



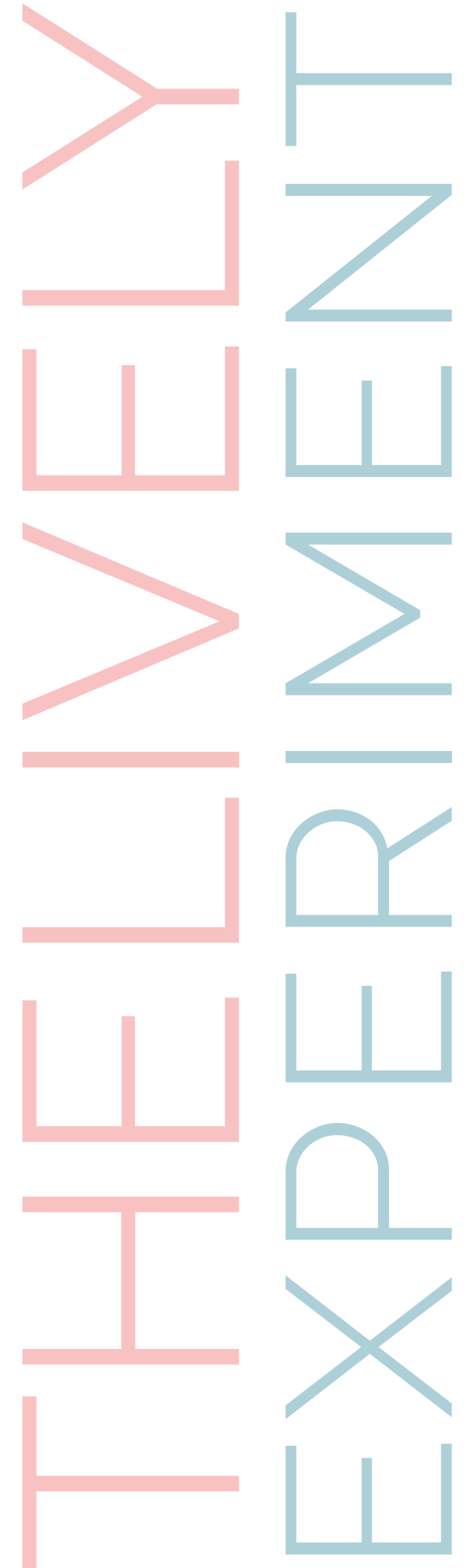
RHODE ISLAND: THE LIVELY EXPERIMENT

CONTENTS

MANIFESTO	1	GOOD LIVING AT THE RIGHT PRICE	26
EXECUTIVE SUMMARY	2	CULTURAL AMENITIES	27
PRIME LOCATION	3	A DAY IN LIFE	28
NORTH EAST ADVANTAGES	4	AFFORDABLE COST OF LIVING	29
ACCESS TO MARKETS	5	NIMBLE GOVERNMENT & RESPONSIBOLD INCENTIVES	30
PRIME SITES	7	NIMBLE PARTNER	31
INFRASTRUCTURE FOR INNOVATION	17	FISCALLY STABLE	32
TALENT RICH	21	INCENTIVES	32
IMMEDIATE HIRES	22		
HIGHER EDUCATION	23		
AMAZON ACADEMY	23		
TECH PIPELINE	25		

APPENDICES

APPENDIX 1: TRAVEL & TRANSPORTATION INFORMATION	35	APPENDIX 8: LABOR & WAGE RATE INFORMATION	86
APPENDIX 2: SITE INFORMATION	37	APPENDIX 9: EDUCATIONAL PARTNERSHIPS & UNIVERSITY RESOURCES	88
APPENDIX 3: HOUSING INFORMATION	64	APPENDIX 10: QUALITY OF LIFE RESOURCES	98
APPENDIX 4: SUPPORT LETTERS	69	APPENDIX 11: INFRASTRUCTURE & SUSTAINABILITY INFORMATION	105
APPENDIX 5: INDUSTRY STRENGTHS	75	APPENDIX 12: TRANSPORTATION INFRASTRUCTURE	115
APPENDIX 6: AMAZON ACADEMY PLANS	78	APPENDIX 13: SAFETY & CRIME INFORMATION	120
APPENDIX 7: INCENTIVE DETAILS	83	APPENDIX 14: COST OF LIVING	122



EXPERIMENTAL



INDEX OF RFP INFORMATION REQUESTED

QUESTION 1.

Please provide information regarding potential buildings/sites that meet the criteria described herein. Along with general site information, please provide the current ownership structure of the property, whether the state/province, or local governments control the property, the current zoning of the site, and the utility infrastructure present at the site.

Pages 7 - 16, Appendix 2

QUESTION 2.

Please provide a summary of total incentives offered for the Project by the state/province and local community. In this summary, please provide a brief description of the incentive item, the timing of incentive payment/realization, and a calculation of the incentive amount. Please describe any specific or unique eligibility requirements mandated by each incentive item. With respect to tax credits, please indicate whether credits are refundable, transferable, or may be carried forward for a specific period of time. If the incentive includes free or reduced land costs, include the mechanism and approvals that will be required. Please also include all timelines associated with the approvals of each incentive. We acknowledge a Project of this magnitude may require special incentive legislation in order for the state/province to achieve a competitive incentive proposal. As such, please indicate if any incentives or programs will require legislation or other approval methods. Ideally, your submittal includes a total value of incentives, including the specified benefit time period.

Pages 32 - 33, Appendix 7

QUESTION 3.

If any of the programs or incentives described in the summary of total incentives are uncertain or not guaranteed, please explain the factors that contribute to such uncertainty and estimate the approximate level of certainty. Please also describe any applicable claw backs or recapture provisions required for each incentive item.

Pages 32 - 33, Appendix 7

QUESTION 4.

Please provide a timetable for incentive approvals at the state/province and local levels, including any legislative approvals that may be required.

Pages 32 - 33, Appendix 7

QUESTION 5.

Please provide labor and wage rate information in the general job categories described. Please provide relevant labor pool information and your ability to attract talent regionally. Also, include specific opportunities to hire software development engineers and recurring sourcing opportunities for this type of employment. Please include all levels of talent available in the MSA, including executive talent and the ability to recruit talent to the area.

Pages 22 - 23, Appendix 8

QUESTION 6.

Please include programs/partnerships currently available and potential creative programs with higher education institutions in the region in your response. Please also include a list of universities and community colleges with relevant degrees and the number of students graduating with those degrees over the last three years. Additionally, include information on your local/regional K-12 education programs related to computer science.

Pages 22 - 25, Appendices 6 & 9

QUESTION 7.

Please provide highway, airport, and related travel and logistics information for all proposed sites. Please also include transit and transportation options for commuting employees living in the region. For each proposed site in your region, identify all transit options, including bike lanes and pedestrian access to the site(s). Also, list the ranking of traffic congestion for your community and/or region during peak commuting times.

Pages 5 - 6 & Pages 9 - 16, Appendices 1, 2, & 12

QUESTION 8.

Please include information on your community with respect to daily living, recreational opportunities, diversity of housing options, availability of housing near potential sites for HQ2, and pricing, among other information. Please also include relevant crime data and cost of living data.

Pages 27 - 29 & Appendices 3, 10, 13, & 14





DEAR MR. BEZOS AND COLLEAGUES:

It is with pleasure and pride that we submit Rhode Island's proposal for Amazon's HQ2. We know that, upon exploring the opportunities and advantages of our great state, you will reach the same conclusion that we have: Rhode Island is the ideal home for HQ2.

Like Amazon, innovation is in Rhode Island's DNA. Our founding was an act of boldness and disruption: breaking away from the status quo to establish the first community with codified religious freedom. That spirit of bold action and entrepreneurial energy undergirds Rhode Island today. We seize opportunities from building a splendid new innovation complex where an unsightly highway once stood to constructing America's very first offshore wind farm.

We are seizing this opportunity as well. Rhode Island stands ready for HQ2 to join and lead our thriving design and innovation ecosystem. With a dense community of world-class universities; unparalleled access to Boston, New York City and global destinations; a deep regional pool of technology and business talent; and sustainable and resilient site opportunities in the economic and political heart of the state, Rhode Island offers the optimal platform for HQ2's success.

We express all of the above with this in mind: it is not only the scale of your business that inspires us, it is the spirit.

To see our full proposal, please visit riforAmazon.com.

Sincerely,

Gina M. Raimondo
Governor

Stefan Pryor
Secretary of Commerce

THE LIVELY EXPERIMENT

When our founder declared us a “lively experiment,” no one knew if Rhode Island was going to work.

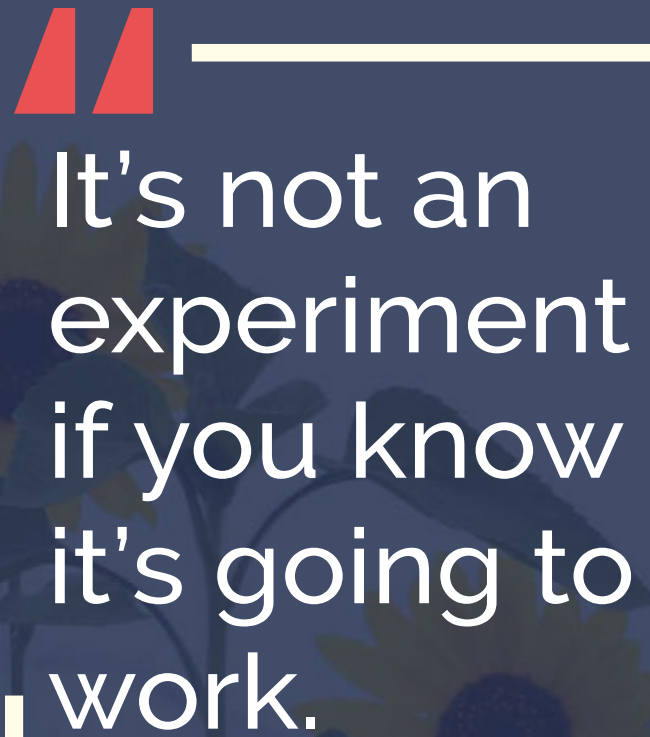
But it surely did. Freedom of religion was beta-tested here. Our nation’s independence was prototyped here. The Industrial Revolution incubated here.

Powered by the nation’s first offshore wind farm, this lively experiment lives on as we were among the first to legalize gay marriage and offer free community college to our high school graduates.

Yes, there are many wonderful places you could put your new headquarters. And we can—and will—go toe-to-toe with any of them on incentives, partnerships, business climate and quality of living.

But this is personal for us. Because in Amazon we recognize a group of people who approach every day as a “lively experiment.”

And we can’t think of a place where you’d feel more at home.



“It’s not an experiment if you know it’s going to work.”

—Jeff Bezos

Executive Summary

If what Amazon seeks is a place with innovation in its DNA, a highly-educated and hard-working labor pool, access to international destinations, a high quality of life, and a culture of never quitting then the Northeast is the region and Rhode Island is the spot. From the beginning, we were a lively experiment – the first place with religious tolerance – engendering the kind of open-minded, pioneering, and vibrant society that is ideal for a company like Amazon. We have all the assets that make the Northeast desirable, yet our world-class institutions are more accessible and collaborative, and our idea of a long commute is 25 minutes. We are scrappy, up and coming, and non-stop. We work furiously, we love our neighborhoods fiercely, and don't believe in giving up. Amazon is relentless, and so are we.

That's how our economy is expanding rapidly after years of decline. Rhode Island is on the verge of jumping from an old industrial economy to a high-tech, collaborative future where designers sit next to engineers next to food innovators next to customers. GE Digital set up their new unit here because they saw the access to

talent and to faculty they needed. Virgin Pulse consolidated here because they could avoid the talent war and draw upon our high density of eager college graduates. We established the first offshore windfarm in the United States because of our ability to collaborate and make regulatory changes in record time. Our industry strengths in marine, cyber, defense, manufacturing, biomedical innovation, and the industrial internet proves we aren't one thing – we're the collision of it all, smack dab in between New York and Boston, and connected to both by high-speed train.

Rhode Island is an innovation economy platform that is set to take off. We are built to promote flexibility and innovation, from our workforce training programs to our regulatory processes. Rhode Island can fill Amazon's ever-growing portfolio of industries and specialties with our turn-key education and workforce programs. Our state can be the testbed of innovative ideas, using our density and size to serve as a statewide innovation lab for novel products and methods.

We imagine your headquarters being at the center of this ecosystem. We envision Amazon nestled in a transit-rich location such as downtown Providence or Pawtucket-Central Falls. Over the years,

we see you building out new areas within the city – all within walking distance – to reach the 8 million square feet. No other Northeast location can offer Amazon the space required for the headquarters in such a central, vibrant, and beautiful urban location with such convenient transportation access, proximity to universities, and hip environment.

Rhode Island, undaunted by challenges, has solved for long-term fiscal stability by tackling pension and Medicaid reform. Not only do we have some of the lowest tax rates in the Northeast, but Amazon can be sure that in Rhode Island, there will be no looming budget crises like some of our neighbors. From this strong foundation, we also offer competitive incentives to help HQ2 thrive in Rhode Island, supporting real estate development, talent development, transportation needs, and more.

Rhode Island has all that you're looking for, and something more: grit, passion, and vision. We have always been first-movers and we're ready for Day 1 of HQ2.

Here's what Rhode Island Offers Amazon

PRIME LOCATION

- **Regional Advantages:** All the advantages of the Northeast, where 1 in 3 Fortune 100 Companies and 1 in 5 US jobs are located.
- **Access to markets:** 35-minutes by train to Boston and 2.5 hours by train to New York City as well as easy access to Europe plus service to Seattle and San Francisco (coming soon via one of America's most convenient airports).
- **Prime Sites:** HQ2 site options located in a densely populated, highly desirable east coast city that has room for Amazon in its downtown. Key sites are controlled by the state, ensuring that there is little red tape to build and your project remains on schedule.
- **Infrastructure for Innovation:** Strong, innovative infrastructure with #1 broadband in America, plentiful dark fiber, the ability to make Amazon's first phase energy 100% self-sufficient, and novel transportation solutions.

TALENT RICH

- **Immediate Hires:** HQ2 would draw upon the 2.6 million workers living within a 60-minute commute of Providence, as well as use Rhode Island's turn-key workforce development solutions to source the first hires.
- **Near-term Hires:** Every year, Amazon would have its pick of 100,000+ annual graduates from the diverse, interdisciplinary ecosystem of universities – including Brown, Rhode Island School of Design, Harvard, and MIT – that are within a 60-minute drive to Providence.
- **Long-term Talent Pipeline:** Rhode Island is building the best tech pipeline in the country with innovative programs in all K-12 schools across Rhode Island – including computer science curriculum in all schools (RI will be the first state to achieve this goal). In Rhode Island, Amazon can be sure that it will have the talent needed for the future.
- **Rhode Island Offers:** Amazon Academy, a new institution of higher education fueled by the collective programming of Rhode Island's universities and colleges to support Amazon's hiring and training needs.

GOOD LIFE AT THE RIGHT PRICE

- **Cultural amenities:** Providence, continually ranked one of America's hippest cities, attracts and retains millennial talent, young families, and executives. With a density of award-winning culinary experiences, world-renowned artistic venues and museums, and 400 miles of coastline, Providence and Rhode Island offer an unparalleled quality of life.
- **Affordable cost of living:** Compared to our northeast neighbors, and to Seattle, Providence offers Amazon employees a competitive cost of living. Employees would be able to purchase housing and day-to-day amenities at an up to 20% discount.

NIMBLE GOVERNMENT & RESPONSIVE INCENTIVES

- **Nimble:** Rhode Island government gets things done fast. From implementing computer science in every K-12 classroom to dramatically upgrading our infrastructure to transitioning all cities and towns to e-permitting, we move at the speed of business.
- **Stable and Fiscally Responsible:** Rhode Island is the one of the few states to have tackled pension and Medicaid reform. Over the last twenty years, when we have touched a tax, we have lowered it, making Rhode Island the cost effective Northeast option.
- **Powerful Incentives:** Rhode Island offers incentives for Amazon that are highly competitive and reliable.



P R I M E

L O C A T I O N

PRIME LOCATION IN THE NORTHEAST

Rhode Island offers Amazon a Northeastern home not already oversaturated which will warmly embrace Amazon's arrival. We envision Amazon HQ2 at the nexus of our business and entrepreneurial communities, drawing upon university talent and the rapidly growing start-up community in the immediate vicinity. Our prime location between Boston and New York, not to mention between Seattle and Europe, makes a Rhode Island HQ2 a strong complement to HQ1. Getting started here will be seamless with site options that can be built quickly. Growing rapidly will be simple with our #1 ranked broadband connectivity, our innovative transportation services, and our cutting-edge, sustainable energy options. Rhode Island is the place and the platform for HQ2's growth.

FASTEST RATE OF CONSTRUCTION JOB GROWTH IN THE NATION, DUE TO A REAL ESTATE AND INFRASTRUCTURE BUILDING BOOM

We also offer five prime sites at the end of this section for HQ2's home:

Providence:

1. **Downtown:** We imagine HQ2 in the most iconic and heroic of Rhode Island's office towers, an art deco masterpiece that defines the Providence skyline. This landmark could be encased with a crystalline structure to expand its footprint and fit Amazon's space needs, creating a complex that blends the new with the old.

2. **Providence Station Campus:** This campus-like location offers Amazon the opportunity to create a landmark HQ2 right at the Providence Amtrak Station, across from the neoclassical State Capitol, and surrounded by extraordinary urban open spaces.

3. **The Jewelry District:** In this neighborhood, also referred to as the Innovation and Design District and the former home of interstate 195, HQ2 will be the manifestation of a long-held vision for the district as a tech epicenter. The site sits at the nexus of Providence's academic powerhouses and is a block away from downtown.

4. **Farmers Market:** Along the curve of I-95 and RI 10, this former farmers market site occupies a commanding position in the city and will fundamentally change the nature of the downtown corridor.

Pawtucket and Central Falls:

Pawtucket and Central Falls station: Steps from a new train station and only a few-minutes commute from Providence, this site will provide ample room for a sprawling, contiguous Amazon campus in a vibrant, emerging urban environment.

Rhode Island Offers:

1. The opportunity for an energy micro grid in the Jewelry District.
2. Sufficient on-site renewable energy capacity to serve the entire Phase I building, and approximately 50 percent of HQ2 at full buildout and supplemented with renewable energy from the state's first-in-nation commercial offshore wind farm.
3. Novel transportation solutions for Amazon employees, including autonomous buses in dedicated bus lanes and increased ferry service and routes for Amazon employees.
4. Two proposed urban clusters of sites fully controlled by the State, drastically streamlining site acquisition and providing ideal launch points.
5. Multiple large-scale development sites which provide flexibility to invent a modern 24/7 urban campus supported by nearby ancillary development.

America's
#1
state for broadband
speed

According to FierceTelecom.com

Amazon puts a world of possibility at your door in just a few clicks. Rhode Island offers a world of possibility right outside your door – from charming cities and towns to beautiful beaches to access to mass-transit and international air travel to prestigious colleges and universities – anywhere you go in the state, it's all nearby. Rhode Island has a bright future and offers a combination of location, affordability, and value that simply can't be matched.

— Jack Reed,
U.S. Senator



R H O D E I S L A N D

CENTRAL & ACCESSIBLE

Rhode Island offers HQ2 unparalleled access to the benefits of the Northeast. The Northeast corridor is home to one-third of all Fortune 100 companies and one in five U.S. jobs. If this corridor, which generates over \$3 trillion in GDP annually, were a separate country, it would be the fifth largest economy in the world, and Providence is the center of it all. Rhode Island also has the second highest population density in the U.S. There are over 4.6 million people located within a 1-hour drive of Providence.

Rhode Island's optimal location within the Northeast corridor makes it a prime location for Amazon to access the rest of the Northeast and beyond.

- I-95, the main North-South interstate for the East Coast, runs through Rhode Island and is no more than 2 minutes from all proposed sites
- 35 minutes to Boston by Acela from Providence Amtrak Station, with more than 40 trains daily between Providence and Boston
- 2.5 hours to New York City by Acela, with more than 20 daily trains between Providence and New York City
- 2 hours to D.C. by plane
- 5 hours to Seattle by plane
- 6 hours from your door to Europe (30 minutes to get to T.F. Green Airport, through security, and onto the plane and 5.5 hours to fly to Europe)



Rhode Island is already investing in significant upgrades to our transportation infrastructure. Should Amazon choose Rhode Island for the new destination for HQ2, we will undertake even more dramatic moves to facilitate access to the chosen location. All sites proposed for Amazon will benefit from the following improvements:

Train

- Providence Intermodal Transit Center (PITC) – Rhode Island is investing in moving the state’s key bus hub proximate to the Providence train station to provide easier transition between transportation modes.
- Pawtucket-Central Falls, just north of Providence, is building a \$50 million Amtrak and commuter rail station.

Bus:

- Premium Bus Circuit with exemplary amenities – Rhode Island is building a new bus rapid transit-like corridor which will stop at highlighted Providence sites and will introduce extremely high-frequency transit service. The service will provide amenities similar to a rail line such as dedicated lanes, signal priority, and high-level platforms with fare pre-payment. The line will open in early 2019. The corridor will be useful both for direct commuting needs and potentially for intra-campus travel as a pedestrian accelerator.
- For HQ2: Rhode Island will launch connected and autonomous shuttles along this and other bus routes, with a route plan crafted for Amazon to make the greatest impact on employee commutes. Such a project will be one of the first in America, and will service Amazon employees to make commutes easier and more time efficient.

Plane:

- The T.F. Green international airport -- again voted one of the most convenient airports in the country -- is also one of America’s fastest growing, having secured more than 12 new routes in the last eight months alone. With low-cost service to Ireland, Norway, and Scotland, already, and more transcontinental and international destinations to come, airport service is rapidly expanding.
- Boston Logan Airport is just a 45-minute drive from Rhode Island, and flies to hundreds of destinations nationally and internationally.
- For HQ2: T.F. Green international airport’s leadership has actively pre-negotiated new service to Seattle and San Francisco as part of Rhode Island’s proposal to Amazon with one of its existing air carriers that has asked to remain confidential at present.

Helicopter:

- While T.F. Green international airport’s ease and convenience are unmatched, should HQ2 come to Rhode Island, the Rhode Island Airport Corporation will collaborate with Amazon to initiate regular helicopter service directly between HQ2 and both Boston Logan International and New York John F. Kennedy International, for easy access to long-distance flight routes beyond those at T.F. Green.

T.F. Green international airport ranked one of the most convenient and fastest growing airports in the U.S.

Car:

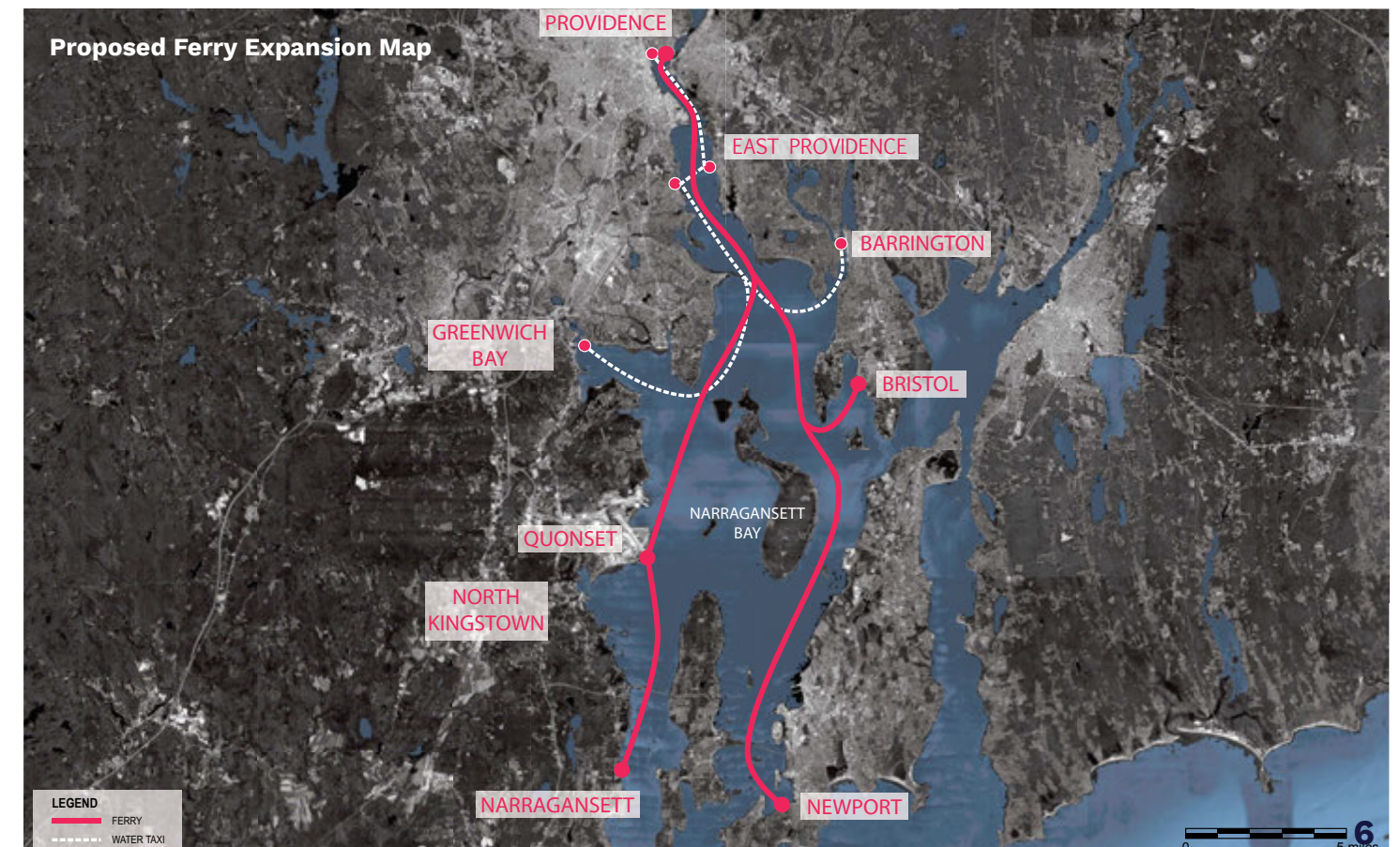
- RhodeWorks: Rhode Island has made a significant investment of \$4.7 billion over ten years to improve the roads and bridges, making RI’s infrastructure more reliable in the long-term for drivers.

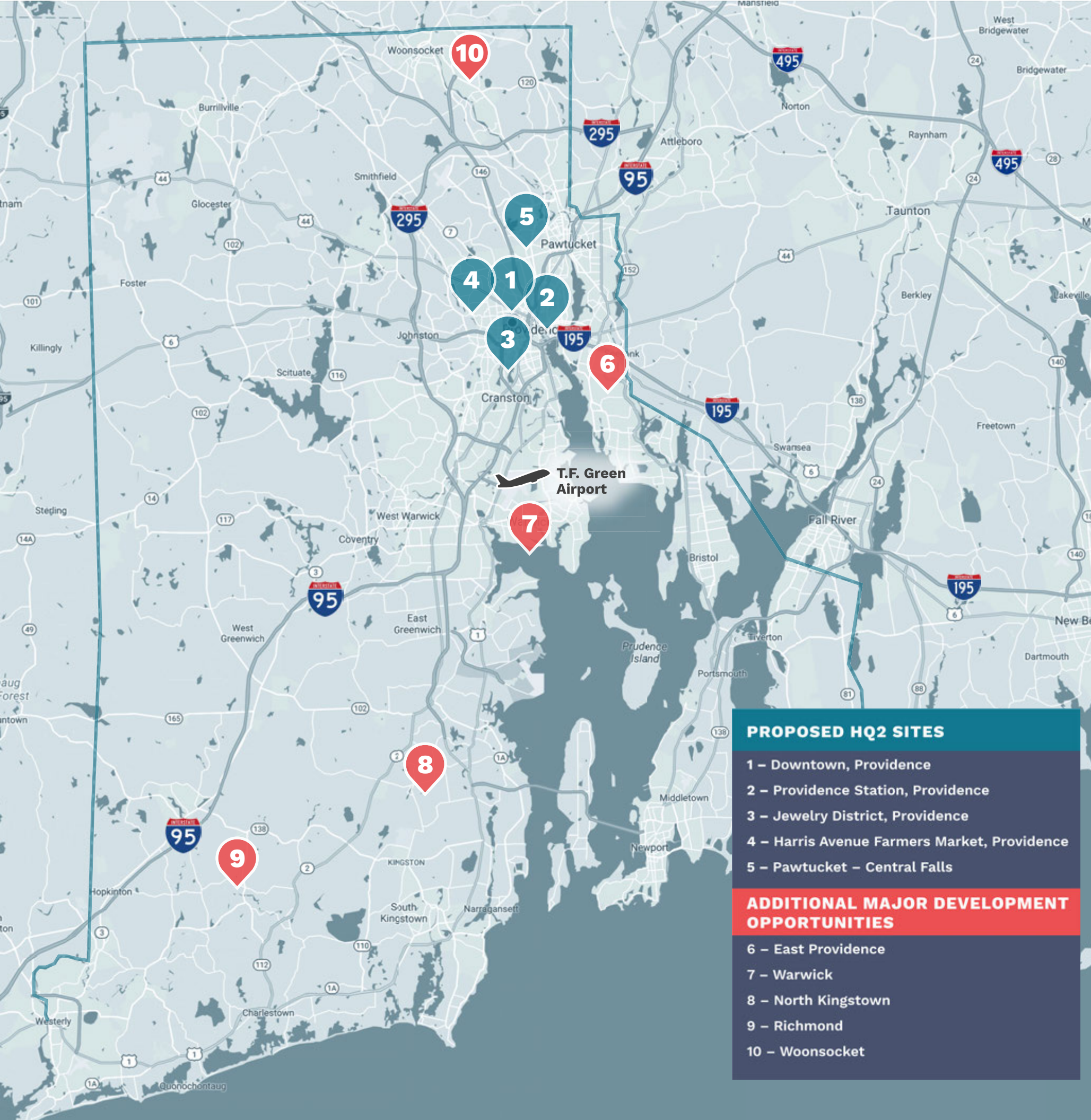
Bike:

- Rhode Island boasts an impressive array of bike paths through Providence’s urban core as well as connecting significant portions of the state.
- A recent bond allocated \$10M to enhance the State’s green economy including a recently-completed expansion of bikeways statewide, creating and maintaining new bike paths which employees can utilize as commuting and leisure options.
- Providence is launching a new bike share program in April 2018.

Boat

- Rhode Island boasts ferry transportation from Providence to Newport with planned expansion to additional Rhode Island locations.
- For HQ2: To support the growth of Amazon, Rhode Island will expand ferry service to desirable nearby cities to enable Amazon workers to live throughout the region.





SMALL STATE BIG OPPORTUNITIES

Rhode Island offers Amazon five sites in high-density metropolitan areas with exceptional transportation and energy assets. Nestled in the Providence Metro Area's highly-walkable, vibrant, and transit-oriented neighborhoods, these sites can meet Amazon's timeline for Phase I Development. Yet, unlike other locations dense with universities and industry, the Providence Metro Area offers Amazon significant space to build all 8+ million square feet plus ancillary development in the center of downtown. As a state, we also provide the flexibility to meet any variety of Amazon's potential HQ2 configurations, whether urban or suburban. In fact, Rhode Island offers many additional major development opportunities within short commuting distance of Downtown Providence, including sites in East Providence, Warwick, North Kingstown, Richmond, and Woonsocket. These five locations would ably support Amazon's growth strategy, and additional details are provided in [Appendix 2](#).

In all cases Rhode Island has explicit legislative authority, through the Rebuild Rhode Island Tax Credit Act, to conduct building and fire permitting at the state level. This helps to ensure timely approvals and on-time, on-budget projects.

PROPOSED HQ2 SITES

- 1 – Downtown, Providence
- 2 – Providence Station, Providence
- 3 – Jewelry District, Providence
- 4 – Harris Avenue Farmers Market, Providence
- 5 – Pawtucket – Central Falls

ADDITIONAL MAJOR DEVELOPMENT OPPORTUNITIES

- 6 – East Providence
- 7 – Warwick
- 8 – North Kingstown
- 9 – Richmond
- 10 – Woonsocket



WELCOME TO PROVIDENCE, THE CREATIVE CAPITAL

Providence is unique among New England capitals as a vibrant, manageably sized, distinctively pedestrian-friendly, and increasingly sought-after city. Providence combines higher-density work and lively environments with a lush retail landscape of independent restaurants, theaters, and neighborhood amenities. The downtown area is compact with access to transit, the financial district, the capitol center, and educational institutions no further than a 20-minute walk away. The regular activity of our local universities provides energy and excitement to our neighborhoods and contributes to Providence's leadership in urban revitalization, transit and migration. And while Providence has experienced a renaissance in recent years, there remains over 40 acres downtown for future infill development.

With respect to further housing opportunities, Providence currently has over 2 million square feet in development with opportunities for an additional 30 million square feet of density on undeveloped land within walking distance from these proposed sites suitable for housing and ancillary uses enhancing the existing vibrant community.





URBAN SITE 1: D O W N T O W N

Rhode Island offers Amazon a built structure option in the signature building of Providence's skyline located in the heart of the city. This option represents the earliest time to occupancy in Rhode Island in approximately fourteen months.

We envision Amazon occupying Rhode Island's most iconic building, affectionately known as the "Superman Building" thanks to its resemblance to the Daily Planet headquarters in the 1950's Superman television series. Completed in 1928 in the art-deco style, its soaring three-story lobby is a well-preserved architectural masterpiece at the epicenter of the city. Currently at 380,000 square feet, we propose an expansion to bring the building's capacity to 500,000 square feet for HQ2 Phase I. The renovation plan will encase the central structure with a continuous crystalline façade, interweaving the new with the old and reinventing the very focus of Rhode Island's most prominent city skyline. Additionally, an undeveloped site next door to the existing building can be developed to add another 500,000 square feet with the opportunity to connect the building with a sky bridge.

The Superman Building's location places HQ2 at the center of Providence and Rhode Island's imagination. The Downtown District is the historic hub of the capital city of Providence and blends seamlessly into the DownCity Arts District. Filled with beautifully restored turn-of-the-century commercial buildings, the Downtown District is the home to hundreds of small businesses, thousands of residents, and the richest concentration of arts and culture in the city. This easily walkable neighborhood is home to an abundance of the city's theaters, hotels, a convention center, world-renowned restaurants, boutique shops, universities, and parks. Employees can take a stroll along the Providence canal, eat at a James Beard-nominated restaurant, and walk to their loft apartment all in five minutes from this building.

Employees commuting to work will have outstanding transit connectivity. The site is a three-minute walk from the Providence Amtrak Station, a two-minute drive from I-95 and I-195 off ramps, and a fifteen-minute drive from T.F. Green airport. The new, fully-financed premium bus circuit will stop at the Superman building and bike commuters will benefit from Providence's dedicated bike lanes and new bike share program (coming April 2018).

Site Benefits:

- Located in the highly-walkable downtown area
- A well-established mixed-use neighborhood served by retail and office
- Walkable to Brown University, Rhode Island School of Design, and Johnson & Wales University
- This existing and untenanted building provides the earliest timeframe to occupy 500,000 square feet in the city (anticipated 14 months)
- Adjacent to multimodal transit hub, including rail service
- Adjacent to Interstate I-95
- Minutes to T.F. Green international airport
- Architectural prominence as the tallest and most detailed structure in the city



PROVIDENCE TRAIN STATION

Preston Scott Cohen, Inc

URBAN SITE 2: PROVIDENCE STATION

This campus offers Amazon the opportunity to create a landmark HQ2 that is located at our major Northeast Corridor train station and that stands across from the neoclassical State Capitol, bridging the private and the public, the new and the old.

This site consists of state-owned land located on several large neighboring parcels with high density zoning. Phase I will be located overlooking scenic Waterplace Park – home to Providence’s famous WaterFire art installation – and the Woonasquatucket River. We propose that further expansion will surround the State House, with the open spaces of the campus often intersecting with the public spaces at the Capitol. In this way, HQ2 would become physically synonymous with the State of Rhode Island.

In addition to being right at Providence Amtrak Station, the campus is directly across from major exit ramps for I-95, facilitating easy access for talent living outside of Providence and Rhode Island.

Employees will have all the benefits of Downtown Providence – mere steps away by foot – as well as access to nearby shopping, eateries, and entertainment. In addition, opportunities for mixed-use housing development plus the ground floor retail in the proposed buildings will attract consistent foot traffic, contributing to a vibrant 24/7 live/work/play area and knitting HQ2 into the cityscape.

Site Benefits:

- Within the pedestrian-friendly downtown area
- Walkable to Brown University, Rhode Island School of Design, and Johnson & Wales University
- A well-established mixed-use neighborhood served by substantial existing retail amenities
- State-controlled development
- opportunity providing full expansion capacity
- Direct access to the multimodal transit hub, including rail service
- Adjacent to I-95;
- Minutes to T.F. Green international airport
- Geographic prominence at one of the highest points in the city



Preston Scott Cohen, Inc.



