acre Smart City located 12 miles from downtown Boston that is pad-ready and zoned for 10 million square feet of commercial development and 4,000 residential units. With an on-site commuter rail station and unparalleled site plan approval timing (30 days), Union Point provides an affordable, sustainable, and technology-focused urban environment that meets and exceeds 100% of Amazon's HQ2 requirements.

◆ 1,500 Acres

🏠 2.5 miles to Route 3  
0.5 miles to I-93

🚆 MBTA Commuter Rail  
running through site

✈️ 21 miles, 45-85 min. to  
Logan International Airport

👤 Ownership:  
Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	294,708	869,385	3,377,697
Millennials (2017, Age 25-34)	42,117	122,755	511,158
Computer/Mathematics Professionals	5,917	13,596	76,274
Bachelor's/Advanced Degrees	79,471	223,364	1,075,938

A 1,500-acre Smart City with existing site plan approval.

## N Waltham



Waltham has always been able to lead the way as well as adapt to change. Waltham is an unparalleled nexus within Massachusetts for the knowledge-based economy, where 55% or more of residents living within a 5-mile radius of the proposed sites have graduate or professional degrees, and is uniquely able to satisfy Amazon's desire for a campus that balances access to talent, transportation, and green space.

◆ 371 Acres

🏠 <0.25 miles to I-95  
5 miles to I-90

🚆 1 mile to MBTA  
Commuter Rail

👤 Ownership:  
Private

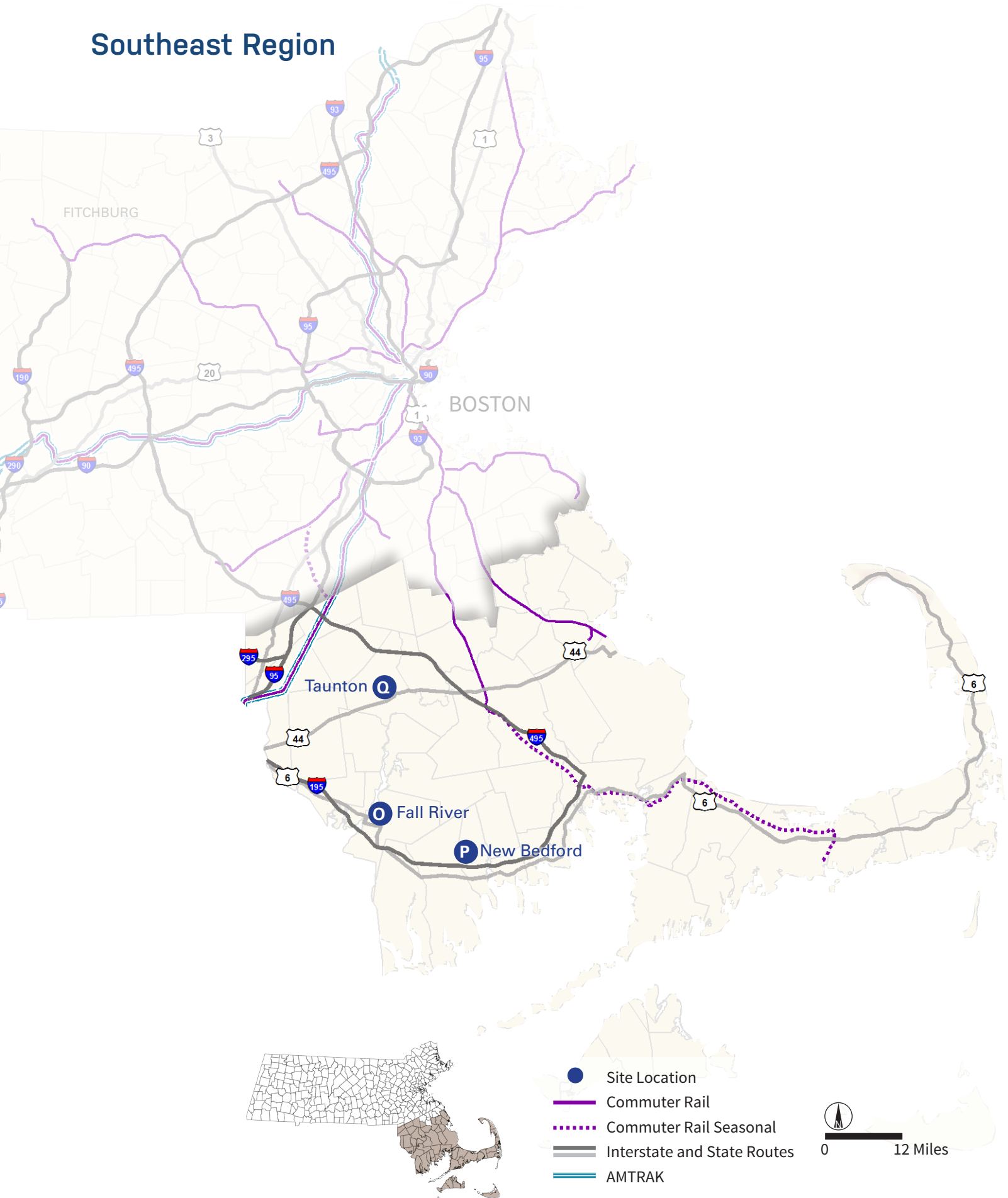
✈️ 18 miles, 30–60 min.  
to Logan International  
Airport

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	429,191	1,337,399	3,731,916
Millennials (2017, Age 25-34)	62,758	201,775	554,730
Computer/Mathematics Professionals	15,910	30,257	94,880
Bachelor's/Advanced Degrees	176,597	419,393	1,236,670

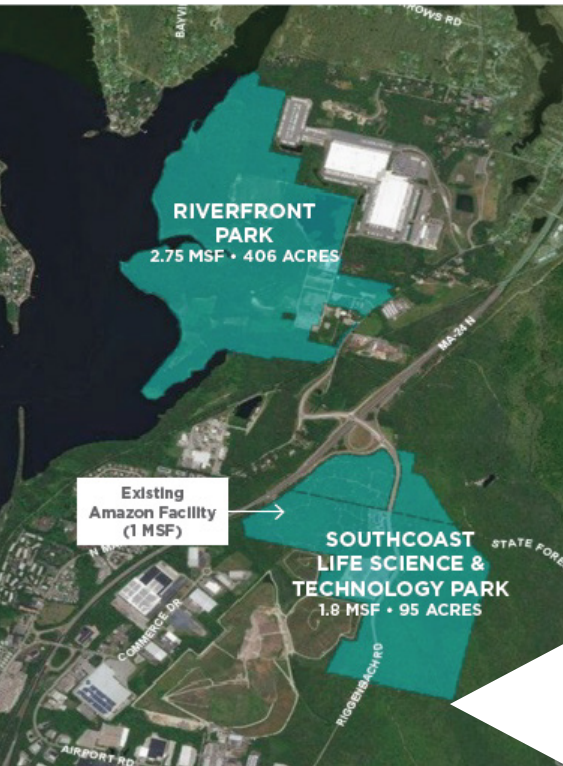
Waltham's location is a key to its economic success and its diversified economy.



# Southeast Region



## 📍 Fall River



The Southcoast/Riverfront site offers Amazon 501 acres of buildable land, which can accommodate 4.55+ million square feet of build out. This site is unique in that it pulls from Massachusetts and Rhode Island labor pools to easily accommodate employment demands. Further, Fall River is home to the largest Amazon facility in Massachusetts.

◆ 501 Acres

🏢 4+ million square feet buildout capacity

🚗 7 miles to I-195

🚆 20 miles to MBTA Middleborough Line

✈️ 68 miles to Logan International Airport

👤 Ownership: Municipal and Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	200,982	741,762	3,867,096
Millennials (2017, Age 25-34)	29,568	95,754	560,968
Computer/Mathematics Professionals	1,007	7,500	71,220
Bachelor's/Advanced Degrees	22,427	142,352	1,105,624

A site close to the existing Amazon Fall River Facility.

## 📍 New Bedford



The historic city of New Bedford is the South Coast's hotspot for dining and the arts, while retaining its authentic character as the nation's largest fishing port. This 114-acre municipally-owned greenfield site fronts directly on I-195, and is half mile from the Route 140/I-195 Interchange.

◆ 100+ Acres

🏢 9.5 million square feet buildout capacity

🚗 Adjacent to I-195 and Route 140

🚆 18 miles to MBTA Middleborough Line

✈️ 58 miles to Logan International Airport  
37 miles to TF Green

👤 Ownership: Municipal

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	200,982	497,417	3,000,308
Millennials (2017, Age 25-34)	29,568	63,961	390,972
Computer/Mathematics Professionals	1,007	4,376	43,981
Bachelor's/Advanced Degrees	22,427	85,474	743,658

America's most valuable commercial fishing port with vibrant downtown.

## Q Taunton




The Taunton site is uniquely located between Boston, Providence, and Cape Cod and provides access to many of the country's premier academic institutions, cultural amenities, and recreational areas. At the same time, land costs are low, open space is plentiful, and an extensive highway system offers relatively little traffic congestion.

 146 Acres

 1,352,782 square feet  
buildout capacity

 Routes 140 & 24

 40 miles to Logan  
International Airport

 Ownership:  
Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	82,511	732,174	4,667,572
Millennials (2017, Age 25-34)	11,333	87,218	674,503
Computer/Mathematics Professionals	1,272	22,046	115,435
Bachelor's/Advanced Degrees	14,797	240,012	1,436,673

One of the oldest cities in the country and the seat of Bristol County.

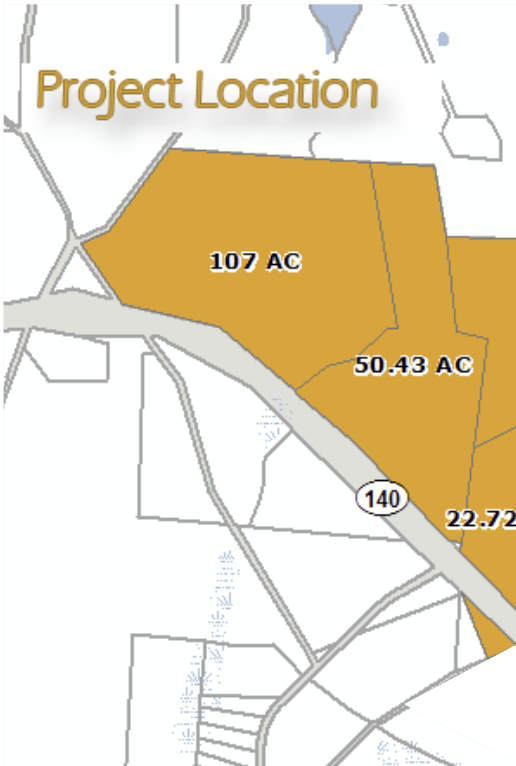




Palmer Island Lighthouse, New Bedford



## R Gardner



Bisected by State Routes 2, 140, and 68, acting as the gateway between the Western and Eastern regions of the state, the City of Gardner is a growing economic hub in North Central Massachusetts. With easy access to economic centers around Boston, the resources of the Western portions of the state and markets just north in New Hampshire, Gardner serves as a prime Central location for businesses looking to settle in a location where they know they can succeed.

◆ 254 Acres

🏢 1 million square feet single-story buildout capacity

🚦 2 miles to Route 2

🚆 9 miles to MBTA Fitchburg Line

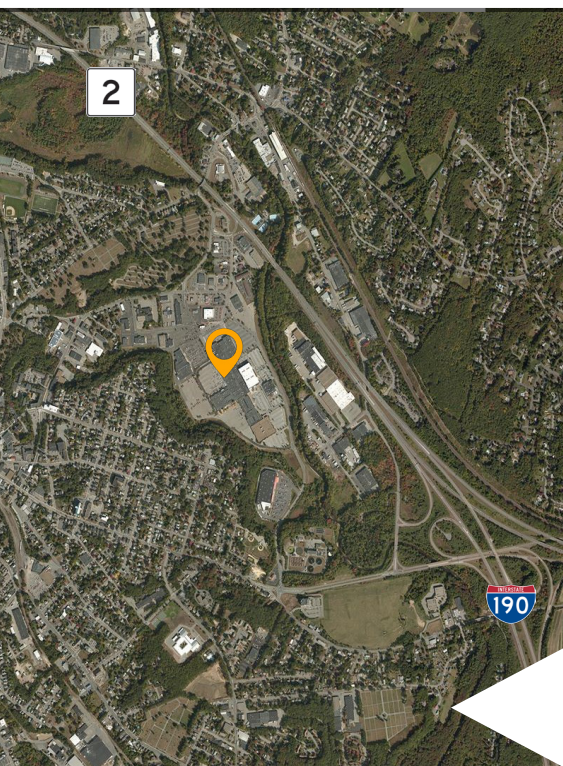
✈️ 61 miles to Logan International Airport

👤 Ownership: Municipal and Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	429,191	199,920	1,615,905
Millennials (2017, Age 25-34)	62,758	25,542	193,752
Computer/Mathematics Professionals	15,910	2,801	41,198
Bachelor's/Advanced Degrees	176,597	37,015	457,366

With an economy rooted in health care, education, and manufacturing, Gardner has taken on a new and vibrant life that continues to grow, develop, expand, and succeed.

## S Leominster



Leominster's Mall at Whitney Field is available for sale with 73 acres located at the interchange of two major highways with potential for expansion into another 31 acres owned by the municipality. This single parcel provides full and abundant infrastructure at a location close to Boston, international airports, 25 colleges, and a wide range of housing options.

◆ 73 Acres

🏢 8+ million square feet buildout capacity

🚦 Adjacent to Route 2 and I-190

🚆 <1 mile to MBTA Commuter Rail

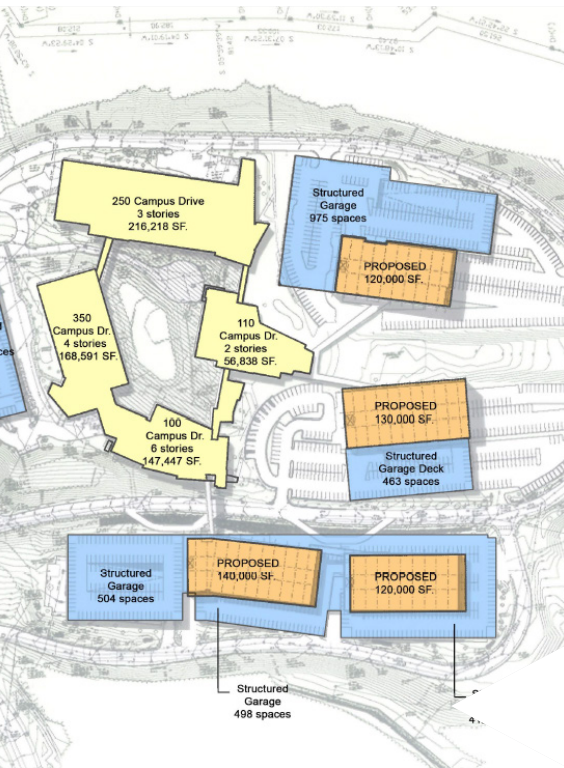
✈️ 50 miles to Logan International Airport

👤 Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	429,191	419,073	2,463,638
Millennials (2017, Age 25-34)	62,758	53,828	298,624
Computer/Mathematics Professionals	15,910	9,118	65,685
Bachelor's/Advanced Degrees	176,597	108,454	725,089

One parcel with full and abundant infrastructure and a wide range of housing options.

## T Marlborough



100 Campus Drive is a 121-acre shovel-ready site that is permitted for 650,000 square feet of new office development within a 1.2 million square foot office campus. The site is located within one mile of Interstate 495 and will be served by shuttle service to a regional light rail system.

121 Acres

1,200,000 square feet buildout capacity

1 mile from I-495

7 miles from MBTA Framingham/Worcester Line

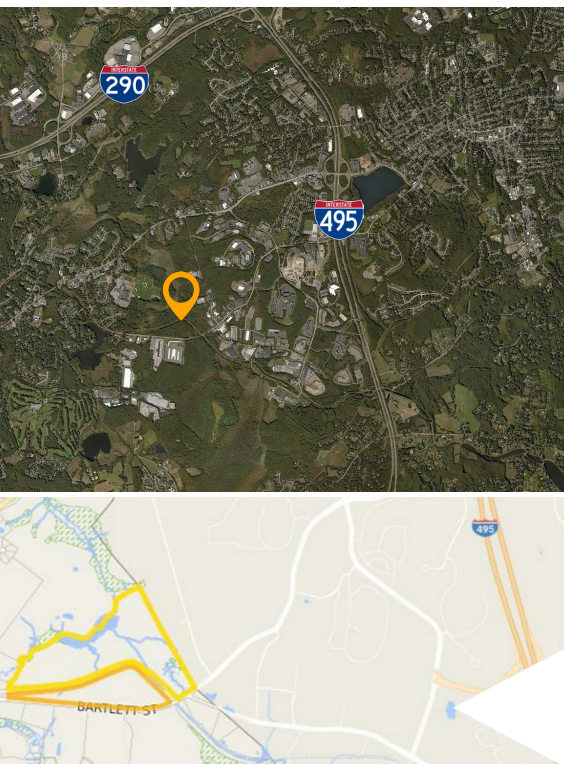
36 miles Logan International Airport

Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	546,681	766,985	4,932,557
Millennials (2017, Age 25-34)	76,477	90,313	713,008
Computer/Mathematics Professionals	16,098	23,584	120,012
Bachelor's/Advanced Degrees	197,907	256,615	1,494,105

Easily accessible by close proximity to major highways and arterial roads.