URBAN SITE 3: PROVIDENCE JEWELRY DISTRICT

The Jewelry District offers Amazon a large swath of state-controlled, development-ready property in a major urban center. By locating on state-owned land – newly revealed by a highway relocation – HQ2 will make real a vision Rhode Islanders have long held for this land; namely, that this district would be the driver of Rhode Island’s economy by claiming its role as the next epicenter of the digital revolution, merging technology with design.

When we moved I-195, we freed up 19 developable acres along the Providence waterfront, located four blocks from Providence’s downtown. We envision this area, plus land owned by major Rhode Island institutions who are willing sellers, as HQ2’s campus, surrounded by the university, corporate, and entrepreneurial ecosystems that radiate from the site. The Jewelry District, now known as the I-195 Innovation & Design District, sits at the nexus of Brown University, the Rhode Island School of Design, Johnson & Wales University, and Rhode Island’s key hospitals – all of which are at most a 7-minute walk away. In the last two years, Johnson & Johnson, the Wexford Science and Technology innovation complex, and a state-of-the-art new nursing education complex have all decided to make the district their home, focusing RI’s innovation economy in the area. Importantly, the Cambridge Innovation Center – a renowned incubator/accelerator – will be a tenant in the Wexford Complex, serving as a home and meeting point for start-ups across the state. They will be neighbors with Brown University’s School of Professional Studies, which has taught executive programs to over 9,000 students in the areas of business, cybersecurity, healthcare, and technology. Together, these anchor tenants will foster innovation that will act as a catalyst for research and development startups across the Innovation and Design District. The Wexford Complex is not just a notion, it is in construction; we broke ground on this development earlier this month. By locating in the Jewelry District, Amazon will be a key part of this reborn and rising district.

The Jewelry District is highly accessible, making commuting to the site simple. The Providence Amtrak Station is a quick 12-minute walk along Providence’s waterfront area, but the premium bus circuit will make it faster with pick-up at the train station and a stop at the site, cutting walking times and making the commute more comfortable. The site also is a 1-minute drive from the I-195 exit ramp and a 3-minute drive from the I-95 exit. A new pedestrian bridge across the Providence River will increase the connectivity from the site to the East Side, a residential hotbed.

The site offers Amazon the opportunity to engage with all the benefits of Downtown Providence and the outdoors amenities of the waterfront district. We envision Amazon employees enjoying the soon-to-be completed 4-acre public park that is adjacent to the proposed Phase I site. This park represents a tremendous opportunity to introduce programming that speaks directly to Amazon’s employees. During a quick lunch run, employees will be among Brown and RISD students, Johnson & Johnson employees, and entrepreneurs as they pick from among the many eateries and food trucks in the area. The adjacent DownCity Arts District boasts an explosion of new leisure and hospitality, retail and residential development within a visually stunning, 100+ year old historic neighborhood. We envision HQ2 expanding throughout the state-controlled I-195 district and into Providence’s downtown, which together provide an opportunity for 20 million square feet of new growth, making it more than possible for Providence to support HQ2 and the ancillary development that will occur.

Site Benefits:

- These newly-recaptured sites are a natural extension of downtown
- State-controlled development opportunity providing full expansion capacity
- Within the walkable downtown area and adjacent to rich retail amenities
- The area has excess density capacity above Amazon’s proposed buildout to provide housing and community retail
- Walkable to multimodal transit hub, served by existing bus routes, with additional transportation infrastructure planned to connect the site and the train
- Adjacent to I-95 and I-195
- Minutes to T.F. Green international airport
- Substantial open space available for programming





URBAN SITE 4: HARRIS AVENUE FARMERS MARKET

The Farmers Market site, located on Harris Avenue adjacent to I-95 and the Providence Place Mall, is a Phase I development site that dovetails with expansion potential in the Providence Station Campus. Additionally, this Site is within a five-minute walk of Providence's booming Valley District with multiple large-scale development opportunities, a vibrant historic and maker community, and approximately 40 acres of developable land. With entitlements approved in excess of 500,000 square feet, the development can easily fulfill the needs of Phase I, or support the continuing ancillary development extending from the Providence Station Campus and beyond.

The building's location is commanding, with the architecture embracing the curve of RI 10 and I-95, two main traffic arteries for the city, and affording a one-of-a-kind branding opportunity via signage and multimedia displays presented to the over 250,000 passing cars per day. The layout of the parcel also creates the opportunity to create several "buildings within a building," with multiple towers of varying heights integrated with abundant outdoor green space and the ability for flex parking below the main levels to suit the requirement. The site is privately owned and the state is in dialogue with the ownership, which is willing to either sell or lease the future development and modify plans pursuant to Amazon's needs.

Of note, the development contemplates dedicated protected pedestrian access to the Providence Amtrak Station and transit hub via a proposed pedestrian skybridge. As a result, such development has the potential to connect the city's traditional downtown with the Valley District, a formerly industrial center for the city whose faithful old mill and factory buildings have largely been converted into loft-style residential and office space, a burgeoning urban agriculture center with several large-scale urban greenhouse operations in development, and a vibrant pedestrian boulevard flanking either side of the historic Woonasquatucket River.

Site Benefits:

- Within the walkable downtown area
- A well-established mixed-use neighborhood served by retail and entertainment
- Entitled for office use
- Adjacent to multimodal transit hub, including rail service and accessible via protected pedestrian walkway
- Minutes to T.F. Green international airport
- Exceptional visibility from the adjacent I-95 as well as from points downtown



WELCOME TO PAWTUCKET & CENTRAL FALLS

THE BIRTHPLACE OF INNOVATION

Pawtucket, a city just north of Providence, is considered the birthplace of the industrial revolution as the home of Slater Mill, which was the first fully mechanized cotton-spinning mill in America. Today, the city retains many of those beautiful mill structures which have been repurposed as loft commercial or residential spaces. Neighboring Pawtucket is Central Falls, one of the most densely populated and diverse cities in the country. The city enjoys a mix of residential and commercial activities, with an important food culture emerging. These two cities will benefit from a new rail hub, located directly on their shared border and slated to provide Amtrak and MBTA (to Boston) commuter rail access a short walk from the proposed HQ2 site.



URBAN SITE 5: PAWTUCKET-CENTRAL FALLS, THE BIRTHPLACE OF INNOVATION

We envision HQ2 building the future of the economy in the birthplace of America's industrial revolution. In Pawtucket-Central Falls, HQ2 will find all the room to grow needed as well as an easily accessible campus for employees. Commuters will benefit from the bus hub and new train station steps from the HQ2 site, as well as the 1-minute drive time from the I-95 off-ramp. Pawtucket itself is highly walkable and bike-able, and is accessible by bus.

The proposed Phase I and subsequent development can be fully contained within a compact area of the shared border of Pawtucket and Central Falls that lies adjacent to the new rail station. Noteworthy is that as the proposed Phase I will occupy existing and repurposed antique mill space, the time to occupy is greatly reduced as the structures are ready for buildout immediately. Subsequent phases can occupy an additional 1.5 million square feet of additional loft space or build out new space in the District that lies adjacent to the new rail station.

The Phase I buildings are owned by a single motivated private investor.

Amazon's workforce will enjoy access to the emerging and highly international food scene in Central Falls as well as easy access to Pawtucket Red Sox games (the AAA affiliate of the Boston Red Sox). Many cultural activities happen proximate to the proposed Amazon site, including the annual Chinese Dragon Boat Races.

Site Benefits:

- Within the walkable downtown area of Pawtucket
- A well-established mixed-use neighborhood served by retail
- The existing and vacant buildings provide almost 1.5 million square feet of potential redevelopment, allowing the site proposed for Phase I to provide a speedy construction timeframe to put in service
- Adjacent to multimodal transit hub
- Short distance to downtown Providence
- Minutes to T.F. Green international airport

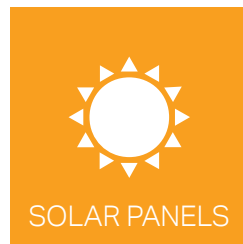


STRONG & SUSTAINABLE ENERGY INFRASTRUCTURE

Renewable Resources



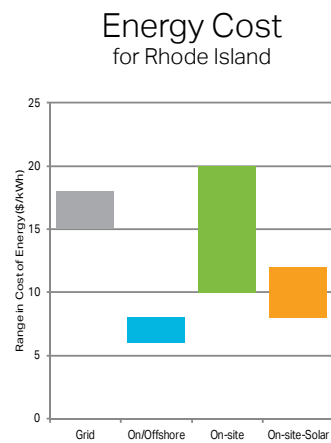
Large local resource
Already in development
Offshore Wind +
Uphill Wind



Solar - 1,370 kWh/kW/year
Building footprint - 0.6 of
parcel area
(assumed 23 acres)
Roof area - 70% solar
Calculated that the peak
Solar capacity is 7 MW



Regional sources of
biomass / biofuel
40 MW local biomass
generation



Renewable Energy

As the first state to establish a commercial offshore wind farm in the United States, Rhode Island's Block Island Wind Farm provides 30 MW of renewable energy. Capacity for renewable energy will expand over time and Amazon will be positioned to purchase this renewable energy to support its operations.

Bandwidth and Fiber

Rhode Island has the fastest broadband speed (average speed of 36.7 Mbps) of any state in the nation. In addition, a significant amount of dark fiber sits underneath and in proximity to the proposed Amazon sites and could provide HQ2 with essentially unlimited fiber capacity.

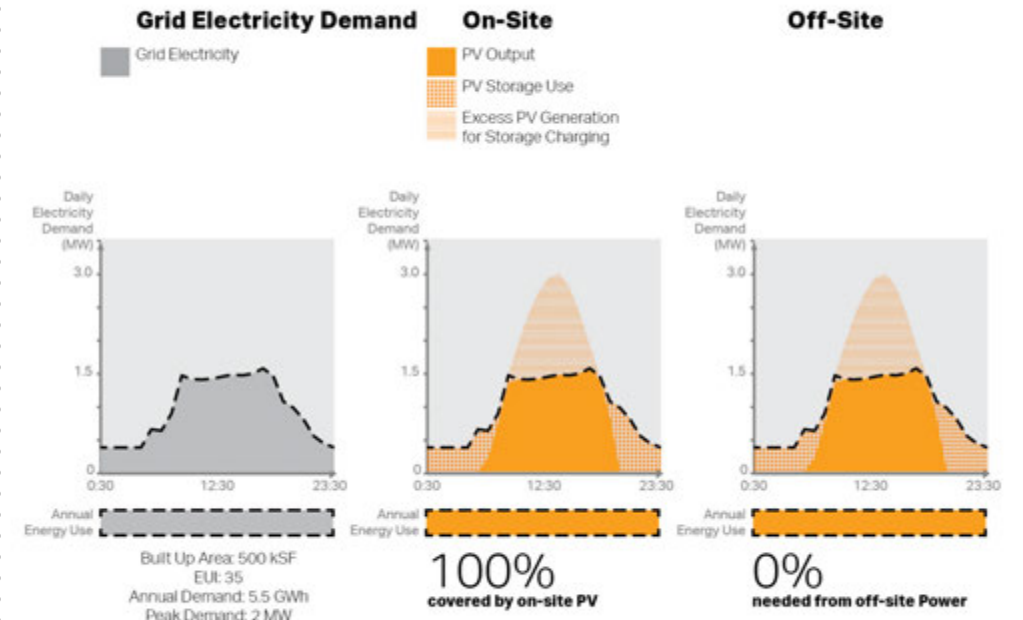
RI Energy Infrastructure in Action

When considering a new site, we know that Amazon will require unrivaled security and performance in its energy systems. The solution to this is a secure campus microgrid tied to local distributed energy resources, smart infrastructure optimizing operations, reliable grid connections with sufficient capacity and redundancy, and access to local renewable energy. Knowing all that, the Jewelry District Campus in the I-195 Innovation & Design District is uniquely positioned to deliver a short development period due to recent local infrastructure upgrades, and leading local green power industry. National Grid, the

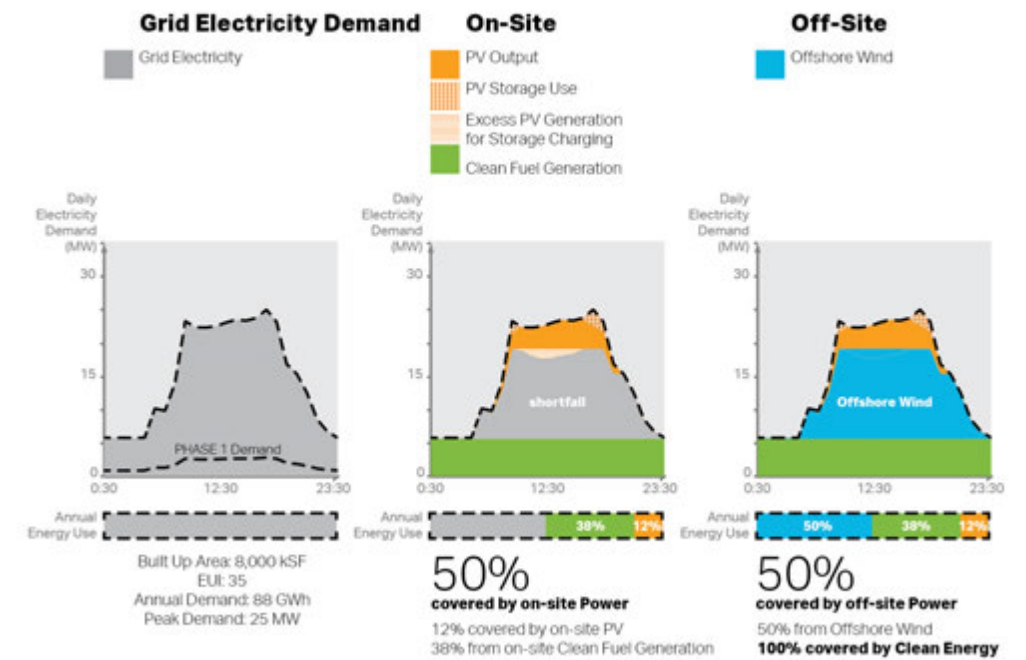
electric utility, has constructed a new state of the art substation in the Jewelry District with 40-50 MW of spare capacity such that any construction of Amazon's scale could potentially create a self-contained, micro-grid with full on-site renewable energy production for Phase I. The State of Rhode Island is prepared to leverage this new commissioning to provide enough capacity for Amazon to insulate Amazon's site from exogenous grid interruptions making this one of the most resilient sites in America.

Given the available land area in the allocated sites, rooftop and parking solar generation potential is sufficient to meet generate 100% of the Phase 1 energy demand on-site as well as 50% of the future total energy demand to be met by on-site solar. On-site solar coupled with base-load generation (such as fuel cells, CHP, of clean-fuel generators) and battery energy storage via a dedicated microgrid could allow Phase 1 to 'island' and maintain reduced operations should there be any reason to (grid outage, local weather event). For the remaining energy demand which cannot be generated on-site, RI can supply 100% renewable energy from the growing local on- and off-shore wind farms. This would allow Amazon to have both a resilient, and 100% renewable energy supply strategy from Day 1.

Summary | PHASE 1



Summary | FULL BUILD-OUT



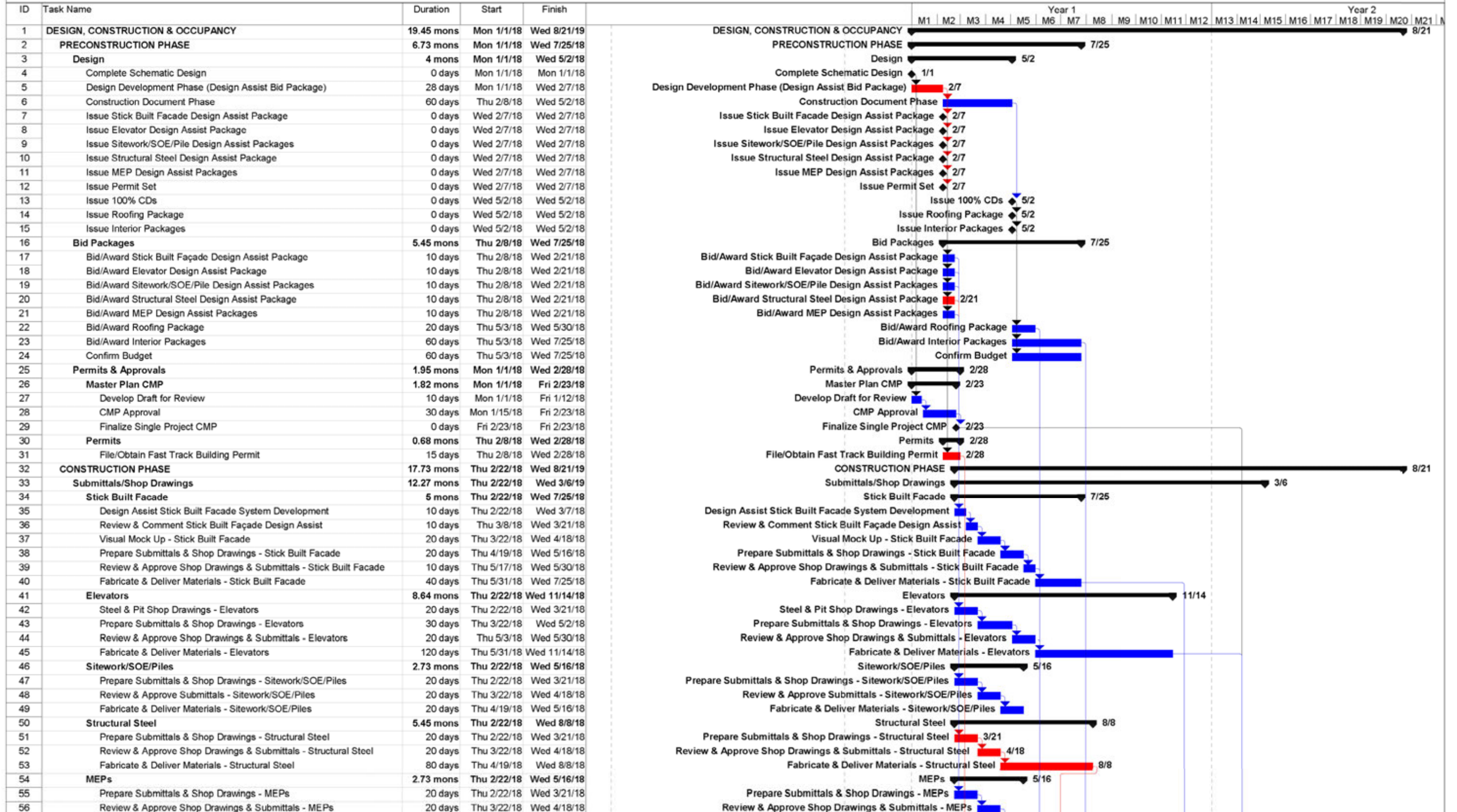
On-site and off-site renewable energy production capacity for Phase I (top) and Full Build Out (bottom)

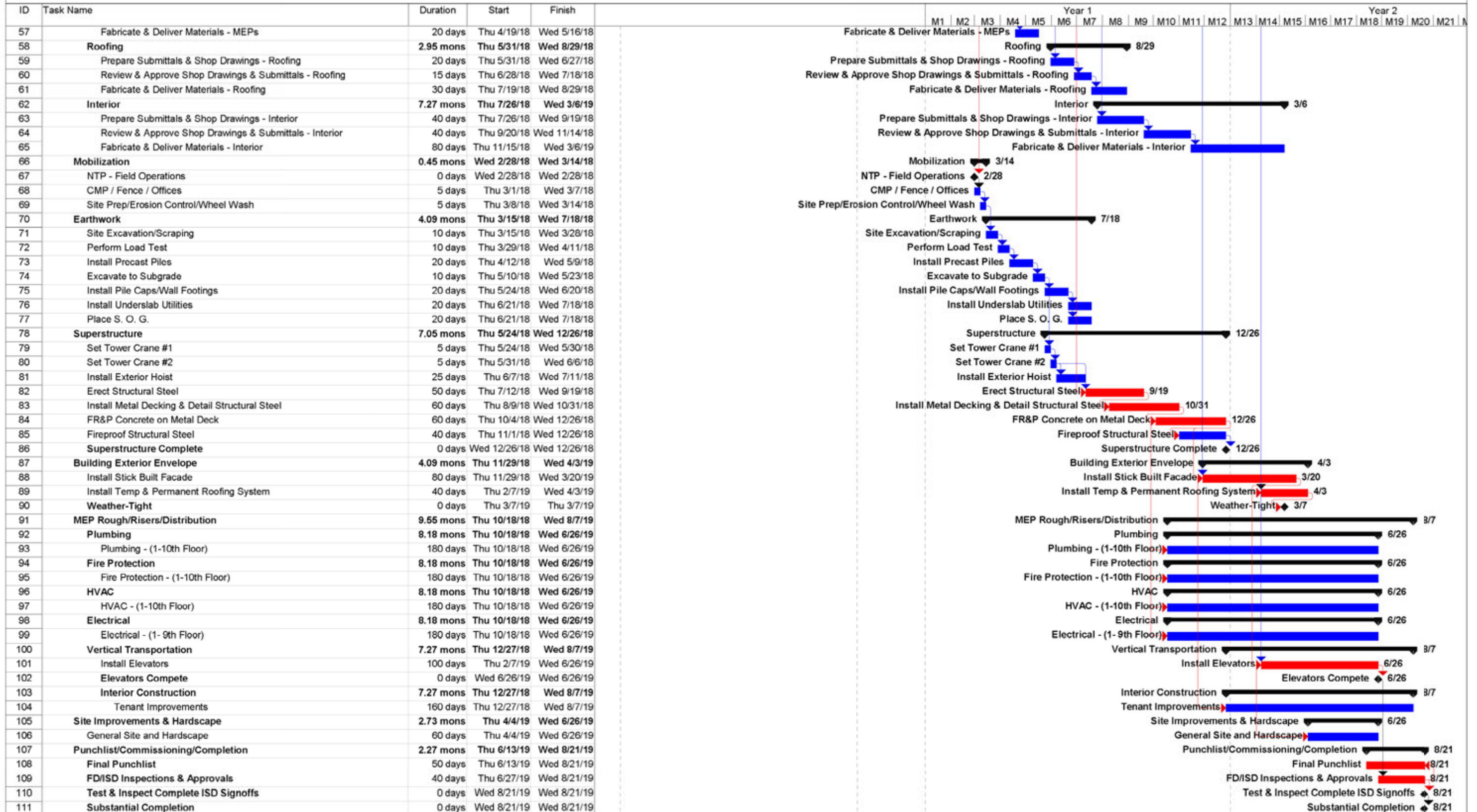
ACCELERATED CONSTRUCTION SCHEDULE

The State has worked with AECOM to help determine the feasibility of developing, from building concept to Certificate of Occupancy and tenant fit out, a 500,000 square foot office tower in Providence in the timeframe outlined in the RFP. AECOM is a worldwide, vertically integrated engineer/design/build firm that has expertise in all product types of construction. Using their experience in building similar projects, they have presented to the State the following GANTT chart that details the processes and projected timeframes required to deliver this proposed tower.

The chart estimates a total duration of work for a ground-up tower of 10 stories, including design and permitting timeframes, at just shy of 20 months. Backing into Amazon's critical delivery schedule will help inform the company when it must take action on picking a site if a ground-up development path is chosen.







An aerial satellite-style map of the United States is shown, with a color gradient transitioning from dark blue on the left to bright red on the right. The map features white outlines of state boundaries and a network of thin white lines representing roads or infrastructure. The text 'TRAINING CENTER' is overlaid in large, bold, white, sans-serif capital letters. Small white plus signs are placed at regular intervals between the letters of the text.

T + A + L + E + N + T
R + I + C + H



HQ2's Immediate Hires: Deep Regional Talent Pool

Rhode Island may be small, but we routinely bend borders. Our companies draw top talent at all levels from across Rhode Island as well as Connecticut and Massachusetts. From some of Boston's most desirable suburbs, the morning drive to Providence is often quicker than it is to Boston. In fact, approximately 11% of workers in Rhode Island commute from other states. Companies nearer to Massachusetts, like CVS, report that 43% of their tech workforce commutes from out of state. If Amazon were to come to Rhode Island, the company will have immediate access to this pool of ready talent, which includes over 115,000 tech and engineering professionals

Rooted in a long history of free-thinkers and industrial excellence, Rhode Island has always been about innovation. We were the launching pad of the Revolutionary War, the start of the Industrial Revolution and now, we're emerging as a key node in the development of the digital future.

RI'S OFFER FOR AMAZON:

Amazon Academy: A new institution of higher education, made for Amazon. Rhode Island's colleges and universities – including Brown University, the Rhode Island School of Design, and the University of Rhode Island – will partner with Amazon to tailor their world-class programming to Amazon's specific hiring and training needs at a single, centralized Amazon facility.

Concierge Recruitment Services: Rhode Island's workforce development team and partners will execute on a plan designed by Amazon to find and recruit the talent HQ2 needs.

RHODE ISLAND RANKS:

- **First state in the nation to have both free community college and computer science education in all K-12 schools**
- **#1 Applied Math program in the United States – located at Brown University**
- **#1 on the East Coast for number of college degrees/certificates produced per 1000 residents (#2 nationally)**
- **#1 for Bachelor degrees awarded per 100 people by state**

Companies find the hard-working, cross-disciplinary talent they need in Rhode Island because of our regional talent pool, strong university system, turnkey workforce solutions, and innovative K-12 programming. Here is how Rhode Island will ensure that Amazon accesses the talent it needs, starting on Day One:

- **Immediate Hires:** HQ2 will draw upon the 2.6 million workers living within a 60-minute commute of Providence, as well as use Rhode Island's turnkey workforce development solutions to source the first hires.
- **Near-term Hires:** Every year, Amazon will have its pick of 100,000+ annual graduates from the diverse, interdisciplinary ecosystem of universities within a 60-minute drive of Providence.
- **Long-term Hires:** We're building the best tech talent pipeline in the country with innovative programs in all K-12 schools across Rhode Island – including a computer science curricula in all public schools (Rhode Island will be the first state to achieve this goal). This will ensure that Amazon will have the talent it needs well into the future.

Rhode Island will be the only state with both computer science in every K-12 school AND free community college for all high school grads

and over 125,000 business and management professionals. Amazon will benefit from the high retention rates for tech workers (Rhode island has the 8th lowest turnover rate in the country for the software industry, lower than Boston by 14.5%) as well as up to 30.0% savings on salary due to the more affordable cost of living in Rhode Island. For example, software developers in Rhode Island earn an average salary of \$92,000 compared to Seattle's average salary of \$131,000. This pool of highly talented – and highly stable – professionals will provide HQ2's first tranche of hires for all levels.

HQ2's Near-Term Hires: University Graduates

Amazon's next hires would be from the more than 100,000 students graduating from colleges and universities within an hour drive of Providence. RI companies draw heavily upon the eleven world-class colleges and universities packed into Rhode Island as well as nearby universities, which together represent the most highly ranked and industry-aligned universities in the country. Amazon would have its pick of new employees and interns from Brown, Harvard, MIT, Rhode Island School of Design, Bryant University, University of Rhode Island, University of Massachusetts, University of Connecticut, and Worcester Polytechnic Institute, to name a few. With such a rich ecosystem of higher education, Rhode Island is ranked #1 among states for a number of bachelor degree awards per 100 people. Amazon would have remarkable access to an increasing number of computer science, data science, math, and engineering graduates at Rhode Island universities. The universities stand ready to build custom recruitment programs for Amazon, if HQ2 comes to Rhode Island.

STUDENTS GRADUATING WITH DEGREES RELATED TO COMPUTER AND MATHEMATICAL OCCUPATIONS – 60 MINUTE DRIVE TIME FROM PROVIDENCE, RI

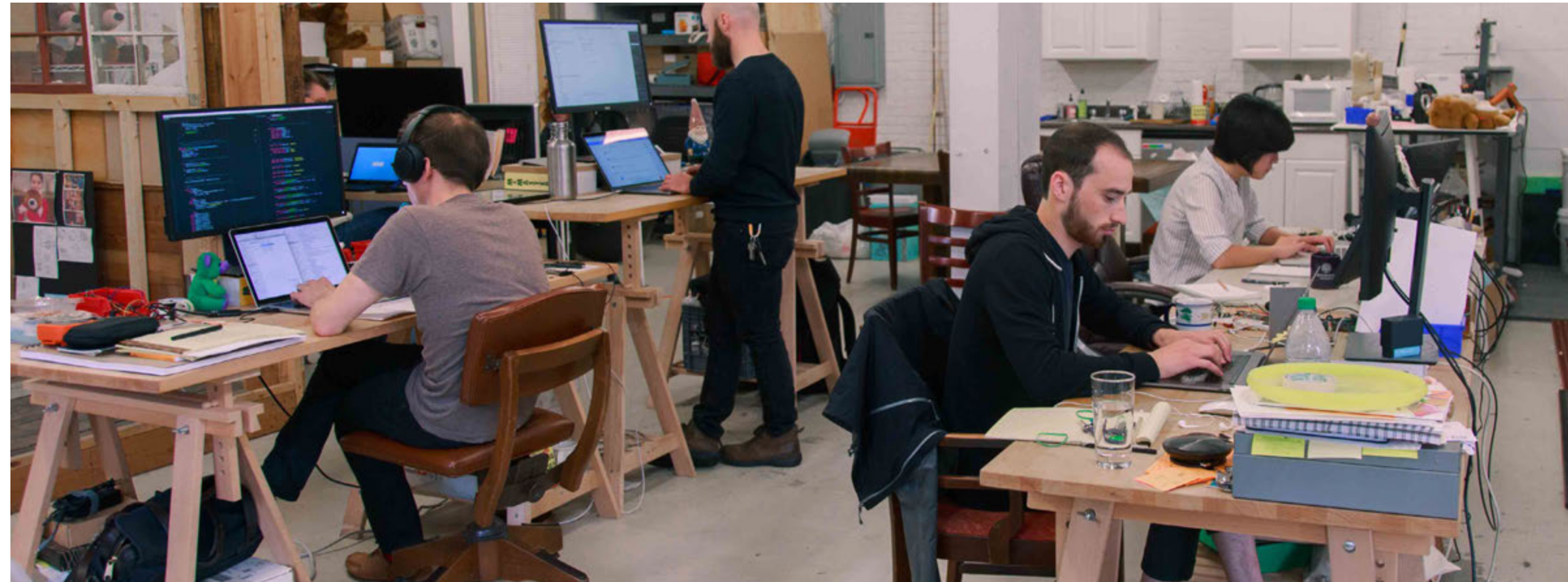
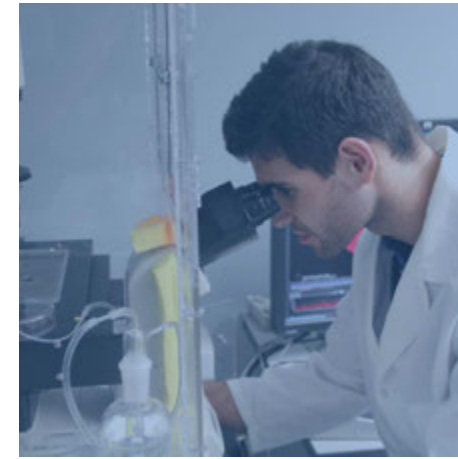
	Associate's	Bachelor's	Master's	Doctorate	All Award Levels
Year	Awards	Awards	Awards	Awards	Awards
2014	437	3,089	1,881	227	5,914
2015	451	3,443	2,411	230	6,827
2016	418	3,878	2767	232	7,623

For more graduation information, see Appendix 9.

Unlike other states where universities are tapped out, Rhode Island's universities are nimble, interdisciplinary, and eager to partner with Amazon to pursue novel research and build direct employment pipelines for graduates. (see Appendix 9)

- **Data and Computer Science at Brown University:** **Computer Science is currently the most popular major at Brown University**, graduating 144 students last year and growing annually. Due to Brown's open curriculum, CS majors are **interdisciplinary, strategic thinkers** who not only code but also design. Graduates are eager for jobs at Amazon, and Brown welcomes the opportunity to build a recruitment program for Amazon which could include early access to students, branded internship opportunities, engaged coursework, and more. Furthermore, Brown's new Data Science Initiative – **founded with a \$40 million investment** – brings together Brown's #1 ranked Applied Math department with the Computer Science, Biostatistics, and Math departments to discover novel methodologies, drive data science research across the university, and train the next generation of data science graduate students. Brown would welcome Amazon as a founding industry partner for this initiative.
- **Design Thinking and Digital at Rhode Island School of Design (RISD):** **Often ranked the top design school in the country**, RISD excels at design-thinking, providing the kind of rigor and creativity that produces phenomena like Airbnb. Students in programs ranging from industrial design to ceramics learn how to take problems apart and see ideas from different directions. RISD has added a **coding requirement**, which encourages students to build code as a language and an art form, and readies them to bring their skills to digital work from "Day 1." The almost 2,500 students are eager for opportunities to intern and work at Amazon, and would be a ready and unique pipeline of talent for HQ2.
- **Supply Chain Programs at Bryant University and the University of Rhode Island:** Rhode Island schools excel at supply chain management training. The Wall Street Journal named Bryant University's Global Supply Chain Management program one of the 'hottest' new M.B.A programs in the country and the University of Rhode Island's SCM program is in the top ten nationally. These talent pipelines were a key reason Johnson & Johnson chose Rhode Island for its newest health technology center. HQ2 would have ready access to these programs to source top supply chain talent. In fact, Bryant alumni already number among Amazon's supply chain experts.

- **Unmanned Vehicles at URI and the Naval Undersea Warfare Center/Naval War College:** Rhode Island is developing the next generation of unmanned vehicles, particularly underwater drones. Between the US Navy's premier research center redeveloping the hardware and software for military drones and the University of Rhode Island's new industry-driven drone curricula, Rhode Island graduates will be at the forefront of novel, secure unmanned delivery systems. As Amazon considers new ways to approach supply chain and delivery, including an underwater storage system, access to Rhode Island-trained talent will be key.



AMAZON ACADEMY

Rhode Island universities collaborate frequently, bringing together the strengths of an Ivy League university, a globally renowned design school, the US Navy, and one of America's sea grant universities. Together, these institutions offer Amazon a unique collaborative opportunity: Amazon Academy. Here, we envision Amazon employees getting the professional development and training they need to advance Amazon's goals by braiding together the collective programming of Rhode Island's eleven colleges and universities. Instead of Amazon needing to build relationships with eleven separate schools, we envision a one-stop-shop for Amazon employees to access university programming that is targeted to company needs. For example: a Brown University executive studies course in cyber for Amazon's leadership; a RISD design-thinking course for managers to consider innovative ways to structure and re-structure customer obsession at every level of the company; or a weekend cyber range exercise with Salve Regina and the Naval War College for new cyber units. This facility would be built and operated as a joint venture between the State and Amazon.



Through Rhode Island’s successful Wavemaker Fellowship program, we will facilitate Amazon’s recruitment and retention of top university talent. The first of its kind in the U.S., the Wavemaker Fellowship provides a tax credit to defray student loan payments for up to four years for graduates pursuing careers or starting businesses in technology, engineering, design and other key sectors. Amazon employees will benefit from up to \$6,000 in tax credits for up to four years from this program, effectively raising their salaries and serving as an attraction and retention tool for the company.

Amazon Academy: braiding together the programming of Rhode Island’s colleges and universities

AMAZON ACADEMY

SCHOOLS	Combined Assets of all institutions, for Amazon’s new pipeline & ongoing training needs:					
	STRATEGY	BUSINESS OPERATIONS	MARKETING/ COMMUNICATIONS	CYBER SECURITY	COMPUTER & DATA SCIENCE	MANAGEMENT
BROWN UNIVERSITY	✓	✓		✓	✓	✓
BRYANT UNIVERSITY	✓	✓	✓	✓	✓	✓
COMMUNITY COLLEGE OF RI		✓	✓	✓	✓	
JOHNSON & WALES	✓	✓	✓	✓	✓	✓
PROVIDENCE COLLEGE	✓	✓	✓		✓	✓
RHODE ISLAND COLLEGE	✓	✓	✓	✓	✓	✓
RHODE ISLAND SCHOOL OF DESIGN	✓		✓			✓
ROGER WILLIAMS UNIVERSITY				✓		
SALVE REGINA UNIVERSITY	✓	✓	✓	✓	✓	✓
UNIVERSITY OF RHODE ISLAND	✓	✓		✓	✓	✓

HQ2's Turnkey Talent Pipeline Real Jobs Rhode Island

As HQ2 scales up, Rhode Island will build the exact program to fulfill the need and source the talent, providing a turnkey workforce solution. Our approach to workforce development is customer-obsessed and demand-aligned: employers define the skills they need and the training that would fulfill those skills, and the state finds the talent and pays for the training. Through this program, more than 1,400 Rhode Islanders have been trained, and more than 900 have been placed in jobs. The program can scale dramatically depending on employer demand. For Amazon, Rhode Island stands ready to build and fund the trainings for HQ2 at the moment talent pipeline needs are identified, and will serve as a comprehensive recruitment and outreach arm to source new hires. We've proven that this approach works in job types across 22 industries, ranging from health careers to design-focused professionals to banking to tech.

Turnkey Tech Hiring, with a focus on Diversity

Rhode Island is the first (and, during the initial phase, the only) site for Opportunity@Work, a national non-profit that is executing on the TechHire initiative launched in the Obama White House to rewire the tech hiring ecosystem, screening in non-traditional candidates to fill the ever-growing number of tech jobs. By bringing General Assembly bootcamps to Rhode Island, developing new computer science minors across four universities, and helping candidates demonstrate their coding skills to employers, TechHire RI and Opportunity@Work have helped make it possible for companies to find the talent they need, for career-switchers to find new opportunities, and for non-traditional candidates to join the tech workforce. When GE Digital came to Rhode Island, TechHire RI helped source a third of GE's first hires, all of whom were candidates GE normally would have "screened out." Today, these are some of GE's best, most creative and diligent employees. TechHire RI stands ready to source thousands of non-traditional candidates for Amazon and to manage trainings that fit Amazon's unique needs.

HQ2's Longer-term Pipeline: Industry-Driven K-12 and College Curriculum

Rhode Island is pursuing an aggressive and comprehensive longer-term talent development pipeline built around forward-thinking community colleges, innovative partnerships between employers and education institutions, and industry-driven curricula.

Here's how we're getting it done: In 2017, after Rhode Island became the fourth state to make community college free, first-time enrollment increased 47% at the Community College of Rhode Island. Since 2016, we have also built early college high school programs in five regions, joining companies like CVS Health and General Dynamics Electric Boat with public schools and the Community College of Rhode Island. These programs give employers a seat at the table in designing curricula and create a steady stream of talented, trained workers

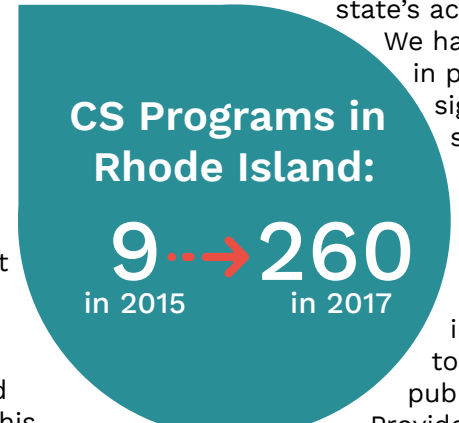
CS4RI: Computer Science For Rhode Island

In 2016, we launched Computer Science for Rhode Island (CS4RI), which is ensuring that CS is taught in every K-12 public school in Rhode Island by the end of this year (RI will become the first such state in the country). Moreover, since launching the initiative, Rhode Island has tripled the number of Advanced Placement CS programs in the state and increased enrollment for women and students of color. This initiative led to a 20.0% increase in Latino students taking Advanced Placement CS tests over the same period, and 500% more students receiving a qualifying score in Advanced Placement CS in 2017 compared to 2015.

Rhode Island is investing in K-12 students, teachers, and infrastructure to build the state's long-term workforce pipeline. In 2017, we unveiled a three-year, statewide career readiness action plan that, by 2020, will have all Rhode Island high school students

graduating with college credit or an industry credential and completing a work-based learning experience, such as an internship. We're already leading as a state on Career and Technical Education (CTE). In Rhode Island, students can attend any CTE program of their choice throughout the state. By increasing access to high-quality CTE programs, we've empowered educators to collaborate with employers to design a demand-driven system for career education. Rhode Island is also preparing to announce a multi-billion-dollar public school construction initiative that will improve existing facilities and build new schools so that Rhode Island's school system keeps pace with the state's accelerating economy.

We have the infrastructure in place to support significant increases in student population, and we've proven that we will respond to parent and student demand to grow successful schools, including recent steps to expand top-ranking public charter schools in Providence by thousands of students over the coming years.



CS TAUGHT IN
100%
OF RHODE
ISLAND
PUBLIC
SCHOOLS
BY DECEMBER
2017

An aerial satellite-style map of the United States is shown, overlaid with a color gradient that transitions from dark blue on the left to bright red on the right. The map features white outlines of state boundaries and a grid of small white plus signs. The text 'GOOD LIVING AT THE RIGHT PRICE' is superimposed in large, bold, white, sans-serif capital letters across the center of the map.

**GOOD LIVING AT
THE RIGHT PRICE**

EASY LIVING IN RHODE ISLAND

Scrappy, committed, proud – these are the characteristics that drive Rhode Island’s culture. We’ve always had funky ideas about the world, whether it was that religious freedom should be codified or that transgendered individuals should have access to healthcare or that computer science should be in every school. We work furiously, we love our neighborhoods fiercely, and we don’t believe in giving up. That’s how we’re a culture of designers, innovators, and makers and how we attract some of the best thinkers in the world.

And once people come to Rhode Island, they stay. With all the charm of East Coast living, all the beauty and recreation of 400 miles of coastline, and all the culture of a diverse, cosmopolitan city –at an unbeatable cost of living– it’s easy to see why.

With a population just over a million people, and with 76 different languages spoken, Rhode Island packs in cultural variety and experiences of every kind. Eat at one of America’s best new restaurants in Providence’s hip West End neighborhood. Take an after-work woodworking class at the country’s best design school. Learn to sail on the glistening Narragansett Bay. Take in the majesty of the American National Polo Team in Newport or the family fun of a Pawtucket Red Sox baseball game. Exercise on Sunday morning along a bike path that follows the French army’s first march during the Revolutionary War. Connect to the nation’s fastest broadband network for a cozy morning of cartoons with the kids. The variety and density makes us a place for millennials, new families, and executives to thrive.

Providence Named one of the Most Inspiring Art Cities

– *Departures Magazine*

Home to some of America’s Best New Restaurants

-- *Oberlin and Bucktown -- Bon Appetit*

**Providence
is America’s
Favorite City**
– *Travel+Leisure*

Providence is
#1
for Attracting
Millennials
– *Inc. Magazine*

**Best
Adventure
Destination**

— *National Geographic*







A DAY IN LIFE



MILLENNIAL

Amrita

Lives in Providence
Software Development Engineer







-  5 minute bike to work on one of our 60 miles of bike paths
-  Team Meeting with client in the Jewelry District
-  Meets friends after work for drinks and live music
-  Plan a weekend hopping around Providence – America’s coolest city



EXECUTIVE

Hannah

Lives in Providence
Senior HR Manager






-  8 minute walk from Condo near the State House to Providence Station
-  16 minute train to T.F. Green Airport
-  1.5 hour flight to Washington D.C. for meeting
-  Returns to Providence in time for showing of *Hamilton* at PPAC with her partner
-  Cocktails in the vault of an old Federal Reserve Bank
-  Check RSVP's from friends in New York who are coming up for the Newport Jazz Festival



FAMILY GUY

Doug

Lives in North Kingstown
Creative Director

-  Kayak in the morning on Narraganset Bay after walking the dog
-  20-minute train ride from Wickford Junction to Providence Station
-  Walk to RISD for design workshop
-  Home in time for daughter's field hockey game
-  Plans family hiking and camping trip along some of the best hiking in New England



**News Flash!
World's Tiniest
State Pops Out
Coolest City**

— *GQ Magazine*

Affordable Living

Rhode Islanders enjoy an unparalleled cost of living advantage – up to 14% more affordable than Seattle and 18% more affordable than Boston. Go-to items simply cost less in Rhode Island:

Rhode Island's Low Cost of Living:

	RI	Boston	Seattle
Bread	\$2.99	\$4.09	\$4.37
12" Pizza Hut Pizza	\$8.99	\$11.00	\$12.06
Movie Ticket	\$11.25	\$13.03	\$13.27
Bowling (per game)	\$4.75	\$7.13	\$5.38

When compared to other cities, Providence real estate offers a terrific value. The homes are as diverse as the residents, providing everything from renovated lofts and luxury high-rises, to multi-family properties and restored historical homes. The average two-bedroom dwelling in Providence will offer more square footage at a fraction of the price one would pay in comparable cities such as Boston and New York.

Rent 2-Bedroom Apartment (Rent Jungle, 2017):

Providence	Seattle	New York City	Boston
\$1947	\$2805	\$5429	\$3246

Median Home Sale Price: (Zillow, 2017):

Providence Metro	Seattle Metro	New York City Metro	Boston Metro
\$177,900 Metro	\$453,100 Metro	\$427,300 Metro	\$430,200 Metro
\$257,900 in Rhode Island	\$690,200 in Seattle	\$1,695,000 in Manhattan	\$563,300 in Boston

PROVIDENCE
IS THE MOST
HISTORICALLY
PRESERVED
CITY
IN AMERICA

Rhode Island
has over
400 miles
of coastline

FROM PROVIDENCE

10 minutes OR LESS

- Stroll through America's most historically preserved city
- The charm of the New England sea – sail from the head of Narragansett Bay along the islands and coastline that have charmed people for centuries
- Visit the RISD Museum, one of the largest and best university art museum's in the country
- See a show – Rhode Island has more theaters per capita than any state
- Dine at one of our many James Beard award nominated restaurants

From one to two hours

- America's first resort – Newport, Rhode Island
- The Northeast's most stunning beaches
- The vibrancy of Boston and Cambridge and the mountains of New Hampshire and Vermont are in Rhode Island's backyard
- Enjoy the oldest Fourth of July celebration in America
- Block Island, Martha's Vineyard, Cape Cod, and Nantucket

From 3 to 6 hours

- New York City. Montreal. Europe. All easily accessible by rail, car and low-cost air carriers.

An aerial satellite-style map of the United States is centered in the background. The map is overlaid with a color gradient that transitions from a deep blue on the left side to a bright red on the right side. A grid of small white plus signs (+) is scattered across the map. The text is centered horizontally and vertically over the map.

**NIMBLE GOVERNMENT &
RESPONSIVE-BOLD
INCENTIVES**

FISCALLY STABLE:

Rhode Island is committed to thinking long-term and taking on challenges that need attention, which is how we have one of the most stable and fiscally responsible business environments in the Northeast. Unlike neighboring states, Rhode Island tackled its looming pension and Medicaid crises. As a result, Rhode Island taxpayers and businesses are benefitting from more than \$90 million in

Medicaid savings and up to \$4 billion in pension savings going forward.

Our proactive approach allows our state to maintain a predictable tax environment. In Rhode Island, Amazon would benefit from one of the lowest combined tax rates in the Northeast. Over the last 20 years, there have been no across-the-board income, corporate, sales, property, or casualty tax increases in Rhode Island. And we don't rest on our laurels. To keep our tax environment competitive, the state continues to take steps to lower taxes. Recent changes include:



In addition, with no public referendums or ballot initiatives, businesses can rely on a more stable political climate that supports job creators in Rhode Island.

Amazon would benefit from this solid foundation and would find Rhode Island among the most cost-effective options in the Northeast. Furthermore, our small size would result in corporate tax advantages to Amazon based on the State's Single Sales Tax Apportionment, making Rhode Island a strong financial choice for HQ2.

RESPONSI-BOLD INCENTIVES

We offer incentives for HQ2 that are both responsible and bold. Perhaps equally important, we aim to work with Amazon to structure these incentives so that our interests are aligned. As Amazon's shareholders and customers benefit, so do the people of Rhode Island. We want Amazon to be part of the vision we have for Rhode Island's dynamic growth. To achieve these goals, we suggest two principles for responsiBOLD incentives:

1. Create value for both Amazon and Rhode Islanders alike. In addition to providing direct-to-Arizona incentives, we plan to target specific mutual goals, such as addressing future transportation infrastructure investments, meeting growing workforce housing needs, and others.
2. Remain fiscally responsible, drawing upon incremental revenue generated to support this comprehensive suite of incentives (e.g. through delivery of such incentives for new taxpayers and new taxes paid).

- Based on a combination of the information you've provided and assumptions we've made regarding salary distribution, the corresponding personal income taxes generated, and the pace of hiring, here's a breakdown of Rhode Island's initial estimate, [REDACTED]:
- **Direct financial incentives to Amazon totaling [REDACTED].** This projection utilizes existing incentive tools established statutorily and conveyed via a tax credit as well as direct payments to the company resulting directly from incremental state revenues.
- **Infrastructure investments totaling [REDACTED]** to support Amazon's build-out, promote a vibrant live/work environment, and enhance community, educational, and social amenities. This includes projects ranging from traditional roadwork projects to autonomous vehicle pilots, as well as workforce housing, and other infrastructure investments that address a shared commitment to Rhode Island's future.
- Time frames and dollar amounts are subject to discussion and negotiation. If there were to be justification to extend the award timeframe, there is the potential for even more in incentives to the company and community.
- Note: The figures above are mutually modifying and therefore cannot simply be added to arrive at a total [REDACTED].

Here's how Rhode Island's investments in HQ2 break down by phase and type:

- **Overall Phases I-III & Beyond Total: [REDACTED]***
- **Qualified Jobs Tax Credits [REDACTED]** an annual tax credit that is equal to employees' new personal income tax withholdings [REDACTED]
- **Rebuild Rhode Island Tax Credits [REDACTED]** towards Amazon's real estate projects. This is the maximum investment permitted under the program's statute. [REDACTED]
- **Sales and Use Tax Rebate through the Rebuild Rhode Island Tax Credit Program** estimated to be [REDACTED] to support the construction and fit-out of Phases I-III of HQ2 and beyond.
- **Up to [REDACTED]** for an Amazon-designed program based on Rhode Island's popular Wavemaker Fellowship, supporting Amazon's specific hiring needs to target non-traditional STEM candidates to staff Amazon's HQ2. Unique among talent programs in the U.S., Rhode Island's Wavemaker Fellowship provides tax credits to professionals in STEM and design fields to defray the cost of student loans. The Fellowship also coordinates programming in professional development and leadership training.
- **Direct incentives to the company from Tax Increment Financing [REDACTED]**
- **Infrastructure benefit to the company via Tax Increment Financing: [REDACTED]** This would enable Rhode Island to complete projects that provide seamless access from HQ2 to Rhode Island's urban core and coastal cities and towns. Traditional roadway upgrades would be conducted and fully-integrated public transit options would be complemented by ambitious pilot programs and innovative infrastructure developments. Investments in public spaces, public safety, and other institutional investment, as well as innovations in resiliency, sustainability, and public transit would be the cornerstones of this portfolio of complementary amenities.

*Please note that this correspondence is provided for informational purposes and does not yet constitute a commitment for incentives. A commitment for incentives from the Commerce Corporation remains subject to negotiation and to approval of the board of directors of the corporation.




From the outset of Phase I, Amazon is eligible for significant incentives. Below is a description of the incentive estimates specific to **Phase I**, [REDACTED]:

- Qualified Jobs Incentive Tax Credits [REDACTED]
- Rebuild Rhode Island Tax Credits [REDACTED] This is the maximum investment permitted under the program's statute. [REDACTED]
- Sales and Use Tax Rebate through the Rebuild Rhode Island Tax Credit Program estimated to be [REDACTED] to support the construction and fit-out of Phase I of HQ2.
- Direct incentives to the company from Tax Increment Financing. [REDACTED]
- Up to [REDACTED] for an Amazon-designed program based on Rhode Island's popular Wavemaker Fellowship, supporting Amazon's specific hiring needs to target non-traditional STEM candidates to staff Amazon's HQ2. Unique among talent programs in the U.S., Rhode Island's Wavemaker Fellowship provides tax credits to professionals in STEM and design fields to defray the cost of student loans. The Fellowship also coordinates programming in professional development and leadership training.
- Infrastructure benefit to the company via Tax Increment Financing [REDACTED] This approach includes strategic investments in statewide transportation, economic and social infrastructure to make sure Amazon's rising tide means an improved lifestyle for all Rhode Islanders.



APPENDICES



APPENDIX 1:
TRAVEL INFORMATION:
AIR SERVICE, TRAIN
SERVICE, AND TRAFFIC
RANKING



Rail Service

Providence Station is on Amtrak’s Northeast Corridor, with convenient rail service to Boston and New York regularly throughout the day. It typically takes less than 1 hour to reach Boston Logan International Airport by rail from Providence to Boston South Station.

Destination	Daily Departures
Boston	39
New York	19

Air Service

Travel in Rhode Island is far simpler than in most other places in the country. Providence’s T.F. Green international airport routinely ranks as one of the top 10 airports in the United States by Conde Nast. With short security wait times and a location proximate to the city (only a 15-minute drive from Providence, and a 16-minute train ride), T.F. Green is also one of America’s most convenient airports. Located within 75 miles of 64% of New England’s population, many New Englanders choose to travel from T.F. Green rather than other nearby airports.

T.F. Green’s convenience is demonstrated by comparison to other cities. The table below presents the time it takes to travel from the downtown area to the local airport using public transportation.

Select travel time between downtown and major international airport by public transport

Downtown Chicago to ORD	1 hour
Denver to DIA	52 minutes
Los Angeles to LAX	1 hour
Boston Suburbs to BOS	1 hour
Providence to BOS	1 hour
Providence to PVD (T.F. Green)	16 minutes

Expanding Service to Seattle and San Francisco

Should HQ2 come to Rhode Island, T.F. Green’s leadership has pre-negotiated new service to Seattle and San Francisco as part of Rhode Island’s proposal to Amazon with an air carrier that has asked to remain confidential. These flights would commence upon Amazon’s beginning operations in Rhode Island. In addition, our international service is predicted to expand to even more of the destinations where Amazon operates in Europe than TF Green already serves within the next year, potentially including Frankfurt, to be close to the Amazon’s Luxembourg center, and London.

Helicopter Service

While TF Green’s ease and convenience are unmatched, should HQ2 come to Rhode Island, the Rhode Island Airport Corporation is ready to work with Amazon if desired to initiate regular helicopter service directly between HQ2 and both Boston Logan International and New York John F. Kennedy International, for easy access to routes beyond the planned increases in service to TF Green.

Traffic Information

With excellent road, rail and bicycle infrastructure, getting into, out of and about Providence is a breeze. Any way you look at the data, people spend way less time in their cars getting to and leaving work. Digging into the figures, Boston ranks 8th worst, New York 2nd worst, and Seattle 10th worst traffic in the US, whereas Providence ranks a modest 60th. Additionally, Providence drivers spend 65% less time in traffic than Boston drivers, 77% less than New York drivers, and 63% less than Seattle drivers. Less time in traffic in the commute means greater productivity at work and more time enjoying the spectacular quality of life that Rhode Island offers. It should not be a surprise that Rhode Island businesses enjoy high employee satisfaction and retention rates.

	Providence	Boston	New York	Seattle
Driving time spent in congestion	6%	13%	13%	13%
Peak hours spent in congestion	20.3	57.6	89.4	54.8
INRIX Congestion Index	3.6 ICI	10.2 ICI	17.4 ICI	9.6 ICI

Rank out of:	Providence	Boston	New York	Seattle
240 US Cities	60 th	8 th	2 nd	10 th
310 North American Cities	81 st	9 th	2 nd	11 th
1,064 Worldwide Cities	372 nd	18 th	3 rd	23 rd

Source: INRIX. Figures are for 2016



SITE INFORMATION

An aerial photograph of a landscape, possibly a river valley, is overlaid with a grid of white plus signs. The image has a color gradient from red on the left to blue on the right. The text 'APPENDIX 2: SITE INFORMATION' is positioned on the left side of the image.

APPENDIX 2:
SITE INFORMATION



DOWNTOWN

The Downtown District is the historic center of the capital city of Providence and blends seamlessly into the DownCity Arts District. Filled with beautifully restored turn-of-the-century commercial buildings, the Downtown District is the home to hundreds of small businesses, thousands of residents, and the richest concentration of arts and culture in the city. This easily walkable neighborhood is home to an abundance of the city's theaters, hotels, convention centers, world renowned restaurants, boutique shops, universities, and parks.

111 Westminister Street in Providence was built in 1925 and is affectionately nicknamed the "Superman Building" thanks to its resemblance to the headquarters of the Daily Planet in the 1950's Superman television series. Designed with multiple tiers in the art-deco style, at 26 stories it is the tallest building in Rhode Island. Originally designed for the Industrial Trust Company, its soaring three-story lobby is a well-preserved architectural masterpiece in the heart of downtown.

The building as envisioned contains 380,000 square feet of finished space having been recently vacated by Bank of America, which can be immediately put in service while a concurrent expansion will bring the building's capacity to 500,000 square feet for HQ2 Phase I. Base building renovation envisions updates to mechanical systems, conveyance, windows, and skin repairs. These important upgrades will provide a solid, environmentally-conscious foundation from which customized space can be crafted for any work environment. The most obvious advantage of this opportunity is its delivery timeframe which can be managed to meet Amazon's immediate need. An undeveloped site next door to the existing building can be developed to add another 500,000 square feet with the opportunity to connect the buildings with a sky bridge.





D O W N T O W N

The building's location in the center of downtown puts it in the middle of strong rail and bus transit access while allowing for a quick walk to all the business and leisure amenities the City has to offer. The base of the building is envisioned for multiple restaurant and retail spaces to provide on-site opportunities for the building's tenant.

The renovation that is presented here is a bold juxtaposition of the original detail and use of the structure with refinement reflecting its repurposed technology use. The design encases the main tower in transparent and continuous crystalline glass, a design our architects assert is within historic guidelines. Playing on the building's remarkable height there are ample opportunities for landmark branding. The translucent façade and tiered penthouse area can also incorporate contemporary architectural lighting features that will be visible for miles from this unique city asset.

PROVIDENCE STATION & JEWELRY DISTRICT CAMPUSES

For the purposes of this application, the State has been working with two architects, ZDS of Providence and Preston Scott Cohen, a Rhode Island School of Design alumnus and Professor of Architecture at the Harvard Graduate School of Design. The goal was to create visions of an urban workspace for Amazon on these sites that reflect a singular interpretation of the specifics described in the RFP.

Developments that served as precedents for these visions included government centers, institutional uses, civic/arts space, and commercial projects such as the Cornell Technology Campus (New York), Copenhagen Business School (Denmark), and the Rose Fitzgerald Kennedy Greenway (Boston).

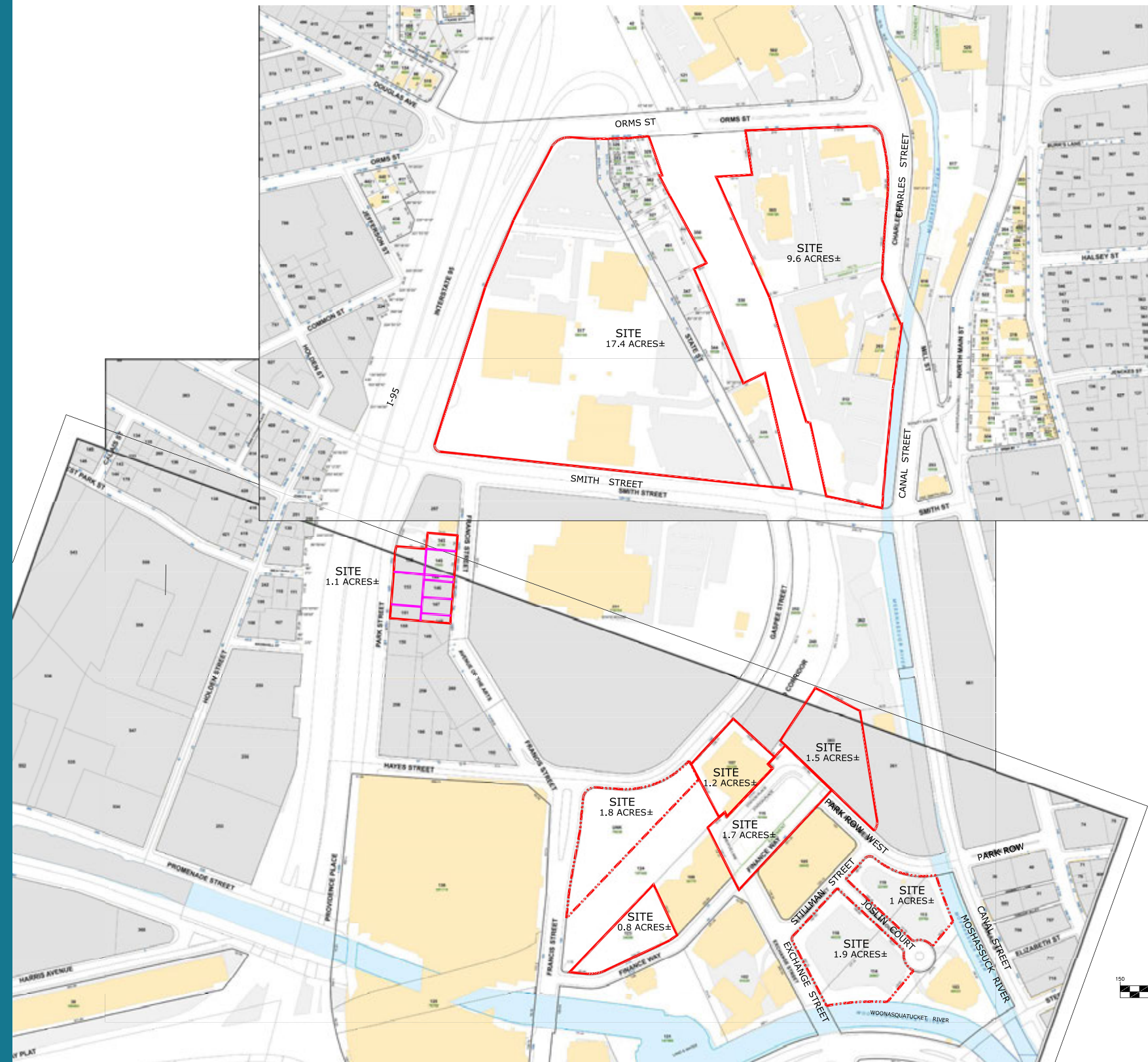
Providence Station Campus

The Providence Station Campus sits on land adjacent to the seat of State government in several large neighboring parcels with high density zoning. The proposed Phase I site is adjacent to the rail station and can easily support a landmark tower in excess of 500,000 square feet. Further expansion is proposed on a large parcel to the north facing the historic McKim, Mead, and White-designed neoclassical Rhode Island State House.

In addition to being right at Providence Amtrak Station, the site is two blocks from the major exit ramps for I-95, facilitating easy access for talent living outside of Providence and Rhode Island. Employees will have all the benefits of Downtown Providence – mere steps away by foot – as well as access to nearby shopping, eateries, and entertainment. In addition, the ground floor retail in all the proposed buildings will attract consistent foot traffic, creating a vibrant 24/7 live/work/play area and knitting HQ2 into the cityscape.

The site represents a unique opportunity to leverage currently under-utilized state government assets to create and expand an already thriving and desirable City district. The fully built-out environment for a new campus headquarters will build upon the neighborhood's existing ecosystem to maintain the sustainable live/work/play community in which Amazon will thrive.

With respect to further housing opportunities, there is currently over 2 million square feet under construction with an additional 30 million square feet of density on undeveloped land within a walk of downtown suitable for housing and ancillary uses, enhancing the existing vibrant community.





PROVIDENCE STATION

The State House and grounds become important elements in a new composition, one which rises to the north and framed by complementary but contrasting architectural expressions.

The first phase (on State-owned land) flanks two chief axes and creates a remarkable bridge to frame the train station. It opens on to a great lawn that is connected to the Woonasquatucket river and to Waterplace Park. Its form preserves all the beautiful views from the city and completes the main approach to the State House.

The second phase (again on state-owned land) gradually ascends, creating a duality with the old city around the State House.



PROVIDENCE STATION

Because the State owns the land in this plan, the site is responsive to all of Amazon's primary goals while exceeding expectations for future housing and retail amenities. The proposed configuration provides Amazon the flexibility of phasing expansion, urban or contained campus, and integrating alternative uses. The downtown location in Providence also ensures that the city's robust utility infrastructure is available to serve the new project.

Preston Scott Cohen,

PROVIDENCE STATION



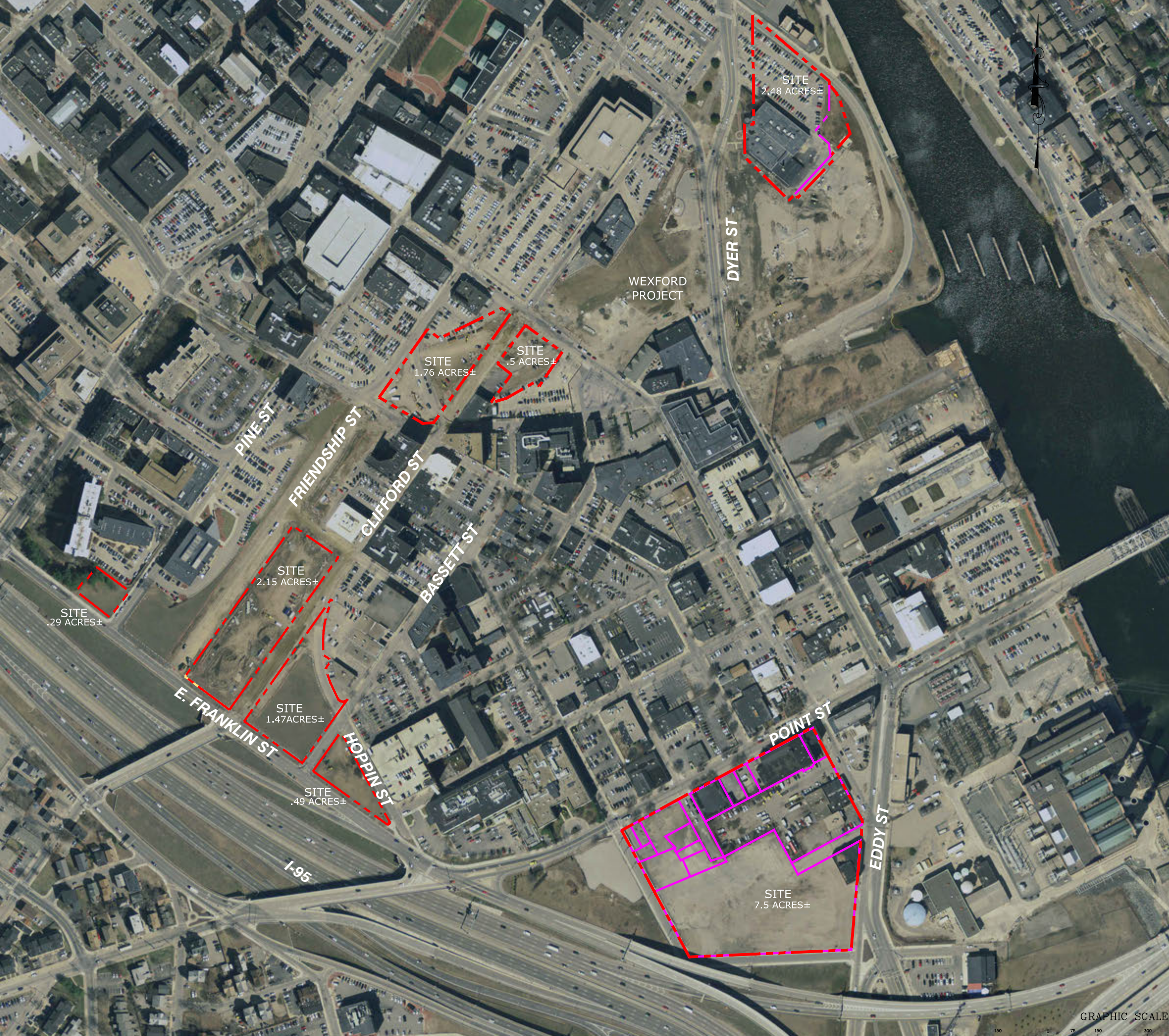
Preston Scott Cohen, Inc.

JEWELRY DISTRICT

The Jewelry District has played a rich history in Rhode Island and, importantly, Providence's prosperity over two centuries. It is now undergoing a reawakening thanks to the State's investment in the Interstate 195 initiative and the natural and evolutionary growth of the City's existing core both South and East. The Providence rail station is a 12-minute walk, the regional bus transportation area is a 6-minute walk, and the site will also be served by a high-frequency bus system. The workforce in this area benefits from its immersion among Johnson and Wales, RISD, The University of Rhode Island and Brown University. The adjacent DownCity Arts District boasts an explosion of new leisure and hospitality, retail and residential development within a visually stunning, 100+ year old historic neighborhood. And because Providence has yet to take full advantage of the development density it has downtown, opportunity for new growth beyond what is proposed in this response exceeds 20 million square feet.

This new development corridor has sprung from the recent relocation of Interstate 195, which at one point bisected major portions of the city which have since been reunited. The planning of the area has provided an exclusive opportunity for Providence to create what we now know as our Innovation and Design District. The District sits at the nexus of Brown University, the Rhode Island School of Design, Johnson & Wales University, and Rhode Island's key hospitals – all of which are at most a 7-minute walk away. In the last two years, Johnson & Johnson, the Wexford Science and Technology innovation complex, and a new state-of-the-art nursing education complex have all decided to make the district their home, focusing RI's innovation economy in the area. Importantly, the Cambridge Innovation Center – a renowned incubator/accelerator – will be a tenant in the Wexford Complex, serving as a home and meeting point for start-ups across the state.





JEWELRY DISTRICT

Walkable connectivity to the East Side of the City is provided by new pedestrian bridge which is anchored on the west bank by a four-acre park. This park is adjacent to the proposed Phase I site and the State will partner with Amazon to program its use and build-out.

Proposed phasing plan for the Jewelry District

Build-out has already begun in the District. The Initial phase of the Wexford Innovation Complex includes two new buildings: a 195,000 SF office building and a 170-room Aloft Hotel by Starwood. The Wexford Innovation complex is anchored by Brown University's School of Professional Studies and the Cambridge Innovation Center. Brown's executive programs are taught to over 9,000 students in the areas of business, cybersecurity, healthcare, and technology. The Cambridge Innovation Center, founded in Kendall Square, has helped launch over 1,200 companies since opening in 1999 and views this project as the natural expansion of its original location. Together, these anchor tenants will foster innovation that will act as a catalyst for research and development startups across the Innovation and Design District.

GRAPHIC SCALE

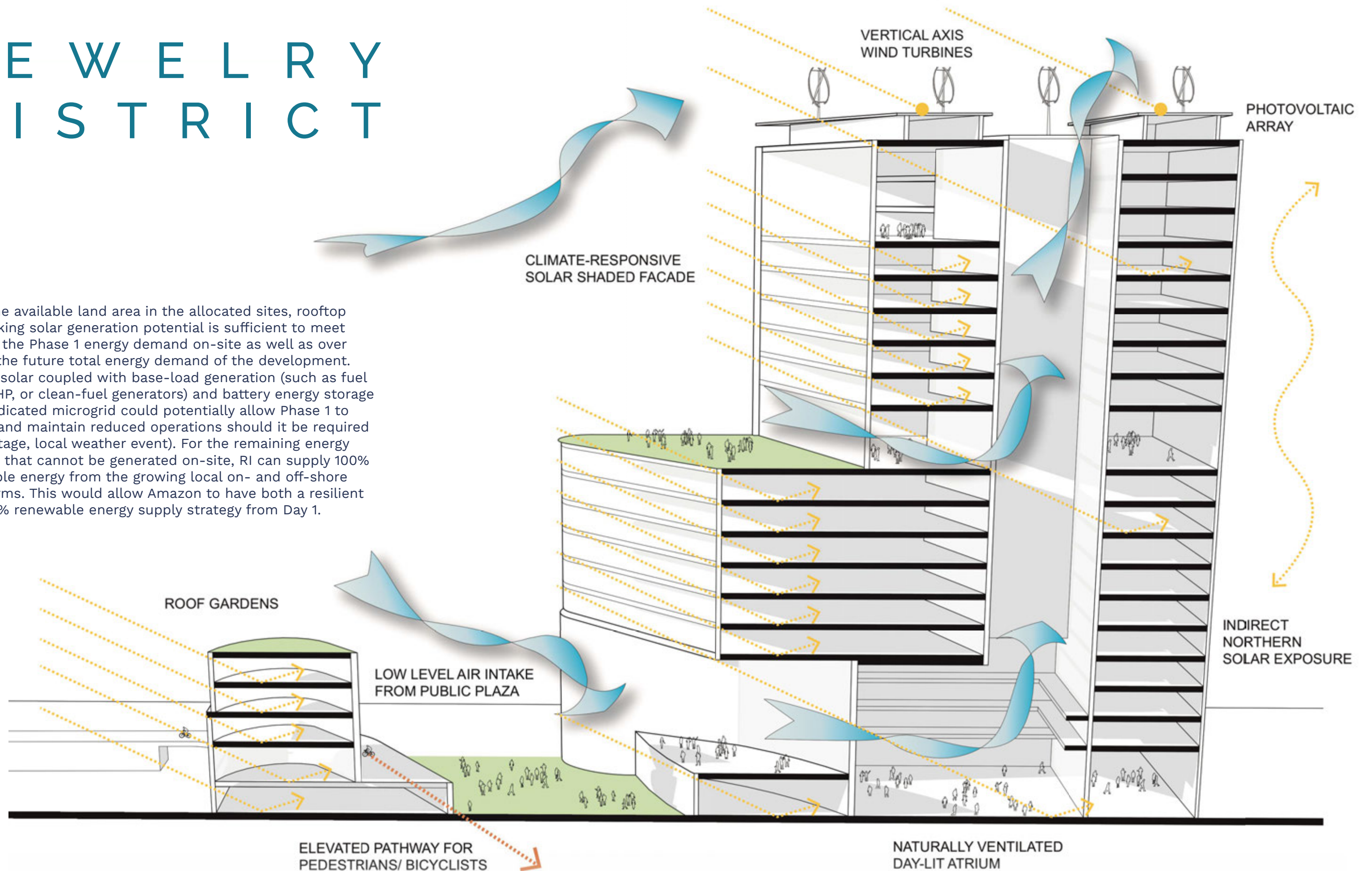
JEWELRY DISTRICT



Legend	
PHASE 1 - CAMPUS HUB	
	+ 825,000 SF
PHASE 2	
WORK	
	+ 5,270,000 SF
WORK	
	+ 845,000 SF
LIVE-WORK	
	+ 1,750,000 SF
P2 TOTAL	
	+ 7,865,000 SF
GRAND TOTAL	
	+ 8,690,000 SF

JEWELRY DISTRICT

Given the available land area in the allocated sites, rooftop and parking solar generation potential is sufficient to meet 100% of the Phase 1 energy demand on-site as well as over 50% of the future total energy demand of the development. On-site solar coupled with base-load generation (such as fuel cells, CHP, or clean-fuel generators) and battery energy storage via a dedicated microgrid could potentially allow Phase 1 to 'island' and maintain reduced operations should it be required (grid outage, local weather event). For the remaining energy demand that cannot be generated on-site, RI can supply 100% renewable energy from the growing local on- and off-shore wind farms. This would allow Amazon to have both a resilient and 100% renewable energy supply strategy from Day 1.