## U Northborough



The Crossroads Business Park is a 100-acre site offering 1.35 million square feet of new planned development, including a 220,100 square foot shovel-ready office parcel. The site is located within one mile of a Interstate 495 and will be served by shuttle service to a regional light rail system.

100+ Acres

2.5 miles to I-495

7 miles to MBTA Framingham/Worcester Line

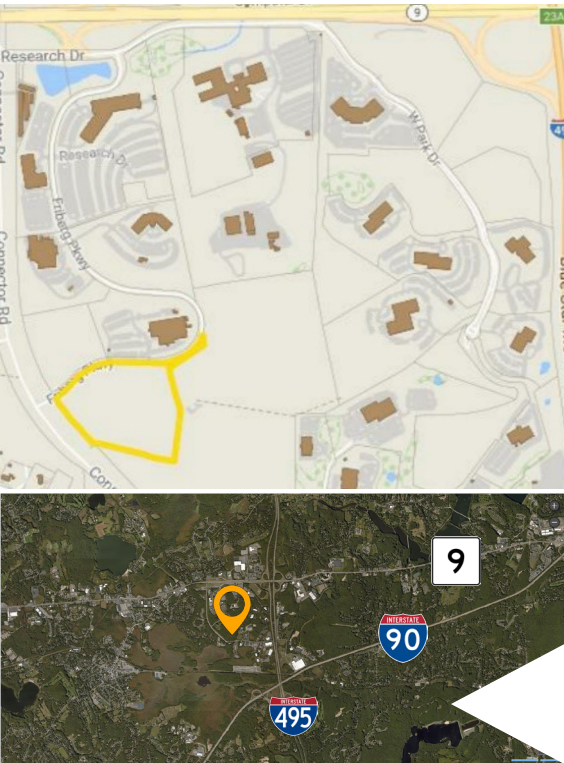
38 miles to Logan International Airport

Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	546,681	732,174	4,667,572
Millennials (2017, Age 25-34)	76,477	87,218	674,503
Computer/Mathematics Professionals	16,098	22,046	115,435
Bachelor's/Advanced Degrees	197,907	240,012	1,436,673

Shovel-ready parcel in a planned new development.

## V Westborough



The EMC/Dell campus is a 600-acre shovel-ready industrial subdivision permitted for 2.1 million square feet of office and R&D. The roadway with drainage and utilities are installed and an on-site waste water treatment facility is to be built by the developer. The site is located within 1.5 miles of Interstate 495 and will be served by shuttle service to a regional light rail system.

◆ 92 Acres  
 🏠 2 miles to I-495

🚆 6 miles to MBTA Framingham/Worcester Line

✈️ 35 miles to Logan International Airport  
 👤 Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	546,681	737,788	4,924,661
Millennials (2017, Age 25-34)	76,477	86,008	714,751
Computer/Mathematics Professionals	16,098	22,610	119,109
Bachelor's/Advanced Degrees	197,907	248,747	1,484,399

600-acre shovel-ready industrial subdivision permitted for 2.1 million sq ft of office and R&D

## W Worcester



In downtown Worcester, there are five sites within a third of a mile of Union Station. The sites total 13.1 acres with an estimated full buildout capacity of 1.85 million square feet without including on-site surface or garage parking. Worcester, New England's second-largest city, is the thriving hub of Central Massachusetts.

◆ 13.1 Acres on 5 sites  
 🏠 1.85 million square feet buildout capacity

🚆 5 miles to I-90  
 🚆 <0.5 mile to Worcester Union Station

✈️ 49 miles to Logan International Airport  
 5 miles to Worcester Airport  
 👤 Ownership: Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	546,681	596,050	3,870,697
Millennials (2017, Age 25-34)	76,477	75,236	548,222
Computer/Mathematics Professionals	16,098	13,015	91,647
Bachelor's/Advanced Degrees	197,907	157,847	1,166,602







The heart of the state with multiple opportunities to locate in New England's second largest city.



## X Holyoke



Open Square is the country's largest zero net energy mixed-use development—a growing, economically self-sustaining, mixed-use urban, and event venue. The site is a city block of historic mills between the canals in the first planned industrial city in the country.

-  8+ Acres
-  500,000+ square feet buildout capacity
-  3 miles to I-90
-  0.25 miles to Amtrak
-  25 miles to Bradley International Airport
-  Ownership: Private






	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	387,413	563,595	1,679,980
Millennials (2017, Age 25-34)	52,956	73,662	215,722
Computer/Mathematics Professionals	2,965	5,081	24,335
Bachelor's/Advanced Degrees	65,771	112,575	400,471

Already home to an emerging and flourishing innovation economy.

## Y Lee



The Greylock Mills and Columbia Mills complexes are located within a mile of Interstate 90 with easy access to Boston and New York City Metropolitan areas. The Greylock Mills complex is 17 acres in size and has a modern 167,670 square foot building that was initially constructed in 1966, with two newer additions since added. An adjoining greenfield site 28 acres in size is contiguous and south of the first parcel. Both parcels have rail service provided by a Housatonic Railroad siding that ties into the CSX system.

-  67 Acres
-  2 miles to I-90
-  Regional Rail through site
-  55 miles to Albany International Airport  
65 miles to Bradley International Airport
-  Ownership: Private




	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	62,283	79,634	1,096,072
Millennials (2017, Age 25-34)	7,662	8,736	142,028
Computer/Mathematics Professionals	669	791	13,917
Bachelor's/Advanced Degrees	12,136	19,749	240,212


Located within a mile of Interstate 90 with easy access to Boston and New York City Metropolitan areas.


## Z Pittsfield



The construction-ready William Stanley Business Park and adjoining GE properties are located in downtown Pittsfield in the heart of the Berkshires, a world class cultural destination in the rolling hills of Western Massachusetts. Pittsfield itself is at a geographic advantage, with close proximity to the Boston and New York City metropolitan areas, and surrounded by top-tier education institutions like Williams College, RPI, WPI, SUNY Albany, University of Massachusetts Amherst, and more within a short drive.

-  140 Acres
-  13 miles from I-90
-  Through site (Freight)

-  45 miles to Albany International Airport
- 76 miles to Bradley International Airport

-  Ownership: Municipal and Private

	maximum 1 transit transfer	within 30 minute drive commute	within 60 minute drive commute
Population (2017)	62,283	88,446	497,583
Millennials (2017, Age 25-34)	7,662	9,783	62,477
Computer/Mathematics Professionals	669	1,004	7,110
Bachelor's/Advanced Degrees	12,136	19,976	117,828

Construction-ready properties located in downtown Pittsfield in the heart of the Berkshires.





**M a s s a c h u s e t t s**

# Incentives





Karyn Polito  
Lt. Governor

John Barros  
Chief of Economic  
Development  
City of Boston

Jay Ash  
Massachusetts  
Secretary of Housing and  
Community Development

BostonPlans.com

## Kronos Inc.

An industry disruptor in technology for workforce and human capital management, Kronos relocated its global headquarters to Lowell in mid-2017. This move ensured that Kronos kept more than 1,300 existing positions in Massachusetts, and supports the company's creation of 400 additional jobs. Massachusetts supported Kronos's HQ move and expansion with EDIP tax credits totaling \$8 million.

## EF Educational First (EF)

EF, an international leader in cultural exchange, language learning, and educational programming, will invest \$133 million to develop a third building for educational and business uses on its NorthPoint campus in Cambridge. Massachusetts approved \$6 million in EDIP tax credits to support the expansion, which will allow EF to create 300 new jobs.

**Massachusetts provides a broad array of financial programs to attract private investment and to promote innovation and job creation. These programs are designed to be customized to the specific needs of individual companies and project sites to permit the development of flexible and competitive incentives packages. Where feasible and appropriate, the state focuses its investment on publicly-owned infrastructure that will support individual economic development projects while also benefitting a wide assortment of users. Massachusetts also embraces opportunities to work with transformational companies to build leadership for the state economy in key competitive areas.**

### Tax Credits

The Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster job creation and stimulate business growth. Massachusetts issues EDIP tax credits to eligible companies to support the creation of new employment in the state. The credits are awarded quarterly on a rolling basis and awards are based on job creation, investment levels, and other relevant considerations.

The specific terms for each award are memorialized in individual incentive agreements. Credits are generally issued as a company reaches milestones established in the award agreement. Some EDIP awards may be refundable and transferable in accordance with their terms. The available capacity of the EDIP tax credit program under current law is \$30 million annually.

### Infrastructure Investment Programs

Our financial partnerships with employers focus on improving the performance or capacity of public infrastructure in order to create an environment where innovation backed by private investment will flourish over the long-term. The state capital plan is a flexible

and forward-looking program that allocates capital to projects that address the greatest needs, support local communities, unlock economic opportunities, and do the most to position Massachusetts and its partners for the future.



## City Square: 2009, 2013, and 2015 MassWorks awards totaling \$28 million

The City Square Project in Worcester is a multi-year, multi-phase development that will replace a blighted, urban renewal-era mall on 21 acres in downtown Worcester with over 2.2 million square feet of mixed-used space. The new City Square will have 350 housing units, 214,000 square feet of office space, and pedestrian-friendly streetscapes and open space. The development is within

walking distance of Worcester's Union Station, which serves as a regional transit hub and terminus of an MBTA commuter rail line. To date, MassWorks has invested more than \$28 million for demolition, site preparation, and infrastructure improvements at City Square. The state has invested \$25 million in other capital funds into the project, and the City has committed \$15 million to-date.

## NorthPoint

MassDevelopment has approved financing of up to \$25 million for infrastructure improvements at the NorthPoint development, a 34.5-acre project located near Interstate 93, Bunker Hill Community College, and the Museum of Science. The project is adjacent to the Lechmere MBTA transit station, just over a mile from the Kendall Square innovation hub, and approximately 2-3 miles from MIT and Harvard.

The development is transforming a largely underutilized industrial site into a transit-oriented, mixed-use development that is expected to include 2,300 residences and approximately 2.7 million square feet of commercial space accommodating office, lab, educational, and retail uses.

### MassWorks Infrastructure Program

MassWorks is a flexible grant program that leverages state funding to support economic development projects statewide. MassWorks supports projects such as utility extensions and upgrades, water treatment systems and sewage infrastructure, and transportation and housing-related infrastructure. Priority is given to projects that will spur private investment and economic development.

The state has approximately \$130 million in existing MassWorks grant capacity under current law to invest in infrastructure improvements sponsored by host municipalities or other eligible development agencies. The MassWorks program is regularly renewed with additional capacity. Grants are awarded annually by the Secretary of Housing and Economic Development, and funds

are disbursed as costs are incurred. The awards are not formula-driven. Massachusetts awarded grants totaling \$85 million in fiscal 2017, and we expect to award a similar amount in MassWorks funds in fiscal 2018.

### Infrastructure Investment Incentive (I-Cubed) Program

The I-Cubed program is used to finance significant public infrastructure improvements that support major new private development. I-Cubed awards are made by the state to eligible economic development projects that have been approved by the host municipality and generate substantial new tax revenue for the state. The level of benefit available through I-Cubed is based on the amount of new state tax revenues to be created by the project.

The state has approximately \$380 million in existing capacity, without further legislation, to invest



in infrastructure improvements that lead to major employment or other revenue drivers in Massachusetts. An I-Cubed solicitation may be initiated at any time. Timing of the financing depends on the particulars of each individual project.

### **Other Infrastructure Enhancements**

The major economic development investments listed above are part of a larger state capital program that invests over \$5 billion per year from various sources, including state, federal, and other funds. In fiscal 2018, the state expects to invest approximately \$3 billion in transportation infrastructure; \$570 million in state facilities, including public higher education; \$225 million in affordable housing; \$325 million in environmental initiatives, including climate change preparedness; and \$20 million to extend broadband access to underserved communities in Western Massachusetts.

The state capital plan also provides reliable and substantial support for Massachusetts's 351 cities and towns by funding local initiatives such as affordable housing programs, municipal transportation networks, cultural institutions, and downtown revitalization.

Massachusetts provides additional capital resources to public schools and the Boston-area transit system through special dedicated sales tax funding for the Massachusetts School Building Authority (MSBA) and the MBTA.

Unlike many other states, in which capital investment is concentrated at the local and county level, Massachusetts has absorbed the functions of most county governments and coordinates many key infrastructure investments in partnership with cities and towns, including for school, water/sewer, and road projects. Coordination at the state level allows Massachusetts to leverage the expertise of specialized agencies like the MSBA, the Massachusetts Clean Water Trust, Massachusetts Water Resources Authority (MWRA), and MassDOT.

Massachusetts is committed to optimizing the value of our capital program by forging effective partnerships and investing strategically. The current capital investment plan leverages substantial federal funding for projects in the areas of transit, highway, clean water, and emergency preparedness. We also cultivate partnerships with municipal, quasi-public, private, and nonprofit entities to support key initiatives that will serve common goals.

**M a s s a c h u s e t t s**

# Energy and Environment





**Massachusetts's commitment to sustaining its vibrant natural environment is unparalleled among the states. From nation-leading climate policies to clean energy generation, from the completion of a 40-year effort to clean up the Boston Harbor to land conservation and protection, nowhere is the Massachusetts spirit of progressive thinking and effective civic collaboration more apparent than in our commitment to our shared environment.**

## **Environmental Stewardship**

Massachusetts has a storied history of environmental protection and stewardship. From the Berkshires, to the Boston Harbor Islands, to the Cape Cod National Seashore, Massachusetts policy makers have ensured that our wealth of environmental assets and resources will be protected in perpetuity.

These efforts, combined with a strong focus on protecting open space, provide a tangible benefit to our quality of life in Massachusetts. Public and private entities, working together, have permanently protected more than 1.3 million acres—over 25% of the geographic area of the state—to secure clean drinking water, support our vibrant agricultural industry, protect natural habitats, and provide an impressive diversity of recreational opportunities. Massachusetts is both the third most densely populated state and one of the most forested. More

land in our state is protected than developed, and we continue to work to encourage sustainable development and investment in land conservation in order to ensure the high quality of life that comes with access to clean air, clean water, and recreational opportunities.

Over the last 20 years, state government has invested an average of \$40 million annually in land conservation and parks creation, protecting about 16,000 acres per year. Locally, much more has been done. The Community Preservation Act—a tool that communities can adopt for the acquisition, creation, preservation, rehabilitation, and restoration of open space, historic resources, and affordable housing—has resulted in the conservation of over 28,000 acres and the creation of more than 1,700 outdoor recreation projects.

### **past**

1.3 million acres of land have been permanently conserved.

### **present**

105,000 people are employed in the Clean Tech industry.

### **future**

**Massachusetts is doing its part to address climate change by aggressively reducing GHG emissions.**



© MWRA Flickr

Anaerobic digesters, Deer Island

## Water and Sewer Infrastructure

Eighty years ago, Massachusetts policy makers had the foresight to develop the Quabbin Reservoir, the Wachusett Reservoir, and the aqueduct system that carries, every day, over 300 million gallons of safe, clean drinking water from Central Massachusetts to the homes and businesses of more than 50 communities in Eastern Massachusetts. Today, that infrastructure and its excess capacity continue to support the growth of our state economy while many other states struggle with inadequate water resources.

More recently, Massachusetts created the Massachusetts Water Resources Authority (MWRA)

in response to water quality problems in Boston Harbor. The MWRA built a \$3.7 billion, state-of-the-art sewage treatment plant at Deer Island and invested \$850 million in comprehensive sewer system upgrades, funded by water and sewer fees. As a result of this sweeping effort, Boston Harbor is now recognized as one of the country's cleanest. The improvement of water quality in the harbor has led to an increase in recreational use of the harbor and its shores, and has opened up development opportunities on the waterfront that would have been unthinkable a generation ago.

Serving more than 2.2 million customers in Massachusetts provides us a close connection to the state’s policies and priorities. Those initiatives include a genuine interest in making the world a better place as both government and business set the pace on such issues as climate change, energy efficiency, and sustainability.

**Dean L. Sears**

*Executive Director  
and President,  
U.S., National Grid*

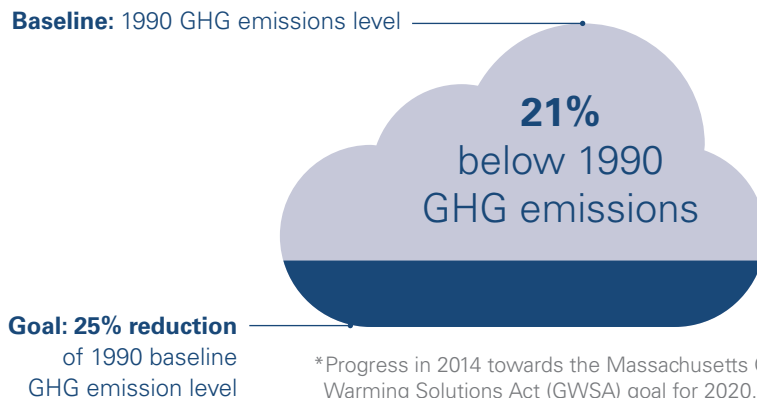
**Addressing Climate Change and Reducing Greenhouse Gas Emissions**

Massachusetts leads the nation in efforts to reduce greenhouse gas (GHG) emissions and build a clean energy economy. For the seventh year in a row, Massachusetts has been named the most energy efficient state in the nation by the American Council for an Energy-Efficient Economy. Massachusetts also ranked as one of the top overall states leading the national clean-energy economy by the U.S. Clean Tech Leadership Index in its 2017 survey.

The foundations of Massachusetts’s efforts to build a clean energy future were laid two decades ago in the Massachusetts Electricity Restructuring Act of 1997, which required electric distribution companies to sell their generating assets to create an open market for energy production and

mandated that an increasing share of the state’s energy come from renewable sources. A decade later, the Global Warming Solutions Act accelerated the development of clean energy solutions by mandating statewide reductions in GHG emissions from each sector of the economy to levels 25% or more below the 1990 baseline by 2020, and 80% or more below the 1990 baseline by 2050.

Massachusetts is also a founding member of the eight-state Regional Greenhouse Gas Initiative (RGGI)—the nation’s first regional cap-and-trade program aimed at reducing GHG emissions from the power sector. RGGI members recently finalized a plan that will accelerate state and regional efforts to combat climate change by adopting more aggressive GHG reduction targets.



In addition to its membership in RGGI, Massachusetts has joined the recently formed U.S. Climate Alliance, which seeks to meet the goals of the International Paris Climate Agreement as well as the New England Governors and Eastern Canadian Premiers Climate Change Resolution, which calls for regionally targeted joint actions to reduce carbon emissions substantially by 2030.

Last year, Massachusetts enacted comprehensive bipartisan energy diversity legislation that reinforces the state's commitment to a clean energy economy and puts the state on a long-term path to lower energy costs. The new law requires that Massachusetts utilities competitively solicit and contract for approximately 1,200 megawatts of clean energy generation from hydropower, solar, and onshore wind, and it marked the largest commitment to offshore wind energy by any state.

Example of planned parking lot canopies.



## MassDOT Solar Farms & MBTA Parking Lot Canopies

MassDOT and MBTA have been leaders in using solar installations to offset energy usage and generate revenue.

Two years ago, Ameresco began operating five solar installations on unused land along MassDOT highway rights-of-way through a power-purchase agreement with MassDOT. To date, these five installations have produced 6.5 million kilowatt hours of energy, resulting in over \$1 million in combined energy savings and

rental payments to the agency. Three additional sites are now in development.

This fall, Omni-Navitas will begin installing solar canopies on 37 MBTA parking facilities under a 20-year lease with MBTA. In addition to its financial and environmental benefits, these installations will improve customer experience by providing lighting and sheltering parked cars from snowfall.

## Efficiency Programs

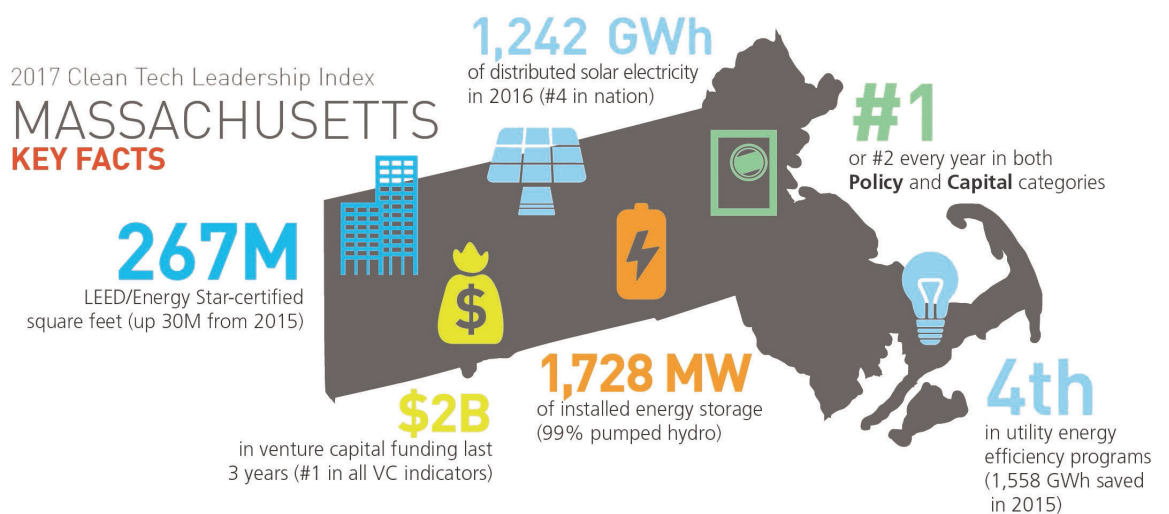
Massachusetts recently launched a Rapid LED Streetlight Conversion Program and Green Communities Grant Program to provide municipalities with funding to convert traditional streetlight technologies to LEDs. By the fall of 2018, approximately 70% of all streetlights in Massachusetts will have been converted to LEDs, including 96% of municipally-owned fixtures.

## Alternative Energy and Clean Tech

While Massachusetts pursues statewide policies that create demand for clean energy alternatives, Massachusetts universities, laboratories, and start-ups are developing innovative technologies to meet that demand. Clean tech is a pillar of the Massachusetts innovation economy, and Massachusetts already ranks as one of the top 10 states in clean energy jobs as a percent of total employment. Surveys by the Massachusetts Clean Energy Center (MassCEC) confirm that the clean energy industry grew by nearly 12% in 2015 and that since 2010, clean

energy employment has grown by 75% or 45,000 new jobs, with most paying over \$50,000 per year.

Massachusetts was ranked as one of the top states leading the clean-energy economy by the U.S. Clean Tech Leadership Index, trailing only California. Massachusetts maintained its second place ranking for the fifth year in a row in the most recent rankings, a testament to our sustained efforts.



All data is from Clean Edge's 2017 Clean Tech Leadership Index, which includes data from Bloomberg New Energy Finance, the Business Council for Sustainable Energy, Cleantech Group, the Department of Energy Information Administration, Energy Star, and the U.S. Green Building Council.



## Mass Clean Energy Center

MassCEC is dedicated to accelerating the success of clean energy technologies. Since its launch in 2009, MassCEC has helped clean energy companies grow, supported municipal clean energy projects, and invested in residential and commercial renewable energy installations. MassCEC also provides workforce training programs tailored to meet the needs of clean energy employers across Massachusetts.

### Permitting and Environmental Reviews

New construction in Massachusetts is reviewed under the Massachusetts Environmental Policy Act (MEPA) and may require various environmental permits.

Like the National Environmental Policy Act, which applies to projects that involve federal agency actions, MEPA requires that state agencies study the environmental consequences of their actions before issuing permits or granting financial assistance. MEPA review occurs before permitting agencies act, to ensure that they are fully cognizant of the environmental consequences of their actions and that they work together to achieve

shared goals. The state Executive Office of Energy and Environmental Affairs (EOEEA) administers the MEPA program.

The state issues various environmental permits depending upon the size, scope, and location of a project. EOEEA agencies issue site-specific permits to address public access, endangered species, air and water quality, and other environmental protection needs. Project proponents regularly meet with agencies for pre-permitting consultation in order to ensure a complete and expeditious permitting process.

**M a s s a c h u s e t t s**

# Stable and Business-Friendly Environment





**Massachusetts creates a favorable business environment for companies to launch, grow, and thrive by keeping our tax structure fair and predictable, managing our state budget wisely, and making targeted investments for the future. We use data-driven decision-making and a rational approach to regulation to avoid placing unnecessary burdens on businesses, while continuing to protect the well-being of our residents and to maintain the high quality of life they expect and deserve. State and local governments work together—across party and geographic lines—to make Massachusetts a place where everyone can flourish.**

Innovative businesses thrive on revolutionary ideas but need a stable governing environment to grow. But stability is not the same thing as stasis. In fact, the business and regulatory environment in Massachusetts is constantly evolving. This evolution results from sustained, multi-year attention to important competitive issues that public and private stakeholders jointly identify and then act collaboratively to address. Legislation often plays a key part in these developments, but implementation plays an equally important role.

### Health Care

Massachusetts has the lowest rate of uninsured residents and some of the highest quality of care measures in the country. We acted more than a decade ago to extend health insurance to all residents by building on our existing public and private insurance systems. These reforms have reduced disparities in health outcomes based on race and economic status, and we are now leading the nation in managing costs by aggressively moving toward accountable care models.

### Energy

Over the past 25 years, Massachusetts has significantly reduced carbon emissions resulting from power generation, contained increases in ratepayer costs, and successfully begun a transition to a clean energy economy. The necessary first step in this effort was a restructuring of the ownership of our electric power system to create competition among providers and incentivize clean and efficient energy production. More recent legislation has further diversified our energy supply and established

## past

We built the civic infrastructure required to transform education, healthcare, energy, and transportation.

## present

Our long-term debt is rated AA+, Aa1, and AA by Fitch Ratings, Moody's Investors Service, and Standard & Poor's Global Ratings, respectively.

## future

**Predictable taxation makes it easy for businesses to plan for the future.**

### Education

Massachusetts's system of K-12 education is consistently rated among the best in the country. This high performance follows important statutory changes we enacted decades ago to distribute state financial support among school districts more equitably and, more recently, from a sustained, programmatic focus on curricular improvements and enhanced assessment methods across all districts.



Harborwalk Seaport District, Boston

realistic but aggressive long-term goals—which we are well on our way to achieving—for continued state-wide reduction of greenhouse gas emissions.

### Transportation

In the last 25 years, Massachusetts has consolidated the management of all state-owned roads and bridges within a single agency and adopted a modern, fiscally accountable method of funding the MBTA and our regional transit authorities, all while simultaneously expanding the services provided by public transit and completing the largest construction project ever then undertaken on an American highway. More recently, we've charged a fiscal and management control board with making forward-looking changes to the way the MBTA operates, which has so

far resulted in a \$300 million improvement in annual operating efficiency and a dramatic increase in the MBTA's rate of capital investment in improvements to basic service.

All states must respond to demands that arise from changes in the global economy, competition in the business environment, shifting demographics, and the evolving needs of their residents. What sets Massachusetts apart is the willingness of government and private stakeholders to find common ground on solutions to these sorts of challenges and then to maintain the sustained effort required to implement those solutions. Our history of collaborative problem-solving in Massachusetts gives us a playbook to meet any challenges that we face in the future.

## Tax Stability and Predictability

### State Taxes

The primary source of tax revenue in Massachusetts is personal income tax, followed by sales, corporate, and other taxes. The Massachusetts system of taxation is characterized by stability and relative simplicity.

Massachusetts assesses personal income taxes at a flat rate after deductions and exemptions. The state personal income tax rate is 5.1% on both earned and unearned income. The tax rate has been gradually reduced from 5.3% in tax year 2011 to its current level, and reductions will continue to lower the rate to a flat 5.0% as certain tax revenue growth triggers are met. The tax rate on gains from the sale of capital assets owned for more than one year is equal to the personal income tax rate (currently 5.1%), and the tax rate on short-term capital gains is 12%.

Corporations doing business in Massachusetts are subject to a state excise tax. Corporate net income apportioned to Massachusetts, which is based on net income for federal taxes, is taxed at 8.0%.

To encourage business and advance various other policy objectives, Massachusetts law provides for a variety of tax credits that may be applied against corporate excise or personal income taxes. Certain credits, when not used to reduce a current tax liability, may be carried forward, transferred, or refunded. Some other state tax credit programs incentivize hiring veterans, investment, research and development, and brownfields redevelopment. Massachusetts's corporate tax provisions also contain certain exclusions, deductions, and deferrals from gross income, and certain accelerated deductions from gross income, intended to incentivize investment and spur economic growth. Many, but not all, of Massachusetts's personal income and corporate tax incentives are based on federal counterparts.

The sales tax rate imposed on retail sales of certain tangible property (including meals) is 6.25% statewide.

Tax Type	Preliminary Fiscal 2017 Tax Collections (unaudited; in billions)
Income	\$14.7
Sales & Use	6.2
Business & Corporate	2.6
Other	2.2
Total	\$25.7



We also knew of, and were truly impressed by, the strong bipartisan working relationship between Governor Baker, Mayor Walsh, and their respective teams. City and state officials were true partners in our relocation, in everything from site selection to permitting our new campus. And the partnership continued strong even after we made the move. Governor Baker and Mayor Walsh worked with us every step of the way so we were able to break ground on our new campus in record time.

**Ann R. Klee**

*Vice President, GE*

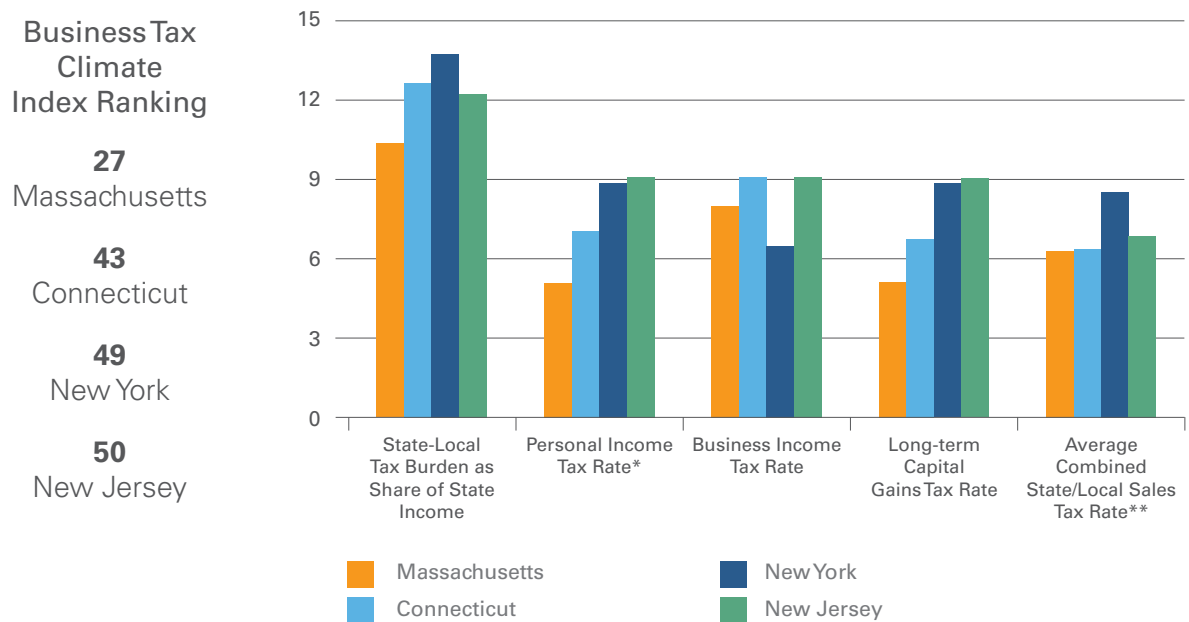
*Boston Development & Operations*

Massachusetts’s tax environment compares favorably to other states when compared across all categories. We view the relative cost and ease of doing business in the state as a key aspect of our competitiveness, and we

aim to strike a balance between a reasonable tax burden on individuals and businesses and support for the shared benefits of government services and infrastructure investment.

## Business Tax Climate

Massachusetts as compared to other Northeast states



\* Massachusetts’s personal income tax rate will decline to 5.0% as revenue growth triggers are met. Connecticut, New York, and New Jersey have graduated income tax brackets; certain New York and New Jersey municipalities impose additional income taxes. Personal income tax rates shown are the highest marginal tax rates in each state.

\*\* Reflects Massachusetts sales and use tax rate of 6.25% only; Massachusetts municipalities cannot impose general sales tax.


### Local Taxes

Municipal governments in Massachusetts are primarily supported by revenues from property taxation and direct aid from the state. Massachusetts cities and towns do not have authority to impose personal income taxes under state law. Massachusetts cities and towns likewise do not have the authority to assess sales taxes; however, cities and towns may adopt optional hotel room occupancy taxes and sale of meals excise taxes, up to a statutory limit, by local vote.

In 1980, Massachusetts instituted Proposition 2½, a law that limits increases in local property taxes on existing properties to not more than 2.5% annually and that also limits total annual revenue from property taxes to 2.5% of the assessed value of all property in the municipality. Property tax stability allows local officials and property owners to plan for the future knowing that property taxation will be steady and manageable.

The state makes substantial payments to cities, towns, and regional school districts to establish a stable, fair, and predictable fiscal environment statewide. A large portion of state revenue sharing is targeted for public education. This support is allocated through a fixed formula to ensure that each district reaches a minimum level of spending per pupil. The state also distributes significant unrestricted funds for municipal use, including net revenues from the state lottery program, which cities and towns combine with municipal revenues to fund vital local services such as police and fire protection, parks, and public works.

The Massachusetts Community Preservation Act permits cities and towns that adopt its provisions to levy a surcharge of up to 3% on their real property tax levy for the acquisition, creation, preservation, rehabilitation, and restoration of open space, historic resources, and affordable housing. A state match is available for these funds.