JOHNSON & WALES
UNIVERSITY



RHODE ISLAND
SCHOOL OF DESIGN

BROWN
UNIVERSITY



JEWELRY DISTRICT

When considering a new site, we know that Amazon will require unrivaled security and performance in its energy systems. This site offers the potential to develop a secure campus microgrid tied to local distributed energy resources, smart infrastructure optimizing operations, reliable grid connections with sufficient capacity and redundancy, and access to local renewable energy.



FARMERS MARKET

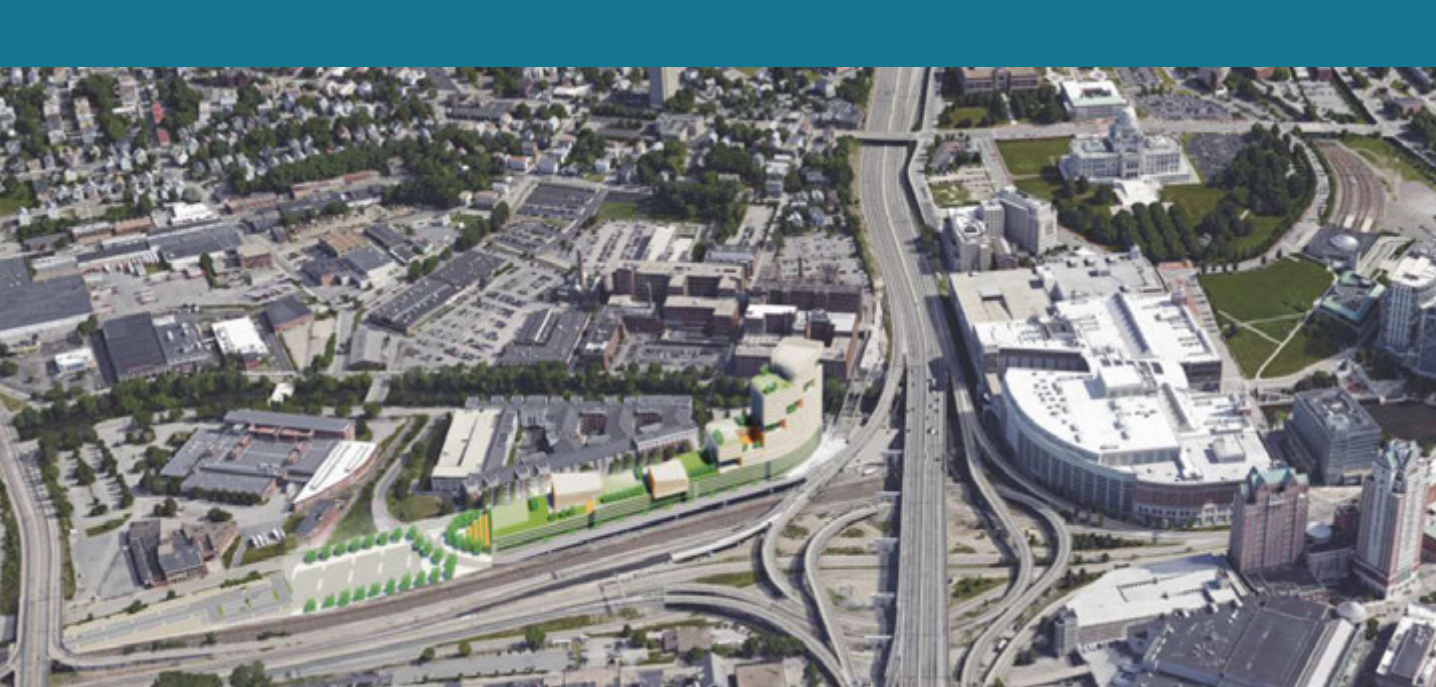
Farmers Market view looking east at the entrance of the building from the drop-off.

The Farmers Market site, located on Harris Avenue adjacent to Interstate 95 and the Providence Place Mall, is an alternative Phase I development site that dovetails well with the Providence Station Campus. As an alternative expansion scenario, the Steel Yard site provides almost 40 acres of developable land within a five-minute walk from this proposed tower.

With entitlements approved in excess of 500,000 square feet, the development can easily fulfill the needs of Phase I. Of note, the development contemplates dedicated protected pedestrian access to the Providence Place Mall, and by extension to the Providence Amtrak Station and transit hub, via a proposed pedestrian sky-bridge. As a result, such development has the potential to expand the City's traditional downtown further west into the Valley District, a former industrial center for the city whose faithful old mill and factory buildings have largely been converted into loft-style residential and office space, a burgeoning urban agriculture center with several large-scale urban greenhouse operations in development, and a vibrant pedestrian boulevard flanking either side of the historic Woonasquatucket river.

This proposed office tower will bring vibrancy and energy to the city of Providence. The building's location is commanding, with the architecture complementing the curve of route 10 and I-95, two main traffic arteries for the city, and affording a one-of-a-kind branding and flag planting opportunity via signage and multimedia displays presented to over 250,000 cars per day. The layout of the parcel also creates the opportunity to create several "buildings within a building," with multiple towers of varying heights integrated with abundant outdoor green space and the ability to flex parking below the main levels to whatever space needs are required.

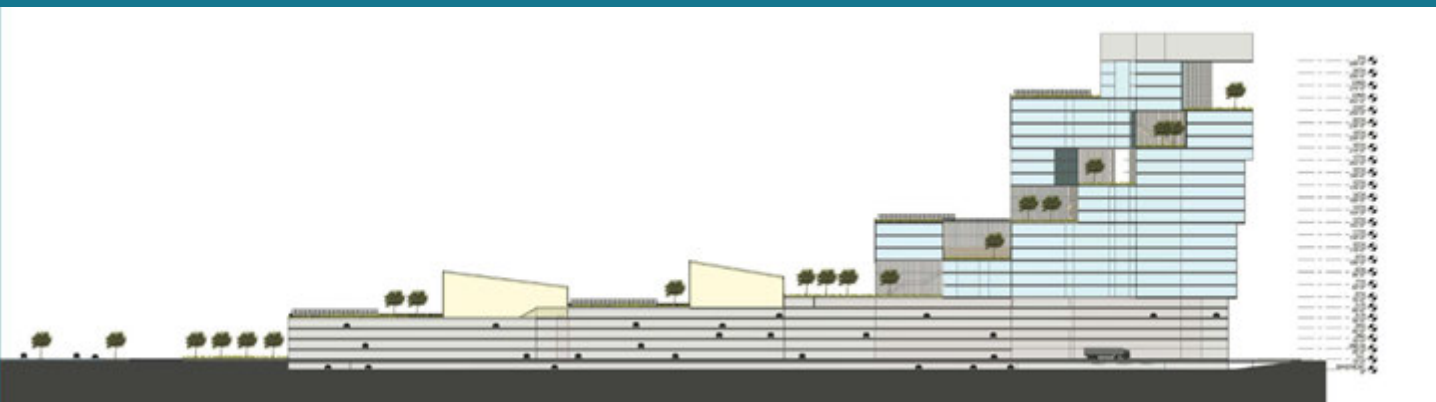
The site is privately owned and the State is in dialogue with the ownership. The ownership is a willing partner with the State to either sell or lease the future development and modify plans pursuant to the Company's needs.



Farmers Market on the west side of I-95 (view looking north)



Farmers Market view from Northbound I-95



Farmers Market section of HQ2 tower showing substantial dedicated parking and onsite green space

FARMERS MARKET

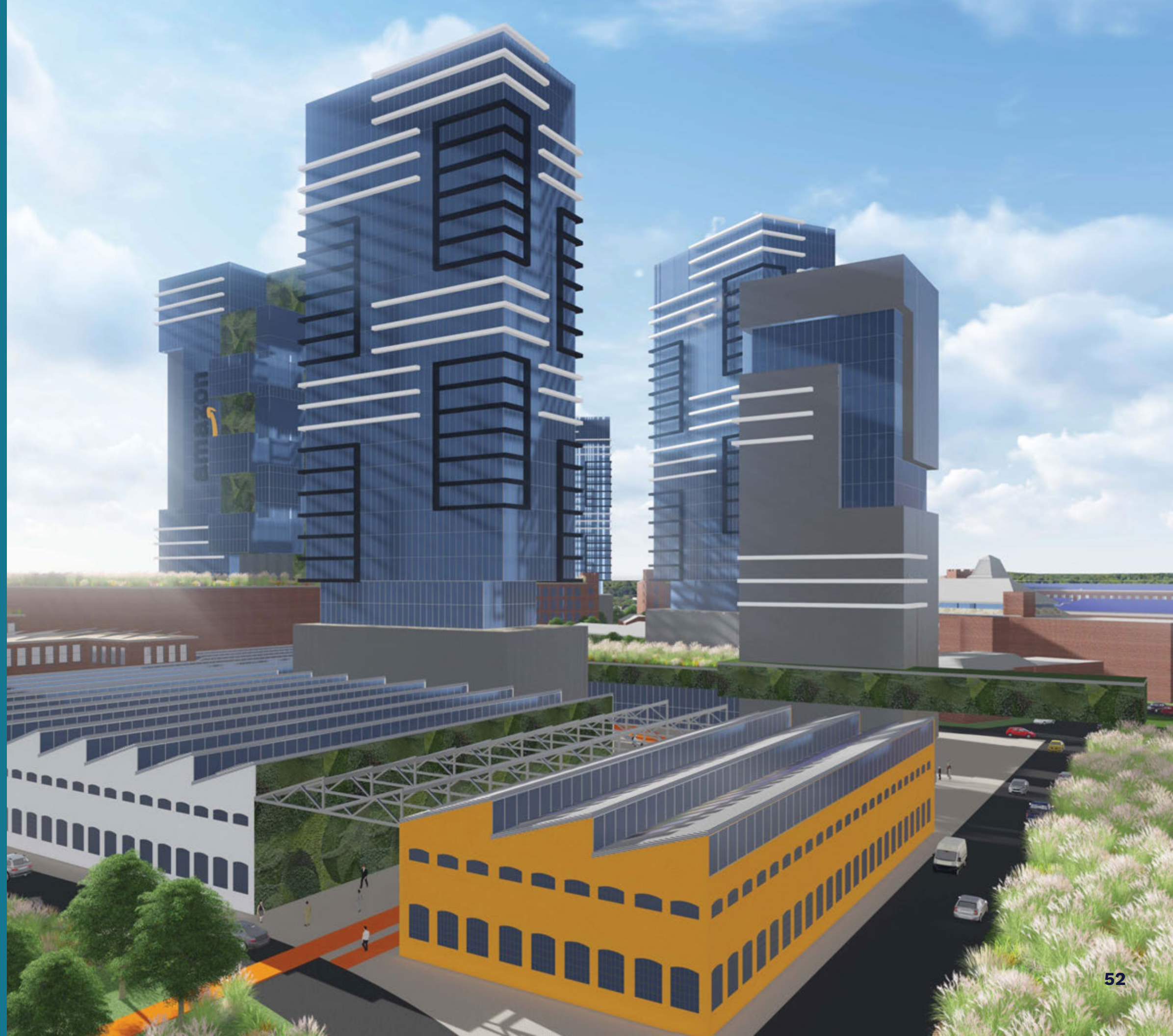


Farmers Market view from the terrace with considerable open and community space

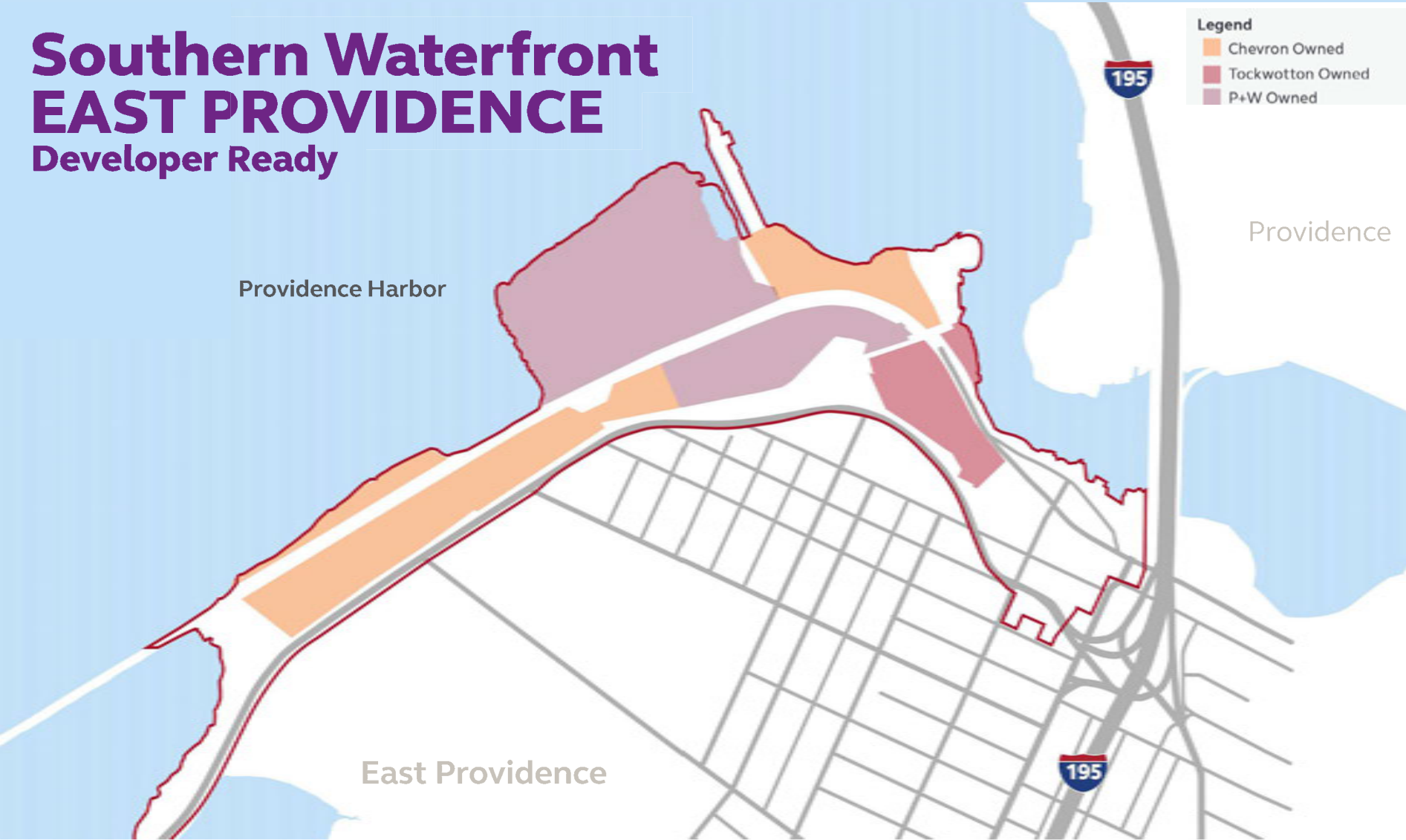
PAWTUCKET CENTRAL FALLS THE BIRTHPLACE OF INNOVATION

Pawtucket borders Providence to the North one exit from Providence on I-95. This historically industrial city is poised to leverage the growth of its sister city to the south while proffering its unique character and charm. Pawtucket is often considered the birthplace of the Industrial Revolution as the home of Slater Mill, built in 1793 by Samuel Slater on the Blackstone River falls in downtown, which was the first fully mechanized cotton-spinning mill in America. Today, the city retains many of those beautiful mill structures that have been repurposed as loft commercial or residential spaces. Another notable business in the city is Pet Food Experts, one of the largest pet food distribution companies in the country. For leisure activities, Pawtucket is home to the Paw Sox, the AAA affiliate of the Boston Red Sox. A new \$83 million downtown stadium project is currently in development to replace its existing McCoy Stadium home. The Pawtucket River is a central gathering point and hosts myriad recreational activities, including the annual Chinese Dragon Boat Races & Taiwan Day Festival.

Adjacent to Pawtucket is the city of Central Falls, an approximately one square mile separately incorporated municipality, and one of the most densely populated cities in the country. Central Falls, which also traces its roots to the Industrial Revolution, was also a major textile producing city in the Northeast. The city has been exceptionally diverse since its founding, evidenced by the fact that at its 100th anniversary parade, over 100 countries were represented. The city enjoys a mix of residential and commercial activities, with an important food culture emerging. The sister cities will shortly benefit from a new rail hub, located directly on their shared border, that will provide Amtrak and MBTA commuter rail access to the city, located a short walk from the proposed sites.



Southern Waterfront EAST PROVIDENCE Developer Ready



Arcadis | CallisonRTKL

October 4, 2017

East Providence Southern Waterfront | 7

EAST PROVIDENCE

The waterfront site in the city of East Providence is an attractive alternative to the proposed downtown Providence sites. It offers most of the important geographic and connectivity features of the Providence sites with the opportunity to work off a coastal blank canvas to create a genuine campus plan. The city is eager to work aggressively with developers to provide the density and infrastructure for the initial phase and future expansion. The majority of the undeveloped land is in private hands but with willing sellers.



East Providence aerial of the site on the east side of the Providence River

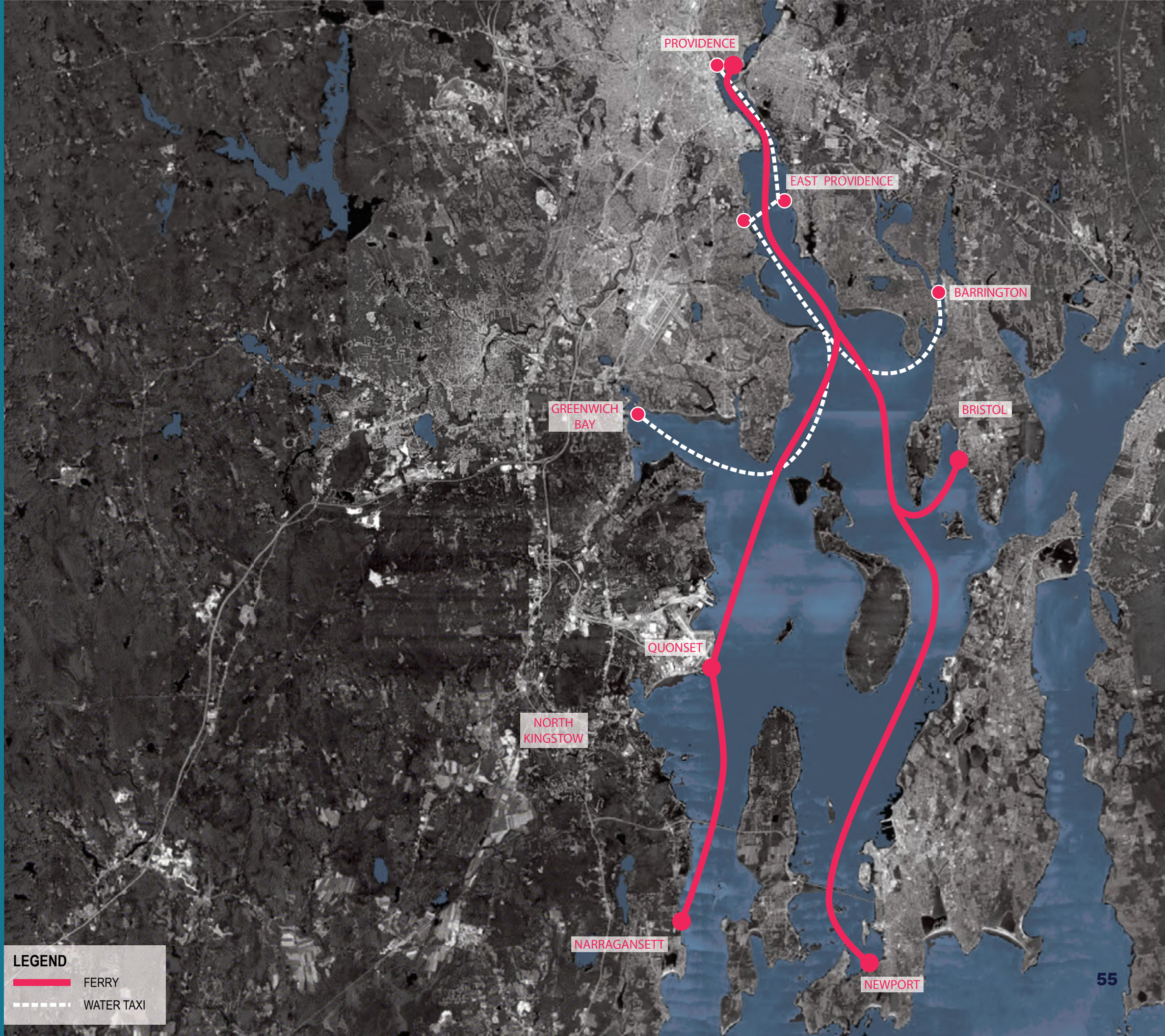
PROVIDENCE RIVER & BAY FERRY & WATER TAXI SERVICE

As City Manager of East Providence
Tim Chapman has said:

“Although sites in Rhode Island offer an educated workforce and easy access to T.F. Green international airport as well as New York and Boston, markets, the East Providence waterfront site goes many steps further. We offer a signature location on Narragansett Bay, motivated property owners, easy access to Amtrak in downtown Providence, an emerging entertainment and arts culture, and a diverse population. The City of East Providence welcomes an opportunity to work with the Amazon now and into the future.”

LEGEND

- FERRY
- WATER TAXI





- BUILDING SITE: 22 ACRES
- 6 STORY, 500,000 SF CORPORATE HEADQUARTERS
- SURFACE AND STRUCTURED PARKING: 2,000 SPACES

WARWICK

The city of Warwick has made a material investment in transportation infrastructure, building off the State's key T.F. Green international airport, which is in the city. The city most recently delivered its landmark intermodal station with a physical connection to the airport via a conditioned pedestrian bridge that links it directly to Amtrak and commuter rail to population centers along the east coast and only ten minutes from Providence. Although not completely contiguous, the sites for Phase I and expansion development are all within an easy walking distance.

Warwick proposed Phase I development site

WARWICK



Warwick rendering of proposed Phase I building looking north

The proposed Phase I site is planned for a six-story office building in excess of 500,000 square feet with a more human scale and connected to the surrounding neighborhood. Its easy access from Interstate 95 and rail allow housing opportunities both north and south in the state while providing ready coastal access. A mixed-use development ensures retail amenities for future users.



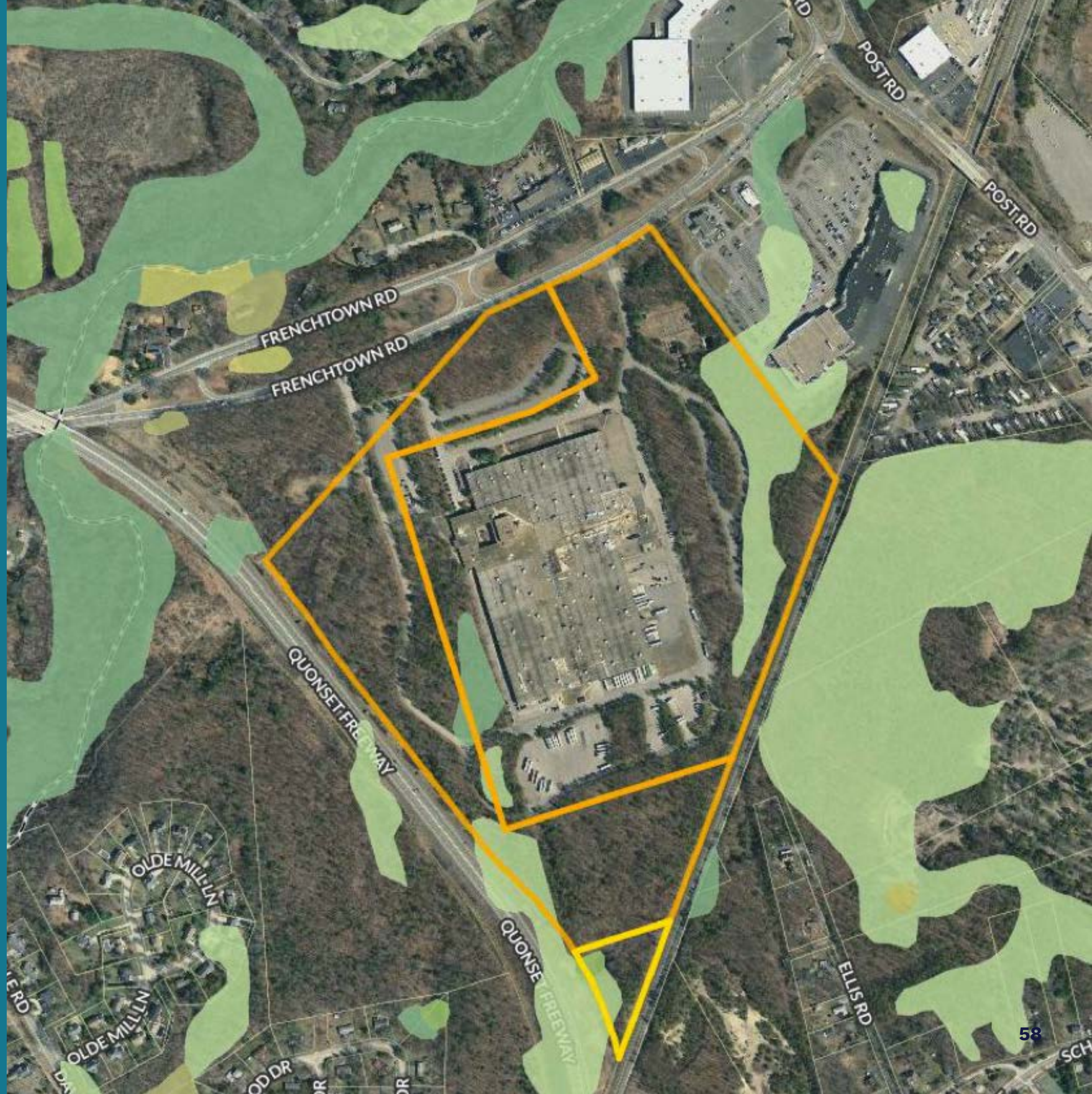
Warwick totality of sites available for Phase I and future expansion

NORTH KINGSTOWN

North Kingstown is home to a 63.69-acre light-industrial zoned property at 200 Frenchtown Road, also known as North Kingstown Assessor's Plat 177 Lot 003, which includes a building containing 707,533 feet of gross floor area. There is additional expansion possibility on two adjacent properties totaling approximately forty-four (44) acres. The adjacent properties have no address as they are vacant but are known as North Kingstown Assessor's Plat 177 Lots 029 and 030. The vacant properties were previously zoned light industrial which was recently changed to a conditional general business zone. Since the business zone is conditioned upon a specific proposed development, the zone would revert back to light industrial if conditions are not met and an alternative such as the Amazon headquarters was proposed at this location.

The proposed site is located fronting Frenchtown Road/Route 402 and directly abuts the Quonset Freeway/Route 403. Both provide easy access to Routes 4 and 95. The rail line through North Kingstown abuts the south/ east of the property.

The Frenchtown Road property is in close proximity – less than 5 miles – to the Quonset Business Park which offers great opportunities for future business relationships both for Amazon and for the State of Rhode Island. Quonset Business Park combines port, rail, road, and air transportation facilities. The rail through North Kingstown accommodates the cargo to Quonset and it is expected that it will be able to accommodate the Amazon facility.





RICHMOND

The Town of Richmond, adjacent to Interstate 95 in Rhode Island's southwest corner, has proposed a 148-acre undeveloped site as a campus opportunity for Amazon. The town's proximity to the Connecticut border has the advantage of reaching points south such as New Haven and New York City more easily.

The large site has been approved for a mix of commercial and residential uses. However, the town has represented that the plan can be amended quickly to respond to a new and important use. The size of the site is its advantage: Amazon can plan a large campus that comes online over time while providing substantial additional open space for ancillary creative and supportive uses.

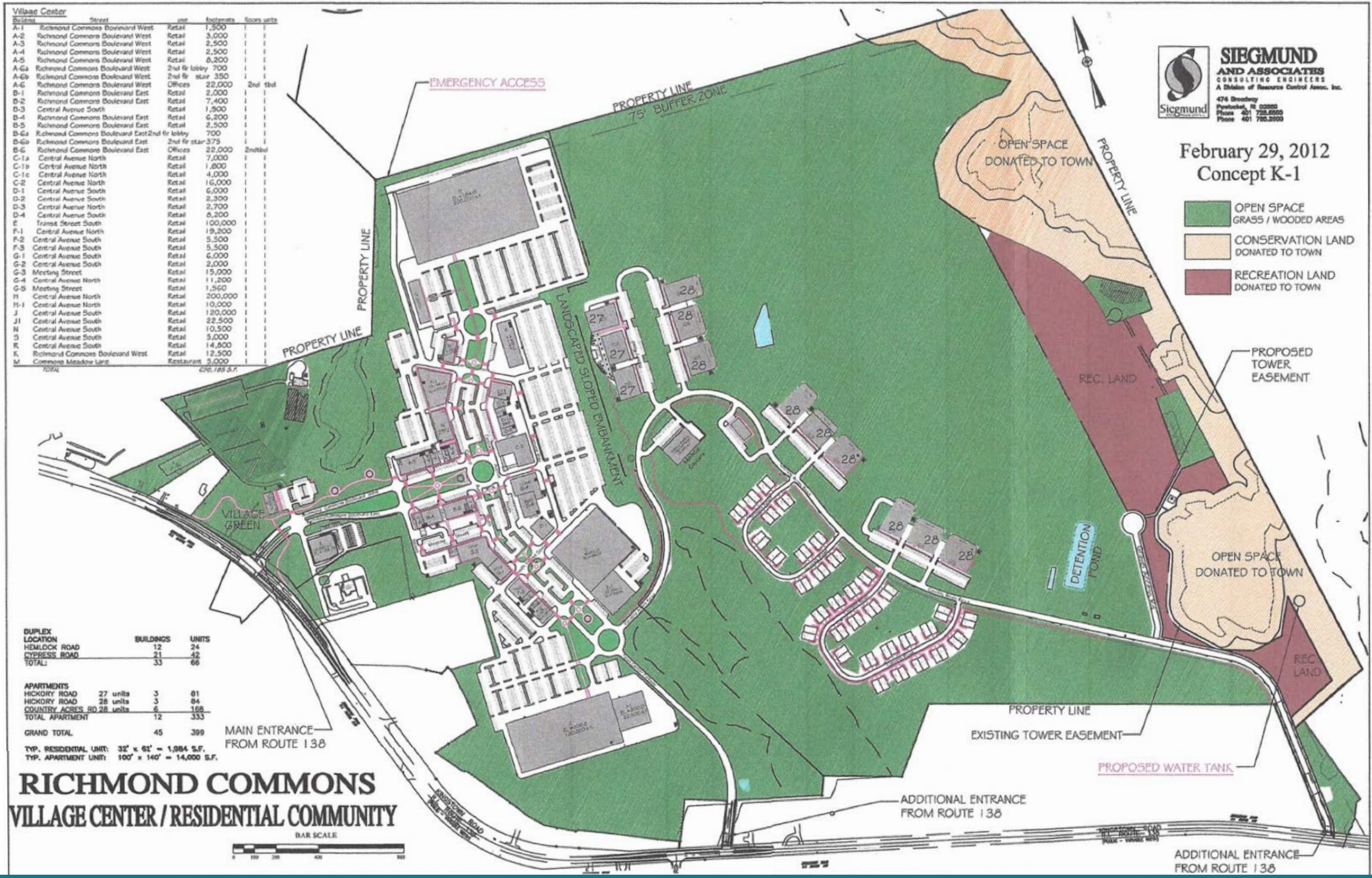
From the perspective of lifestyle, housing choices are wide and plentiful, coastal points are a short drive away, and Providence is within 45 minutes.

Block	Street	Use	Area	Units
A-1	Richmond Commons Boulevard West	Retail	1,500	
A-2	Richmond Commons Boulevard West	Retail	3,000	
A-3	Richmond Commons Boulevard West	Retail	2,500	
A-4	Richmond Commons Boulevard West	Retail	2,500	
A-5	Richmond Commons Boulevard West	Retail	6,200	
A-6a	Richmond Commons Boulevard West	2nd fl lobby	700	
A-6b	Richmond Commons Boulevard West	2nd fl star	350	
A-6	Richmond Commons Boulevard West	Offices	22,000	2nd fl
B-1	Richmond Commons Boulevard East	Retail	2,000	
B-2	Richmond Commons Boulevard East	Retail	7,400	
B-3	Central Avenue South	Retail	1,500	
B-4	Richmond Commons Boulevard East	Retail	6,200	
B-5	Richmond Commons Boulevard East	Retail	2,500	
B-6a	Richmond Commons Boulevard East	2nd fl lobby	700	
B-6b	Richmond Commons Boulevard East	2nd fl star	375	
B-6	Richmond Commons Boulevard East	Offices	22,000	2nd fl
C-1a	Central Avenue North	Retail	7,000	
C-1b	Central Avenue North	Retail	1,800	
C-1c	Central Avenue North	Retail	4,000	
C-2	Central Avenue North	Retail	16,000	
D-1	Central Avenue South	Retail	6,000	
D-2	Central Avenue South	Retail	2,300	
D-3	Central Avenue North	Retail	2,700	
D-4	Central Avenue South	Retail	6,200	
E	Transit Street South	Retail	100,000	
F-1	Central Avenue North	Retail	19,200	
F-2	Central Avenue South	Retail	5,500	
F-3	Central Avenue South	Retail	5,500	
G-1	Central Avenue South	Retail	6,000	
G-2	Central Avenue South	Retail	2,000	
G-3	Meeting Street	Retail	15,000	
G-4	Central Avenue North	Retail	11,200	
G-5	Meeting Street	Retail	1,500	
H	Central Avenue North	Retail	200,000	
H-1	Central Avenue North	Retail	10,000	
J	Central Avenue South	Retail	120,000	
J1	Central Avenue South	Retail	22,500	
N	Central Avenue South	Retail	10,500	
S	Central Avenue South	Retail	5,000	
R	Richmond Commons Boulevard West	Retail	14,800	
K	Richmond Commons Boulevard West	Retail	12,500	
M	Commons Meadow Lane	Restaurant	5,000	

SIGMUND AND ASSOCIATES
CONSULTING ENGINEERS
A Division of Resource Control Assoc. Inc.
474 Broadway
Providence, RI 02903
Phone 401 728.8000
Phone 401 785.2100

February 29, 2012
Concept K-1

- OPEN SPACE
GRASS / WOODED AREAS
- CONSERVATION LAND
DONATED TO TOWN
- RECREATION LAND
DONATED TO TOWN



DUPLEX LOCATION	BUILDINGS	UNITS
HEMLOCK ROAD	12	24
CYPRESS ROAD	21	42
TOTAL	33	66

APARTMENTS	BUILDINGS	UNITS	
HICKORY ROAD	27 units	3	81
HICKORY ROAD	28 units	3	84
COUNTRY ACRES RD 28 units	6	168	
TOTAL APARTMENT	12	333	
GRAND TOTAL	45	399	

TYP. RESIDENTIAL UNIT: 32' x 61' = 1,984 S.F.
TYP. APARTMENT UNIT: 100' x 140' = 14,000 S.F.