Amazon.com's corporate motto – "*Work Hard. Have Fun. Make History.*" – aligns with the culture that exists here in Massachusetts, where we are tackling global challenges, winning sports championships, and continue to build every day on our legacy of revolution, disruption and discovery.

*Industry letter signed by over 40 Massachusetts business and community leaders*



Governor Charlie Baker, joined by Lt. Governor Karyn Polito and Senate President Stan Rosenberg, enacts a 50% increase in the Massachusetts Earned Income Tax Credit.

## Strong Fiscal Management

Massachusetts's state and local governments maintain a stable and business-friendly environment by working together and with businesses effectively, planning for the future, and managing our resources wisely. Massachusetts's results-oriented, collaborative style of government has produced a stable political climate that facilitates long-term policy-making.

Prudent stewardship of the state's finances allows Massachusetts to invest in our infrastructure, offer services to benefit the health and well-being of our residents, and pursue a long-term economic growth strategy. The Massachusetts Legislature routinely delivers timely annual state budgets. A statutory balanced budget requirement and the Governor's authority to make line-item vetoes keep spending in check. The Governor also has authority to reduce spending if revenue deficiencies emerge during a fiscal year. Conservative

revenue forecasting and active management of the state budget in recent years have ensured that budgetary spending grows within the constraints of available resources, reducing our exposure to financial risks.

While we are always looking for ways to operate more efficiently, we think Massachusetts compares favorably to other states when measured by the benefits that state investment and state services provide to residents and industry. Massachusetts offers the best public K-12 education in the country, efficiently consolidates and pays for infrastructure investment at the state level, and makes sure that a greater percentage of residents have health care coverage than in any other state. In this stable and business-friendly environment, companies can develop, grow, innovate, hire, scale, and flourish.



On a scale from '1.0' (strongest) to '4.0' (weakest), S&P Global Ratings assigned a score of '1.0' to Massachusetts's financial management framework.

### **S&P Global Ratings,**

*Report dated October 12, 2017 on the Commonwealth of Massachusetts*

**M a s s a c h u s e t t s**

# Testimonials







Restaurant Row, Worcester

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

As Amazon.com searches for its new “HQ2”, we collectively encourage you to consider sites within the Commonwealth of Massachusetts. In this search, Amazon.com looks to identify a location with a “stable business climate for growth and innovation,” and we can think of no location better than Massachusetts that can provide the trained workforce, R&D infrastructure, and public-private collaboration that will help fuel your continued success.

Growing your presence in Massachusetts will bring a strong return on investment. As Amazon.com is already aware, Massachusetts is home to the nation’s top talented workforce, and locating here will immerse your company in our culture of collaboration and innovation. On every front on which Amazon.com is expanding or experimenting, the diversified portfolio of Massachusetts industries can help Amazon.com reach its goals. Here are a few reasons why:

**Talent:** Expanding operations in Massachusetts would allow Amazon.com to tap into the greatest concentration of higher education institutions in the U.S., including 140 colleges and universities, and the #1 state for STEM talent per capita. Massachusetts is home to top universities and liberal arts colleges, with even more top talent on campuses throughout the broader New England region. Bringing in a tech powerhouse such as Amazon.com will only increase the Commonwealth’s global stature as a hub for innovation, helping attract more workers and students to the state. To quote one of our native sons, John F. Kennedy, when it comes to tech talent, “a rising tide will lift all boats.”

**Collaboration:** A secret to our continued economic success is the collaboration that exists between the public and private sector, a partnership which has helped drive coordinated investments in our R&D infrastructure, led to the development of new innovation hubs, and powers our workforce development efforts. Leadership strategies from the Baker-Polito Administration and the Massachusetts Legislature are built on input they’ve solicited directly from the business community, providing a more stable business environment.

**#1 New Economy Ecosystem:** *Bloomberg*, *CNBC*, the Milken Institute, and others all rank Massachusetts as the top innovation or tech ecosystem in the U.S., highlighting STEM education, competitiveness, emerging technologies, and multi-cluster density. From startups to the growth of multi-national corporations, Massachusetts is positioned to lead in the digital revolution. Massachusetts is also home to a robust startup culture, powered by organizations such as MassChallenge, one of the top startup accelerators in the world and fueled by new ideas emerging from the state’s academic institutions.

**A Global Powerhouse:** The Commonwealth also offers a mix of world-class institutions, ranging from top hospitals, creative and cultural institutions promoting music & arts, great

sports, access to the outdoors, and airports which connect the state to over 100 domestic & international destinations.

Each of us has made a commitment to Massachusetts, and are pleased to provide you with a recommendation on behalf of the Commonwealth. We are happy to provide further information by request as to why we are committed to the Commonwealth. Amazon.com's corporate motto – "Work Hard. Have Fun. Make History." – aligns with the culture that exists here in Massachusetts, where we are tackling global challenges, winning sports championships, and continue to build every day on our legacy of revolution, disruption and discovery.

Sincerely,



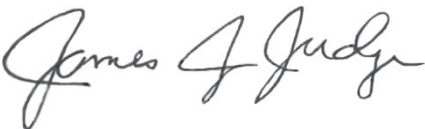
Robert Kraft  
Chairman and CEO  
The Kraft Group



Robert Reynolds  
President and CEO  
Putnam Investments



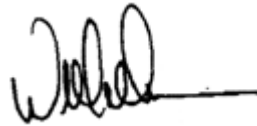
John Fish  
Chairman & CEO  
Suffolk Construction



James Judge  
Chairman, President and CEO  
Eversource Energy



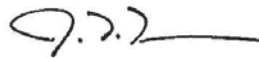
Sheila Lirio Marcelo  
Founder, Chairwoman and CEO  
Care.com



William Swanson  
Chairman  
Massachusetts Competitive Partnership



Roger Crandall  
Chairman, President & CEO  
MassMutual



Joseph L. Hooley  
Chairman and CEO  
State Street Corporation



Jeffrey M. Leiden, M.D., Ph.D,  
Chairman, President and CEO  
Vertex



Aron Ain  
CEO  
Kronos Incorporated



Colin Angle  
Chairman, CEO and Founder  
iRobot



Mohamad Ali  
President & CEO  
Carbonite



Brian Burke  
Senior Director, Corporate External and Legal  
Affairs  
Microsoft



Peter Connor  
Vice President of R&D  
Cadence Design Systems



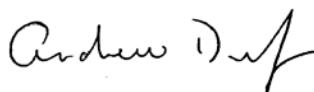
Anthony Consigli  
CEO  
Consigli Construction



Donna Cupelo  
Region President Northeast  
Verizon



Michael Daly  
CEO  
Berkshire Bank



Andrew Dreyfus  
President and CEO  
Blue Cross Blue Shield



Lior Div  
CEO & Co-Founder  
Cybereason



Tom Erickson  
Chairman & CEO  
Acquia



Kerry Healey, PhD  
President  
Babson College



Jim Heppelmann  
President & CEO  
PTC



Gloria C. Larson, JD  
President  
Bentley University



Angus Leary  
President and General Manager of the  
Northeast  
Suffolk Construction



F. Thomas Leighton  
CEO & Co-Founder  
Akamai Technologies



David H. Long  
Chairman & CEO  
Liberty Mutual Insurance



Jim Lynch  
Vice President, Building Product Line Group  
Autodesk



Udi Mokady  
Founder, Chairman & CEO  
CyberArk Software



Steven Pollack  
CEO  
Delta Dental



Jason Robbins  
CEO  
Draft Kings



Fidelma Russo  
CTO  
Iron Mountain



Robert Sullivan  
Managing Partner  
Korn Ferry



John T. Szum  
Executive Vice President and CFO  
CareGroup Healthcare System



Corey Thomas  
President & CEO  
Rapid7



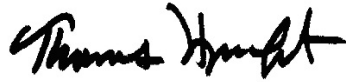
Tracey Zhen  
President  
ZipCar



Christopher Anderson  
President  
Massachusetts High Technology Leadership  
Council



JD Chesloff  
Executive Director  
Massachusetts Business Roundtable



Thomas Hopcroft  
President & CEO  
Massachusetts Technology Leadership  
Council



Dan O'Connell  
President & CEO  
Massachusetts Competitive Partnership



Thomas Ryden  
Executive Director  
MassRobotics

October 4, 2017



Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

311 Arsenal Street  
Watertown, MA 02472

Dear Ms. Sullivan,

No healthcare in the "Everything Store"? Seriously?

The Boston market is the national center of the healthcare food chain. Boston's eco-system breathes healthcare, from groundbreaking research at the bench, to the font of the emerging bio-tech and genomic sectors, to the best medical schools in the world, to three of the biggest and best medical centers. The Commonwealth of Massachusetts should stand above the rest for its unparalleled talent pool with expertise in technology, business, *and* healthcare.

I have only spoken with Jeff Bezos twice, but I'm pretty friendly with Andy Jassy from our business school days. One thing that pervades all my conversations with both is the notion of building things that are HARD and take a long time to build. A cool thing about hiring healthcare people is that their attention-span and persistence is off the charts compared to most cloud developers we hire. Think about it; if a drug takes thirty years to develop and a medical device takes ten, working on a really hard micro-service for a full two years before it's in production seems like the blink of an eye!

I think you will be hard pressed to find a location that can offer 140 colleges and universities, but more important to me is the cultural orientation of these students towards longer, harder, and more meaningful work than most. I know you will be unable to find a technology community more welcoming—but also more tenacious and long term oriented—than ours here in Massachusetts.

For the past twenty years, athenahealth has called the Commonwealth home. I started the company in my basement and I have been supported through every stage. Despite the many opportunities to move our headquarters elsewhere, I cannot imagine a better place than Mass.

Sincerely,

A handwritten signature in black ink that reads "Jonathan Bush". The signature is fluid and cursive, with a long horizontal stroke at the end.

---

Jonathan Bush  
Chairman and CEO



Association of Independent  
Colleges and Universities  
in Massachusetts

11 Beacon Street, Suite 1224 | Boston, Massachusetts 02108-3016  
617.742.5147 | Fax 617.742.3089 | www.aicum.org

- Amherst College
- Anna Maria College
- Assumption College
- Babson College
- Bay Path University
- Becker College
- Bentley University
- Berklee College of Music
- Boston Architectural College
- Boston Baptist College
- Boston College
- Boston University
- Brandeis University
- Cambridge College
- Clark University
- College of the Holy Cross
- Curry College
- Dean College
- Eastern Nazarene College
- Elms College
- Emerson College
- Emmanuel College
- Endicott College
- Fisher College
- Gordon College
- Hampshire College
- Harvard University
- Labouré College
- Lasell College
- Lesley University
- Massachusetts Institute of Technology
- MCPHS University
- Merrimack College
- MGH Institute of Health Professions
- Mount Holyoke College
- Mount Ida College
- New England College of Optometry
- Newbury College
- Nichols College
- Northeastern University
- Olin College of Engineering
- Pine Manor College
- Regis College
- Simmons College
- Smith College
- Springfield College
- Stonehill College
- Suffolk University
- Tufts University
- Urban College of Boston
- Wellesley College
- Wentworth Institute of Technology
- Western New England University
- Wheaton College
- Wheelock College
- William James College
- Williams College
- Worcester Polytechnic Institute

October 10, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

Massachusetts’ supercluster of world-renowned colleges and universities – as well as the thriving innovation ecosystem sustained by these institutions – makes Massachusetts the ideal location for Amazon’s second corporate headquarters (HQ2). On behalf of the Association of Independent Colleges and Universities in Massachusetts (AICUM), I urge you and the team at Amazon to give your strongest consideration of sites within the Commonwealth for locating HQ2.

Amazon’s HQ2 RFP identified numerous “decision drivers” for selecting the location for HQ2, including the need to be close to excellent institutions of higher education, a highly educated workforce, educational opportunities, and an overall high quality of life. The Commonwealth of Massachusetts can far outpace any other state or region in meeting each of these requirements.

Massachusetts is rightly known around the world as the hub of higher education. It is home to 124 colleges and universities, and as such it is uniquely-positioned to leverage its highly educated workforce in partnering with Amazon. The research taking place on these campuses serves as a magnet for federal research dollars (highest per capita recipient of NIH funding), venture capital funding, and exceptionally talented students, faculty and researchers from across the nation and around the world. In fact, each year Massachusetts attracts and educates more than 60,000 international students.

Massachusetts is proud of the fact that we have the highest percentage (50.2%) of adults with a B.A. or above. More significantly, the talent pipeline flowing from our campuses every year is primed to provide Amazon with the highly educated workers it needs to continue its phenomenal growth. Last year, Massachusetts 4-year colleges and universities enrolled over 504,000 students and awarded over 106,000 bachelors and advanced degrees. **These degree awards included 4,248 in computer science – a 91 percent increase in computer science degrees over the past five years - and 7,373 degrees in engineering.**



Massachusetts is also home to an incredibly robust and passionate startup community, powered by organizations such as MassChallenge and Greentown Labs, as well as by incubators and accelerators located on college and university campuses from Boston to Worcester to Springfield. The *Massachusetts Green High Performance Computing Center* is a perfect example of the infinite possibilities of scientific and engineering breakthroughs that can occur when industry and higher education partner to support research. Fostering the startup community is part of the Massachusetts DNA, and it is exactly the creative and “big” thinking environment that Amazon requires to feed its passion for invention.

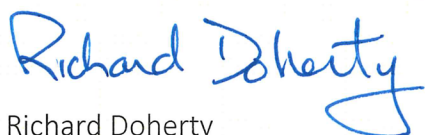
Our college and university campuses are also a crucial part of the cultural fabric that makes Massachusetts such a great place to live, work and raise a family. Many campuses are top tourist attractions in their own right. From museums to concerts to political debates to public policy lectures, all of our campuses add to the vibrancy of the local community.

Finally, last year, Massachusetts was again ranked the number one state on the Bloomberg U.S. State Innovation Index - largely on the strength of its higher education institutions and the partnerships formed between higher education and the R&D companies headquartered in Massachusetts. We have seen company after company choose to relocate to or expand in Massachusetts – seeking to capitalize on the educated workforce and collaborative nature between business, government and our collection of nonprofits, including higher education. Leadership strategies from the Baker-Polito administration, the Massachusetts Legislature, and our municipal leaders are built upon input they’ve solicited directly from the business community and our higher education community, all of which provide for a thriving business environment.

I am confident that if Amazon selects Massachusetts to locate HQ2, similar partnerships will quickly be established between Amazon and the innovation community throughout the Commonwealth. I again urge you to consider Massachusetts as the second home of Amazon and hope that our colleges and universities can partner with Amazon in the coming years.

Please do not hesitate to contact me if I can be of any assistance during your deliberative process.

Very truly yours,



Richard Doherty  
President



1 Beacon Street, 16th Floor  
Boston, MA 02108

[www.aimnet.org](http://www.aimnet.org) | 617.262.1180 | fax 617.536.6785

October 11, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7<sup>th</sup> Avenue  
Seattle, WA 98121

Dear Ms. Sullivan,

Associated Industries of Massachusetts (AIM) is pleased to endorse the proposals of the Commonwealth of Massachusetts to Amazon for the company to site its second corporate headquarters in Massachusetts.

AIM is the statewide employer association in Massachusetts, representing the interests of more than 4,000 employers both large and small from all sectors of the economy on public-policy issues. The association's membership includes companies such as Fidelity Investments, General Electric, Raytheon Company, Google, Microsoft and Biogen.

We join with the commonwealth in welcoming Amazon's interest in Massachusetts for its HQ2 project, especially since the company already employs thousands of Massachusetts residents in areas ranging from robotics in North Reading to Amazon Echo in Cambridge to distribution in Fall River. That presence has given Amazon a first-hand view of the unique combination of world-class research universities, innovation ecosystem, skilled employees and work ethic that has made the Massachusetts economy one of the strongest in the United States.

Greater Boston, in particular, seems a perfect match for a global company like Amazon. The region maintains the ninth highest gross domestic product of any urban area in the country, fueled by its status as the world center of biomedical research and a strong presence in sectors such as information technology, software and advanced manufacturing.

But there is another factor that sets Massachusetts apart as a potential destination for HQ2 – political stability. At a moment of unparalleled dissonance in the national political discourse, Massachusetts has forged a singularly productive collaboration between a Republican governor and Democratic legislature determined to create an atmosphere of policy stability and economic growth.

Executives at General Electric identified the cooperation between Republican Governor Charlie Baker and Boston's Democratic Mayor, Martin Walsh, as one of the primary reasons the company elected to relocate its corporate headquarters to Boston. Collaboration has also been the watchword as the Massachusetts business community has worked this year with lawmakers on a balanced Pregnant Workers Fairness Act and a paid sick-days law that ensures both the public good and the ability of employers to succeed.



1 Beacon Street, 16th Floor  
Boston, MA 02108

[www.aimnet.org](http://www.aimnet.org) | 617.262.1180 | fax 617.536.6785

Cities like Boston create their own economic gravitational pull. The Berkeley economist Enrico Moretti, in his 2012 book, *The New Geography of Jobs*, explains that economic momentum is the result of two trends: markets offering rewards to “innovation,” and innovative people increasingly needing and preferring each other’s company.