RICHMOND COMMONS
VILLAGE CENTER / RESIDENTIAL COMMUNITY



Current approved site plan for the Richmond site

RICHMOND

Richmond Town Council President Paul Michaud has shared:

"We are excited at the possibility of having Amazon come to Richmond, Rhode Island. We understand that there is a lot of discussion that would need to take place prior to this becoming a reality, but we are confident that Amazon will be impressed with the location and we will work diligently with them to make it happen should they desire to locate a facility here."

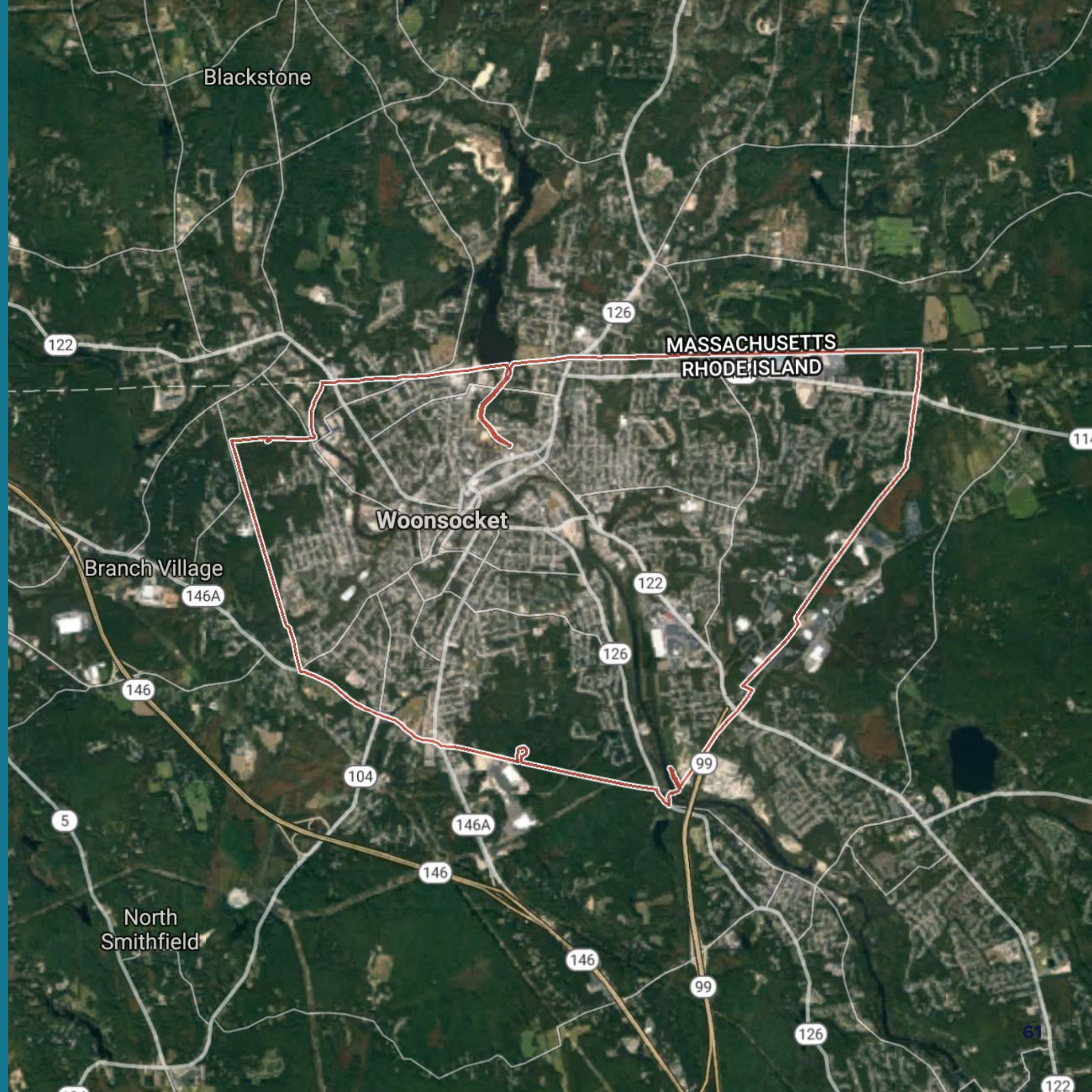
WOONSOCKET

Woonsocket is Rhode Island's sixth largest town with a population exceeding 40,000 residents that sits on the Massachusetts border in the most northern part of the state. Its proximity to Massachusetts provides the most ready vehicular access to Boston and importantly Logan Airport, while remaining within a less-than 30-minute drive to Providence.

Woonsocket is already home to one international and dominant retailer as the headquarters of CVS. With 2017 revenues estimated at \$177 billion it ranks near the top of both Fortune 500 and Fortune Global 500.

Woonsocket has identified a large, contiguous parcel near the center of downtown in the heart of the town's robust transportation structure. The site can easily provide both the initial need of 500,000 square feet and then the future expansion space.

Information on the Woonsocket site will be provided as a supplement to this response.





PROVIDENCE STATION

ACCESS:

- I-95: directly off exit
- Providence Station: 2-minute walk
- T.F. Green Airport: 13-minute drive or 26 minutes by public transit

DETAILS:

- Parcel Size: 20 acres consisting of multiple parcels
- Zoning: The current zoning allows building height up to 100 feet, however control by the State will allow flexibility of use, height, and density
- Ownership: State of Rhode Island owns the vast majority of the proposed parcels
- Time to put in service: 24 months
- Utility Infrastructure: All utilities are in place



JEWELRY DISTRICT

ACCESS:

- I-95: 4-minute drive
- Providence Station: 12-minute walk
- T.F. Green Airport: 13-minute drive or 28 minutes by public transit

DETAILS:

- Parcel Size: 15.28 acres consisting of multiple parcels
- Zoning: Jewelry District-specific zoning flexibility to allow for a variety of uses and density
- Ownership: State of Rhode Island, as well as Brown University (willing seller)
- Time to put in service: 24 months
- Utility Infrastructure: All utilities are in place

FARMERS MARKET

ACCESS:

- I-95: 5-minute drive
- Providence Station: 8-minute walk
- T.F. Green Airport: 14-minute drive or 29 minutes by public transit

DETAILS:

- Parcel Size: 7 acres
- Zoning: The current zoning allows for a mix of uses including office up to 90 feet although the State will ensure density flexibility
- Ownership: Single private partner
- Time to put in service: 24 months
- Utility Infrastructure: All utilities are in place



PAWTUCKET CENTRAL FALLS

ACCESS:

- I-95: 5-minute drive
- Pawtucket Station: 4-minute walk
- T.F. Green Airport: 20-minute drive or 30 minutes by public transit

DETAILS:

- Parcel Size: 160 acres with existing mill buildings
- Zoning: Flexible zoning allows for office uses in existing buildings and density to reach the 8 million square foot goal
- Ownership: Single private partner for 50 percent of the site
- Time to put in service: 18 months
- Utility Infrastructure: All utilities are in place



EAST PROVIDENCE

ACCESS:

- I-195: 2-minute drive
- T.F. Green Airport: 20-minute drive

DETAILS:

- Parcel Size: 84.5 acres
- Zoning: Current zoning is in place for nearly 800,000 square feet for Phase I, with the remaining density for future phases to be approved as required.
- Ownership: Multiple private partners
- Time to put in service: 24 months
- Utility Infrastructure: All utility infrastructure is in place



WARWICK

ACCESS:

- I-95: 2-minute drive
- Intermodal AirLink Station: 4-minute walk
- T.F. Green Airport: 2-minute drive or 7-minute walk

DETAILS:

- Parcel Size: 58.75 acres
- Zoning: Current zoning is in place to immediately commence Phase I, with the remaining density for future phases to be approved as required.
- Ownership: Single private partner
- Time to put in service: 24 months
- Utility Infrastructure: All utility infrastructure is in place



NORTH KINGSTOWN

ACCESS:

- I-95: 7-minute drive
- Wickford Station: 14-minute drive
- T.F. Green Airport: 12-minute drive or 36 minutes by public transit

DETAILS:

- Parcel Size: 108 acres
- Zoning: Currently zoned for light industrial but can be up-zoned for alternative uses and densities.
- Ownership: Two private partners
- Time to put in service: 24-36 months
- Utility Infrastructure: Some utility infrastructure will need to be upgraded for the proposed full build-out but is in place for Phase I

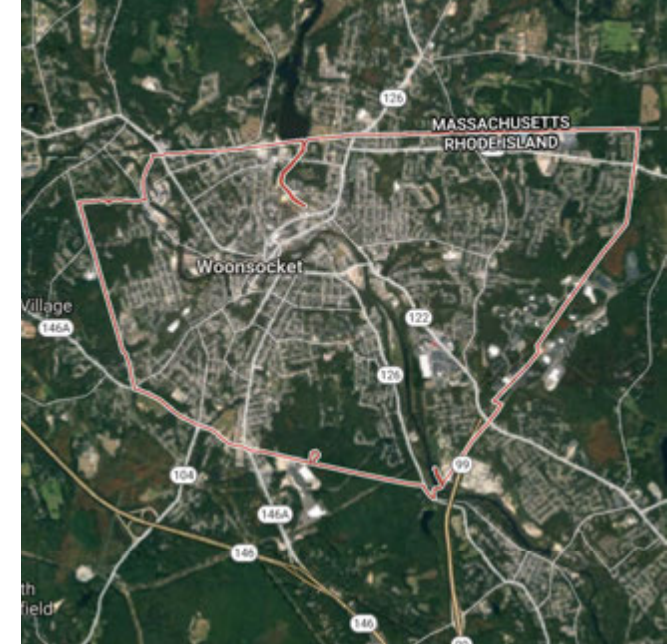
RICHMOND

ACCESS:

- I-95: 4-minute drive
- T.F. Green Airport: 23-minute drive

DETAILS:

- Parcel Size: 148 acres
- Zoning: Subject to planned unit development that will require amending
- Ownership: Single private partner
- Time to put in service: 24-36 months
- Utility Infrastructure: On-site utility infrastructure will need to be upgraded to serve Amazon.



WOONSOCKET

ACCESS:

- I-95: 30-minute drive
- T.F. Green Airport: 30-minute drive

DETAILS:

- Parcel Size: 50.3 acres
- Zoning: Currently zoned for light industrial but can be up-zoned for alternative uses and densities.
- Ownership: Multiple private partners
- Time to put in service: 18 months for Phase I repurposing of mill buildings
- Utility Infrastructure: On-site utility infrastructure will need to be upgraded to serve Amazon.

The background of the page is an aerial photograph of a region, possibly a coastline or a large body of water, overlaid with a grid of white plus signs. The color gradient transitions from a bright red on the left to a dark blue on the right. The text is positioned on the left side of the image.

APPENDIX 3:
HOUSING INFORMATION

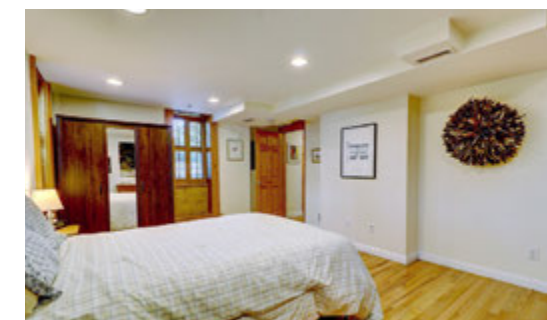
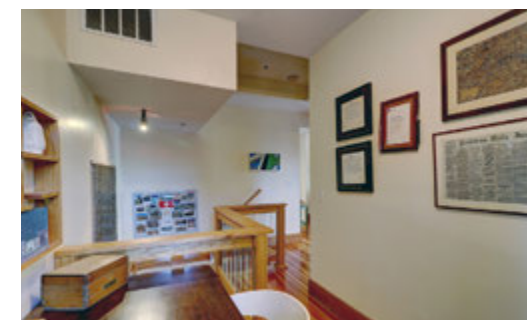
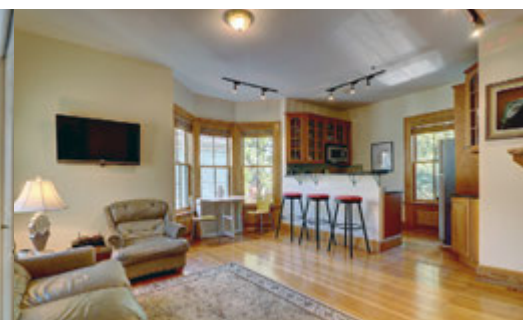
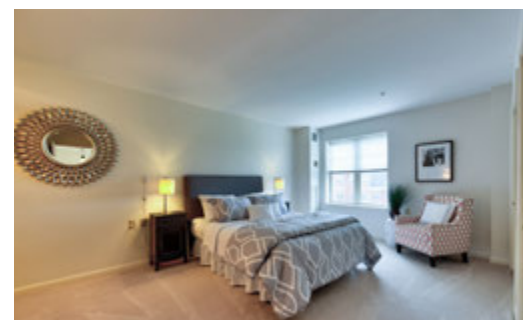
355 Blackstone Boulevard, Unit #548

East Side of Providence, RI



54 Halsey Street #4

East Side of Providence, RI



\$245,000

1 Bed | 1.5 Baths | 1,071 Sq. Ft.

Great location with open vista of trees and greenery. This freshly decorated unit with neutral paint palette and carpets is move in ready. The layout of this one bedroom with deluxe den provides hallway access to both rooms with a feeling of more privacy than others.

\$249,000

1 Bed | 2 Baths | 920 Sq. Ft.

Dynamite townhouse set on College Hill. This home boasts open living/dining areas, a fireplace and gleaming wood floors. A chef's kitchen with stone counters and wood cabinetry is perfect for entertaining. A generous master bedroom with ample storage, a home office, two full baths and laundry. Add central air and walking distance to the train and all the educational, arts and cultural amenities of the Creative Capital and you've got the perfect in-town home!

144 Modena Avenue

Providence, RI



50 Groaton Drive

East Side of Providence, RI



\$294,500

3 Bed | 1.1 Baths | 2,260 Sq. Ft.

Classic Colonial located in the quiet, friendly neighborhood of Elmhurst. Period details have been meticulously preserved while blending many updates. The interior of the home is full of natural light and expansive open space that provides a great layout for entertaining.

\$384,000

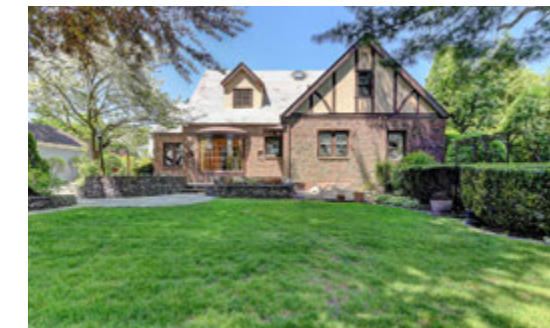
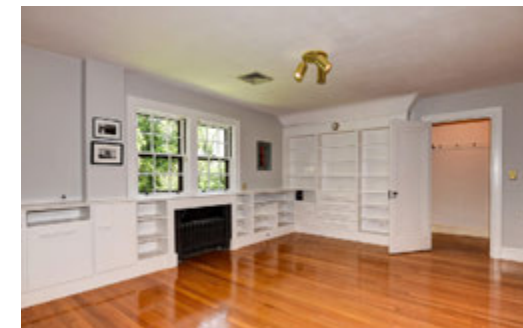
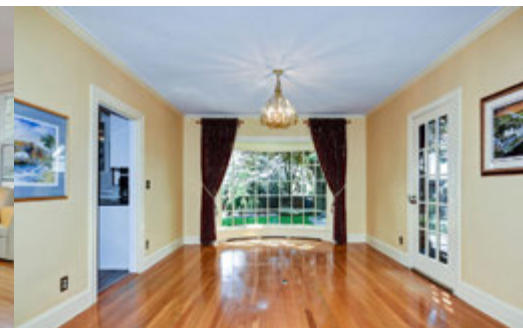
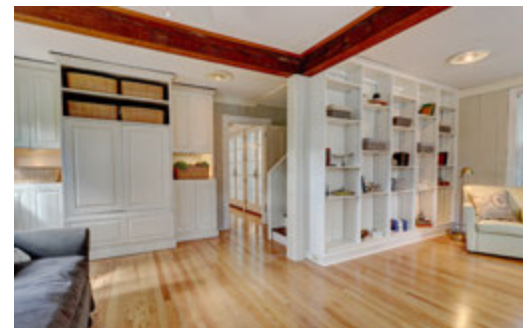
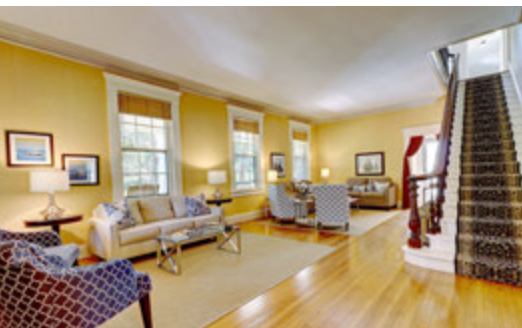
3 Bed | 1.1 Baths | 2,134 Sq. Ft.

Lovingly maintained 1960's Garrison Colonial with a modern open floor plan, cozy first floor den and updated kitchen & baths. This home also features hardwood floors, central air conditioning, and is situated on a quiet residential street. Walk to shops, restaurants and the Summer Farmer's Market at Lippitt Park!

26 Alfred Drowne Road Barrington, RI



585 Elmgrove Avenue East Side of Providence, RI



\$1,145,000

7 Beds | 3.1 Baths | 4,545 Sq. Ft.

Originally known as the Joshua Chapin/David A Waldron House, the original structure was built in 1858. Architecturally significant details include soaring ceilings, plaster crown mouldings, multiple fireplaces, inlaid hardwood flooring and a grand wrap around front porch. With over 4500 sq feet of versatile living space, the property currently has 6 bedrooms and 3 baths - 2 very recently renovated. The lot is over an acre, and includes a spectacular Copper Beach tree that according to records was planted on the first Arbor Day is 1872.

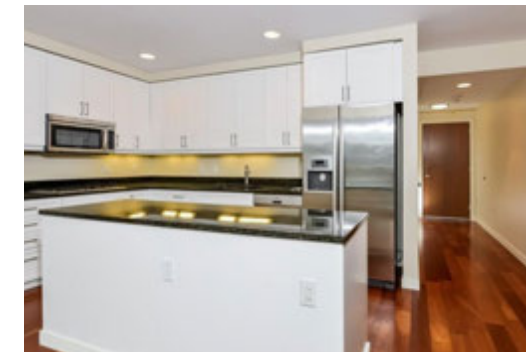
\$799,000

5 Beds | 4 Baths | 4,247 Sq. Ft.

Spacious open flow with abundant light. Large living room with a handsome fireplace has access to the sunroom, and is also open to a stunning formal dining room with an exceptional floor-to-ceiling bow window overlooking the beautiful yard. State of the art cook's kitchen with a cozy built-in breakfast nook. The main level also has two large bedrooms, one of which can be used as a family room, and a full bathroom.

1 West Exchange Street #2301

Providence, RI



\$497,000

2 Beds | 2 Baths | 1,160 Sq. Ft.

The open layout living area with oversized windows provide panoramic City and Capital views from every vantage point. Daytime the spaces are flooded with natural light while nighttime brings the glow of city lights.

100 Exchange Street #605

Providence, RI



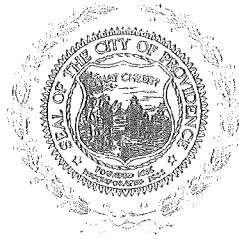
\$375,000

1 Bed | 1 Baths | 879 Sq. Ft.

Waterplace offers stunning views of historic East Side, River, and City Skyline. Lovely condo offers a sun-drenched open layout with floor to ceiling windows, walk-in closet, stainless Steel appliances, washer/dryer in unit, Central A/C, Garage Parking, and storage unit. Building offers 24hr Concierge Services, 24hr Fitness Center, Rooftop Terrace and Community Room overlooking panoramic city skyline. Fabulous location is only steps away from Train, local Universities, Hospitals, Shopping, Dining, and Highway Access. Very Special!

An aerial photograph of a region, possibly a coastline or a large body of water, overlaid with a grid of white plus signs. The image has a color gradient from red on the left to blue on the right. The text is positioned on the left side of the image.

APPENDIX 4:
SUPPORT LETTERS



Mayor of Providence
Jorge O. Elorza

October 19, 2017

Mr. Jeff Bezos
Chief Executive Officer, Amazon
Amazon Headquarters
410 Terry Avenue
N. Seattle, WA 98109

Dear Mr. Bezos:

It's my pleasure to join Rhode Island Governor Gina Raimondo to enthusiastically present several great opportunity sites for Amazon's second headquarters here Providence, the Capital City.

Providence is a dynamic city of art, culture, diversity and inclusion. Creativity and innovation are in our DNA. Within a five minute walk of our downtown, you'll find the world's best art and design school, an Ivy League institution, a world-class medical school, and the country's best culinary school. Anchored by eight colleges and universities, Providence has the vibrancy, energy and livability that attracts and retains talent and is increasingly attracting businesses to start here, grow and expand here.

With easy access by train to Boston and New York, Providence is in the heart of the dense northeast corridor, and part of that regional economy, while offering an exceptionally high quality of life at a lower cost.

Most importantly, the Governor and I work proactively and collaboratively as partners to grow our Capital City and State. Every day here in Providence, we are better streamlining our processes, increasing transparency and identifying additional ways to support new and growing businesses. Together, we are increasing quality of life and space, while creating a landscape for innovative and creative companies to thrive.

As Mayor, you have my enthusiastic partnership and commitment to ensure Amazon thrives in Providence!

Sincerely,

Jorge O. Elorza
Mayor

City Hall, 25 Dorrance Street, Providence, RI 02903
Phone (401) 421-7740 Fax (401) 274-8240



Jewelry District Association
Arthur Salisbury, President

Mr. Jeff Bezos
Amazon

Dear Mr. Bezos:

The Jewelry District is a fast-evolving historic area in downtown Providence, RI. It's just one aspect of a much larger picture — the surprising range of opportunities for living and working that Rhode Island offers.

We believe our state's unique sense of place gives you the keys to business success. It answers the question: besides having a superb local talent pool, can a location help recruit and retain employees?

Rhode Island has 27 universities and colleges including Brown University, Rhode Island School of Design, University of Rhode Island, Providence College and others. Their students have learned to love Rhode Island and want to live and work here.

It's understandable that people want to "live, work and play" in one place, and that's easy to do in Rhode Island. Small is great! Our state offers an unmatched variety of places to live. A blending of the historic and today, of towns and countryside all within easy reach. A range of housing from walkable downtown apartments to luxury living in urban high rises and at ocean- and bay-sides. For the people living in the Jewelry District on the edge of downtown Providence, places to work and play are close at hand.

Rhode Island is called "the ocean state" for good reason: within minutes we can surf, swim, fish and enjoy the water that is never further than a short ride from home or office. We enjoy an active and diverse arts scene, music, theater, museums and festivals — and our world famous "Water Fire". Of course, being so well situated between New York and Boston, we enjoy convenient access to both via car or mass transit.

Selecting Rhode Island will give Amazon what's needed to attract and retain the employees required for continued success.

Sincerely yours,

116 Chestnut Street
Suite H
Providence, RI 02903

Setting a Sparkling Example for Providence

Observations on Rhode Island's Workforce Efforts

Rhode Island, though small, has been a leading state in bringing its workforce into the digital age. The state's leadership team, including the governor, has asked the Markle Foundation to discuss the importance of the initiatives they have undertaken.

The unrelenting digitization of our economy has propelled America into the greatest economic transition since the Industrial Revolution. Rhode Island has an innovative vision and proven commitment to workforce development – starting in kindergarten and going through college to lifelong learning – and is effectively bringing together the stakeholders in the labor market to enable businesses to get the workforce they need and workers real opportunity. Rhode Island and the Markle Foundation share a common goal of preparing students, workers and businesses for success in the digital economy, and, over the years, the state's leadership team has been a valuable advisor in informing the Foundation's strategy and actions.

We have today an American paradox: Across the country, six-million-plus jobs are going unfilled often because employers can't find skilled workers yet millions of Americans with in-demand skills, or job seekers who are capable of learning those skills, are unemployed or underemployed.

Markle's [Skillful initiative](#), which launched in 2016 in Colorado, works with businesses, job seekers and workers, and educators to create a skills-based labor market that enables employers to find the talent they need, job seekers to see where the jobs are and find jobs uniquely suited to their skills, and educators to know what training is needed to create a skilled, nimble and entrepreneurial workforce.

"Skillful in a Box" was created thanks to imaginative input from Rhode Island's governor. It enables all states to benefit from Skillful, as it gives employers the templates, tools and access to training and resources to help transition their businesses to skills-based hiring.

A Pew Research Center survey, conducted in association with Markle, found that eighty-seven percent of Americans believe that lifelong training is central to career success in the digital age. Rhode Island's response to the demands of the new labor landscape has been to put in place initiatives that provide robust resources that link education, training and career development to support the work force of the 21st century. Real Jobs RI, for example, has helped boost the state's jobs to the highest-ever – 499,200 – with a gain of 3,100 alone this past August.

Real Jobs RI has brought together 300 firms in 17 industries to partner with 150 skills-training programs to provide skills education to current and potential employees while retaining and obtaining talent, allowing incumbent employees to improve their skills as their employers fill immediate openings with experienced workers. As of September 1, more than 900 new hires have been placed – including 400 job seekers in high-skill jobs building submarines at Electric Boat – and 500 incumbent workers trained for future advancement.

Rhode Island students, through CS4RI (Computer Science for Rhode Island Initiative), are learning the skills and critical thinking needed to create, get and advance in good jobs in the 21st century. By this December, children in every school in the state will be taught computer skills starting in kindergarten and continuing with AP Computer Science courses in high school.

The state's focus on higher education and its crucial role in preparing residents for rewarding careers this year produced the Promise Scholarship which covers the cost of tuition and fees at the Community College of Rhode Island for all state residents who graduated high school the previous spring.

Rhode Island's innovative public and private sector partnerships, such as Real Jobs RI and CS4RI, are part of an effort to leverage existing resources more effectively and craft new tools and programs to equip Rhode Islanders, of all ages and backgrounds, to engage in lifelong learning that meets the needs of the new work world.

All Americans deserve to find a meaningful place in the new economy. We encourage Amazon to set the standard for the nation by emphasizing a state's deep commitment to preparing its workforce for the jobs of the future.



Zoë Baird
CEO and President
Markle Foundation

October 16, 2017



East Providence Area Chamber of Commerce
1011 Waterman Avenue
East Providence, Rhode Island 02914
Phone: 401.438.1212 Fax: 401.435.4581
office@eastprovidenceareachamber.com



30 Exchange Terrace, Providence, RI 02903
401.521.5000 fax 401.621.6109
providencechamber.com

October 17, 2017

Jeffrey Bezos, Chairman, President & CEO
Amazon.com, Inc.
1200 12th Avenue South, Suite 1200
Seattle, WA 98144-2734

Dear Mr. Bezos:

The East Providence Area Chamber of Commerce supports the State of Rhode Island and its proposal to be considered for the new Amazon HQ2. The physical size of our state, which is comparable to many large cities in the United States, would provide state and local support and conveniences that other locations do not.

Rhode Island and its educational institutions can offer the deep pool of talent and the tech ecosystem that your company requires; as well as those from the Boston and New York areas. We also have a collaborative, innovative environment in our State.

The City of East Providence and its waterfront development projects can be used as a prime example of a Rhode Island city and the State working together. The East Providence Waterfront Commission, a quasi-governmental organization created through RI legislation in 2003, has worked well for over fourteen years. It has provided expedited decision-making and procedures for several large, successful projects in our City; including Aspen Aerogels (aerogel.com,) and Tockwotton on the Waterfront (tockwotton.org.) Information about the Commission and current projects (Kettle Point, University Orthopedics, etc.) is available at eastprovidencewaterfront.com

In addition to providing the qualified employees that your company requires, the State of Rhode Island can offer a great quality of life for them with easy access to New York City and Boston via all types of transportation, close proximity to the Atlantic Ocean and our beautiful Narragansett Bay beaches, four seasons, theater & entertainment, great restaurants and the ability to travel the entire state in less than one hour.

The State of Rhode Island and our cities have much to offer your company. Thank you for the opportunity to be considered for involvement in Amazon's growth and future.

Sincerely,

Laura A. McNamara, executive director

Dear Mr. Jeff Bezos,

Called America's "coolest city" by *GQ*, and named a top millennial mecca by *Inc.*, Providence is educated, young, hip, affordable—and right in the thick of things. Consider what our city has to offer:

- A quality of life that's second to none, including a compact and walkable downtown filled with award-winning restaurants, stunning architecture, nightlife and culture.
- Easy access to Boston and New York, not to mention some of the most scenic vacation spots in New England.
- Some of the best universities anywhere—including Brown, the University of Rhode Island, and the Rhode Island School of Design—providing plenty of access to talent. (And a successful fellowship provides incentives for highly motivated STEM graduates to stay in-state.)

That commitment to retaining Rhode Island's best and brightest students—combined with a series of aggressive business incentives enacted in recent years—has made for a thriving economic environment. We're proud of our state's ability to partner, to develop new programs, and to move quickly and predictably in the interest of supporting this business growth. This innovative and collaborative culture has attracted a number of tech companies to Providence, including Virgin Pulse, Johnson and Johnson, Wexford Science and Technology, and GE Digital; *Inc.* magazine described the city as "an emerging Silicon Valley clone."

Providence is an ideal location to work, live and play, and you'll find that all sectors of our state are committed to seeing HQ2 and its employees thrive in Rhode Island.

Best,

Laurie White
President, Greater Providence Chamber of Commerce



Newport County Chamber of Commerce
35 Valley Road
Middletown, Rhode Island 02842-6306

tel: 401.847.1600 fax: 401.849.5848
www.NewportChamber.com

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Ernie A. Almonte, CPA
RSM US, LLP

Chair Elect
Susan A. Fabrizio
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Dr. Day Care Family

Legal Counsel
Michael A. Gamboli, Esq.
Partridge Snow & Hahn LLP

**Executive Committee
At-Large Members**

Peter Marino
**Neighborhood Health Plan
of Rhode Island**

Jennifer Parkhurst
Fidelity Investments

President/CEO
John C. Gregory, IOM



October 16, 2017

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

Dear Mr. Bezos:

I am writing to you not only in my capacity as the President/CEO of the Northern Rhode Island Chamber of Commerce, but as a lifelong resident of Rhode Island. As you look at new headquarters, you really need to look at Rhode Island.

The quality of life is second to none. In addition to access to major cities like Boston and New York, Rhode Islanders can reach the ocean from almost any place in the state in less than 45 minutes. In addition the cost of living is much lower. A recent article stated the difference in housing costs:

Boston \$610,000
Massachusetts \$398,000
Rhode Island \$260,000

I know that you like to higher young professionals so what a great “no cost” benefit for Amazon to locate your headquarters in RI and have your colleagues’ have access to lower housing costs. When it comes to hiring young professionals, Rhode Island is working harder than ever to keep the talent we have based on our regional pull and our higher education system both public and private.

I am sure you are aware that we just passed legislation giving every Rhode Island high school student the opportunity to attend two years at our Community College with no tuition cost.

As you read all the other letters of support it is obvious that is a collaborative effort not only by different sectors of the state’s infrastructure but by our cities and towns as well.

While every individual city or town would love to have Amazon in their city limits, the most important objective is to locate your headquarters in our great state. I hope you agree that Rhode Island is a “prime” location that should be on the top of your list.

Sincerely,

John C. Gregory, IOM
President/CEO
Northern Rhode Island Chamber of Commerce

October 17, 2017

To Whom It May Concern,

I am writing today in strong support of the State of Rhode Island’s bid proposal to Amazon for the second headquarters.

The Newport County Chamber of Commerce’s primary mission is to promote a healthy economic climate of goods, jobs, and capital creation by assisting local business get the services and resources they need to thrive and by supporting important economic development initiatives, projects and programs that impact the community. We are one of Rhode Island's largest business advocacy organizations formed to enhance the business, civic and economic vitality of Newport County and greater Rhode Island. Our purpose is to leverage the region's core assets to find solutions in the areas that matter most to the business and community, quality jobs, quality growth and quality of life.

The Greater Newport region and Rhode Island area has a rich history and global brand that will be attractive to Amazon employees. Its coastal beauty, historic landmarks, tremendous food scene, and world renown attractions make it a sought after destination by travelers from around the world. Newport County is the capital of US sailing with a strong design and building sector, center for the military and defense industry as it is home to advanced defense companies, research and development assets like the Naval Undersea Warfare Center, and national defense installations like the Naval War College. It has strong tech, creative and design industries, making the entrepreneurial and innovative ecosphere exciting and vibrant.

The quality of life in Rhode Island and the desirability of living here is second to none. Our ideal geographic location on the East Coast provides easy access to New York City and Boston, as well as several international airports. Additionally, the deep pool of talent in the area, both due to our regional pull and due to our strong universities, coupled with our budding tech ecosystem, makes Rhode Island an ideal candidate for Amazon. The commitment from all sectors of the state to seeing HQ2 come to RI and thrive demonstrate the collaborative, innovative environment here in Rhode Island, along with the ability for all of our communities to partner, develop new programs, and move quickly.

Sincerely,

Erin Donovan-Boyle
Executive Director



The East Bay Chamber Board of Directors votes to support this initiative for the reasons listed below:

- The quality of life in Rhode Island and the desirability of living here
- Easy access to NYC, Boston
- The deep pool of talent in the area, both due to our regional pull and due to our strong universities
- Tech ecosystem
- The collaborative, innovative environment here in Rhode Island + State & Cities' ability to partner, develop new programs, move quickly and predictably
- The commitment from all sectors of the state to seeing HQ2 come to RI and to helping Amazon thrive in RI

Bette Walpole

Bette Walpole
Chairman of the Board
East Bay Chamber of Commerce
16 Cutler Street, Suite 102
Warren, RI 02885
401-245-0750

East Greenwich Chamber of Commerce

This letter is to enthusiastically support the establishment of Amazon's headquarters in the State of Rhode Island.

As the Executive Director for the past 7 ½ years of one of Rhode Island's busiest Chambers of Commerce, I know what a wonderful place Rhode Island can be to live, work, recreate and do business. I am also an individual who has lived in six (6) other states besides Rhode Island, and have traveled extensively around this country on business.

Rhode Island is unique because of its wonderful quality of life, the richness and diversity of its culture, and its proximity to both New York City and Boston. Rhode Island is home to many wonderful universities and colleges which insures a deep pool of talent. In addition to the traditional colleges and universities, Rhode Island is focused on tech and supplying talent for the technical jobs of the future. One of the great advantages of Rhode Island is its size. Because of its size, businesses can easily access education leaders, political leaders, and other business leaders. This makes collaboration and getting things done in a timely fashion very possible and likely.

Should you need any more information or would like to discuss Rhode Island's qualifications any further, I invite you to contact me by phone or email.

Sincerely,

Stephen M. Lombardi
Executive Director

An aerial photograph of the United States is shown with a color gradient overlay that transitions from a bright red on the left to a dark blue on the right. A grid of white plus signs is overlaid on the map. The text 'APPENDIX 5: INDUSTRY STRENGTHS' is positioned on the left side of the image, partially overlapping the red area.

APPENDIX 5:
INDUSTRY STRENGTHS

Biomedical Innovation

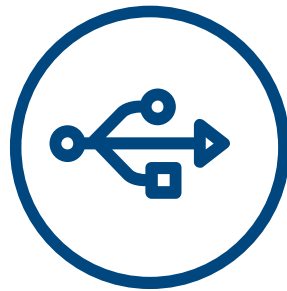


Rhode Island has strength in biomedical innovation, advancing scientific knowledge of biological processes and systems in ways that are reshaping the diagnosis and treatment of medical conditions. These advances are converging with technology development in other scientific fields—including electronics, information technology, imaging, and nanosciences—to offer new insights that inform the creation of biomedical products. Biomedical innovation requires close connections between basic research, clinical research, and industry development, which the density and collaboration within Rhode Island facilitate.

Key Facts:

- Rhode Island has a 31% higher industry concentration in health and life sciences than the nation. With CVS headquartered in Rhode Island, and new arrivals like Johnson & Johnson coming to the state, the biomedical innovation ecosystem continues to innovate and thrive.
- Areas of specialty include biopharmaceuticals involving active organic ingredients, drug delivery, and genetic engineering, as well as medical devices including surgical tools, spinal and bone prosthetics, and design of medical equipment
- Neuroscience is a point of distinction for Rhode Island, with five institutions partnering to collaborate on research – Brown University, University of Rhode Island, Lifespan, Care New England, and the Providence VA Medical Center. Brown's BrainGate program represents the forefront of mind-machine technology as the team has developed computer chips that, when implanted in a paralyzed patient's brain, make it possible for the patient to move an electronic arm or a mouse cursor by thought alone.