“Once a city attracts some innovative workers and innovative companies, its economy changes in ways that make it even more attractive to other innovators,” Moretti writes.

We very much hope that Amazon will expand its presence among that cast of innovators here in Massachusetts.

Sincerely,

Richard C. Lord  
President & Chief Executive Officer



Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

We hope to welcome you to Boston.

Nowhere in the country do business, government and philanthropy come together like they do in Boston to make progress on issues we care about: workforce development, economic empowerment, education and the environment.

Boston is home to the greatest hospitals and universities in the world, as well as highly regarded cultural institutions and parklands, thanks to local philanthropy, which has also had a powerful impact on our toughest social challenges. Boston's remarkable tradition of philanthropy has backed bold ideas and pioneering approaches to problems affecting Boston—and cities across our entire nation. We live in what you've described as "the intersection of urgent need and lasting impact."

For example, the Community Health Center movement began in Boston with foundation support; the city now boasts the country's largest integrated primary-care network. Philanthropy helped launch Massachusetts Advocates for Children, leading to our nation's first bilingual education law in 1971 and first special-education law in 1972.

Many nonprofit organizations now becoming household names around the country were founded here with grants from foundations and contributions from generous individuals, including:

- *City Year*, which inspired *AmeriCorps*, sending thousands of altruistic young volunteers to 250 cities every year
- *Citizen Schools*, providing mentoring and after-school programming to thousands of low-income students of color in seven states
- *Health Leads*, placing volunteers in hospitals in seven U.S. cities to help families find non-traditional medical solutions
- *Local Initiatives Support Corporation (LISC)*, now operating in 30 other cities and rural areas in 33 states; LISC has built or rehabbed 320,000 units of housing, 40 health clinics, 35 supermarkets and 200 charter schools in low-income neighborhoods.
- *Reach Out and Read*, helping four million children in all 50 states acquire reading skills
- *Year Up*, bringing hands-on skills training and corporate internships to thousands of low-income young adults in 13 cities

Boston loves its history but is not hidebound. Today the city is doing more than any other to reach out to idealistic, young entrepreneurs and mold the next generation of philanthropists. Pledge 1% Boston is the first local chapter of a global movement of 3,500 startups committed to pledging 1% equity and other resources to support their communities.



The vibrancy of Greater Boston’s philanthropic community and the scale of our civic engagement provide fertile ground for fresh, imaginative corporate leadership. Amazon will have a unique opportunity to model its dynamic problem-solving capacities by supporting innovative ideas that can be piloted, perfected and brought to scale in Boston—which has been called America’s “laboratory of democracy”— then extended to urban centers across our country and the around the world.

What better place to work hard, have fun and make history?

Sincerely,

A handwritten signature in black ink, appearing to read "Paul S. Grogan".

Paul S. Grogan  
President and CEO  
The Boston Foundation



September 29, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

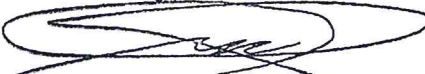
Dear Ms. Sullivan,

I am writing to encourage Amazon to consider choosing Massachusetts for its second headquarters. As CEO of the Boston Bruins, I can tell you that this is a great place to grow a business. With access to world-class talent, a tremendous international airport and a rich history of innovation dating back centuries, Massachusetts is an ideal fit for Amazon's bright future. Here are just a few of the reasons why Massachusetts is perfect for Amazon:

- **Best-in-Class Available Talent:** Massachusetts has the greatest concentration of institutions of higher education in the United States – 140 colleges and universities, 55 within Greater Boston;
- **Public-Private Collaboration Drives Growth:** Strong leadership from the Governor, Mayors and legislative leaders working together to achieve a shared economic development strategy; the stability of the regulatory environment and openness to government dialogue with industry;
- **The #1 Technology Ecosystem:** The national/global competitiveness and collaborative nature of our local innovation ecosystem; our multi-cluster density, our opportunity to lead in the future digital revolution, and inherent strengths from start-up to scale-up; and,
- **Live-Work-Play:** Balance of working and living in a state with great culture, top healthcare institutions, museums, theatres, history, recreation and festivals.

Please contact me if there are any questions I can answer about doing business in Massachusetts. Thank you for your consideration.

Sincerely,



Charles Jacobs  
CEO  
Boston Bruins

Mr. Jeff Bezos  
Chief Executive Officer  
Amazon Corporate Office Headquarters  
1200 12th Avenue South, Suite 1200  
Seattle, WA 98144

Dear Mr. Bezos,

On behalf of Catalant Technologies, we would like to offer our support for Amazon's second headquarters to be located in Boston, MA. As startup co-founders, we have benefitted greatly from Boston's Innovation Ecosystem. Through Harvard Business School, starting a new company, and receiving Series B and C rounds of investing led by Boston firms Highland Capital Partners and General Catalyst, we have become invested in giving back to the community. We firmly believe that Amazon will be an incredible addition to our ever-growing city.

Amazon will greatly benefit from this established community and approaching opportunities through the extensive professional Boston networks. Catalant serves leading companies, including GE, Pfizer, Staples, IBM, Procter & Gamble, Univision and Medtronic. Like others in Boston, Catalant has established investors with a global presence, including Greylock Partners, GE Ventures, Mark Cuban and Intuit founder Scott Cook. Boston is home to a large group of impressive and inventive professionals who would both enhance and benefit from Amazon's presence. As Boston continues to grow, Amazon will only benefit our ecosystem.

It is no secret that Boston is home to the best group of young, hireable talent. There are 75 universities and colleges in the Greater Boston region, many of which boast cutting edge STEM/STEAM engineering programs (i.e. MIT, Harvard, Northeastern, etc.). We have seen a growing trend of students who want to stay in Boston post-graduation, to learn from the vast number of seasoned professionals and add real value to the companies for which they work. We are excited to have Amazon join the Boston community, because we believe it will only add more students, young professionals and talented executives to Boston. Amazon can both capitalize on our current situation, and assist with Boston's future growth.

Finally, our city boasts trail-blazing startups such as HubSpot, TripAdvisor, Actifico, athenahealth and Wayfair. Such Boston-based startups are setting the new standards of work, growth and innovation. Boston has an exceptionally supportive and inclusive community; members take pride in seeing their peers and colleague's success. Catalant has directly benefited from this community of local tech newsletters, trade organizations, non-profits, local professors and academics, accelerators and co-working spaces. We now seek to extend the same offering to other companies who are considering establishing a presence in Boston.

It would be our pleasure to welcome you to Boston. We believe in Boston's current and future success as we continue to create jobs where people can thrive and capitalize on the extensive network of professionals and opportunities. Amazon will be able to do the same, while adding vivacity to our community.

We look forward to working with you.

Pat Petitti and Rob Biederma



1908 1912 1919 1918 1918 2001 2007 2013

October 4, 2017

Amazon.com  
Office of Economic Development  
c/o Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

As Amazon searches for the right place to locate your second headquarters, we invite you to explore Massachusetts. We appreciate the opportunity to share briefly some of the qualities that make our home state an excellent place for your company to do business, and for your employees to work, live and play.

Here at historic Fenway Park, we host baseball games as well as concerts, other sporting events, and private functions and activities throughout the year. As the most-visited tourist destination in New England, we collaborate with a large number of other businesses throughout the region; they are our business partners and our fans and patrons. Our common experience is that the business climate here is healthy, vibrant and welcoming.

Our world-class higher education and health care sectors exist alongside very strong technology, real estate, finance, cultural/tourism and non-profit sectors overflowing with the best talent in the world. At the state and local level, we see a strong bipartisan commitment from Governor Charlie Baker, Mayor Marty Walsh, and key legislative and municipal leaders to work with the business community, address the needs and concerns of employers, and find consensus whenever possible. Particularly at this moment in time, we consider ourselves very fortunate to have public and private sector leaders who have created such a positive environment of partnership, collaboration and growth. Our government listens to us and values us.

The strong local talent pool also makes Massachusetts a tremendous place to run a business. We see it every day: smart, hard-working people of all ages and all backgrounds who are hungry to succeed and put their skills to work. With the state's 140 colleges and universities, there is no doubt that Amazon can find the right number and kind of employees to make its second headquarters a model of excellence.

Our talent pool is so strong in part because we have an open, inclusive environment that welcomes and embraces people from all backgrounds. Together with the other Massachusetts-based professional sports teams, we strive not only to win championships and entertain millions (which we have all accomplished), but also to improve the climate. Just last week, our teams joined together in an initiative to combat racism and hate speech. We aim to make everyone feel welcome at Fenway Park and other sports venues, regardless of race, religion, gender, sexual orientation, or place of origin. And we are not alone – our partners in government and other private sector companies have worked hard to make this entire state a warm and welcoming place for people to live and work.

Sam Kennedy, President & CEO

BOSTON RED SOX

FENWAY PARK

4 YAWKEY WAY

BOSTON, MA 02215

617.226.6000



Massachusetts is also a great place to play. Our sports fans are passionate. Our world-class concert acts are amazing. We aim to provide the best fan experiences in the world, and we have no choice because our competition is fierce. This state is overflowing with great entertainment and cultural treasures: superb museums, music and theater programs, unique historic places, beautiful parks, mountains and beaches.

We look forward to welcoming you and your team to Massachusetts. Please know that you have an open invitation to visit Fenway Park. Good luck with your search process, and please do not hesitate to contact us directly if we can be of any assistance.

Very truly yours,

A handwritten signature in black ink, appearing to read "Sam Kennedy". The signature is fluid and cursive, with a large, stylized initial "S" and "K".

Sam Kennedy  
President & CEO

cc: Jay Ash, Massachusetts Secretary of Housing and Economic Development



October 4, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Friends at Amazon,

I am the Founder and CEO of Cambridge Innovation Center. We are the world's largest startup facility, with over 1000 startup companies housed in our facilities in Greater Boston. Your founder, Jeff Bezos, has met me and knows my father, Dr. Richard Rowe better.

When Amazon decided for the first time to place software engineers outside Seattle, the very first place you decided to place them, in the entire country, was our Cambridge Innovation Center facility at One Broadway, in Cambridge Massachusetts. You started with about 3 people and grew quickly to 80 before moving next door to our second building with a much larger team.

I suspect you came here for the same reason that most major technology companies did. Between MIT, Harvard and the 60 other colleges and universities here, we have some of the world's strongest technology talent.

Our fastest-growing facility today is in downtown Boston, in the area once known for financial services firms. Boston has America's first public transit system, first public education system, and we were home to its first printing press. The telephone was invented around the corner from our 50 Milk St. facility in Boston, and the first telephone call was placed from there to the very building that today houses our shared wet lab facility for life sciences startups. The computer was invented here, as was the Internet. This is a very special area. I think you know that.

We started at the forefront of American invention, and we haven't slowed down. You have had a chance to experience this for yourselves with the acquisition of Kiva Systems, which became Amazon Robotics, and even more recently with your investment in Vesper, in Dec. 2016 via the Alexa Fund: a CIC Boston alum that invented ultra-small, low-cost, waterproof microphones. Going forward, It is hard to imagine that the future of Amazon's businesses won't be tied deeply to technologies coming from Massachusetts.

Massachusetts is winning in a way that will be very difficult for any other place to replicate: we attract more of the brightest minds from the entire planet to our educational institutions than any

other place. We have more Nobel Prize winners here than any other place, and over the last decade more venture capital per capita than any other state or country in the world.

Amazon's biggest challenge in making HQ2 a success will be finding 50,000 of the world's brightest minds. Those people are already here. We invite you to be our neighbor and to grow the next chapter of your story alongside us.

Warmest regards

A handwritten signature in black ink, appearing to read 'Tim Rowe', with a long, sweeping horizontal stroke extending to the right.

Tim Rowe  
Founder & CEO  
Cambridge Innovation Center



**Cisco Systems, Inc.**  
170 West Tasman Drive  
San Jose, CA 95134-1706

Direct: 408 526 4000  
FAX: 408 526 4100  
[www.cisco.com](http://www.cisco.com)

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

I've lived and done business in The Commonwealth of Massachusetts for more than 31 years. During this time, I've worked for companies, large and small, headquartered or with corporate divisions in Massachusetts. I can say, without hesitation, the ability to start, grow, and scale a business is made easier due to the incredible talent pool from which to draw upon in this great state.

For technology companies, success begins and ends with talent. The amount of outstanding universities, that specialize in math, engineering and science degrees, located in Massachusetts, is unprecedented for bolstering technology innovation.

Additionally, the talent in Massachusetts is diverse and includes the full spectrum of backgrounds, genders, ethnicities, orientations, cultures, affiliations, and perspectives to build inclusive teams, which the data shows, perform better.

Life balance is also critical to maintaining a strong workforce and retaining this core talent. With Massachusetts' top health care institutions, museums, theatres, history, and recreation, this creates an environment which welcomes all citizens and provides cultural options for all employees.

Through his public policy and regulatory reforms, Governor Baker has created the right environment for Public-Private collaboration to flourish and he continues to foster a business-friendly climate unlike anything I've seen in the past. It allows the ability of our public officials and industry leaders to communicate, partner, and work together to achieve a shared economic development strategy.

I would highly encourage Amazon to consider the Commonwealth as an ideal location for your second headquarters.

Sincerely,  
Joseph Cozzolino  
Senior Vice President  
Cisco Services



Laurie H. Glimcher, M.D.  
President and CEO, Dana-Farber Cancer Institute

Director, Dana-Farber / Harvard Cancer Center

Richard and Susan Smith Professor of Medicine  
Harvard Medical School

450 Brookline Ave., DA1628  
Boston, MA 02215-5450  
617.632.4266 tel. 617.632.2161 fax  
[laurie\\_glimcher@dfci.harvard.edu](mailto:laurie_glimcher@dfci.harvard.edu)  
[www.dana-farber.org](http://www.dana-farber.org)

October 3, 2017

Amazon.com  
Office of Economic Development  
c/o Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan:

On behalf of Dana-Farber Cancer Institute, I am writing in support of the Commonwealth's efforts to recruit Amazon to site its second headquarters here in Massachusetts.

A principal teaching affiliate of Harvard Medical School and designated a Comprehensive Cancer Center, Dana-Farber is a pioneer in cancer research and treatment. We develop and disseminate innovative patient therapies and scientific discoveries throughout the world. We have been able to leverage our expertise through affiliations and joint ventures with many of the outstanding institutions located in our region. These include Brigham and Women's Hospital and Boston Children's Hospital for adult and pediatric oncology care, respectively. Our research expertise is enhanced through serving as a founding member of the Dana-Farber/Harvard Cancer Center, and through partnerships with MIT/Broad and Harvard, and with other industry and pharmaceutical companies. Our region's culture of innovation, entrepreneurship and spirit of collaboration makes all this possible.

Given the availability and density of our region's skilled workforce, we firmly believe that Massachusetts is an ideal area to base a large and innovative company like Amazon. We have one of the greatest concentrations of institutions of higher learning in the US, many of which partner with the private sector to strengthen our region's technology ecosystem. The region boasts some of the best talent to lead the digital revolution, biomedical research, life sciences, AI, and more.

Further, strong leadership from the Governor, public officials, and industry leaders has fostered a shared economic development strategy, stability of the regulatory environment and an openness to government dialogue with industry.

I hope this is helpful and would be glad to speak with you further.

Sincerely,

Laurie H. Glimcher, M.D.  
President and CEO



Boston, MA Office:  
800 Boylston Street, Boston, MA 02199

Hartford, CT Office:  
56 Prospect Street, Hartford, CT 06103

October 2, 2017

**James J. Judge**

Chairman, President & Chief Executive Officer

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan:

On behalf of Eversource Energy, I am pleased to indicate my strong support for Amazon Corporation's new headquarters locating in the region and to underscore our ability to uniquely serve the energy needs of this proposed project.

Eversource Energy is the largest utility in New England, with nearly 8,000 dedicated employees meeting our 3.6 million customers electric and gas needs. In recent years, we have made significant investments in our infrastructure throughout the region to ensure the highest level of reliability to our customers. We have sufficient electric and natural gas infrastructure in the Commonwealth to supply this project. Additionally, we have the experience in providing energy services to corporations where quality service positively impacts the bottom line.

As one of the largest employers in the region, I can attest to the ability to recruit from a highly skilled local workforce and the thriving innovation ecosystem that exists here. With more than 140 colleges and universities, 55 within Greater Boston, the region has the greatest concentration of institutions of higher education in the United States and attracts top notch talent from around the world.

Eversource shares Amazon's commitment to sustainability. We are working to modernize our electric grid and developing major projects, including hydropower and wind, that will bring greener and more cost-effective clean energy sources to our customers. Nationally, we are recognized as the #1 energy efficiency provider in the country, working with our customers to reduce energy consumption and lower the costs of operations.

We have successfully worked with Amazon's architects and engineers in the development of fulfillment centers in the New England region and would look forward to bringing that same expertise to this important project. We would be happy to meet with Amazon's team to discuss in greater detail its vision for this project and how we can best meet your energy needs.