IT-Software, Cyber-Physical Systems, and Data Analytics

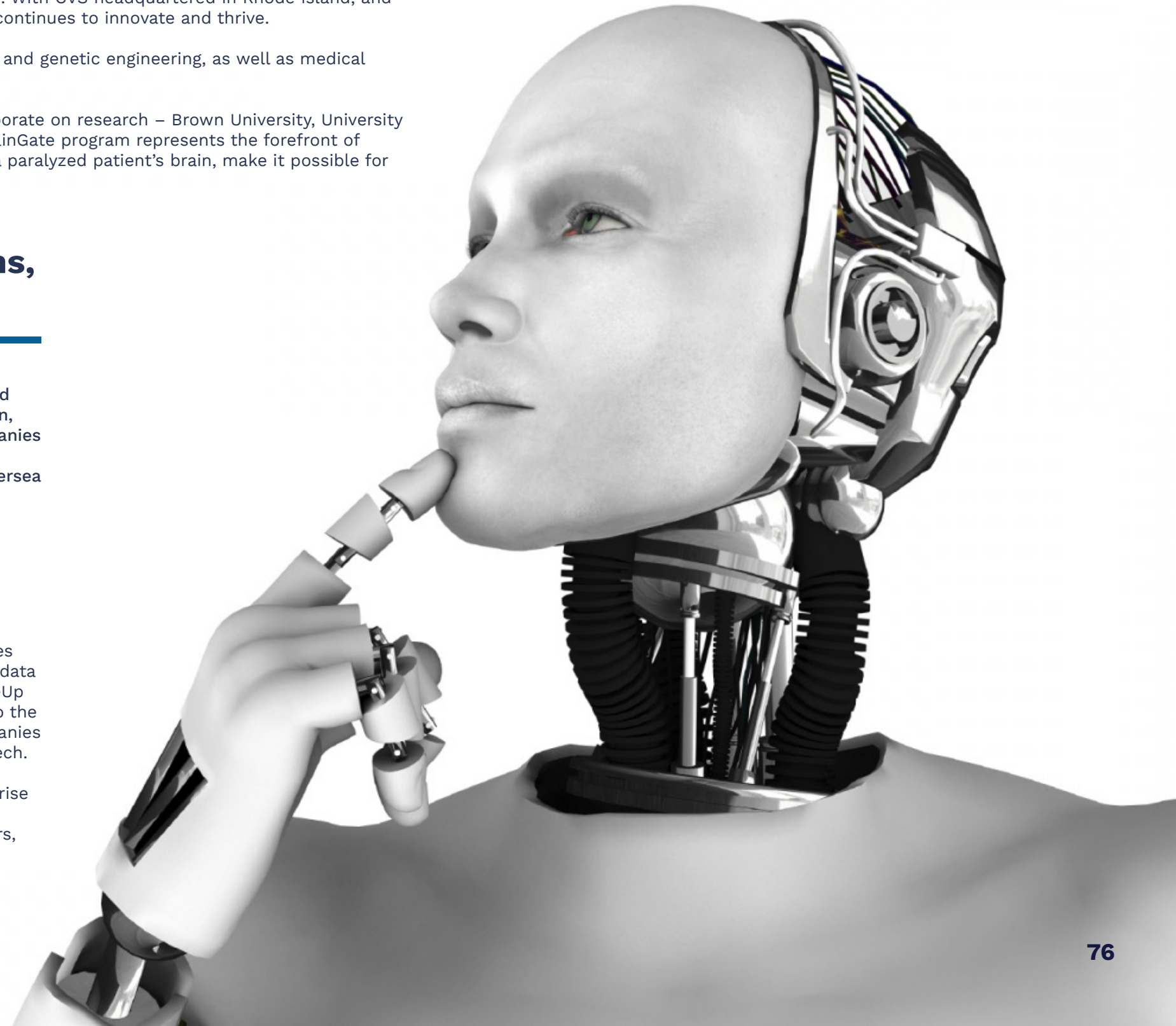


Cyber-physical systems—often referred to as the Internet of Things—represents the next frontier of the information technology revolution, and Rhode Island is on the cutting edge. With strengths in engineering, design, data analytics, cybersecurity, and computer science, Rhode Island companies have an advantage. Due to the close collaborations in the state, these

technological innovations are being applied across industries, ranging from cloud computing to undersea technology.

Key Facts:

- Rhode Island has an 18 percent higher industry concentration in IT-Software, Cyber-Physical Systems, and Data Analytics compared to the nation
- The IT-Software, Cyber-Physical Systems, and Data Analytics growth area is the leading area for innovation-led emerging companies in Rhode Island. Among the major venture-backed companies are Swipely (\$40 million) offering payment marketing services, Greenbytes (\$36 million) offering data storage solutions, Utilidata (\$20 million) providing power automation control systems and ShapeUp (\$9 million – acquired by Virgin Pulse, which chose to consolidate in RI, bringing 300 new jobs to the state) offering wellness software management. This is also an area for several fast growth companies that made the Inc. 5000 list, including Atrion, Carousel Industries, Gurnet Consulting, and MojoTech.
- Industry in Rhode Island has a cluster of patent activity in data processing, e-commerce, enterprise applications, and cybersecurity. In addition, industry in Rhode Island is patenting in the area of semiconductors and electronic components, with a focus on optical and electromagnetic sensors, fuel cells, and power conversion devices.





Defense Shipbuilding and Maritime

The extensive breadth of defense shipbuilding and other maritime industry activities taking place across Rhode Island is impressive. This includes custom boat and defense submarine building, renovating, and servicing; development of advanced materials and component boat/ship systems; nautical tourism; and the preservation of coastal communities and environments. As the Ocean State, Rhode Island has remained a leader in all things nautical and sub-marine.

Key facts:

- The broad industry cluster of Marine, Materials, and Machinery, which encompasses the manufacturing components of the Defense Shipbuilding and Maritime growth area, is highly specialized, with an 86 percent higher level of concentration than the national average.
- General Dynamics-Electric Boat is building the next generation of submarines for the U.S. Navy in Rhode Island.
- URI's most prominent area of research is ocean sciences and engineering, a program that is truly world-class. Much of the top talent across the world has attended or collaborated with URI, providing Rhode Island a strong reputation in this field.
- The Naval Undersea Warfare Center stands as a leader in underwater systems and is testing unmanned drones in Rhode Island's Narragansett Bay.



Design, Food, and Custom Manufacturing

Rhode Island is an epicenter for industrial design and innovative food and manufacturing due to the strong programs at the Rhode Island School of Design and Johnson & Wales University. Industrial design provides significant competitive advantages for companies, especially in consumer products and packaging, which prize distinctive style and usability. Driven by rapid technological developments, falling costs, and new applications for 3D printing technology, the emphasis on industrial

design is intensifying in the product and service development process. Meanwhile, a burgeoning maker movement is reshaping product development by lowering the barriers to designing and manufacturing goods.

Key Facts:

- Rhode Island has double the industry concentration for consumer goods than the national average, and has an expanding manufacturing sector.
- Productivity is very high for Rhode Island industries associated with the Design, Food, and Custom Manufacturing growth area, standing 45 percent higher than the U.S. average.
- Rhode Island is the #1 state per-capita by concentration of industrial design firms and among the top four of states for industrial design patents per capita.



Advanced Business Services

Modern business organizations rely on back office and headquarters operations to ensure the overall functioning of their key business systems, including computing, data processing, marketing, client management, human resources, financial services, and support for development of new strategies and products. For these vital functions, many companies choose Rhode Island.

Key facts:

- Rhode Island's Advanced Business Services industry is at a 30 percent higher level of industry concentration than found nationally.
- Both Connecticut and Massachusetts also have a high industry specialization in Advanced Business Services, but unlike Rhode Island their clusters are not growing. This suggests that the business environment in Rhode Island is better positioned for office operations of headquarters and insurance and financial services.
- Rhode Island is headquarters to many top companies, including CVS, Textron, Amica, Hasbro, and Citizens Bank, and has large presences from Fidelity, IGT, and MetLife.



Transportation, Distribution and Logistics

Transportation, Distribution, and Logistics encompasses Rhode Island's multi-modal freight transportation system, which includes ocean shipping, rail shipping, and trucking. These freight transportation activities help drive the siting of warehousing and distribution centers and the demand for logistics services. Rhode Island's strong academic programs in supply

chain management at URI and Bryant also fuel this industry.

Key Facts:

- Rhode Island is adding jobs in Transportation, Distribution, and Logistics and grew 5.3 percent from 2009-2013. This is slightly above the national growth rate of 4.9 percent.
- Rhode Island is the only state in New England to realize sizable job gains in Transportation, Distribution, and Logistics between 2009 and 2013. During that same period, Connecticut, Massachusetts, and Vermont saw slight declines in employment and gains in New Hampshire and Maine were under 1 percent.
- Some of Rhode Island's top companies are specialists in this industry, including United Natural Foods Inc (Whole Foods' key supplier) and Moran Shipping.

Source: Rhode Island Innovates, January 2016 – Brookings Institution and TEconomy Partners.

An aerial photograph of the Amazon basin, showing a complex network of rivers and forest. A white grid of plus signs is overlaid on the image. A white outline highlights a specific area in the upper-left quadrant, likely representing the Amazon Academy site.

APPENDIX 6:
AMAZON ACADEMY
PLANS

Amazon Academy Vision:



This unique academy will give Amazon employees the opportunity to expand their knowledge, enhance their technical and leadership skills, and accelerate their professional development. We envision Amazon Academy as a centralized education and training center for existing Amazon employees (and new personnel) that brings together the world-class programs across Rhode

Island's institutions of higher education. Amazon and RI's universities and colleges will together identify and develop modules, programs, initiatives, certificates, and degrees to enhance job-related skills, and programming, as appropriate. By tapping into the collaborative network of universities and colleges in Rhode Island, Amazon will be positioned to provide employees with extensive opportunities for enhanced and accelerated learning and professional development. Amazon Academy will help keep employees challenged, motivated, and engaged.

The following chart summarizes the combined assets of all institutions that could be leveraged for Amazon's new pipeline and ongoing training needs:

AMAZON ACADEMY

SCHOOLS	Combined Assets of all institutions, for Amazon's new pipeline & ongoing training needs:					
	STRATEGY	BUSINESS OPERATIONS	MARKETING/ COMMUNICATIONS	CYBER SECURITY	COMPUTER & DATA SCIENCE	MANAGEMENT
BROWN UNIVERSITY	✓	✓		✓	✓	✓
BRYANT UNIVERSITY	✓	✓	✓	✓	✓	✓
COMMUNITY COLLEGE OF RI		✓	✓	✓	✓	
JOHNSON & WALES	✓	✓	✓	✓	✓	✓
PROVIDENCE COLLEGE	✓	✓	✓		✓	✓
RHODE ISLAND COLLEGE	✓	✓	✓	✓	✓	✓
RISD	✓		✓			✓
ROGER WILLIAMS UNIVERSITY				✓		
SALVE REGINA UNIVERSITY	✓	✓	✓	✓	✓	✓
UNIVERSITY OF RHODE ISLAND	✓	✓		✓	✓	✓

These universities have affirmatively committed to working in an interwoven rather than isolated fashion in order to support Amazon's talent needs. For Amazon Academy, coursework and training will be offered by faculty of different universities working side by side, co-locating, co-orchestrating, and co-teaching. For example, Amazon Academy could simultaneously offer a Brown University executive studies course in cyber for Amazon's leadership; a RISD design-thinking course for managers to consider innovative ways to structure and re-structure customer obsession at every level of the company; or a weekend cyber range exercise with Salve Regina and Roger Williams University for new cyber units. This facility would be built and operated as a joint venture between the State and Amazon. The Academy will have an operational leader who is responsible for the optimal curation of Amazon's programs.

Rhode Island higher education stands ready to make Amazon Academy a reality. Please find the following statements of support from each university:



1. Brown University

Brown University supports Rhode Island's bid for HQ2 and welcomes the opportunity to partner with Amazon to recruit and continuously enhance talent, collaborate on research, and create Amazon Academy. This important effort supports organizational innovation, and the reputation of Amazon, Brown and our region as forward-thinking and constantly evolving enterprises.

Brown University is a private top-ranked institution renowned for the excellence of its research, scholarship, extraordinary faculty and students and the rigor and innovation of its education. At the core of Brown's mission is a drive to create impact by deploying knowledge to address critical and complex problems in society and the world. Founded in 1764, Brown is the seventh oldest college in the United States and a member of the Ivy League, well known for the highest standards in research and education.

Brown's impact-driven mission drives its desire to encourage and facilitate the evolution of discoveries and inventions into know-how, products and services with societal and economic value. To this end, the University, through its new Office of Industry Engagement and Commercial Venturing, is building innovative strategic partnerships with companies centered around research collaborations and encompassing many mutual benefits that come from productive university-industry relationships (e.g., training opportunities, internships, recruitment, etc.). Brown would welcome the opportunity to partner with Amazon in this manner.

Brown is unique because of our deeply interconnected and collaborative nature which transcends boundaries that typically separate fields of inquiry. Brown researchers and students attack problems holistically and apply many lenses of inquiry to achieve high-impact solutions.

Our world-class faculty is uniquely positioned to produce scientific and technological innovations that enable breakthrough products and services for industry partners and to link solutions to human experience, the environment, society, and global affairs - aspirations that achieve the "triple bottom line."

Learning within this interdisciplinary environment, Brown students are innovative, self-directed and strategic thinkers who thrive in fast-paced, cutting-edge organizations like Amazon. Brown's CareerLAB and individual academic units will work with Amazon to put together tailored recruitment opportunities and events (problem-solving hackathons, industry challenge problems research teams can take on and job talks are very popular) on campus so that Amazon and Brown students engage frequently.

Brown has a long history of collaborating with Rhode Island universities – for example, our joint degree program with RISD and our research collaboration agreements with the University of Rhode Island and others. We stand ready to work with other universities and to participate fully in the proposed Amazon Academy, bringing our top-ranked programming and research to bear in support of Amazon's hiring and training needs.



2. Bryant University

Bryant University strongly encourages Amazon's consideration of RI as a northeastern headquarters. RI's unique blend of collaborative partnerships with universities can offer Amazon a highly trained workforce with dedicated opportunities for growth and success in a location with excellent access and cultural and recreational attractions. Bryant University has a long history of providing innovative and high-quality business programs that employers value. Our hallmark education that seamlessly blends arts and sciences and business results in graduates who are at the forefront of innovation and life-long learning.

Key Areas of Expertise/Assets for Amazon Academy:

- Bryant University will offer Amazon Academy high-quality, market-driven, innovative business, leadership, and data science programs which could include:
 - Market-driven continuing education programs, many of which prepare students for national certifications and are available online
 - Design thinking training and courses
 - Customized modules for leadership, global supply chain, data science, business analytics
 - Undergraduate and graduate degrees
 - Interdisciplinary emphasis on all programs – now and into the future.
 - Supply chain certification
 - Project management certification
 - Design Thinking
 - Remote teams
 - Six Sigma
- Programs, courses, degrees, and/or modules to enhance worker competencies
 - MBA (available with specializations)
 - Data Science degree (UG)
 - Applied Analytics concentration (UG and Grad)
 - Global Supply Chain Management (UG concentration and MBA specialization)
 - Leadership Concentration (UG)
 - Robotics course
 - Artificial Intelligence
 - Cybersecurity
 - Coding and IS



3. Community College of Rhode Island

The Community College of Rhode Island is eager to partner with the Amazon Academy to build a talent pipeline with the skills needed to fill career track jobs for Amazon's immediate and long term workforce development needs. Our offerings are aligned with state economic and workforce development priorities, our resources are rich and vast, we enjoy a strong track record of forging strategic, collaborative relationships with key local industry partners, and we can bring scale like no other workforce partner in the region.

CCRI is extremely fortunate to offer our partners a Workforce Development team lead by Vice President Julian Alssid, whose expertise in workforce development best practices has earned him a national reputation for building effective employer partnerships that result in quality employment for students and ongoing education and training for incumbent workers. Julian has had the privilege of collaborating with Amazon on their workforce development strategy in the past, and would welcome the opportunity to continue that work in Rhode Island.

Key Areas of Expertise/Assets for Amazon Academy:

- CCRI hopes to develop a collaborative partnership with Amazon Academy to build a talent pipeline with initial emphasis on developing engineering, IT, accounting, and administrative tracks. Our partnership will provide CCRI students with career exploration, internship and experiential learning opportunities, and provide CCRI with a vehicle for continuous curricula improvement to ensure that our courses are relevant and aligned with Amazon's and the region's current and future workforce development needs.
- CCRI offers over 80 certificate and degree programs in 22 academic disciplines. This partnership would draw mainly from our Administrative Office Technology, Business Administration, Communication, Computer Studies and Engineering and Technology programs.
- All CCRI certificate and degree programs can be offered on site, and can also be used to develop customized, noncredit continuing education classes. We also have an extensive portfolio of noncredit training programs available and the ability and to develop new programs to meet emerging workforce development needs.



4. Johnson & Wales University

Johnson & Wales University strongly supports Rhode Island Commerce Corporation's proposal for Rhode Island to host the second North American headquarters of Amazon. One of the strongest attributes of Rhode Island is the number of quality higher education institutions in the state. Like our counterparts, JWU graduates students who are well prepared to join the workforce in a wide variety of careers. Our graduates have risen to high levels in major companies including Amazon and its recently-acquired Whole Foods. JWU works with industry partners to develop curriculum to

ensure our students' classroom learning is timely and relevant. We would welcome the opportunity to work directly with Amazon to meet their employees' training needs or through our participation in a proposed Amazon Academy." - Mim L. Runey, LP.D., Johnson & Wales University Providence Campus President/Chief Operating Officer



5. Rhode Island School of Design

- The State's initiative to invite Amazon to consider Rhode Island for its next corporate headquarters is an exciting proposal.
- Rhode Island and Providence are emerging as among the country's most creative, cool and friendly places to live and work. As an example, the RISD Museum was recently named the top university art museum in the country.

- Over twenty RISD graduates currently work at Amazon, primarily in UI/UX fields. Closer proximity between an innovative future looking company like Amazon and the top school specializing in design thinking and making would be mutually advantageous.
- RISD welcomes questions to assist with Amazon's consideration of Rhode Island as its future home.
- Key Areas of Expertise/Assets for Amazon Academy:
- RISD has a culture of exploration and curiosity grounded in skill and learning: <http://www.risd.edu/about/campus-culture/>
- Partnered Research Projects provide an exploratory, educational framework suited to generating diverse discipline-based insight relevant to wider artistic, scientific, political, environmental, social, and business contexts: <http://research.risd.edu/guide-to-partnered-projects/>
- Executive Education programs are based in a deep knowledge of the intersection of design, business and culture: <http://exed.risd.edu/approach/>
- Continuing Education at RISD educates students of all ages in art and design, with high quality, accessible programs, courses, lectures, workshops and certificates: <https://ce.risd.edu/>
- The RISD Career Center educates, advises, and empowers all students and alumni to effectively translate their education and creativity into fulfilling professional experiences. <https://www.risdcareers.com>



6. Rhode Island College

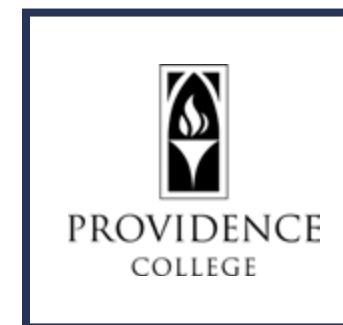
Rhode Island College (RIC) enthusiastically supports the location of Amazon's HQ2 in Rhode Island. RIC values its community partners and has a long history of cooperation and collaboration in the support and development of programs and initiatives that have benefited Rhode Island's economy and communities. RIC is the state's oldest public institution of higher education, and over 70% of RIC graduates remain in Rhode Island. RIC's professional

programs and liberal arts curriculum produce graduates that support our region's private and public sectors and communities.

RIC's continuing education, workforce development, professional development, personal enrichment and cultural/community programs serve adult students, working professionals, and managers and supervisors in the public and private sectors. RIC also supports many sustainability initiatives and was selected as a 2017 U.S. Department of Education Green Ribbon Postsecondary Sustainability Awardee.

Key Areas of Expertise/Assets for Amazon Academy:

- Rhode Island College (RIC) will engage Amazon HR senior staff in a targeted alignment of RIC degree and certificate programs to provide workforce ready graduates for Amazon's corporate headquarters. Alignment will include faculty research and development opportunities, student internships and service learning, specialized courses, case studies and corporate project management training.
- Continuing education opportunities: M.S. Operations Management; B.S. Accounting, Computer Information Systems, Management/ Marketing, Computer Science
- Programs to enhance worker competencies: Supervisory and Leadership workshops; Sustainability Studies; Design, Innovation and Advanced Manufacturing; Business Computing; Cultural Competency; Data Analytics; Communication; and Operations Management.



7. Providence College

Providence College wholeheartedly supports the Amazon Academy concept. We would be proud to sit at the table with representatives of our fellow institutions of higher education in Rhode Island to address Amazon's training and educational needs, should they locate their headquarters in Rhode Island. In addition, the College already has a number of programs in place that Amazon employees may find appealing and useful. These include our

4+1 MBA program, our Micro MBA certificate program, and a variety of degree and certificate offerings available via our School of Continuing Education. In addition, the College has an excellent Career Education Center with active and engaged job placement and student internship programs, which would only be more robust if internship, job shadow, mentorship and other similar programs with Amazon were added to the list.



8. Roger Williams University

The Department of Cybersecurity and Networking at Roger Williams University focuses on the development of practical skill sets needed in the workplace in a variety of areas of Cybersecurity and can efficiently and effectively deliver this content online, in seated courses, or on site depending on the needs of the Amazon Academy.

Key Areas of Expertise/Assets for Amazon Academy:

- RWU can provide both degrees, certificates, and training tailored to the needs of Amazon Academy in the Cybersecurity (various areas), Digital Forensics, and Computer Networking.
- Continuing education opportunities
 - Cybersecurity Components
 - Pen Testing
 - Incident Response
 - Digital Forensics
 - Cisco Academy
 - Computer Networking
 - Programs, courses, degrees, and/or modules to enhance worker competencies
 - B.S. Degree in Cybersecurity and Networking
 - M.S. Degree in Cybersecurity and Networking
 - Certificate in Cybersecurity (graduate level)
 - Certificate in Digital Forensics



9. Salve Regina University

At Salve Regina University, we create opportunities and experiences that foster a spirit of discovery and adventure. We look forward to welcoming Amazon to the Ocean State and to collaborating with the organization and our fellow academic institutions to develop programs that meet the professional needs of Amazon's employees. Whether in business studies or humanities, communications or advanced cybersecurity, our students and graduates contribute to the remarkable talents available in the Rhode Island workforce.

We are a future-oriented leader among small universities, unafraid to adapt in search of modern academic strategies that bridge the gap between the classroom and the community. Salve Regina's faculty are focused on the skills required in the workforce today and tomorrow, educating the current and future labor force through competency-and skill-development, new degree offerings or specialized certificate programs. Salve Regina students are prepared to reach beyond themselves to solve complex problems, seek new experiences, and take risks in order to grow and contribute to world change. Whether in our classrooms and labs or on our athletic fields and stages, our students recognize the value in the University's ability to help them learn, lead and make a difference.

Key Areas of Expertise/Assets for Amazon Academy:

- Salve Regina University offers relevant undergraduate and graduate degrees, graduate certificates (four courses), and continuing education opportunities in the following areas:
 - Business Administration
 - Innovation & Strategic Management
 - Marketing
 - Management of Cyber Opportunities & Threats
 - Big Data and Analytics Methodology



10. University of Rhode Island:

The University of Rhode Island is the only public land grant research university in the State of Rhode Island. With 17K students, many of who want to live work and play in Rhode Island we stand ready to partner with Amazon HQ2 to answer any and all talent needs at the company. While we already have a robust recruiting relationship with Amazon in Supply Chain and other business and engineering areas we are prepared to create on site or online degree or certificate programs for existing employees at Amazon as well as for prospective employees who may need to skill up in specific

areas of need for the Company. We are also prepared to participate in the envisioned Amazon Academy through our URI Business Engagement Center. We look forward to partnering with Amazon for any talent needs well into the future.

Key Areas of Expertise/Assets for Amazon Academy:

- Continuing education opportunities (top five areas)
- Programs, courses, degrees, and/or modules to enhance worker competencies
- Supply Chain Management (Bachelors-PhD)
- Drone Curriculum
- Online Cyber Security Certificate/Masters Degree
- Computer Engineering, IoT
- Artificial intelligence and Game Development
- International Business and Engineering (6 languages)
- Online Digital Forensics Certificate





APPENDIX 7:
INCENTIVE DETAILS

Please provide a summary of total incentives offered¹ for the Project by the state/province and local community.

- State incentives have been fully described in the body of the document.
- In addition to state incentives, local municipalities may offer property tax relief. This document does not attempt to quantify the value of that potential relief generally or on a site-specific basis.
- However, certain areas in Providence, for example, including the parcels highlighted in the Providence Station Campus and the Jewelry District are subject to Providence administrative tax stabilization agreements.
 - For example, new commercial construction on land in the I-195 redevelopment district with a cost of construction of at least \$50,000,000, may be eligible for a tax stabilization period of twenty (20) years under the following criteria:
 - The first five projects authorized by the I-195 Redevelopment District Commission with a construction cost of \$50,000,000 or greater² shall be eligible for a tax stabilization period of twenty (20) years through an application process that requires no approvals by the city council of mayor.
 - Subsequent projects after the initial five may be eligible for up to twenty (20) years, the terms of which shall be subject to approval by ordinance by the city council and mayor. Projects with an estimated creation of 150 or more permanent jobs, will be preferred.
 - The tax assessor shall determine the land valuation at project site, prior to commencement of the stabilization period, for the purpose of establishing a base tax or base land tax, whichever is greater. Upon issuance of a certificate of occupancy by the department of inspection and standards, the tax assessor shall assess the project, and the project shall be reassessed according to the city’s regular revaluation cycle.

¹ Please note that this correspondence is provided for informational purposes and does not constitute a final commitment for incentives. A final commitment for incentives from the commerce corporation remains subject to approval of the board of directors of the corporation.

² One project, the Wexford Science & Technology Innovation Complex has been authorized to date under this ordinance in the I-195 redevelopment district

Tax payments will be calculated as a percentage of the total tax at the annual tax rate, with a phased-in schedule, as shown below.

Year	Schedule
1	\$0/Base Tax (if applicable)
2	\$0/Base Tax (if applicable)
3	\$0/Base Tax (if applicable)
4	Base and/or Base Land Tax
5	Base and/or Base Land Tax
6	Base and/or Base Land Tax + 6.5%
7	Base and/or Base Land Tax + 13.0%
8	Base and/or Base Land Tax + 19.5%
9	Base and/or Base Land Tax + 26.0%
10	Base and/or Base Land Tax + 32.5%
11	Base and/or Base Land Tax + 39.0%
12	Base and/or Base Land Tax + 45.5%
13	Base and/or Base Land Tax + 52.0%
14	Base and/or Base Land Tax + 58.5%
15	Base and/or Base Land Tax + 65.0%
16	Base and/or Base Land Tax + 71.5%
17	Base and/or Base Land Tax + 78.0%
18	Base and/or Base Land Tax + 84.5%
19	Base and/or Base Land Tax + 91.0%
20	Full Taxation

In this summary, please provide a brief description of the incentive item, the timing of incentive payment/realization, and a calculation of the incentive amount.

- Description, timing, payment, and calculation of State incentives have been described in the body of the document.

Please describe any specific or unique eligibility requirements mandated by each incentive item.

- Qualified Jobs Incentive: More information about the program, including access to the program application, regulations and legislation, is available on our website at <http://commerceri.com/finance-business/taxes-incentives/qualified-jobs-incentive/>.
 - May be authorized for up to 10 years and requires a commitment period 20% longer than the eligibility period. For example, to receive Qualified Jobs tax credits for 10 years, a company must commit to maintain those jobs for at least 12 years.
 - Upon meeting eligibility requirements, a Company must maintain at least 80% of the committed jobs in a given year in order to receive tax credits in that year. For example, if a company’s commitment is 100 jobs in a given year, the company will not receive credits in a year in which it maintains 79 or fewer jobs in the state. If in the subsequent year the Company maintains 80 or more, up to the commitment level, it will receive tax credits for the actual number of jobs maintained.
 - If the Company reduces its in-state workforce by more than 50% of the number of jobs for which it has received tax credits, it must repay 20% of the tax credits received. In this

way, the requirement to maintain the jobs in place for a period 20% longer than the period for which it receives tax credits is accounted for.

- The jobs must be new to Rhode Island
- Tax credits are issued annually in arrears
- Tax credits may be used against a RI tax liability, transferred, redeemed with the state for 90% of value, or carried forward for up to 4 years
- Recipient must attest that the new jobs would not have been created in Rhode Island “but for” the tax credits
- **Rebuild Rhode Island Tax Credits:**
 - Eligible projects must be at least 25,000 square feet and at least \$5 million in most cases
 - The project must demonstrate a financing gap
 - The program may fill up to 30% of a project financing gap, subject to a \$15 million limitation
 - Recipients may also be rebated sales and use tax on building materials
 - Tax credits are vested and issued in five annual tranches beginning with certificate of occupancy
 - Tax credits may be used against a RI tax liability, transferred, redeemed with the state for 90% of value, or carried forward for up to 4 years
 - More information about the program, including access to program regulations and legislation, is available on our website at <http://commerceri.com/finance-business/taxes-incentives/rebuild-rhode-island-tax-credit/>.
- **Tax Increment Financing**
 - The project must demonstrate a financing gap
 - Limited to 75% of the net incremental state revenue produced by a project
 - Financing may fill a financing gap of up to 30% of project costs for a commercial project, or up to 100% of project costs for infrastructure projects. Additionally, the Commerce Corporation would seek a minimum of 50% of the TIF benefit to be spent on infrastructure.
 - More information about the program, including access to program regulations and legislation, is available on our website at <http://commerceri.com/finance-business/taxes-incentives/tax-increment-financing/>.

With respect to tax credits, please indicate whether credits are refundable, transferable, or may be carried forward for a specific period of time. If the incentive includes free or reduced land costs, include the mechanism and approvals that will be required.

- Tax credits addressed above

Please also include all timelines associated with the approvals of each incentive. We acknowledge a Project of this magnitude may require special incentive legislation in order for the state/province to achieve a competitive incentive proposal. As such, please indicate if any incentives or programs will require legislation or other approval methods. Ideally, your submittal includes a total value of incentives, including the specified benefit time period.

- The three state incentive programs, Qualified Jobs Incentive Tax Credits, Rebuild Rhode Island Tax Credits & Sales Tax Rebate, and Tax Increment Financing are administered by the investments team of the RI Commerce Corporation, Rhode Island’s quasi-public economic

development agency. Incentives are subject to authorization by the board of the RI Commerce Corporation.

- Approvals are streamlined as none of the incentives contemplated within this document require special incentive legislation and are fully implemented with established Rules & Regulations, policies and procedures. While it is impossible to estimate the precise timing, the process for receiving approvals is well established, efficient and subject to executive action.

If any of the programs or incentives described in the summary of total incentives are uncertain or not guaranteed, please explain the factors that contribute to such uncertainty and estimate the approximate level of certainty.

- Because the incentives are derived from a rebate of a variety of state tax revenue streams generated by the company’s activities, primarily the personal income taxes generated by the new jobs, which is a direct function of salary, and sales and use taxes on building materials used in the construction of the project, the value of the incentives is virtually entirely subject to the Company’s control.

Please also describe any applicable claw backs or recapture provisions required for each incentive item.

- Described above

Please provide a timetable for incentive approvals at the state/province and local levels, including any legislative approvals that may be required.

- Described above



APPENDIX 8:
LABOR AND WAGE RATE
INFORMATION

Labor and Wage Rate Information

Category	SOC	Job Title	Number of Workers: 60 min. drive	Mean Wage: 60 min. drive	Mean Wage: Rhode Island	Rhode Island Difference	Entry Level	Experienced	10%	25%	50% (Median)	75%	90%
Engineering/Software Development	15-1132	Software Developers, Applications	24,491	\$110,400	\$92,300	-16.39%	\$62,000	\$107,500	\$57,400	\$72,600	\$92,800	\$113,300	\$127,600
	15-1133	Software Developers, Systems Software	18,035	\$116,800	\$108,800	-6.85%	\$77,800	\$124,300	\$73,000	\$88,200	\$105,500	\$125,800	\$156,300
	15-1131	Computer Programmers	7,107	\$93,000	\$77,200	-16.99%	\$49,100	\$91,300	\$44,000	\$59,400	\$79,000	\$95,900	\$110,600
	15-1134	Web Developers	3,680	\$79,200	\$69,200	-12.63%	\$37,700	\$85,000	\$33,500	\$45,300	\$63,400	\$88,300	\$115,700
	15-1141	Database Administrators	2,703	\$90,200	\$91,900	1.88%	\$63,000	\$106,300	\$58,300	\$73,500	\$92,600	\$110,100	\$126,500
	15-1142	Network and Computer Systems Administrators	8,688	\$90,900	\$86,200	-5.17%	\$62,500	\$98,000	\$58,800	\$70,900	\$86,400	\$100,200	\$116,900
	15-1143	Computer Network Architects	3,693	\$118,200	\$108,800	-7.95%	\$76,900	\$124,700	\$67,700	\$94,100	\$113,900	\$127,200	\$146,500
	15-1151	Computer User Support Specialists	14,214	\$63,400	\$54,400	-14.20%	\$34,600	\$64,200	\$30,300	\$41,500	\$52,700	\$67,600	\$78,700
	15-1152	Computer Network Support Specialists	2,852	\$75,900	\$50,200	-33.86%	\$33,700	\$58,500	\$30,800	\$39,100	\$48,600	\$58,700	\$71,600
	Executive/Management	11-1011	Chief Executives	7,863	\$220,300	\$222,800	1.13%	\$103,500	\$282,400	\$87,400	\$135,800	\$207,700	\$297,000
11-1021		General and Operations Managers	51,426	\$137,500	\$142,800	3.85%	\$75,400	\$176,500	\$68,800	\$90,800	\$122,100	\$168,100	\$235,200
11-3021		Computer and Information Systems Managers	11,751	\$154,300	\$141,200	-8.49%	\$100,600	\$161,600	\$95,100	\$113,400	\$137,900	\$159,800	\$190,700
11-3031		Financial Managers	22,233	\$144,800	\$141,400	-2.35%	\$78,200	\$173,000	\$71,600	\$94,000	\$127,100	\$167,400	\$237,000
11-3011		Administrative Services Managers	9,110	\$109,300	\$112,700	3.11%	\$74,100	\$132,000	\$67,200	\$87,500	\$105,000	\$129,700	\$167,000
Legal	23-1011	Lawyers	18,524	\$158,700	\$131,400	-17.20%	\$67,200	\$163,500	\$60,000	\$82,800	\$114,800	\$166,700	\$252,900
	23-2011	Paralegals and Legal Assistants	6,898	\$56,500	\$56,100	-0.71%	\$42,600	\$62,900	\$41,400	\$45,800	\$53,300	\$62,700	\$77,400
Accounting	13-2051	Financial Analysts	10,363	\$97,100	\$77,700	-19.98%	\$54,500	\$89,300	\$51,600	\$61,100	\$73,900	\$90,400	\$113,200
	13-2011	Accountants and Auditors	30,045	\$83,400	\$77,400	-7.19%	\$51,700	\$90,300	\$49,200	\$58,400	\$74,500	\$93,700	\$112,400
	13-1111	Management Analysts	20,970	\$107,000	\$85,600	-20.00%	\$56,000	\$100,400	\$53,300	\$63,300	\$80,200	\$101,700	\$128,300
	13-1141	Compensation, Benefits, and Job Analysis Specialists	1,795	\$75,300	\$74,500	-1.06%	\$47,400	\$88,100	\$44,500	\$54,500	\$70,300	\$91,800	\$110,400
	13-1199	Business Operations Specialists, All Other	17,085	\$84,100	\$75,600	-10.11%	\$47,000	\$89,900	\$41,700	\$57,300	\$74,100	\$95,600	\$115,800
13-1041	Compliance Officers	5,380	\$83,600	\$73,700	-11.84%	\$49,200	\$85,900	\$46,600	\$55,400	\$67,500	\$89,300	\$110,200	
Administrative	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	37,848	\$44,900	\$40,100	-10.69%	\$27,400	\$46,500	\$23,100	\$32,400	\$39,900	\$48,900	\$57,100
	43-6011	Executive Secretaries and Executive Administrative Assistants	16,590	\$63,100	\$61,900	-1.90%	\$45,700	\$70,000	\$43,300	\$50,800	\$60,000	\$72,200	\$83,800
	43-1011	First-Line Supervisors of Office and Administrative Support Workers	29,077	\$63,600	\$58,600	-7.86%	\$39,600	\$68,100	\$36,500	\$46,000	\$58,000	\$69,400	\$81,300
	13-1071	Human Resources Specialists	10,936	\$75,600	\$68,100	-9.92%	\$45,500	\$79,400	\$42,100	\$52,600	\$64,100	\$82,900	\$101,200
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	2,167	\$45,500	\$39,300	-13.63%	\$27,800	\$45,000	\$24,700	\$32,200	\$38,800	\$46,800	\$52,800	

Source: Jobs Eq
 Data as of 2017 Q2 unless noted otherwise
 Note: some figures may not sum due to rounding
 1. Occupation wages are as of 2016 and should be taken as the average for all covered employment

An aerial photograph of the United States is shown with a color gradient overlay that transitions from a bright red on the left to a dark blue on the right. A grid of white plus signs is overlaid on the map. The text 'APPENDIX 9: EDUCATIONAL PARTNERSHIPS & UNIVERSITY RESOURCES' is positioned on the left side of the image, overlaid on the red portion of the gradient.

APPENDIX 9:
EDUCATIONAL
PARTNERSHIPS &
UNIVERSITY RESOURCES

COLLEGE DEGREES AWARDED IN RELEVANT PROGRAMS WITHIN 1-HOUR DRIVE OF PROVIDENCE, RI

	2016					2015					2014					Total (2014-2016)
	Associate Degrees	Bachelor's Degrees	Master's Degrees	Doctoral Degrees	Total (2016)	Associate Degrees	Bachelor's Degrees	Master's Degrees	Doctoral Degrees	Total (2015)	Associate Degrees	Bachelor's Degrees	Master's Degrees	Doctoral Degrees	Total (2014)	
Management	2,319	34,189	20,236	2,405	59,149	2,278	32,724	18,755	2,292	56,049	2,166	31,895	18,470	2,327	54,858	170,056
Business & Financial Operations	1,378	10,853	8,754	192	21,177	1,401	10,231	8,721	172	20,525	1,369	10,113	8,767	167	20,416	62,118
Computer & Mathematical	418	3,878	2,767	232	7,295	451	3,433	2,411	230	6,525	437	3,089	1,881	227	5,634	19,454
Architecture & Engineering	447	4,072	2,669	549	7,737	518	3,748	2,536	541	7,343	578	3,711	2,453	569	7,311	22,391
Legal	73	35	493	1,996	2,597	66	37	491	2,218	2,812	54	34	418	2,368	2,874	8,283
Office & Administrative Support	137	1,461	261	63	1,922	160	1,459	273	2,300	4,192	196	1,620	284	51	2,151	8,265
Total Degrees Awarded in All Programs	11,285	57,544	32,551	1,002	102,382	11,899	56,141	30,971	7,687	106,698	11,985	55,264	31,217	7,646	106,112	

*Data in all tables from JobsEQ, IPEDs, and academic institutions.

**Awards data for occupations represent awards related to the occupation. Since an award is often related to multiple occupations, awards can be counted more than once, and therefore should not be expected to sum.

RELEVANT DEGREES, BY YEAR, BY SCHOOL

UNIVERSITIES	YEAR			
	2015	2016	2017	TOTAL
Brown University	1,246	1,350	1,331	3,927
Bryant University	698	742	800	2,240
Community College of Rhode Island	485	584	416	1,485
Johnson & Wales University	806	633	685	2,124
New England Institute of Technology	259	246	285	790
Providence College	621	593	674	1,888
Rhode Island College	415	524	497	1,436
Rhode Island School of Design	675	704	692	2,071
Roger Williams University	645	603	561	1,809
Salve Regina University				1,392
University of Rhode Island	2,074	2,084	2,175	6,333
TOTAL	7,924	8,063	8,116	25,495



BROWN

BROWN UNIVERSITY
 IVY LEAGUE, GLOBALLY RECOGNIZED
 RESEARCH EXCELLENCE (PROVIDENCE, RI)

Top-ranked Ivy League institution renowned for the excellence of its research and scholarship, as well as the rigor and innovation of its education. At the core of Brown's mission is a drive to make an impact by deploying knowledge to address critical and complex problems in society and the world. Founded in 1764, Brown University is the seventh oldest-college in the United States.

Brown has around 6,200 undergraduates, 2,000 graduate students, 490 medical students and more than 5,000 summer, visiting and online students. Brown also has more than 700 faculty members and students who come from all 50 states and over 115 countries.

Of Note:

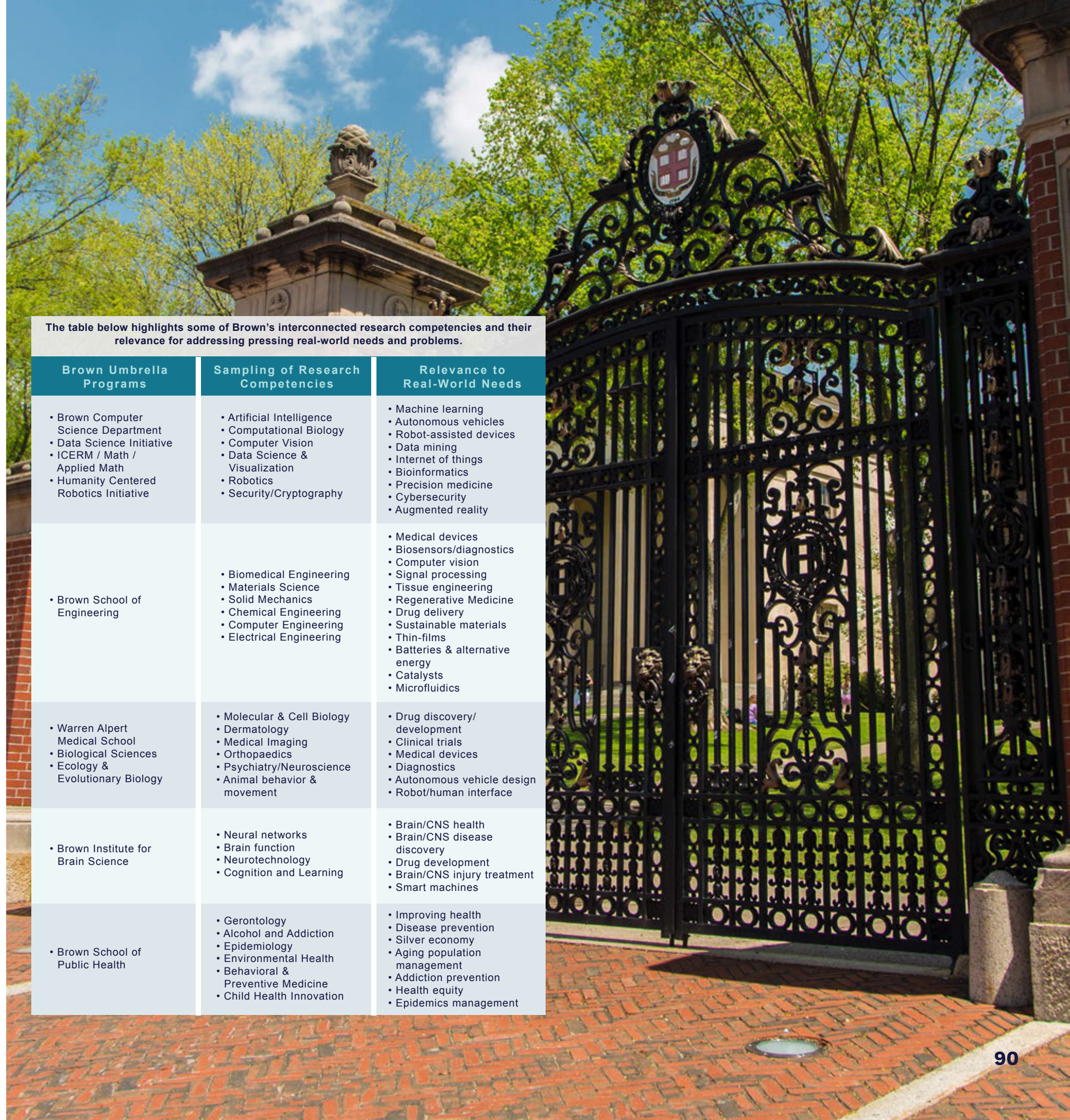
- #1 in Applied Math, USA Today 2016
- Computer Science Initiative catalyzing new research initiatives to solve some of the worlds most complex challenges and provide students with innovative education opportunities related to big data. The initiative will include: new 1-year masters degree in data science; expanded undergraduate course offerings; addition of 10 new faculty members and researchers, whose research and teaching will focus on fundamental methods of data science and their application to a variety of research questions.
- Human Centered Robotics Initiative dedicated to robotics as a means to tackle the problems the world faces today. Initiative works across many disciplines to document the societal needs and applications of human-robot interaction research as well as the ethical, legal and economic questions that will arise with its development.

Key Research Areas:

- 3D Imaging
- Man/Machine interfaces
- Data Science & Visualization
- Artificial Intelligence
- Security/Cryptography
- Robotics
- Computer Engineering
- Materials Science

Partnership Opportunities:

By partnering with Brown, companies can connect with their unique research competencies and interdisciplinary capabilities to solve real world problems and ultimately to spawn competitively advantaged solutions. In addition to the strength in research, companies are also attracted to Brown's extraordinary, diverse and creative student body as a pool of talented interns and future employees.



The table below highlights some of Brown's interconnected research competencies and their relevance for addressing pressing real-world needs and problems.

Brown Umbrella Programs	Sampling of Research Competencies	Relevance to Real-World Needs
<ul style="list-style-type: none"> • Brown Computer Science Department • Data Science Initiative • ICERM / Math / Applied Math • Humanity Centered Robotics Initiative 	<ul style="list-style-type: none"> • Artificial Intelligence • Computational Biology • Computer Vision • Data Science & Visualization • Robotics • Security/Cryptography 	<ul style="list-style-type: none"> • Machine learning • Autonomous vehicles • Robot-assisted devices • Data mining • Internet of things • Bioinformatics • Precision medicine • Cybersecurity • Augmented reality
<ul style="list-style-type: none"> • Brown School of Engineering 	<ul style="list-style-type: none"> • Biomedical Engineering • Materials Science • Solid Mechanics • Chemical Engineering • Computer Engineering • Electrical Engineering 	<ul style="list-style-type: none"> • Medical devices • Biosensors/diagnostics • Computer vision • Signal processing • Tissue engineering • Regenerative Medicine • Drug delivery • Sustainable materials • Thin-films • Batteries & alternative energy • Catalysts • Microfluidics
<ul style="list-style-type: none"> • Warren Alpert Medical School • Biological Sciences • Ecology & Evolutionary Biology 	<ul style="list-style-type: none"> • Molecular & Cell Biology • Dermatology • Medical Imaging • Orthopaedics • Psychiatry/Neuroscience • Animal behavior & movement 	<ul style="list-style-type: none"> • Drug discovery/development • Clinical trials • Medical devices • Diagnostics • Autonomous vehicle design • Robot/human interface
<ul style="list-style-type: none"> • Brown Institute for Brain Science 	<ul style="list-style-type: none"> • Neural networks • Brain function • Neurotechnology • Cognition and Learning 	<ul style="list-style-type: none"> • Brain/CNS health • Brain/CNS disease discovery • Drug development • Brain/CNS injury treatment • Smart machines
<ul style="list-style-type: none"> • Brown School of Public Health 	<ul style="list-style-type: none"> • Gerontology • Alcohol and Addiction • Epidemiology • Environmental Health • Behavioral & Preventive Medicine • Child Health Innovation 	<ul style="list-style-type: none"> • Improving health • Disease prevention • Silver economy • Aging population management • Addiction prevention • Health equity • Epidemics management



UNIVERSITY OF RHODE ISLAND

FLAGSHIP UNIVERSITY, WORLD CLASS RESEARCH
(KINGSTON, RI)

URI is the state's public learner-centered research university. Founded on a tradition of innovation, URI consistently designs new majors in response to the world's evolving needs, offering interdisciplinary minors, unique double majors and international programs that are world renowned. URI is the only public institution in Rhode Island offering undergraduate, graduate and professional students the distinctive educational opportunities of a major research university. URI has more than 14,000 undergraduates, more than 2,000 graduates and a faculty ratio of 16:1.

URI has the top accounting program in Rhode Island and the only program in the state to hold the highly regarded, separate accreditation from the AACSB International. Accounting is also one of the largest undergraduate majors on the URI campus. The university's Graduate School of Oceanography consistently ranks in the top five of all Oceanography Schools. URI has also partnered with Brown University to create the R.I. Consortium for Nanoscience and Nanotechnology, chartered in 2010 by the U.S. Congress. The university recently invested \$125 million in state investment and \$8 million in leveraged private investment to build a brand-new College of Engineering, expanding the state's capacity to meet the demands of Rhode Island's high-skill employers.

Of Note:

- New programs in cross-disciplinary Design Thinking & Unmanned Aircraft Systems
- More than \$629M invested in capital improvements since 2006
- Researchers awarded \$86M in competitive grants
- Named #3 in Best Value College's list of the "30 Most Beautiful Coastal College Campuses" in the nation.

Key Research Areas:

Cybersecurity
Drone Research
Robotics
IoT
Computer engineering
Underwater technologies

Partnership Opportunities:

Sponsored research
Internships
Recruitment





RHODE ISLAND SCHOOL OF DESIGN (RISD)
 GLOBALLY RENOWNED DESIGN INSTITUTION
 (PROVIDENCE, RI)

RISD is regularly considered the leading design school in the US. The school is a private, non-profit college founded in Providence in 1877 -- making it one of the first art and design schools in the US. Founded by a small group of women more than 40 years before women in America had even gained the right to vote. That year Helen Adelia Rowe Metcalf urged 34 members of the Rhode Island Women's Centennial Commission to invest their group's surplus funding of \$1,675 -- which they had raised for RI's contribution to the Philadelphia Centennial Exhibition in 1876 -- in founding a school of art and design (instead of building a public fountain, one of the other options on the table). Under Metcalf's able leadership, they embarked on a radical experiment that set a precedent for RISD's ongoing commitment to challenging expectations.

Today, approximately, 2,480 students from around the world are engaged in liberal arts studies and rigorous, studio based learning at RISD (pronounced 'RIZ-dee'), where they choose from 19 studio major sand earn bachelor's or master's degrees in the fine arts, architecture, design or art education. RISD also offers extensive courses to over 5,800 children and adults through RISD|CE courses.

Partnership Opportunities:

- Internships
- Research
- Workshops
- Studio engagement



BRYANT UNIVERSITY
 NATIONALLY RECOGNIZED BUSINESS COLLEGE
 (SMITHFIELD, RI)

A Bryant education inspires students to discover their passion. Students are energized by a culture of success and innovation, and supported by a collegial community that instills values. Bryant's integrated curriculum allows you to combine business and liberal arts fields of interest to their students as they develop the credentials for professional success. Every graduate of Bryant's College of Business also has a minor in liberal arts, and every graduate of the College of Arts and Sciences also has a minor in business administration. All incoming Bryant freshman participate in a 3-day Design Thinking Course that sets the framework for their academic studies.

Of Note:

- Ranked 2nd on U.S. News and World Report's list of "up-and-coming" universities
- Widely recognized MBA specialization in Global Supply Chain Management
- New Data Science degree implemented in 2017 and existing concentrations and certificates in Applied Analytics and Business Analytics

Partnership Opportunities:

- Consulting services
- Sponsorship
- Executive education
- Internship
- Recruitment





JOHNSON AND WALES UNIVERSITY

LEADING HOSPITALITY, CULINARY ARTS, ENGINEERING & DESIGN
(PROVIDENCE, RI)

Founded in 1914, Johnson and Wales University is a private, non-profit, higher education institution. An innovative educational leader, the university offers degree programs in arts and sciences, business, culinary arts, education, nutrition, hospitality, physician assistant studies, engineering and design.

The university's unique model integrates arts and sciences and industry-focused education with work experience and leadership opportunities, inspiring students to achieve professional success and lifelong personal growth.

JWU offers an optimal blend of intellectual development, industry focused education, resume building work experiences, community and leadership opportunities and an uncommon depth of career services.

Of Note:

- Recently built John J. Bowen Center for Science and Innovation is home to JWU's College of Engineering and Design and the College of Arts & Sciences biology program.

Partnership Opportunities:

Internship
Recruitment
Experiential Learning



ROGER WILLIAMS UNIVERSITY

INNOVATIVE EXPERIENTIAL LEARNING & LAW SCHOOL
(BRISTOL & PROVIDENCE, RI)

Roger Williams is a private university with a public purpose. The university's collective effort is channeled into a singular goal -- to strengthen society through engaged teaching and learning. Roger Williams pioneers partnerships that help address problems that matter most to our local communities and equip their students with the experiences to be lifelong learners, professionals and global citizens. Roger Williams employs a revolutionary philosophy to make a great education accessible for everyone by investing in faculty, facilities and technology.

Roger Williams is home to Rhode Island's ABA accredited law school and offers undergraduate and graduate programs and continuing studies. The Cybersecurity program at RWU is also recognized as one of the best in the nation that combines technical skills, situational management and problem solving, and was created in partnership with industry professionals ensuring real world application.

Of Note:

- New Data Analytics minor and new certificate program in Risk Management

Partnership Opportunities:

Internship
Recruitment
Experiential Learning





SALVE REGINA UNIVERSITY

CYBER LEADERSHIP & INTERNATIONAL RELATIONS (NEWPORT, RI)

Salve Regina is a Catholic, coeducational university founded by the Sisters of Mercy. The university offers a comprehensive education with a liberal arts foundation that fosters the development of each student's individual talents. Accredited by the New England Association of Schools

and Colleges, the University enrolls more than 2,700 undergraduate and graduate students from across the U.S. and the globe.

Over the last 5 years, Salve Regina University and the Pell Center for International Relations and Public Policy -- the university's think tank -- have developed a recognized expertise in cybersecurity and cyber strategic leadership in Rhode Island, across the U.S. and internationally. The Pell Center's Cyber Leadership Project is dedicated to raising awareness about the most pressing cyber threats facing our leaders in the digital era and promoting best practices to prevent, protect, mitigate, respond and remediate cyber incidents.

Of Note:

- Developed unique undergraduate and graduate degrees in Administration of Justice and Homeland Security, Digital Forensics, Business Administration, and Healthcare Administration and Management with a variety of cyber-related concentrations.
- First University in the country to require all its MBA students to complete a core course in cybersecurity: MGT558 Management of Cyber Opportunities and Threats. Students at Salve are better able to connect the "boardroom to the server room," understand how security fits into business and business fits into security, and describe opportunities versus threats of adopting new technological innovations and being part of the global digital economy.

Key Research Areas:

Cybersecurity
International Relations

Partnership Opportunities:

Internships
Recruitment
Experiential Learning
Research





PROVIDENCE
COLLEGE

PROVIDENCE COLLEGE

LEADING REGIONAL LIBERAL ARTS INSTITUTION
(PROVIDENCE, RI)

Providence College is a Catholic, Dominican, liberal arts institution of higher education and a community committed to academic excellence. Providence College is committed to academic excellence and holds itself to the highest standards in teaching, learning and scholarship. The college honors academic freedom, promotes critical thinking and engaged learning and encourages a pedagogy of disputed questions.

Providence College's top ten academic offerings include: Marketing, Finance, Biology, Accountancy, Management, Psychology, Health Policy and Management, and Elementary/Special Education.

Of Note:

- Ranked #1 among regional universities in the North by U.S. News & World Report
- Committee to Aid Faculty Research provides seed money to begin research efforts. New faculty are provided \$30,000 in start-up funds and large equipment requests are routinely fulfilled.
- Undergraduate Research Grant Program provides stipends for up to ten weeks for students engaged in summer research. Over the past year, 72 students from the Departments of Chemistry and Biochemistry, Math and Computer Science, and Engineering-Physics-Systems took part in research.

Existing Relationships with Amazon:

Providence College currently has 17 alumni working at Amazon. Though not partnered directly with Amazon, Providence College has a strong relationship with United Natural Foods, Inc. (UNFI) which is a leading supplier to Whole Foods, providing half of the internships at UNFI in summer 2016.

Partnership Opportunities:

Internships
Research
Continuing Education



RHODE
ISLAND
COLLEGE

RHODE ISLAND COLLEGE

RHODE ISLAND'S FIRST PUBLIC INSTITUTION OF HIGHER EDUCATION
(PROVIDENCE, RI)

As a leading regional public college, Rhode Island College personalizes quality higher education for undergraduate and graduate students. Programs are offered in arts and sciences, business and professional disciplines with a supportive, respectful and diverse community. Rhode Island College is located on a 180-acre park-like campus in the Mount Pleasant section of Providence. This location combines a suburban atmosphere with easy access to the benefits and resources of the metropolitan area.

Academic offerings are provided in five schools: the Faculty of Arts and Sciences, the Feinstein School of Education and Human Development, the School of Management, the School of Nursing, and the School of Social Work. When the college was established in 1854 as the Rhode Island State Normal School, its goal was to provide teacher preparation to young people from Rhode Island. With the dedication of a new building in 1898, the institution began a period of steady growth, evolving first into a teachers' college, the Rhode Island College of Education. In the 1958-59 academic year the college moved to its current Mount Pleasant campus, and in 1959 was renamed Rhode Island College to reflect its new purpose as a comprehensive institution of higher education. With an enrollment predominantly from Rhode Island and nearby Massachusetts and Connecticut, the institution historically has served as a "College of Opportunity" for first-generation college students. The college now serves approximately 9,000 students in courses and programs both on and off campus.



Partnership Opportunities:

Internships
Research
Continuing Education



NEW ENGLAND INSTITUTE OF TECHNOLOGY

NEW ENGLAND'S TECHNICAL UNIVERSITY
(EAST GREENWICH, RI)

For 75 years, New England Tech (NEIT) has prepared students with the real world skills for a career in their chosen field. With experienced and knowledgeable faculty members, up to date facilities, equipment used in industry, and innovative labs, NEIT prepares its graduates with the skills and education that employers want. As a leader in technical career education in southeastern New England, NEIT is a private, non-profit technical college offering Associate, Bachelor's and Master's degrees in over 50 programs.

Existing Relationship with Amazon: NEIT is currently a recruiting resource for Amazon. NEIT students and graduates work in IT-related internships and as full-time software development engineers at Amazon's New Jersey and Fall River, Massachusetts facilities.

Partnership Opportunities:

Internships
Workforce Development
Continuing Education





COMMUNITY COLLEGE OF RHODE ISLAND (CCRI)
 LARGEST COMMUNITY COLLEGE IN NEW ENGLAND
 WORKFORCE DEVELOPMENT CENTER
 (WARWICK, PROVIDENCE, NEWPORT, & LINCOLN RI)

The Community College of Rhode Island is the largest community college in New England, serving over 15,000 students. With four campuses strategically located throughout the state, over eighty degree and certificate programs that are aligned with state economic and workforce priorities, a 90% graduate employment rate, and a commitment to developing strong partnerships with key local industry, educational and economic partners, CCRI is perfectly positioned to develop a collaborative partnership with the Amazon Academy to build an innovative talent pipeline to fill career track jobs for Amazon's immediate and long term workforce development needs, with initial emphasis on developing engineering, IT, accounting, and administrative tracks.

CCRI has built strong partnerships with Rhode Island's priority industries. For example, as a result of our IT industry partnership with the Southeast New England Defense Industry Alliance (SENEDIA), CCRI developed a new IT cyber security degree program last year based on the National Security Administration's CAE2Y federal standards, which is currently being reviewed to become a NSA Center for Academic Excellence. This interdisciplinary program combines hands-on networking with Computer Science courses, includes internships as part of the degree requirement, and provides students hands-on, real-time experience with cyber threats that are simulated in our new, state-of-the-art cyber range at CCRI's Newport Campus.

Partnership Opportunities:

- Internships
- Workforce Development
- Continuing Education



U.S. NAVAL WAR COLLEGE
 LEADING GOVERNMENT RESEARCH INSTITUTION
 (NEWPORT, RI)

The "Home of Thought" for the U.S. Navy educating and developing military leaders at specific stages in their careers from all services, U.S. government agencies and departments, and international navies. The U.S. Naval War College (NWC) supports combat readiness, strengthens global maritime partnerships, helps define the future of the U.S. Navy, and contributes original strategy and legal research to the national and international community.

NWC has trained more than 24,000 U.S. and international military officers and hundreds of federal civilian executives across its six colleges and various academic centers. Whether students are enrolled in a 10-month resident program or a short-term leadership course, they'll benefit from NWC's world-class faculty, rigorous curriculum, practical field study and research opportunities, and interactive wargaming experiences.

Simulating complex war situations—from sea to space to cyber—builds analytical, strategy and decision-making skills. NWC's Wargaming Department, established in 1887 and now part of the Center for Naval Warfare Studies, not only enriches the college's curriculum, but also helps shape defense plans and policies for various commands and agencies. The center also houses a number of specialized units dedicated to advanced research about war and the prevention of war.

Key Research Areas:

- Strategic and Operational Research
- China Maritime Studies
- Russia Maritime Studies
- Center for Cyber Conflict
- Stockton Center for the Study of International Law





OTHER INNOVATIVE EDUCATION PARTNERSHIPS

Westerly Education Center

Partners: Community College of Rhode Island, General Dynamics Electric Boat

Opened in 2017, the Westerly Education Center is a new higher education campus in southern Rhode Island designed to bring together higher education, business, industry—including submarine manufacturer Electric Boat—and community partners to provide high-quality educational programs to meet projected workforce growth in the region.

Computer Science for Rhode Island (CS4RI)

Partners: Brown University, University of Rhode Island, Microsoft, Amica, FM Global, Lifespan, Citizens Bank

One of the most comprehensive statewide CS initiatives in the country, which is ensuring that CS is taught in every K-12 public school in Rhode Island by the end of this year. Since launching the initiative, Rhode Island has tripled the number of AP CS programs in the state and increased enrollment for women and students of color. This initiative led to a 20% increase in Latino students taking AP CS tests over the same period, and 500% more students receiving a qualifying score in AP CS in 2017 compared to 2015.

P-TECH

Partners: Community College of Rhode Island, CVS Health, General Dynamics Electric Boat, FM Global, United Natural Foods, Southeastern New England Defense Industry Alliance

The Pathways in Technology Early College High School initiative forges long-term partnerships between high schools, colleges, industry associations, and businesses to provide students with the education and skills they need to succeed and employers with a pipeline to the workforce of the future. These partnerships will prepare thousands of Rhode Island students for high-skill careers in technology, manufacturing, and healthcare.

Wexford Innovation Center

Partners: Brown University, Cambridge Innovation Center, Johnson & Johnson
New 195,000-square-foot Innovation Center under construction by Wexford Science and Technology in downtown Providence with tenants Cambridge Innovation Center (CIC), Brown University's School of Professional Studies, and Johnson & Johnson. CIC is planning to locate an 8,000-square-foot Innovation Hall and Venture Cafe-dedicated civic spaces that are modeled after CIC's highly successful District Hall in the Seaport District of Boston, where the innovation community can gather and exchange ideas.

Rhode Island Cyber Range

Partners: Community College of Rhode Island, Rhode Island National Guard, Rhode Island State Police, Southeastern New England Defense Industry Alliance

The Cyber Range provides a unique, hands-on testing environment and educational setting with a virtual platform for cybersecurity modeling, simulation, and job training for future cyber professionals.

TechHire Rhode Island

Partners: Opportunity@Work, 150+ employer partners
A growing network that connects employers seeking IT talent with Rhode Islanders who possess unique backgrounds and can get the job done. Provides a platform for entry-level software developers to demonstrate their skills regardless of how they acquired their training; connects employers to these qualified, trained candidates in order to fill their open IT positions; and identifies, recruits, and expands best-in-class training opportunities that are responsive to the rapidly-evolving IT job market.

Shipbuilding / Marine Trades and Advanced Manufacturing Institute

Partners: New England Tech, General Dynamics Electric Boat
SAMI is a unique program, operated by New England Institute of Technology, designed to provide unemployed Rhode Islanders with the free training and skills development to enter the workforce as shipbuilders, pipe fitters, machinists, and welders at employers like General Dynamics Electric Boat.

RI Nursing Education Center

Partners: University of Rhode Island, Rhode Island College, Brown University
State-of-the-art Nursing Education Center in downtown Providence where Rhode Island College, the University of Rhode Island, and Brown University share facilities. The NEC integrates advanced technologies—including simulation labs and mock hospital rooms—into each school's respective nursing programs.

Rhode Island Innovation Campus

Partners: University of Rhode Island, To-be-identified employer partners
In 2016, Rhode Island voters approved a \$20 million bond issue to create an Innovation Campus affiliated with URI that will bring together leading industry, academic, and research partners. The Innovation Campus is envisioned as a facility designed to stimulate collaborative research and development projects among academic and corporate tenants, with the goals of job growth and catalytic statewide impact.

Undersea Technology Innovation Consortium

Partners: University of Rhode Island Graduate School of Oceanography, Raytheon, General Dynamics Electric Boat, Southeastern New England Defense Industry Alliance
Promotes the rapid development, prototyping and commercialization of innovative undersea and maritime technology and advances learning in the undersea and maritime sector for commercial, academic, and defense organizations.

Commercial Fisheries Apprenticeship Program

Partners: University of Rhode Island Fisheries Center, Commercial fishing industry partners
Public-private partnership that was designed to develop an important talent pipeline for Rhode Island's economy by training apprentices with the skills needed to succeed in commercial fishing careers.

An aerial photograph of a region, possibly a coastline or a large body of water, overlaid with a grid of white plus signs. The image has a color gradient from red on the left to blue on the right. The text is positioned on the left side of the image.

APPENDIX 10:
QUALITY OF LIFE
RESOURCES

PROVIDENCE

“THE COOLEST CITY IN AMERICA” - GQ Magazine

“THE COUNTRY’S BEST SMALL CITY” - Architectural Digest



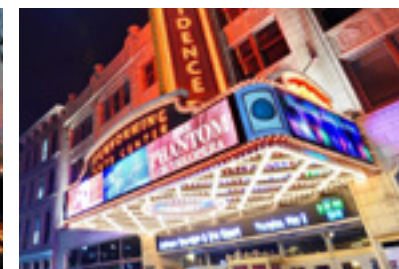
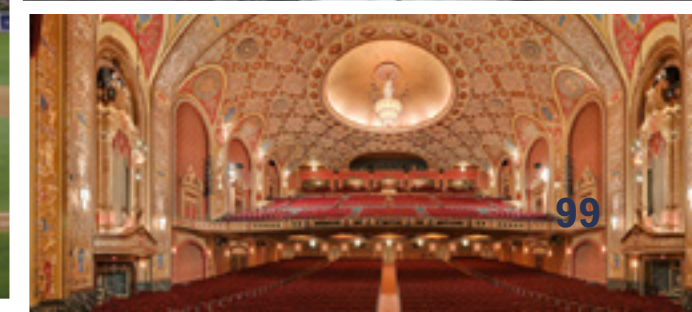
Just Starting Out

For young professionals, Providence is an ideal location to both live and work. Nicknamed “The Creative Capital,” Providence has undergone a complete revitalization in recent years and has emerged as a bustling hub for art, technology, and design. Recognized as a modern center for innovation and creativity, the city is home to a collection of start-up accelerators and incubators, as well as a host of events which promote and influence forward-thinking.

The downtown area is an arts and entertainment district filled with renowned restaurants, nightclubs, and award-winning theaters. Whether shopping for the latest trends, catching a show, or attending a local sporting event, Providence has something for everyone.

Arts & Entertainment

Finding something to do is never an issue when living in Providence. From award-winning theaters, historic museums, and vibrant music venues, to both local and world famous sports arenas, there is always something going on. The city’s WaterFire event offers a unique nighttime spectacle, while the Providence Performing Arts Center and Trinity Repertory Company perform a variety of classic and contemporary works. The Dunkin’ Donuts Center is home to the Providence Bruins and PC Friars, while Gillette Stadium, home of the New England Patriots, is just minutes away - closer to Providence than Boston.





World-Class Dining

Known as the culinary capital of New England, Providence was recently named “#1 Food City in the US” by Travel + Leisure Magazine. From elegant dining to casual eateries, the city offers a wonderful blend of both local and global cuisine. Enjoy the authentic Italian restaurants along Federal Hill, or stop for a quick lunch or late night meal at one of the city’s historic food trucks.



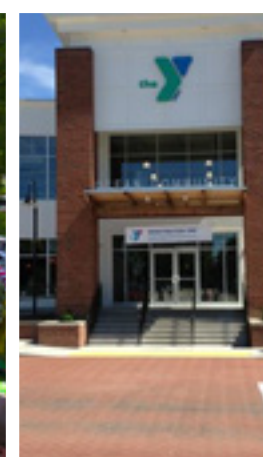
Shopping and Nightlife

Planning a night out on the town? Providence has a wealth of shopping opportunities to help you get ready. Providence Place Mall supplies over 1.35 million square feet of retail space, while all the stores of The Arcade and Westminster Street stock all the best brands.

Once you’re ready, head out for a night of fun at the array of dance clubs, bars, and local breweries. From the upscale lounge at ProvidenceG to the riverfront bars along the water, Providence delivers a vibrant nightlife with a diverse mix of culture and entertainment.



RHODE ISLAND



The Growing Professional

As your career progresses, Rhode Island is more than capable of accommodating all of your continuing lifestyle changes and family needs. With quiet rural towns, city suburbs, historic villages, and seaside neighborhoods, you're sure to find the perfect spot to call home.

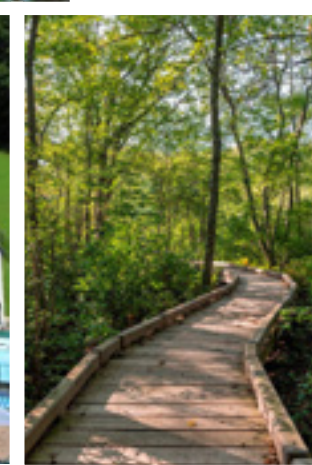
The Rhode Island school system boasts three National Blue Ribbon Schools, providing our children with a strong educational foundation to build upon. The state also includes 12 colleges and universities, highlighted by the Ivy League institution of Brown University, and the globally recognized Rhode Island School of Design.

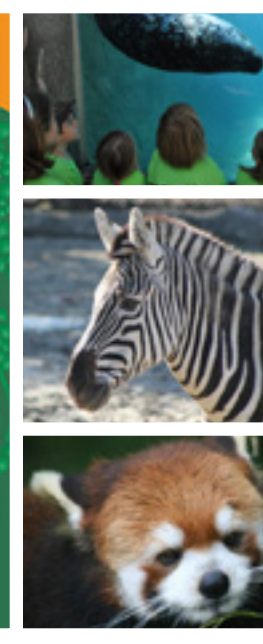
Growing families will also appreciate a variety of recreation and entertainment opportunities, including the Roger Williams Park Zoo, beautiful beaches, wonderful local parks, and a host of athletic fields.



Family Fun

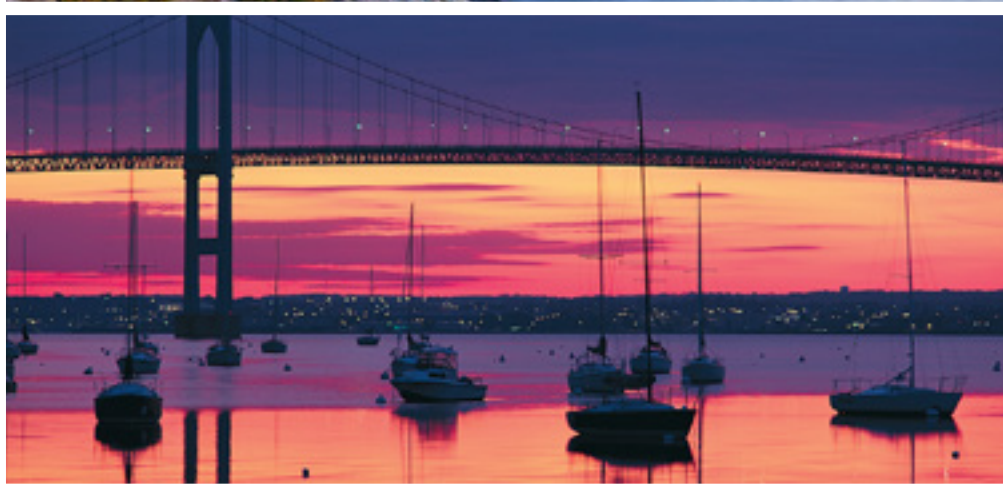
Rhode Island delivers a myriad of resources and events for the entire family to enjoy. The Yawgoo Valley Ski Area & Water Park provides year-round entertainment, including skiing and tubing during the winter, as well as waterslides and swimming throughout the warmer months. Take a family ride along the East Bay Bike Path or bring the kids to the Children's Museum for some educational entertainment. And no matter how young or old, everyone can take advantage of the wonderful facilities at your local YMCA.





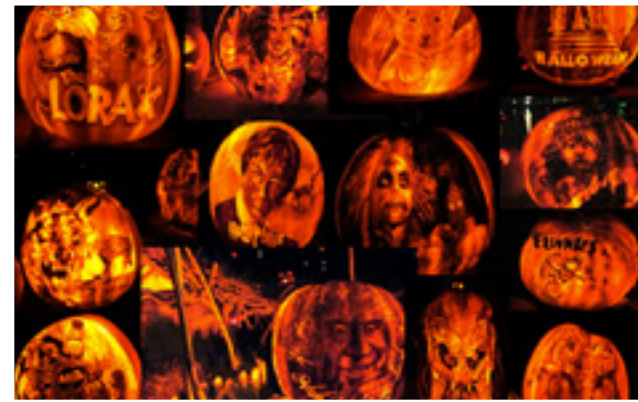
The Ocean State

Rhode Island has lots of options if you want to head to the beach. We have over 400 miles of coastline and more than 100 fresh and saltwater sandy beaches to visit. Want a calm beach for the family? Check out Third Beach in Middletown or Roger W. Wheeler State Beach in Narragansett. Want to go where the action is? Try Narragansett Town Beach or Easton's Beach in Newport, where you can also take a stroll along the Cliff Walk. Need to get away from it all? The quiet Blue Shutters Town Beach in Charlestown or Mohegan Bluffs Beach on Block Island might be just what you're looking for. Come visit them all...