Sincerely,

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

James J. Judge



**Ann R. Klee**  
Vice President  
Boston Development & Operations  
41 Farnsworth Street  
Boston, MA 02210  
T +1 617 443 3004  
ann.klee@ge.com

Mr. Jeff Bezos  
Chief Executive Officer  
Amazon Corporate Office Headquarters  
1200 12th Avenue South, Suite 1200  
Seattle, WA 98144

October 12, 2017

Dear Mr. Bezos,

A little over a year ago, GE relocated its corporate headquarters to Massachusetts. We think that many of the factors that led us to select Massachusetts – including its technologically-fluent workforce, innovation ecosystem, and rich, cultural environment – could also make the commonwealth the right home for Amazon's new "HQ2."

We knew that Massachusetts had world-class academic institutions, with more than 100 colleges and universities and nearly 350,000 students from all over the world. We knew that we would be surrounded by a vibrant business community leading in fields ranging from robotics to life sciences, and additive manufacturing to financial institutions. We knew that Logan Airport offered direct routes to over 100 global destinations daily. We knew that our employees would be able to enjoy excellent schools, sports, museums and music, as well as great recreation opportunities from the Berkshires to Boston Harbor.

We also knew of, and were truly impressed by, the strong bipartisan working relationship between Governor Baker, Mayor Walsh, and their respective teams. City and state officials were true partners in our relocation, in everything from site selection to permitting our new campus. And the partnership continued strong even after we made the move. Governor Baker and Mayor Walsh worked with us every step of the way so we were able to break ground on our new campus in record time.

Massachusetts, with its citizens, its institutions and its businesses, is an incredibly welcoming state. Over the past year, we've been hard at work becoming active partners and contributing members of the academic, business and philanthropic communities across the commonwealth. A few examples are below. There are many more opportunities that Massachusetts can offer a company like Amazon.

Massachusetts has a great talent pool. We've been able to partner with some of the best, most creative minds in the world to develop next-generation technologies and build the skills sets for the future of work. At MIT, for example, we're co-developing clean energy solutions and microgrid technology; at Northeastern University, we're co-creating an advanced manufacturing degree for non-traditional learners; and in collaboration with Partners HealthCare, we've launched a project to integrate artificial intelligence to improve patient outcomes.

Massachusetts' innovation ecosystem attracts top entrepreneurs and start-up companies. We've already invested in 11 local startups in the healthcare, energy, advanced manufacturing and enterprise areas, and we've launched new startups like Avitas Systems, which is focused on transforming inspection services with advanced robotics, data analytics and artificial intelligence.

Our employees have quickly integrated into the fabric of the community, serving on the boards of over 30 of the most respected organizations across Massachusetts, volunteering thousands of hours with nonprofit organizations, and taking advantage of everything that the state has to offer.

All of us at GE are proud to call Massachusetts home. We know the state welcomes the opportunity to make it Amazon's new home as well. If we can help you in your decision-making process, or share our experience, please let us know.

Sincerely,

A handwritten signature in black ink that reads "ARKL".

Ann R. Klee



**Wannalancit Mills**  
**175 Cabot Street, Suite 100**  
**Lowell, MA 01854**

**978-934-6518**  
**David@EforAll.org**  
**EforAll.org**

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October 3, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

As Chief Executive Office of a growing non-profit in Massachusetts, I enthusiastically encourage you and Amazon to locate your new corporate headquarters in our state.


My career spans three industries, and in each, the state of Massachusetts has provided the ideal environment for the industries and companies I was involved with. From publishing, where I worked for International Data Group, which publishes Computerworld, PC World, and MacWorld, to six different Internet startups in the late 90's (four of which had successful exits), to my current non profit venture that helps disadvantaged residents start businesses, Massachusetts' vibrant business ecosystem has provided the labor force, the capital, the real estate, the industry connections, the out of work experiences, and the "can do" attitude, all of which engender success. I am convinced that I could not have succeeded with my various endeavors in another state - Massachusetts offers a unique blend of contributing factors that taken together pave the way towards success.

My current work at Entrepreneurship for All (EforAll), a non profit working in the smaller cities outside of Boston including Lowell, Lawrence, Fall River, New Bedford, and Lynn, has made me even more convinced that Massachusetts is the best place in the country for work. From the committed successful entrepreneurs who willingly volunteer their substantial donations and time as mentors, to the spirit of the entrepreneurs who despite considerable challenges (including lack of English, extreme poverty, medical issues, etc.) persevere and succeed in building impressive businesses, I come home each night energized by all the people and institutions across the state that commit their time and resources to helping these entrepreneurs have a better chance of success.



I wish you the best of luck with your difficult decision on where to locate your headquarters. Make sure to include Massachusetts in your decision making - you will find our state holds it own in comparison with any other state out there!

Sincerely,

A handwritten signature in black ink, appearing to read 'DP', with a stylized flourish extending to the right.

David Parker  
CEO  
Entrepreneurship for All, Inc.

October 5, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7<sup>th</sup> Avenue  
Seattle, Washington 98121

Dear Ms. Sullivan:

As Amazon.com considers the location of your second headquarters, I want to highlight how the Massachusetts business community helps create a stable yet highly agile and innovative business climate. We are confident that if Amazon.com located the new site in Massachusetts, it would contribute significantly to, and thrive by, the combined efforts of the Massachusetts business community and our state and municipal governments in making the Commonwealth a highly competitive leader in the global marketplace.

The Massachusetts' business community is diverse and broad, reflecting every type of established and emerging business, yet despite the variety of industries and interests, we work as one united force to make the Commonwealth's economy succeed. We do not see or create barriers based on industry or geography, but instead bring our collective strength to solutions that promote growth across the state such as improving education at all levels, securing some of the highest levels of federal research funding, developing and attracting the most talented workforce in the world, and creating opportunity through increased economic mobility.

Massachusetts is able to easily and quickly advance these solutions because of the strong, collaborative, and mutually supportive relationship between the business community and municipal, state, and federal government. To make Massachusetts stronger, the public and private sectors work as close partners to build the economies of every region in the Commonwealth by improving our education system, elevating our public research universities and academic medical centers, and upgrading our energy and information infrastructure to make it the backbone of innovation across the state.

Unique to Massachusetts is the level of seamless synergy between established large multinational companies, startups, incubators, public and private research universities, and academic medical centers that occurs not just in one of our major cities but in powerful clusters throughout the state. This density of companies and institutions powered by learning and enterprise produces, attracts, and shares the most talented, innovative and skilled workforce in the world. It is also why Massachusetts is the second-largest recipient of NIH funding and consistently among the top earners of R&D funding.

Amazon.com is a global leader because you are constantly adding new innovative facets that are driving the future of business. For all the reasons above, the Commonwealth of Massachusetts is itself the world's largest innovation incubator and we are already prepared to support your growth today, and as you continue to revolutionize how commerce is conducted into the future.

Sincerely,



James E. Rooney  
President & CEO



October 4, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

We're newcomers to Massachusetts, but like many transplants to this area, the Commonwealth of Massachusetts won us over almost immediately. iboss recently found itself in a similar situation as Amazon. We founded iboss in San Diego, CA but made the difficult decision to expand and open a new headquarters that would allow us to continue growing and hiring the best talent available.

After an exhaustive search, we decided to open our new corporate headquarters in Massachusetts because we believe it is the epicenter of an evolving industry that will be critical to securing the future.

The key to the future of Amazon, iboss, and other technology companies is access to future innovators. With a wave of new ideas and technology expertise coming out of the state's 140 colleges every year, Massachusetts will always be at the forefront of innovation.

During our short time in Massachusetts it has become clear the state understands the importance of collaboration between the public sector, private industry, and universities. This was evident when we were invited to participate in the recent Massachusetts Cybersecurity Forum Center where government officials, representatives from local universities, and executives from world-class cybersecurity companies came together to discuss the challenges facing both government and private industry.

By working together with private companies to overcome challenges like the skills shortage in technology, the Commonwealth is setting the stage for the next wave of innovation. This is not a problem one state or company can fix but Massachusetts is doing everything it can to create an ecosystem that is designed to succeed.

When iboss was looking to expand, we evaluated many different locations for our new headquarters, as there is no shortage of technology hotbeds across the country. But Massachusetts offered something nobody else could: A state government that understands the risks and provides private industry with the tools, people, and support needed to meet the security challenges of today and tomorrow. I hold no reservations in recommending Massachusetts for the location of Amazon's HQ2.

Sincerely,

Paul Martini  
CEO and Co-founder  
iboss

# HARVARD UNIVERSITY

OFFICE OF THE PRESIDENT

MASSACHUSETTS HALL  
CAMBRIDGE, MASSACHUSETTS 02138  
(617) 495-1502

October 6, 2017

Mr. Jeff Bezos  
Chief Executive Officer  
Amazon Corporate Office Headquarters  
1200 12th Avenue South, Suite 1200  
Seattle, WA 98144

Dear Mr. Bezos:

I write in support of Greater Boston's vision to be a home for Amazon's second corporate headquarters. Harvard University and our outstanding peers in higher education throughout the region are an essential part of the innovation and economic landscape of the country and of Massachusetts. Our universities provide the intellectual infrastructure—the ideas, solutions, technologies, and talent that fuel growth, and attract startups and established companies—that makes our region a competitive place for Amazon's next venture, and for the future generations of thinkers and creators who will live, study, and work here.

At Harvard, we benefit from the collaborative intellectual power of our neighbors in one of the densest and most vibrant research and education clusters in the world. The academic energy and expertise of colleges and universities and their related research endeavors attract talent from across the globe, fuel the region's knowledge-based economy, and result in discoveries that have an impact on the lives of millions.

The ways in which we learn from one another and collaborate through both formal and informal partnerships are limitless. To cite a few examples: Harvard's new spaces in Allston will host some of the most cutting-edge research and teaching facilities for science and engineering in the country and will be situated in an innovation and entrepreneurship cluster along with the Harvard Innovation Labs, Harvard Business School, and an emerging enterprise research campus that will draw academic and commercial partners together; Harvard and the Massachusetts Institute of Technology together formed the Broad Institute, which integrates disciplines like biology, chemistry, mathematics, computation, and engineering with medical science and clinical research from Harvard-affiliated hospitals to advance our understanding of complex challenges in biological systems and the human genome; and Harvard is proud that, as of July 2017, its research enterprises have translated into more than 700 active licenses with 390 industry partners, and our intellectual property has resulted in the launch of more than 100 startups and the issuance of more than 2,500 patents.

A well-educated work force and the promising pipeline of exceptional, highly-skilled, and nimble labor are also particular hallmarks of our region. In the last ten years at our university alone, the Harvard John A. Paulson School of Engineering and Applied Sciences has experienced explosive growth, tripling the number of concentrators in applied mathematics, computer science, and biomedical, electrical, and mechanical engineering. Students in our

October 6, 2017

broad range of social science and humanities programs appreciate ingenuity as well as interpretation—and bring critical analytical and communications skills to sectors like public service, science, business, medicine, and the arts. Of the estimated 50,300 Harvard alumni currently living in Massachusetts, 2,430 are senior leaders or founders of Massachusetts companies. Many more lead and interact with companies, non-profits, and government institutions across the globe.

While Harvard's reach and impact as a global research university is significant, we are proud to serve alongside our institutional peers in Greater Boston as an important economic anchor, providing stability to the region through employment and local spending and reinforced by the highest bond ratings from credit rating agencies. We are also fortunate to benefit from strong relationships within our vibrant host communities; our collaborations around economic and workforce development, arts and wellness offerings, mentoring, green spaces, and public education programming have helped shape and enhance our shared civic and cultural activity.

Amazon, and its commitment to service, innovation, and discovery, would be a welcome addition to our remarkable community here in Greater Boston. I hope you will join us.

Best regards,

A handwritten signature in black ink, appearing to read "Drew Faust", written in a cursive style.

Drew Gilpin Faust



Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

With Amazon.com beginning its search for a new, second headquarters, I highly recommend Massachusetts, a true hub of technology and innovation, as its location. Massachusetts has a long technology tradition and has been a leading area for technology-minded companies to establish themselves and grow. The state is home to a leading university system that graduates high numbers of some of the most talented students and professionals in the world. This has paved the way for a very strong talent infrastructure within Massachusetts, especially in the areas of engineering and software.

Massachusetts has a venture capital system which is very high functioning, and investment funding continues to increase, providing greater opportunities to start, sustain and scale companies. There are more startups per capita than anywhere else in the world here. Over the past decade, the state has also seen the arrival of some of the largest technology firms in the world. Companies like Google, Microsoft and Amazon have, in fact, already set up operations in Massachusetts, recognizing the benefits that the region provides to their businesses.

As a Massachusetts Institute of Technology graduate and entrepreneur who founded and grew iRobot here, I have experienced firsthand the many benefits that the region provides for businesses. The strong pipeline of technology talent and the strong collaborative approach our government takes with industry to achieve economic growth have been instrumental in growing iRobot from an MIT spinoff to a company that is leading the consumer robot sector with more than 20 million robots sold worldwide. This growth extends beyond the walls of iRobot as well. With respect to the robotics community alone, a decade ago there were only a handful of robotics companies in Massachusetts, and now there are well over 100. It's an exciting time for robotics and technology overall in Massachusetts.

Massachusetts is a fantastic place to build and grow a company. By joining alongside a strong base of other technology-minded companies and adding even more energy to the technology ecosystem in the region, I have no doubt that Amazon would thrive here.

Sincerely,

A handwritten signature in black ink, appearing to read "Colin Angle". The signature is fluid and cursive, with the first name "Colin" and last name "Angle" clearly distinguishable.

Colin Angle  
Chairman, CEO and Founder  
iRobot Corporation





Kronos Incorporated  
297 Billerica Road  
Chelmsford, MA 01824

phone +1 978 250 9800  
fax +1 978 367 5900  
url [www.kronos.com](http://www.kronos.com)

Amazon.com  
Office of Economic Development  
c/o Holly Sullivan  
2121 7<sup>th</sup> Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

My name is Aron Ain and I am privileged to serve as the CEO of Kronos, one of the largest enterprise software companies in Massachusetts. I have been watching and listening with interest regarding Amazon's search for an additional headquarters location.

I am writing on behalf of Massachusetts and its interest in being considered a home for your second headquarters. Kronos celebrates its 40<sup>th</sup> year in business this month. We were founded in Massachusetts in October 1977 and have maintained our corporate offices here during this time. Today we employ about 5,500 employees on a global basis with approximately 1500 who work out of our Massachusetts headquarters. We have chosen Massachusetts as our home for many reasons over the past 40 years, including exceptional access to talent, specifically knowledge workers in all functional areas. This talent comes from our wonderful institutions of higher education, where we actively source new staff to add to our growing workforce. In addition, the partnership that we maintain with the office of the Governor, through multiple administrations has been instrumental in our decision to continue to grow our workforce here. This includes programs, advice, guidance and resources to expand our office space requirements, state provided training and staff development programs, and other forms of active economic development that has, and continues to enhance our ability to remain competitive and vibrant.

We also take full advantage of the location of Massachusetts and its global transportation access to meet our needs as a global company. We have ready access to all parts of the North America, Latin America, Europe and Asia.

Kronos is an organization that actively supports and promotes a work life balance that allows our employees to work hard, but also find time to take care of their families. When not at work our team members can actively enjoy all the benefits that are offered in Massachusetts in areas such as numerous venues for great mind-expanding culture, world class healthcare, wonderful sports, a history lesson everywhere you walk, and recreational choices that are special and in close proximity for all to enjoy.

I am confident that Massachusetts can meet your requirements and I look forward to having an opportunity to share my perspective with you directly.

Respectfully,

A handwritten signature in black ink, appearing to read "Aron Ain", written in a cursive style.

Aron Ain  
Chief Executive Officer

October 3, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Holly,

You are extremely capable, and I am sure you know the financials, the statistics, the projections, and the major institutions and players in the region. Boston has intangibles that can't be easily quantified, however there are many elements which make this city the best location for Amazon's HQ2.

Amazon has an incredible opportunity to tap into one of the most unique and high-potential innovation ecosystems in the world.

The entrepreneurs here are successful and collaborative, technical talent is off the charts, businesses and institutions are engaged, investors are active, and the government makes it extremely easy for all stakeholders to work together. When early-stage entrepreneurs want to get connected to top investors or CEOs, they do. When corporates want to address a big opportunity, they lean on the startup community, and are generous with their time and money.

Massachusetts has become a proving ground and springboard for the next big ideas that will change the world. At MassChallenge Boston, we accelerate 128 startups from around the world annually. These entrepreneurs are affecting huge opportunities and addressing the most important problems of our time. They are developing treatments for blindness and HIV. They are pulling energy from high altitudes, and from the ocean's waves. They are farming in freight containers, building off-road wheelchairs, and teaching our kids to 3D print. And these startups are building our modern economy: our 1,000+ alumni have raised \$2B in funding, and have creative over 65,000 jobs.

You will find extremely favorable business and regulatory environment in Massachusetts. The Governor and Mayor of Boston have proven they can consistently work together to create value for the community.

The reaction time of this community is extraordinary. The instincts for business opportunity and common good is remarkable. And the collaborative nature of the community has me excited to consistently get involved in new initiatives, whatever that may be. Knowing this community, I'm confident they will engage your employees, customers, and it could be an outstanding place for you to launch and build new aspects of your business.

Join us here - where innovation happens!

Regards,

  
John Hartorne  
MassChallenge, CEO





77 Massachusetts Avenue, Building 3-208  
Cambridge, Massachusetts 02139-4307 U.S.A.  
Phone 1-617-253-0148

October 10, 2017

Mr. Jeffrey P. Bezos  
Chairman and Chief Executive Officer  
Amazon.Com, Inc.  
410 Terry Avenue North  
Seattle, WA 98109-5210

Dear Jeff:

On behalf of the Massachusetts Institute of Technology (MIT), we are extremely excited about the prospect of Amazon coming to Massachusetts. The greater Boston region is an ideal location for Amazon to create its second corporate headquarters, with tremendous opportunities for technological advancement. The region is home to a vast array of world-class universities, hospitals, and technology companies with a deep culture of collaboration. These include not only MIT and Harvard but also over 50 other public and private universities and strong community colleges that are home to approximately 250,000 students. Across all of Massachusetts, our colleges and universities graduate over 118,000 each year. You will find a highly talented workforce here.

MIT has a long-standing tradition of working productively with industry, and we look forward to strengthening our existing relationships with Amazon. We are actively engaged in shaping a regional environment where innovators and companies succeed in translating inventions from the laboratory to commercial products, faster and more effectively. We are rapidly advancing robotics, artificial intelligence, the internet of things, and other areas of technology that are important to Amazon. I have provided a brief summary of some of MIT's research programs and collaborations that may be of interest in thinking about future collaborations between Amazon and MIT.

MIT is also committed to extending our already robust K-12 educational programs. Working with Cambridge, Boston, and other local communities, we aim to increase curiosity and inspire a new pool of STEM talent for the future. Through our programs at the MIT Edgerton Center (over 150 on-campus workshops touching about 3,000 students annually), the Cambridge Science Festival (over 250 events and 100,00 visitors each spring), and Boston STEM Week (reaching 37 middle schools and 6,500 students this fall), we offer hands-on science and engineering experiences to inspire our communities. MIT embraces diversity and inclusiveness, and true to our values, we seek to provide access and opportunities for all. Through MITx and edX, MIT is expanding online learning.

I believe that your search presents Amazon and the region a unique opportunity to build a more exciting future together. MIT wants to play a major role. My colleagues and I are available to provide any additional information that may be helpful as you move forward with the selection process, and we welcome the occasion to talk with you about the tremendous opportunities that lie before us.

Sincerely,

L. Rafael Reif

LRR/rce



**Roger W. Crandall**  
Chairman, President and  
Chief Executive Officer

1295 State Street B101  
Springfield, MA 01111-0001  
Tel (413) 744-1606

rcrandall@massmutual.com

October, 4, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

166 years ago, MassMutual was formed when 31 people pooled \$100,000 to insure their friends and neighbors in Springfield, Massachusetts. Today, that capital has grown to \$17 billion, and we at MassMutual are helping five million of our friends and neighbors secure their future and protect the ones they love. From those humble beginnings, MassMutual has grown to be ranked 77 on the Fortune 100 list, with \$675B in assets under management, and has done so with our home in Massachusetts since 1851.

As MassMutual has grown, we have evolved and adapted to meet the needs of our customers. All the while we have stayed firmly rooted in Massachusetts because the Commonwealth offers an unrivaled technology ecosystem and a skilled, talented workforce. It is that ecosystem and the people within it that has enabled us to evolve, adapt and grow and it is that ecosystem that Amazon can both benefit from and contribute to.

One of the many nodes within that ecosystem which we are proud to sponsor is the initiative to make Boston and the Commonwealth a leading hub for fintech. With the power to transform the insurance and investment services markets through technology and business model innovation, Massachusetts is moving toward taking a leading role in this new industry – by harnessing industry and government collaboration and top tier talent.

This unique collaboration among top private sector firms, with public sector support, is bringing together industry partners, startups, academia, venture capital and government to help address key industry challenges, promote innovation and support talent. Leveraging a core of data analytics, cybersecurity, enterprise software and business expertise all found in the Commonwealth, the hub of a new industry is being founded and grown before our eyes.

Accomplishments like the fintech collaboration are possible in Massachusetts because of the depth of human capital in the Commonwealth. Nearly half the state's residents have attained college degrees; and 8th grade students in Massachusetts rank first nationally in math skills and second in reading skills – necessary ingredients for success in a future that will increasingly reward excellence in science, technology, engineering and math. As importantly, the Commonwealth is home to major international research universities which draw and educate students from around the world, creating a diverse and talented workforce possessing relevant skills.

The vibrancy and caliber of both the corporate community and the Commonwealth's residents extends beyond just matters of business. Massachusetts is a major cultural hub with a history of excellence in sports, arts and entertainment and social leadership. With easy access to both Europe and the Eastern United States, Massachusetts is a cross roads where cosmopolitan influences converge.

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To Amazon Office of Economic Development

Page 2

October 4, 2017

MassMutual has been part of the fabric of Massachusetts since its founding, and it is the rich tradition of excellence and continuing evolution that keeps us firmly rooted in the Commonwealth. I believe that Amazon, like MassMutual, will find Massachusetts the ideal location to develop the differentiated innovation needed to provide real value and solutions to our respective customers.

Sincerely,

A handwritten signature in black ink, appearing to read "R. W. Crandall". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Roger W. Crandall

October 4, 2017

Ms. Holly Sullivan  
Office of Economic Development  
Amazon.com  
2121 7<sup>th</sup> Avenue  
Seattle, WA 98121

Dear Ms. Sullivan,

As one of the world's largest utilities, National Grid is pleased to encourage Amazon to consider Massachusetts as the site for its second headquarters.

National Grid intimately knows the people and institutions of the Bay State, providing electricity and natural gas from the Berkshires to Cape Cod.

From which we serve the energy needs of 20 million people, we have located our U.S. headquarters in the greater Boston region, tapping into a deep reservoir of talent and experience that makes Massachusetts a desirable place to both live and work.

Serving more than 2.2 million customers in Massachusetts provides us a close connection to the state's policies and priorities. Those initiatives include a genuine interest in making the world a better place as both government and business set the pace on such issues as climate change, energy efficiency, and sustainability.

Those attributes helped make National Grid the Number 1 Green utility in 2015 and 2016, according to Newsweek. More recently, we were ranked by InfluenceMap in the top 10 of the 50 most influential companies in the world shaping climate policy.

From city neighborhoods to suburban subdivisions, we are transforming the way energy is delivered and utilized, efforts that have gained consistent recognition. Just last week, Massachusetts was named the most energy efficient state in the country for the 7<sup>th</sup> consecutive year.

Working with the Commonwealth's state government, we have empowered customers by connecting more than 900 MW of third-party owned solar generation in Massachusetts. We are awaiting final approval on a Grid Modernization plan that will provide customers more choices and control over energy usage. We have installed approximately 15,000 smart meters in a pilot program that provides real time information sharing and are developing 1,500 electric vehicle charging ports at 140 sites.

Ms. Holly Sullivan  
Amazon.com  
Page 2

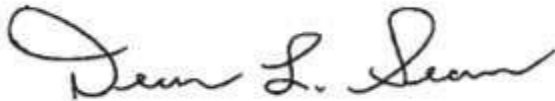
With more than 5,800 employees in Massachusetts, we are among the state's top 25 employers. We have added an additional 560 employees this year, many of them products of the state's 140 colleges and universities.

In other words, our innovation would not be possible without Massachusetts' best-in-class workforce, a results-oriented public-private partnership, and an entrepreneurial ecosystem that keeps the state on the forefront of a rapidly changing economy.

Those ingredients make our people and our company eager to do business in Massachusetts. We know it will do the same for you.

I look forward to Amazon soon becoming a neighbor and partner here in Massachusetts.

Sincerely,

A handwritten signature in black ink that reads "Dean L. Seavers". The signature is fluid and cursive, with the first name "Dean" being the most prominent.

Dean L. Seavers  
Executive Director and President, US



JOSEPH E. AOUN, PhD  
PRESIDENT

COLUMBUS PLACE, SUITE 620  
NORTHEASTERN UNIVERSITY  
360 HUNTINGTON AVENUE  
BOSTON, MASSACHUSETTS 02115

617-373-2101  
617-373-5015 FAX  
PRESIDENTAOUN@NEU.EDU

September 26, 2017

Mr. Jeff Bezos  
Founder, Chairman, and Chief Executive Officer  
Amazon.com, Inc.  
1200 Twelfth Avenue South, Suite 1200  
Seattle, Washington 98144

Dear Mr. Bezos,

As you prepare to review proposals in connection with locating Amazon HQ2, I strongly encourage you to select the Boston metropolitan region. Known for its flourishing hi-tech community, leading medical and scientific institutions, and world-class research universities, Boston is a global city characterized by an unrivaled innovation ecosystem. With ready access to talent, venture capital, and guided by a singular entrepreneurial ethos, Boston is poised to further help Amazon shape the digital economy of the future.

As the recognized global leader in experiential learning, Northeastern University today is the only university with campuses in both Boston and Seattle. Situated directly across from Amazon's Seattle headquarters in South Lake Union, Northeastern-Seattle has tailored its educational and research strengths to be responsive to the needs of Seattle's employers. Through the university's signature ALIGN program, piloted in Seattle, more than 600 professionals seeking to transition into jobs in high-growth industries are currently pursuing accelerated master's degrees in cybersecurity, computer science, data analytics, project management, and engineering.

Moreover, as part of Northeastern's renowned cooperative education program—which integrates real-world professional experience with classroom learning—more than 500 Northeastern students have completed full-time six-month internships at Amazon during the last five years. In Boston and in Seattle, Northeastern is helping to produce a pipeline of talent for firms like Amazon, minting some 5,000 computer science, engineering, business administration, and science graduates annually. Further, an additional three times that number comprise the annual pool of potential co-op placements.

Mr. Jeff Bezos  
September 26, 2017  
Page Two

In a manner distinct among educational institutions, a priority of Northeastern's use-inspired research mission is to work closely and intentionally with employers to both advance their employees' educational opportunities and to develop the real-time business solutions that are responsive to their customer needs. For example, we have co-located our research faculty side-by-side with the research and development arms of industry and government partners at the Kostas Research Institute on our Burlington, Massachusetts, innovation campus. Situated along the Route 128 hi-tech corridor, this interdisciplinary research center is already producing technological breakthroughs in advanced manufacturing, materials science, and the cybersecurity of drones.

Should Amazon select Boston, Northeastern stands ready to expand its suite of partnerships and close working relationships with the company. Today, some 400 Amazon employees hold degrees from Northeastern, including many senior executives. Several Amazon executives also serve as part-time Northeastern-Seattle faculty, and Northeastern was one of only a handful of institutions to be selected to offer an industry bootcamp as a pilot member of the Amazon Web Services Academy.

Finally, the characteristics you seek in Amazon HQ2's prospective host city are ones Boston is known for worldwide:

- The innovation and entrepreneurship ecosystem provides a wide breadth of support for the next generation of innovators and continues to attract budding startups.
- The city is a leader in sustainability and combating the impacts of climate change. Boston was the first city in the nation to require private developers to meet the standards of the LEED rating system. Northeastern has five LEED-certified buildings on its Boston campus alone.
- Among Boston's universities and colleges, you will find thousands of students and researchers from around the world working tirelessly toward solving global societal challenges to make our communities more livable.

Thank you for your consideration of Boston's siting proposal. I look forward to this and other opportunities to strengthen and grow the Northeastern-Amazon partnership in the months and years ahead.

Sincerely,



Joseph E. Aoun  
President

October 4, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

nuTonomy supports the Commonwealth's efforts to recruit Amazon to site its proposed "HQ2" facility here in Massachusetts.

Our company's roots are in Boston. My co-founder and I conducted self-driving car research together at MIT for many years, and when we formed nuTonomy in 2013, we never questioned whether to stay in Boston or establish our global headquarters elsewhere. Massachusetts has an ideal mix of talent, culture, and growth opportunities to support both start-ups and large, established companies.

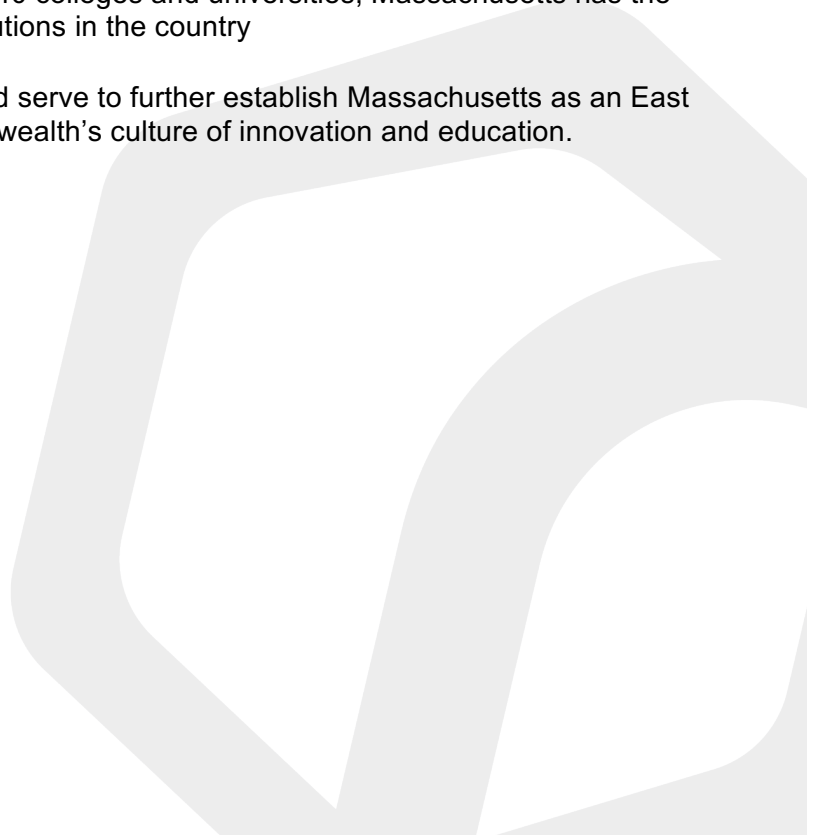
For the past two years, we've worked hand-in-hand with Massachusetts' Governor Baker and others within the Commonwealth's public offices. Collectively, their collaborative, supportive approach has enabled us to make rapid progress toward a shared vision of future urban transportation in Boston. They are true partners, open to dialogue with industry under the backdrop of a stable regulatory environment.

Additionally, Boston's talent pool is second to none. The density of our skilled workforce provides endless opportunity for the tech industry. With 140 colleges and universities, Massachusetts has the greatest accumulation of higher education institutions in the country

Amazon's presence in the Commonwealth would serve to further establish Massachusetts as an East Coast technology hub, and bolster the Commonwealth's culture of innovation and education.

Sincerely,

Karl Iagnemma  
CEO and co-founder, [nuTonomy](http://nuTonomy.com)







FOUNDED BY BRIGHAM AND WOMEN'S HOSPITAL  
AND MASSACHUSETTS GENERAL HOSPITAL

October 4, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

David F. Torchiana, MD  
*President & Chief Executive Officer*

Dear Ms. Sullivan,

As the president and CEO of Massachusetts' largest private employer, I witness the significant benefits that this region provides to our organization every single day. Massachusetts offers the most highly educated and talented workforce that any organization could hope to draw upon. Our proximity to a world-class education system – from kindergarten through higher education – ensures that students enter the workforce ready to embrace new challenges and be a meaningful contributor to a company's success.

Over the course of the past decade, our Commonwealth has made significant and unmatched progress in health care policy – both with respect to patient access and cost control. Massachusetts is home to some of the best hospitals and doctors in the world and has among the lowest rate of uninsured residents in the nation, all while our health care spending has grown at among the lowest rates of any state in the U.S.

Further, Massachusetts is a hotbed of innovation and part of an innovation economy focused on the future. There is no better example of the power of the innovation produced by this biomedical ecosystem than Massachusetts, which is the envy of the world. Our Commonwealth's network of leading teaching hospitals, universities, entrepreneur communities, venture capitalists and biotechnology companies, within 30 miles of each other, has created tremendous advances in health care and produced significant economic growth. The state is home to more than 400 biotech companies that garnered more than \$2.1 billion in investment in 2015, a trajectory that is unmatched in our nation.

In fact, General Electric's recent move to Boston has already led to the development of new partnerships between our organization and GE – specifically in the field of Artificial Intelligence. We believe that this is one of many new relationships we envision will occur, which can lead to better health care and new hope for patients.


And, of course, this region offers access to cultural, recreational and historic experiences that greatly enhance the quality of life for its residents.

In short, it is my opinion that you could not find a better region to associate with than the greater Boston area. I expect you would find such a move good for your employees, good for innovation at your organization and, most importantly, good for business.

Sincerely,

A handwritten signature in blue ink that reads "David Torchiana".

David F. Torchiana, MD



October 5, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

I am writing in support of Massachusetts as the ideal location for your second headquarters. As someone who has lived in both Seattle and Boston, and loved both place, I am happy to share why I decided to make Boston, Massachusetts the headquarters of Rapid7. For me it all comes down to talent and culture. We recently circulated Mr. Bezos' iconic letter to shareholders regarding the potential of Day One, and the necessity to drive *day one* thinking for a company to remain impactful. I know that this is a message that resonates not only with my colleagues at Rapid7 but also with the broader community in Massachusetts. I am sure you hear a lot about the best universities in the area, however, I would also highlight that the state has a large diverse workforce supported by a massive number of colleges and universities throughout the state and the broader New England region.

For centuries, Boston has been a destination city, able to attract talent from all over the world. What this means for us, and other technology companies as well, is that we can find not just talented engineers, but also talented sales, operations, marketing, IT, and customer service professionals. The special thing about the talent that we have found here, is that people genuinely care about the customer and about making an impact on the world. It is no wonder that countless companies, from General Electric to the new start-ups that emerge weekly with their own Day One potential, have chosen Massachusetts as their home. We can think of no better environment to build a phenomenal culture of service and innovation.

The city of Boston and the surrounding towns are amazing places for employees to live, raise families, and build lasting connections. The investments Massachusetts has made in education are second to none, and it is no surprise that the school system is perennially the top ranked school system in the country. As you well know, this has the effect of both drawing talent and creating a new generation of talent at the same time.

I truly believe that the depth and diversity of talent is an extraordinarily important consideration for any headquarters, and I strongly believe that Massachusetts is one of the few states that can meet your needs.

If I can be of service or answer any questions, please don't hesitate to call.

Warmest Regards,

Corey E. Thomas

CEO, Rapid7, Inc.



October 5, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

When my co-founders and I started TripAdvisor more than 15 years ago in the Boston area, we began with a dream of helping travelers plan a better trip. We had humble beginnings above a local pizza restaurant and started with only a handful of staff. But we grew quickly thanks to a talented team and Boston's favorable business climate. Today, we're the world's largest travel site and we remain proud of our Boston-area roots.

As a homegrown tech company, TripAdvisor can attest to how exceptional the region is and has been for supporting the growth of innovative companies large and small. Boston has world-class schools and universities, top cultural sites, amazingly talented people and supportive policies that help accelerate the prosperity of tech companies and other businesses. In fact, there isn't another place we'd rather call home to our own corporate headquarters.

We hope that Amazon will also see the value that Boston has to offer ambitious tech companies and open your second headquarters in the area. We believe strongly that the more companies join our community and thrive here, the more opportunities there will be for businesses, residents and global consumers alike.

Together, great brands help the region attract, develop and retain excellent talent. We hope you'll join us.

Sincerely,

  
Stephen Kaufer

TripAdvisor CEO & Co-Founder



Joseph L. Hooley  
Chairman and  
Chief Executive Officer

State Street Financial Center  
One Lincoln Street, 11th Floor  
Boston, MA 02111

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[statestreet.com](http://statestreet.com)

October 16, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

State Street Corporation (NYSE: STT) – one of the world's leading providers of financial services to institutional investors including investment servicing, investment management and investment research and trading – has been proud to call Boston, Massachusetts our home since 1792. As we celebrate our 225<sup>th</sup> anniversary this year, our Boston headquarters has been the constant heart and soul of our organization even as we've expanded to more than 100 geographic markets worldwide. During this period, we have continued to expand our footprint in Downtown Boston, the Seaport District, Quincy, Cambridge, and Hadley taking advantage of Massachusetts' exceptional innovation ecosystem to drive our business.

The diversity of the Massachusetts economy, driven by the higher education, healthcare, life sciences, information technology and financial services sectors, has created a balanced climate for growth and has attracted some of the nation's most innovative companies to the Commonwealth. The state's entrepreneurial spirit, combined with access to capital from neighboring private equity and venture capital firms, research and development conducted at world-class universities and institutions, and talent allows companies, both multi-nationals and start-ups, to foster and commercialize ground-breaking ideas.

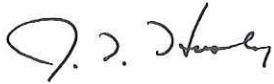
Generally, our public officials and industry leadership are able to work together to address pressing economic and social issues impacting our businesses and our employees. State wide and regional business organizations, such as the Massachusetts Competitive Partnerships, Associated Industries of Massachusetts, Boston Municipal Research Bureau, Massachusetts Taxpayers Foundation, New England Council, Massachusetts Business Roundtable, South Shore Chamber of Commerce and the Greater Boston Chamber of Commerce, have helped engage the business community to have a stronger voice before our government leaders to create a stable business environment for sustained growth and success.

Furthermore, it is important to note the exceptional civic leadership role that both employers and employees play throughout Massachusetts. Like Amazon.com, our company is comprised of passionate individuals who volunteer to make an impact in our local community.

One example of this is Boston WINs (Workforce Investment Network), which State Street launched in 2015. A multi-year philanthropic initiative, Boston WINs is focused on bringing systematic change and innovation to how Boston fuels its talent pipeline. By bringing together five non-profit partners to coordinate the delivery of their services, more Boston Public School youth graduate high school, college or are career ready.

State Street welcomes Amazon.com as neighbor, partner and fellow corporate citizen to Massachusetts. Please do not hesitate to contact me if I can provide further information or insight to your decision.

Respectfully,



Joseph L. Hooley  
Chairman and CEO  
State Street Corporation

# TECH FOUNDRY



3 October 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan:

Tech Foundry is turning workforce development on its head by taking a top down approach to IT training. Winner of the 2017 Gould Award for workforce development from the Associated Industries of Massachusetts, Tech Foundry begins with a ground-breaking employer partner program that translates all open IT positions into specific lists of quantifiable skills that can be taught and measured. Through a combination of hands on training, mentoring, soft skills development and internships, Tech Foundry can take a group of students who had little to no IT experience when they started and mold them into the entry level employees that these specific employers are looking to hire.

Tech Foundry is building one of the most dynamic and fluid IT workforce development and training programs ever offered. Driven by specific employer demands, we combine hands on skills based technical training with soft skills and professional development that enables us to elevate many under-served, at-risk populations into tomorrow's IT workforce. This model enables Tech Foundry to serve low income urban youth, many from communities of color, while helping with area employer workforce demands, including a skilled and diverse workforce.

In fact, because Massachusetts and our collective group of workforce stakeholders is vitally committed to a diverse workforce, Tech Foundry is a leader in IT training for a diverse set of demographics. To help Massachusetts with a goal of increasing the number of women in the IT workforce, Tech Foundry has committed to an eventual goal of classes that are made up of 50% women. Our current class of students is made up of 41% women and the next class promises to be at that level if not greater. Further, the ability of Tech Foundry to recruit and train a diverse IT pool is evidenced by the contrast between our classes and the current IT workforce not just with gender diversity but also with socio-economic diversity as well as racial and ethnic diversity.

While Massachusetts thrives on world-class colleges and universities and boasts a knowledge economy that is second to none, it also is a place that prides itself on expanding economic opportunities for at-risk populations. Tech Foundry is proud to be one of the bridges in the state that helps to train individuals from hard-to-reach neighborhoods and walks them toward a sustainable career as an integral part of a thriving STEM and innovation economy.



The combination of the Commonwealth's knowledge base and our interest and ability to train individuals that are currently sitting on the sidelines to help feed our skills needs is the perfect formula for a company such as Amazon to thrive in Massachusetts. Tech Foundry has been recognized for our role in filling the skills gap in Massachusetts and knows that our approach is part of a workforce solution that is ideal for Amazon here in the Baystate. Tech Foundry knows that Massachusetts is committed to making available the best in class talent pipeline to employers such as Amazon. This talent pipeline from entry level to C-Suite enables companies to thrive in our innovation economy, while simultaneously enabling cities, towns and neighborhoods to thrive.

Sincerely,

A handwritten signature in blue ink that reads "Delcie Bean".

Delcie Bean  
Tech Foundry Chair

A handwritten signature in blue ink that reads "Jonathan S. Edwards".

Jonathan S. Edwards  
Director of Strategic Partnerships

October 2, 2017

Amazon.com  
Office of Economic Development  
C/O Holly Sullivan  
2121 7th Ave  
Seattle, WA 98121

Dear Ms. Sullivan,

As Amazon searches for its new “HQ2,” I wanted to share some thoughts on why I believe Massachusetts is the ideal location for your new home, why the University of Massachusetts would be a key partner in your continued success, and why the spirit of Massachusetts aligns with Amazon’s “Day 1” philosophy.

#### **Why Massachusetts?**

In terms of economic potential and workforce talent, I believe there’s no state better equipped to contribute to your expansion than Massachusetts. Consider just a few facts:

- Massachusetts was ranked the Best State in the nation by U.S. News & World Report for its “vibrant academic environment” and “modernizing economy.”
- Massachusetts has been ranked as the top innovation or tech ecosystem in the U.S. by Bloomberg, CNBC, the Milken Institute and others.
- Massachusetts is the most educated state in the U.S., according to a report by the Massachusetts Budget and Policy Center; 50 percent of the workforce has a bachelor’s degree and 18 percent has an advanced degree — the highest percentages in the nation.

By locating in Massachusetts, you would be part of a thriving innovation economy with direct access to some of the nation’s top talent.

#### **Support from UMass**

Here at the five-campus UMass system, we take pride in being the largest producer of highly skilled workers in the state; 34 percent of our students are enrolled in STEM fields, and of the 17,000 students who graduate from UMass each year, more than 70 percent stay in Massachusetts to live and work. This is the world-class talent pipeline that keeps Massachusetts competitive globally and would supply Amazon with highly qualified workers in critical fields.

Additionally, UMass is the third-largest research institution in the state — behind only Harvard and MIT — with more than \$632 million in annual R&D that produces groundbreaking discoveries and new technologies that fuel industry success.



We are committed to supporting industrial progress, and we value partnerships with large employers like Vertex, Kronos, Dell EMC, Raytheon and New Balance. We would welcome the opportunity to partner with Amazon; in fact, UMass Lowell already enjoys a fruitful partnership with Amazon Robotics.

**The spirit of Massachusetts**

Ultimately, Massachusetts isn't just an education mecca, a research powerhouse or an economic hub. More than anything, it's home to a revolutionary spirit — a relentless drive for innovation, growth and advancement, a willingness to do what's never been done before to achieve the "impossible." In Massachusetts, we refuse to rest on our laurels or settle for "good enough," and it's that spirit that has cemented this state's place in history and ensured its enduring leadership and success.

Disrupting the status quo is in our DNA. It is clearly in Amazon's, too. So locating your new headquarters here would mean much more than constructing a new building. It would mean partnering with a state that has lived the "Day 1" philosophy since its inception. Gov. Charlie Baker has often said that the greatest startup ever formed started in Massachusetts, and it became one of the greatest countries in the world.

I hope you will join us here in Massachusetts and help us continue to make history.

Sincerely,



Martin T. Meehan  
President  
University of Massachusetts



# Appendix

## Source Information



## Labor Pool Information in the Job Categories Relevant to Amazon

2016 Labor Information Selection of Occupational Projections in the General Categories for Massachusetts	2016 Employment
General and Operations Managers	71,880
Administrative Assistants	43,310
Accountants and Auditors	35,730
Software Developers, Applications	31,150
Software Developers, Systems Software	27,630
Computer User Support Specialists	19,220
Lawyers	17,440
Computer and Information Systems Managers	15,540
Computer Systems Analysts	14,130
Network and Computer Systems Administrators	10,260
Paralegals and Legal Assistants	7,880
Computer Occupations, All Other	6,610
Operations Research Analysts	4,590
Computer Network Architects	4,350
Web Developers	4,030
Database Administrators	2,940
Statisticians	2,640

*Data Source: Occupational Employment and Wage Statistics; May 2016*

## Wage Rate Information in the Job Categories Relevant to Amazon

Occupation Title	Mean Annual Wage	Entry Level Annual Wage	Senior Level Annual Wage
Management Occupations	\$128,750	\$63,730	\$161,260
Accountants	\$82,420	\$52,550	\$97,360
Computer and Mathematical Occupations	\$96,860	\$57,600	\$116,490
Computer Systems Analysts	\$93,990	\$64,090	\$108,950
Software Developers, Applications	\$110,410	\$69,850	\$130,690
Software Developers, Systems Software	\$114,330	\$78,310	\$132,340
Legal Occupations	\$122,330	\$49,690	\$158,650
Office and Administrative Support Occupations	\$42,970	\$26,930	\$51,000

*Data Source: Occupational Employment and Wage Statistics; May 2016*

## Potential Job Growth in Massachusetts

2014-2024 Projected Growth Selection of Occupational Projections in the General Categories for Massachusetts	Projected 2024 Employment	Expected % Growth
Statisticians	3,249	35%
Operations Research Analysts	4,162	29%
Web Developers	5,675	22%
Computer Systems Analysts	19,428	18%
Software Developers, Applications	31,626	15%
Computer and Information Systems Managers	17,284	12%
Database Administrators	4,180	10%
Software Developers, Systems Software	30,452	10%
Computer User Support Specialists	18,285	10%
Computer Network Architects	4,902	9%
Accountants and Auditors	42,100	8%
Computer Occupations, All Other	5,238	7%
Network and Computer Systems Administrators	10,511	7%
General and Operations Managers	65,298	5%
Paralegals and Legal Assistants	7,162	4%
Lawyers	22,498	2%
Administrative Assistants	46,436	1%

*Source: Job growth projections are derived from U.S. Bureau of Labor Statistics, National Employment Matrix database methodology incorporating labor force, aggregate economy, final demand (GDP) by consuming sector and product, industry output, employment by industry, and employment by occupation.*

## Relevant Degrees Granted Over Three Year Period

3 Year Total Degrees Granted (including Bachelors, Masters and Doctorate for the selected areas of study)	Engineering	Business, Accounting or Finance	Legal	Computer Science
American International College	0	243	0	0
Amherst College	0	0	58	69
Anna Maria College	0	137	13	0
Assumption College	0	604	0	25
Babson College	0	3,287	0	0
Bard College at Simon's Rock	11	0	0	7
Bay Path University	0	713	67	0
Becker College	0	184	8	0
Bentley University	0	4,747	1	303
Boston College	0	3,389	794	347
Boston University	1,960	4,974	1,375	1,286
Brandeis University	0	921	0	401
Bridgewater State University	0	1,084	0	82
Cambridge College	0	575	0	0
Clark University	0	716	0	115
College of Our Lady of the Elms	0	226	14	21
Curry College	0	366	0	29
Dean College	0	97	0	0
Eastern Nazarene College	16	274	0	1
Emerson College	0	790	0	0
Emmanuel College	0	436	0	0
Endicott College	2	870	0	52
Fisher College	0	279	0	19
Fitchburg State University	0	438	0	119
Framingham State University	0	509	0	75
Franklin W Olin College of Engineering	243	0	0	0
Gordon College	0	179	0	17
Hampshire College	0	6	8	35
Harvard University	612	3,545	2344	530
Hult International Business School	0	1,955	0	0
Lasell College	0	540	22	0
Lesley University	0	101	0	0
Massachusetts College of Liberal Arts	0	219	0	39
Massachusetts Institute of Technology	4,165	2,435	0	1,432
Massachusetts Maritime Academy	433	115	0	0
Massachusetts School of Law	0	0	352	0
Merrimack College	114	615	0	39
MGH Institute of Health Professions	0	0	0	0
Mount Holyoke College	0	0	0	50
Mount Ida College	0	190	0	0
National Graduate School of Quality Management	0	389	0	0

New England Law-Boston	0	0	844	0
Newbury College	0	146	12	13
Nichols College	0	919	1	0
Northeastern University	3,771	4,306	661	1,205
Northeastern University Professional Advancement	10	3,184	42	416
Pine Manor College	0	22	0	0
Regis College	0	72	0	1
Salem State University	0	1,104	0	53
Simmons College	0	278	0	33
Smith College	90	0	0	41
Springfield College	0	157	0	8
Stonehill College	0	378	0	25
Suffolk University	40	2,739	1,538	101
Tufts University	816	94	34	349
University of Massachusetts-Amherst	1,852	4,094	326	626
University of Massachusetts-Boston	9	1,867	10	514
University of Massachusetts-Dartmouth	580	1,615	196	191
University of Massachusetts-Lowell	1,892	1,926	0	979
Wellesley College	0	0	0	131
Wentworth Institute of Technology	363	563	0	264
Western New England University	367	707	373	73
Westfield State University	0	628	0	90
Wheaton College	0	38	0	31
Wheelock College	0	35	0	0
Williams College	0	0	0	86
Worcester Polytechnic Institute	3,230	551	0	548
Worcester State University	0	610	0	60

Source: Association of Independent Colleges and Universities in Massachusetts, Degree Granted Data 2014-2016

The state expresses appreciation for all the photos used in this document, with credits as available. We especially like to thank the Massachusetts Office of Travel and Tourism (MOTT) and MassDevelopment for their efforts in securing these photos.

## Contents

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## Massachusetts Fast Facts

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## Revolutionary Ideas Begin in Massachusetts

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## Quality of Life in Massachusetts

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## Talent

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## Innovation Ecosystem

**p50** Courtesy of the Office of Governor Charlie Baker

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**p57** Paul Avis.

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## Transportation

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## Energy and Environment

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## Stable and Business-Friendly Environment

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**p116** Revised preliminary Fiscal 2017 projections; see A-30 of most recent information statement.

**p119** Courtesy of the Office of Governor Charlie Baker

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