Roger Williams Park Zoo

Dubbed "The Finest Zoo in New England" by the Boston Globe, this beautifully landscaped 40-acre zoo is one of the oldest in the nation. Encounter over 100 amazing species while also enjoying the extensive outdoor play and exploration areas. The Zoo also hosts an annual Jack-O-Lantern Spectacular event which displays over 5,000 masterfully carved and illuminated pumpkins.



Price Comparison

Average Cost by City



PROVIDENCE

The Promenade

Studio (705 Sq.Ft.) - \$1,475/Mo.
 1 Bed (754 Sq.Ft.) - \$1,690/Mo.
 2 Bed (1,122 Sq.Ft.) - \$2,800/Mo.

Westminster Lofts

Studio (811 Sq.Ft.) - \$1,425/Mo.
 1 Bed (1,150 Sq.Ft.) - \$1,925/Mo.
 2 Bed (2,000 Sq.Ft.) - \$3,000/Mo.

East Side of Providence

1 Bed (1,000 Sq.Ft.) - \$1,450/Mo.
 2 Bed (1,250 Sq.Ft.) - \$1,800/Mo.



BOSTON

Fenway

Studio (500 Sq.Ft.) - \$2,000/Mo.
 1 Bed (784 Sq.Ft.) - \$2,500/Mo.
 2 Bed (1,130 Sq.Ft.) - \$3,000/Mo.

Back Bay

Studio (543 Sq.Ft.) - \$2,250/Mo.
 1 Bed (655 Sq.Ft.) - \$2,600/Mo.
 2 Bed (1,243 Sq.Ft.) - \$3,300/Mo.

Brookline

1 Bed (550 Sq.Ft.) - \$2,550/Mo.
 2 Bed (1,200 Sq.Ft.) - \$3,200/Mo.



NEW YORK

Williamsburg

Studio (519 Sq.Ft.) - \$2,813/Mo.
 1 Bed (700 Sq.Ft.) - \$3,144/Mo.
 2 Bed (1,020 Sq.Ft.) - \$3,298/Mo.

Upper East Side

Studio (500 Sq.Ft.) - \$2,297/Mo.
 1 Bed (725 Sq.Ft.) - \$2,850/Mo.
 2 Bed (1,100 Sq.Ft.) - \$4,100/Mo.

Long Island City

1 Bed (550 Sq.Ft.) - \$3,045/Mo.
 2 Bed (800 Sq.Ft.) - \$4,165/Mo.

Price Comparison

Average Single Family Price



RHODE ISLAND

Barrington

Median Price: \$419,000
 Price Per Square Foot: \$239

East Greenwich

Median Price: \$454,375
 Price Per Square Foot: \$185

East Side of Providence

Median Price: \$617,000
 Price Per Square Foot: \$208

Cumberland

Median Price: \$269,000
 Price Per Square Foot: \$171



MASSACHUSETTS

Brookline

Median Price: \$1,852,500
 Price Per Square Foot: \$643

Westwood

Median Price: \$727,000
 Price Per Square Foot: \$388

Arlington

Median Price: \$725,000
 Price Per Square Foot: \$388

Quincy

Median Price: \$439,998
 Price Per Square Foot: \$312



NEW YORK

Armonk

Median Price: \$1,097,500
 Price Per Square Foot: \$290

Chappaqua

Median Price: \$921,500
 Price Per Square Foot: \$290

White Plains

Median Price: \$675,500
 Price Per Square Foot: \$295

Bedford Hills

Median Price: \$988,100
 Price Per Square Foot: \$300

Source: <http://www.movoto.com/market-trends/>
<https://www.zillow.com/home-values/>.com
 Apartments.com
 HYPERLINK "<http://apartmentguide.com>" apartmentguide.com

Source: <http://www.movoto.com/market-trends/>
<https://www.zillow.com/home-values/>.com
 Apartments.com
 HYPERLINK "<http://apartmentguide.com>" apartmentguide.com

Rhode Island Public Schools



Barrington High School
Barrington, RI

14:1 student-faculty ratio
1182 avg. combined SAT
95.2% graduation rate



East Greenwich High
East Greenwich, RI

13:1 student-faculty ratio
1134 avg. combined SAT
98.0% graduation rate



Classical High School
Providence, RI

15:1 student-faculty ratio
1046 avg. combined SAT
99.3% graduation rate



Bishop Hendricken High
Warwick, RI

12:1 student-faculty ratio
1200 avg. combined SAT
98% graduation rate
\$13,650 tuition



Moses Brown School
Providence, RI

8:1 student-faculty ratio
1280 avg. combined SAT
100% graduation rate
\$15,245-\$33,125 tuition



The Wheeler School
Providence, RI

6:1 student-faculty ratio
1340 avg. combined SAT
100% graduation rate
\$15,925-\$45,380 tuition



Lincoln High School
Lincoln, RI

17:1 student-faculty ratio
1047 avg. combined SAT
94.3% graduation rate



Mount Hope High School
Bristol, RI

14:1 student-faculty ratio
1063 avg. combined SAT
90.9% graduation rate



North Kingstown High
North Kingstown, RI

13:1 student-faculty ratio
1079 avg. combined SAT
92.7% graduation rate



Lincoln School
Providence, RI

6:1 student-faculty ratio
1320 avg. combined SAT
100% graduation rate
\$19,800-\$32,500 tuition



La Salle Academy
Providence, RI

12:1 student-faculty ratio
1170 avg. combined SAT
99% graduation rate
\$12,400-\$14,400 tuition



Portsmouth Abbey School
Portsmouth, RI

7:1 student-faculty ratio
1234 avg. combined SAT
100% graduation rate
\$35,860 tuition (day)

The background is an aerial photograph of a region, possibly a coastline or a large body of water, overlaid with a grid of white plus signs. The color gradient transitions from a bright red on the left to a dark blue on the right. The text is positioned on the left side of the image.

APPENDIX 11:
INFRASTRUCTURE
& SUSTAINABILITY
INFORMATION

Rhode Island has a long-standing history of forward-thinking, resilient and sustainable infrastructure investments. The state currently ranks fourth among the 50 states in shifting to clean energy, according to the report, "Clean Energy Momentum: Ranking State Progress," released by the Union of Concerned Scientists. Rhode Island's State Energy Efficiency Scorecard ranks third in the US according to the American Council for an Energy-Efficient Economy (ACEEE).

We have led by example as a state installing solar panels on the Capitol Hill complex to power several state agency building including the Departments of Administration, Transportation and Health. To date, over 40,000 streetlights in Rhode Island have been replaced with energy efficient LEDs, producing an energy savings of between 50 and 60 percent. These efforts have been further supported with Lead by Example Energy Awards given out to eleven agencies, cities and towns for their clean energy achievements.

Governor Raimondo has issued executive orders and pushed goals to:

- Achieve 1,000 MW of Renewables Goal by 2020.
- Initiate Clean Energy Improvements at State Facilities
- Launch the state's first electric vehicle rebate program that awarded over 200 plus rebates for Rhode Island residents purchasing electric vehicles at RI car dealerships.

The state legislature has supported resiliency and sustainable investments passing the Clean Energy legislation in 2015 and by streamlining and reducing solar business development barriers through statewide Tangible Taxes and Building/Electric Permitting. Rhode Island is the only State in Northeast to have these initiatives in place, which have resulted in 15,305 new jobs, an increase of 66% since 2014. The Governor has also announced plan to reach 20,000 clean energy jobs by 2020. In addition, the state legislature has:

- Extended State Energy Efficiency Programs and Law through the end of 2023.
- Extended and Expanded Renewable Energy Standard to 38.5% renewables by 2035.
- Extended the Renewable Energy Fund through the end of 2022.
- Extended and Expanded the Renewable Energy Growth Program with 400 additional megawatts through the end of 2029.

Perhaps most importantly, this focus on sustainable energy and efficiency has led to major efforts in energy grid modernization, which is underway between the state's Offices of Energy resources, Public Utilities and the utility provider National Grid as well as clean energy businesses and advocacy groups .

Rhode Island continues to encourage sustainable and resilient investments (some notable projects are listed below):

Block Island Wind Farm

Block Island Wind Farm is the first commercial offshore wind farm in the United States, located 3.8 miles (6.1 km) from Block Island, Rhode Island in the Atlantic Ocean. The five-turbine, 30 MW project was developed by Deepwater Wind. Construction began in 2015 and in late

summer 2016 five Alstom Haliade 150-6-MW turbines were erected. Operations were launched in December 2016. It is the largest project using wind power in Rhode Island

Naragansett Bay Commission's Combined Sewer Overflow (CSO) Project

NBC's CSO Program is a federally-mandated water quality improvement project mandated by the 1972 Federal Clean Water Act, and will enable Rhode Island to meet the Department of Environmental Management policy to "eliminate overflows from a three-month storm" (1.64 inches of rain in six hours). Phase I of the project included a deep rock tunnel that captures sewage overflows and transports the flow for treatment to the NBC's Field's Point Wastewater Treatment Facility. Phase II included two near surface interceptors along the Seekonk and Woonasquatucket Rivers to bring additional flow to the Phase I tunnel, a new storm drainage system in the Summit neighborhood, and a constructed wetlands in Central Falls.

Fox Point Hurricane Barrier

The Fox Point Hurricane Barrier is a 3,000-foot (910 m) long tidal flood barrier spanning the Providence River in Providence, Rhode Island, located 750 feet (230 m) upstream from Fox Point. It was constructed between 1960 and 1966 to protect the low-lying downtown area of the city from damaging storm surge and floods associated with hurricanes and other major storm events.

Energy, Resiliency, and Renewables for Amazon HQ2

When considering a new site, premier technology firms look for unrivalled security and performance in their energy systems. Rhode Island's solution to this is a secure campus micro-grid tied to our locally distributed energy resources, smart infrastructure optimizing operations, reliable grid connections with sufficient capacity and redundancy, and access to local renewable energy. Amazon is additionally targeting a short development time, something the Providence sites are uniquely positioned to deliver due to recent local infrastructure upgrades, and a leading local green power industry.

Rhode Island's energy infrastructure will make HQ2 one of the most sustainable and resilient facilities in the country. At the proposed sites, Amazon will have unparalleled electrical grid capacity, renewable energy access, and the fastest broadband in the country thanks to dark fiber strands providing almost unlimited fiber capacity. Utilizing energy efficient design, Rhode Island also can make it possible for HQ2 to have full, on-site renewable energy production for Phase I.

Electric Grid

The State of Rhode Island is commissioning a new state of the art electricity substation in the Jewelry District in 2018 with 40-50 MW of spare capacity such that any construction of Amazon's scale will be able to create a self-contained, micro-grid and full on-site renewable energy production for Phase I. Rhode Island is prepared to leverage the grid to provide enough capacity for Amazon to insulate the site from exogenous grid interruptions, making this one of the most resilient sites in America.

We expect that HQ2 will be a state of the art facility in terms of energy performance and indoor environmental quality. As such, we estimate, that the campus will use ~ 35 kBtu/SF/year. This would

equate to ~5,500 MWh/year and 1.5-2 MW peak for Phase 1 (500 kSF), and ~80,000 MWh/year 25 – 30 MW peak for full build-out (8 MSF).

Renewable Energy

As the first state to establish a commercial offshore wind farm in the United States, Rhode Island’s Block Island Wind Farm provides 30 MW of renewable energy. Capacity for this source of renewable energy will expand over time and Amazon will be positioned to purchase this renewable energy to support its operations.

Given the available land area in the allocated sites (~23 acres), we estimate rooftop and parking solar generation potential at 7 MW (assuming 60% parcel availability). 4 MW (5,500 MWh/yr) of this capacity would be sufficient to meet generate 100% of the Phase 1 energy demand on-site, and 7 MW (9,600 MWh/yr) would allow over 10% of the future total energy demand to be met by on-site solar. We anticipate that on-site solar would be coupled with base-load generation (such as fuel cells, CHP, of clean-fuel generators) and battery energy storage via a dedicated microgrid to allow the ability for the HQ to ‘island’ and maintain reduced operations should there be any reason to (grid outage, local weather event). The redundancy and added capacity of the energy system will make this development project one of the most resilient in the nation.

For the remaining energy demand which cannot be generated on-site (>50% at full build-out), Rhode Island can supply 100% renewable energy from its growing local on- and off-shore wind farms. This would allow Amazon to have both a resilient, and 100% renewable energy supply strategy from Day 1.

OFFSHORE WIND

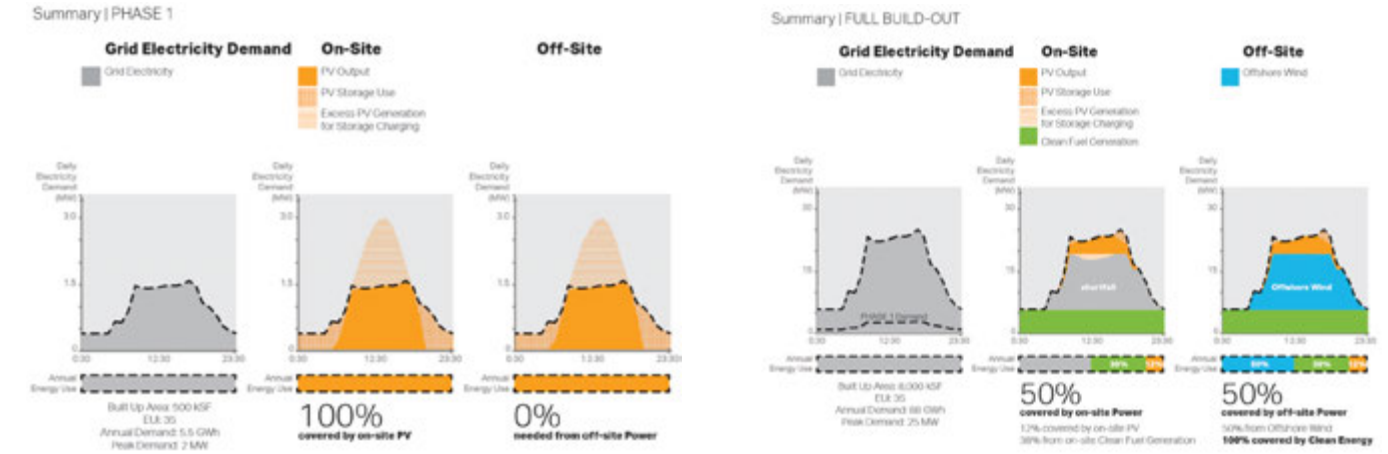
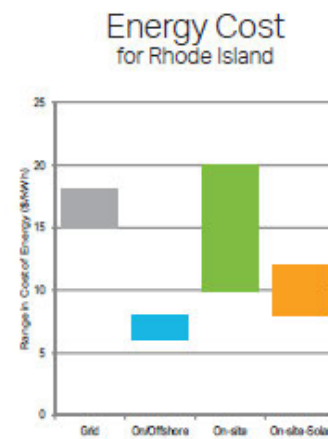
Large local resource
Already in development
Offshore Wind +
Uphill Wind

SOLAR PANELS

Solar - 1,370 kWh/kW/year
Building footprint - 0.6 of
parcel area
(assumed 23 acres)
Roof area - 70% solar
Calculated that the peak
Solar capacity is 7 MW

BIOMASS

Regional sources of
biomass / biofuel
40 MW local biomass
generation



Bandwidth and Fiber

Rhode Island has the fastest broadband speed of any state in the nation. In addition, dark fiber strands that sit underneath and in proximity to the proposed Amazon sites will provide HQ2 with essentially unlimited fiber capacity (average speed of 36.7 Mbps).

Rhode Island is the Most Broadband-Ready State by Every Metric

Metric	1. Rhode Island	2. Connecticut	3. New Jersey	4. District of Columbia	5. New York
Percentage of Residents with Access to Advertised Download Speed in Excess of 25Mbps	99.7%	98.8%	98.8%	98.3%	98.0%
Percentage of Residents with Access to Advertised Upload Speed in Excess of 3Mbps	100%	100%	100%	100%	100%
Percentage of Residents with Access to Advertised Download Speed in Excess of 100Mbps	99.7%	97.9%	96.7%	96.7%	96.5%
Percentage of Residents with Access to Multiple Internet Providers	99.8%	98.6%	98.2%	97.8%	97.7%
Percentage of Residents with Access to Optical Carriers/Fiber to the End User	97.9%	76.7%	62.6%	61.5%	60.0%
Percentage of Residents with Access to DOCSIS 3.0 Technology	99.3%	98.3%	98.2%	98.1%	97.6%

As evident by the data above from the National Broadband Map (broadbandmap.gov), Rhode Island has made the most significant investment in broadband infrastructure among U.S. states and territories. The FCC recently altered the definition of broadband to be at minimum 25Mbps X 3Mbps. Not only does Rhode Island top those categories in penetration, but also in access to speeds greater than 100Mbps. Competition in the state has afforded nearly every Rhode Islander the opportunity to choose among multiple Internet providers, and the investment those private companies have made in fiber technology has positioned Rhode Island as, by far, the most fiber-accessible state.

Wireless Service

There are many options for cellular service in Rhode Island. The State has extensive coverage from several carriers, including Verizon, Sprint, Cox, AT&T, T-Mobile, and MetroPCS. In addition, Governor Raimondo recently announced the State's effort to prepare Rhode Island for leadership in 5G wireless technology. This effort will position Rhode Island as the first state to pilot large-scale deployment of 5G wireless networks, which are critical to economic growth, and to attract and sustain a vibrant technology community.

Water Supply



Providence Water is regulated by state and federal agencies in addition to city policies and procedures. The quality of our treated drinking water is regulated by the US Environmental Protection Agency and the Rhode Island Department of Health. Their revenue and rate structure is regulated by the Rhode Island Public Utilities Commission. Providence Water serves Providence, including the proposed location of the Amazon HQ2 Project, as well as the municipalities of North Providence,

Cranston, Johnston, and a portion of Smithfield. Providence Water has nearly 1,000 miles of water mains with over 74,000 service connections. Water is delivered to the system's retail service connections and wholesale communities through a system of water mains, ranging from 6" to 102" in diameter. Providence Water presently supplies approximately 60 percent of the state's drinking water.

Providence Water sources its water from the Scituate Reservoir and five tributary reservoirs. Together, the available capacity of these reservoirs is 39.7 billion gallons, with a total plant capacity of 144 million gallons per day. Although the majority of the system is gravity-fed, Providence Water does own and operate various pump stations throughout the system to pump water to service areas at higher elevations.

Providence Water is dedicated to producing world-class drinking water at a bargain price that meets all state and federal standards. Providence Water has been providing exceptional quality drinking water to customers at an affordable price for almost a century. Its source water from the Scituate Reservoir is renowned as among the best drinking water in the country. In 2016, Providence Water completed major infrastructure projects at its treatment plant, including improvements to organizational efficiencies and the implementation of green/energy efficient upgrades to its facilities.

Water Rates

Rates (as of February 2017)

Commercial rate: \$3.223 per HCF. (Hundred Cubic Feet)

Industrial rate: \$3.169 per HCF.

STATE SURCHARGES ON 100 HCF

@ \$0.21842/HCF \$21.84

Monthly Service Charges based upon Meter Size

Meter Size	Monthly Charge
5/8"	\$7.56
3/4"	\$8.05
1"	\$9.50
1 1/2"	\$11.43
2"	\$16.76
3"	\$56.01
4"	\$70.55
6"	\$104.47
8"	\$143.23
10"	\$178.36
12"	\$213.49

WATER SUPPLY (cont'd)



Monthly Providence Fire Protection Service Charges based upon Meter Size

Meter Size	Monthly Charge
5/8"	\$1.38
3/4"	\$2.07
1"	\$5.15
1 1/2"	\$13.74
2"	\$32.96
3"	\$89.26
4"	\$151.05
6"	\$308.97
8"	\$466.89
10"	\$714.07
12"	\$1,180.95

Monthly Providence Fire Protection Service Charges based upon Meter Size

Meter Size	Monthly Charge
5/8"	\$1.38
3/4"	\$2.07
1"	\$5.15
1 1/2"	\$13.74
2"	\$32.96
3"	\$89.26
4"	\$151.05
6"	\$308.97
8"	\$466.89
10"	\$714.07
12"	\$1,180.95

WASTEWATER TREATMENT



The Narragansett Bay Commission (NBC) protects and enhances water quality in the Narragansett Bay through award-winning operations of RI's two largest wastewater treatment facilities, Field's Point in Providence and Bucklin Point in East Providence. NBC maintains a leadership role in the protection and enhancement of water quality in Narragansett Bay and its tributaries by providing safe and reliable wastewater collection and treatment services to its customers at a reasonable cost. NBC provides sewer service to approximately 36% of the state's population (360,000 people) in the communities of Providence, North Providence, Johnston, Pawtucket, Central Falls, Cumberland, Lincoln, a portion of East Providence and small sections of Cranston and Smithfield. NBC's service area includes the proposed location for Amazon HQ2. NBC provides sewer service to approximately 8,000 commercial and industrial customers, and 160 significant industrial users. NBC treats an average of 64 million gallons of sewage per day.

The Field's Point Wastewater Treatment Facility (FPWWTF) provides secondary treatment for flows of up to 77 million gallons per day (MGD), and primary treatment and disinfection for an additional 123 MGD of wet weather flows. Total treatment capacity at the FPWWTF is 200 MGD.

The NBC maintains six permanent flow metering stations to measure flow from Johnston and North Providence to the FPWWTF. In addition, the NBC owns and is responsible for 38 Combined Sewer Overflows, 32 tide gates and 80 miles of interceptors in the Field's Point Service Area. In 2012, the NBC erected three 1.5 mW wind turbines at the Field's Point WWTF to provide sustainable energy for clean water operations. As RI's first wind farm, the turbines stand over 360 feet tall at the head of Narragansett Bay and substantially decrease the NBC's carbon footprint.

Effective July 1, 2016

Commercial

Customer Charge: Based on meter size. Per meter per year

Meter Size	Fixed Fee
5/8"	\$ 523
3/4"	\$ 782
1"	\$ 1,300
1 1/2"	\$ 2,607
2"	\$ 4,164
3"	\$ 7,802
4"	\$ 13,000
6"	\$ 26,010
8"	\$ 41,615
10"	\$ 59,824

Consumption Charge \$5.120 per hundred cubic feet of 100% water used

ELECTRIC



National Grid is committed to delivering safe and reliable energy to the customers and communities it serves. National Grid is an electricity and natural gas delivery company that connects more than 20 million people to energy sources through its networks in New York, Massachusetts and Rhode Island. It is the largest contributor of natural gas in the Northeast. National Grid is the largest investor-owned energy company in the world – covering Massachusetts, New York, Rhode Island and the UK. National Grid at the heart of one of the greatest challenges facing society today - delivering clean energy to support the world long into the future. National Grid works with stakeholders to promote the development and implementation of sustainable, innovative and affordable energy solutions. Through its US Connect21 strategy, National Grid is transforming its electricity and natural gas networks to support our 21st century digital economy and smarter, cleaner, and resilient energy solutions. Connect21 is vital to the community's long term economic and environmental health and aligns with regulatory initiatives in Rhode Island (Infrastructure, Safety and Reliability), Massachusetts (Grid Modernization), and New York (REV:Reforming the Energy Vision). National Grid's Director of Customer and Community Management has confirmed that electrical and gas service is readily available to service the proposed project.

Electrical Rates

General Commercial(G-02) – This service is designed for commercial and industrial customers with a 12-month average demand of 10Kw or more.

<u>Rates for Delivery Service:</u>	<u>General Commercial</u>
---	----------------------------------

Customer Charge	\$135.00/month
Distribution Charge	
Demand in excess of 10Kw	\$5.52/Kw
Energy	0.812¢/kWh
Renewable Energy Distribution Charge	0.687¢/kWh
RE Growth Charge	\$11.85/month
Transmission Charge	
Demand	\$4.37/kWh
Transmission Charge	1.095¢/kWh
Transition Charge/(Credit)	0.057¢/kWh
LIHEAP Charge	\$0.81/month
Energy Efficiency Programs*	1.154¢/kWh
*Consists of Energy Efficiency Program Charge of 1.124¢ and the renewable Charge of 0.03¢	

Electric Rates

Large Demand (G-32) – This service is primarily available for large commercial and industrial customers with a 12-month average demand of 200kW or greater.

<u>Rates for Delivery Service:</u>	<u>Large Demand</u>
---	----------------------------

Customer Charge	\$825.00/month
Distribution Charge	
Demand in excess of 10Kw	\$4.41/Kw
Energy	0.900¢/kWh
Renewable Energy Distribution Charge	0.687¢/kWh
RE Growth Charge	\$86.86/month
Transmission Charge	
Demand	\$4.69/kWh
Transmission Charge	1.123¢/kWh
Transition Charge/(Credit)	0.057¢/kWh
LIHEAP Charge	\$0.81/month
Energy Efficiency Programs*	1.154¢/kWh
*Consists of Energy Efficiency Program Charge of 1.124¢ and the renewable Charge of 0.03¢	

GAS

Gas Rates

<u>Commercial/ Industrial Rate</u>	<u>Extra Large High Load (150,000+ per year)</u>
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Customer Charge (per month)	\$425.00
Demand Per Therm	\$1.8000
Break Per Therm	N/A
Distribution Charges	\$0.0256
Tail Per Therm	N/A
Distribution Adjustment Charge (DAC)	\$0.0208
Energy Efficiency Programs	\$0.0726
Gas Charges	\$0.4525
LIHEAP Enhancement Charge	\$0.81

ELECTRIC



CABLE & INTERNET



Lightower Fiber Networks is the premier provider of all-fiber, high performance networking solutions. Lightower services 33,000+ miles of all-fiber network in over 22,000 locations, across 17 states, to government agencies, schools, and businesses across all industries.

A Limitless Network™ from Lightower can impact all aspects of your organization, with:

- LIMITLESS CONNECTIVITY
- LIMITLESS PERFORMANCE
- LIMITLESS FLEXIBILITY
- LIMITLESS SUPPORT

Today, the role of the network is more critical than ever before. Network performance is now a key driver of operational performance across the entire organization. This means you need a high-performance network to fuel your mission-critical applications. One that delivers limitless possibilities today, tomorrow, and well into the future.

Lightower is the premier provider of customized, all-fiber solutions that strategically align to business goals. As your Strategic Network Partner, Lightower provides an organization with limitless network, limitless performance, and limitless support.

Lightower delivers high-performance networks that are diverse, flexible, and scalable up to 100 Gbps. From Wavelengths, Video Transport, and Dark Fiber to Ethernet, Internet Access, and Private Networks, it delivers access and bandwidth where it is needed throughout the Northeast, Mid-Atlantic, and Midwest.

Since Lightower also owns the network on which it delivers its solutions, Lightower can build customized and unique solutions, and provide a level of customer support, that other carriers simply cannot match. With over 25 years of experience, Lightower is committed to the highest level of service and support, which is demonstrated by its simple provisioning process, dedicated customer managers, and an overall company culture that believes the customer comes first.

RI PUC Tariff No. 2, Lightower Fiber Networks I, LLC, Effective date: November 25, 2016

3. Rates and Charges

3.1 Rates Generally: Individual Case Basis (ICB)

"Rates and charges, including minimum usage, installation, special construction and recurring charges, for the Company's services are established at negotiated rates on an individual case basis (ICB), which may vary depending on certain factors, including without limitation, the nature of the facilities and services, the costs of construction and operation, the volume of traffic, the length of service commitment by the customer, and location."

Lightower will provide quotes on business services upon contact.

CABLE & INTERNET



Cox services more than 6 million residential and commercial customers and owns, maintains and monitors one of the nation's largest fiber-optic networks, allowing it to deliver innovative and technologically advanced products and services. Since 1990, fiber optics has been the backbone that allows Cox to deliver the latest in advanced technology. Cox continually expands its bandwidth capacity and remains at the forefront of innovation. Cox enhances its advanced broadband network by driving fiber deeper, expanding bandwidth capacity and evolving to a fiber-rich architecture that continues to provide the next generation of communication services. Cox's Enterprise-level service and support enables businesses to deliver critical information across platforms and locations.

Cox Technology Solutions

Voice	Data	Video
<ul style="list-style-type: none">• Hosted IP Voice lines• Cloud-based Hosted PBX• SIP trunking• PRI and Digital Trunk Services• Auto Attendant, Hunt Groups and Voice Mail• Long Distance and Toll-Free• Cox Business Security Solutions	<ul style="list-style-type: none">• Cox Business Internet• Cox Fiber Internet• Cox Optical Internet• Cox Web Hosting• Ethernet• MPLS IP-VPN• Private Line: Wavelength Services• Managed Router and Security• Email / Online Backup / Security Suite• Managed WiFi• Cloud Services• Over 400,000 WiFi hotspots	<ul style="list-style-type: none">• Cox Business TV: digital cable TV and HD• Private office and public viewing• Business Packages:• Sports/News & Info• Bulk video• HD free to guest• Hospitality Network servicing casinos, convention centers and more

CABLE & INTERNET



Verizon Business Connection combines data, voice and Internet over one IP network. It works with existing Key or PBX Systems to scale without adding costly investments. Verizon's advanced technology and reliable service allows businesses stay agile and grow wisely. Business Connection is a smart solution that includes installation and ongoing maintenance. By combining voice, data and Internet communication over one IP network, a company can boost productivity and simplify your infrastructure.

WIRELESS SERVICE

There are many options for cellular service in Rhode Island. The State has extensive coverage from several carriers, including Verizon, Sprint, Cox, AT&T, TMobile, and MetroPCS. In addition, R.I Governor Gina M. Raimondo recently announced the State's effort to prepare R.I. for leadership in 5G wireless technology. This effort will position Rhode Island as the first state to pilot large-scale deployment of 5G wireless networks, critical to economic growth, and to attract and sustain a vibrant technology community, as detailed in the attached press.

WIRELESS SERVICE



Verizon's wireless technologies allow businesses collaborate more productively and respond to constituents more quickly. Verizon's technology solutions can help your business provide services consistently, securely, and cost-effectively. Verizon wireless for your business can increase efficiency and coordination with integrated, cloud-based communications. The efficient coordination of resources allows for better use of time, greater understanding, and wider creative input which drives better informed and faster decision-making capabilities. Verizon ranks #1 overall network for the 8th time in a row, has the highest in wireless network quality performance across all six regions, and ranks #1 in network performance satisfaction.

Reliable communications channels must be easy-to-use and quickly available from virtually anywhere for optimal engagement and teamwork.

The potential benefits of Verizon's connected work solutions include:

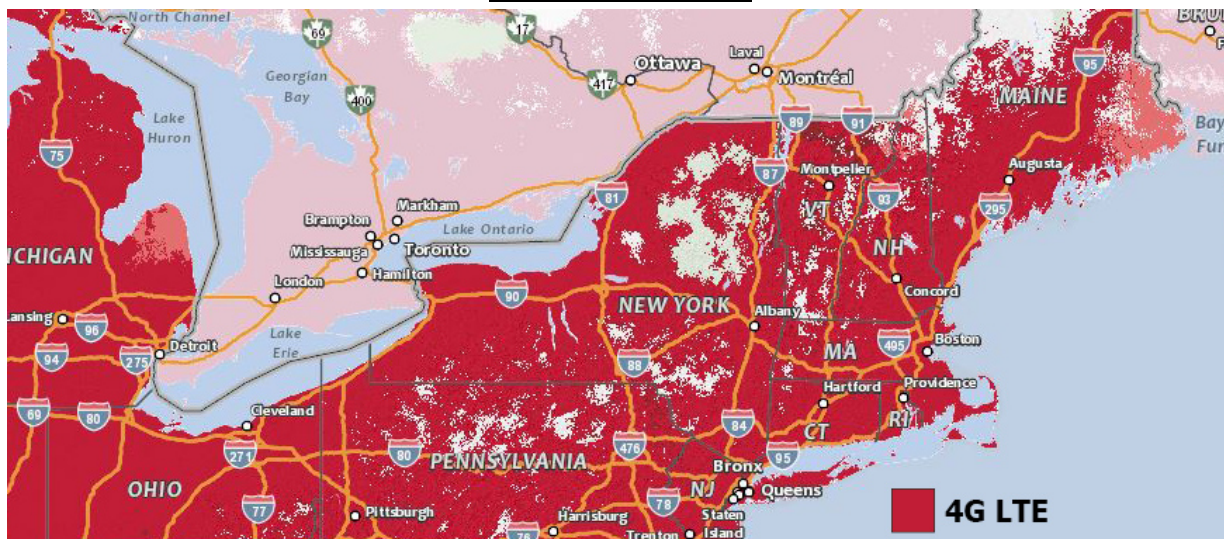
- Increased business agility and responsiveness
- Increased productivity
- Improved control of operating costs

Verizon offers Flexible Business Plans that allow your business to connect an unlimited number of devices with shared data customized just for your business. With Verizon's Nationwide for Business Data Share Plan, data packages and price plans are compatible with any Nationwide for Business Talk & Text Share Plan. Features include data sharing, personal and corporate email, and mobile hotspot and broadband connection.

Flexible Business Plans for 26+ Devices

Connect an unlimited number of devices with shared data customized for your business. Features include unlimited talk and text, shareable data, mobile hotspot, email access and unlimited international messaging.

Verizon Coverage Map



WIRELESS SERVICE



The Sprint network is a world-class, converged network bringing wireless, wireline, and IoT together making it easier to mobilize and modernize the way businesses work. Sprint's LTE Plus network delivers the best-ever performance in cities across the country, setting a company record for the highest number of Metro RootScore Awards to date. Sprint's solutions make an impact on businesses, helping them serve their customers better, more profitably, and more securely.

Sprint's 2.5 GHz spectrum assets are used to deploy innovative technologies like Massive MIMO (multiple input, multiple output) which takes advantage of the shorter wavelengths of their high frequency spectrum to minimize the size of the radios and antennas required. This allows them to ultimately deploy up to 8x the capacity from a single tower.

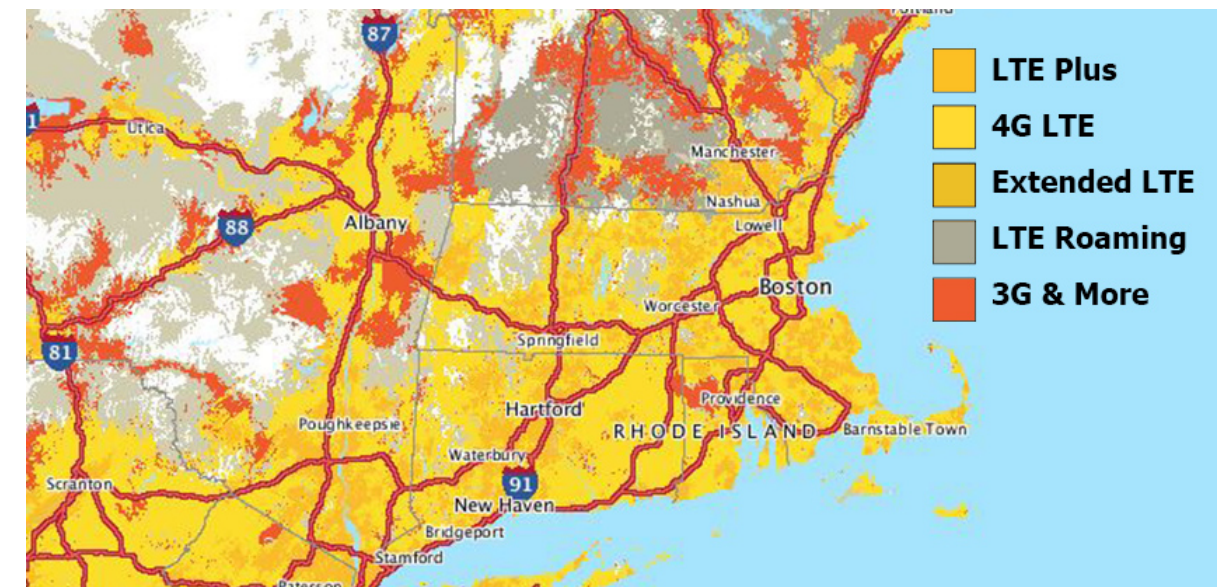
Sprint uses advanced beamforming technology to focus cellular signals to deliver more capacity and faster speeds to business customers in high-traffic areas. Sprint uses big data analytics to plan and manage their network. They also offer advanced end-user management portals like Compass for wireline services and Command Center for IoT. Get flexible, shared data plans designed to fit a growing business perfectly, with the flexibility to add only what you need, only when you need it.

Business Share More plans from Sprint let businesses share data allowance between people, so everyone can use the amount they need, whenever they need it. And if all data is not used, it can be carried over to the following month. Sprint's Business Share More plan features:

- Unlimited domestic talk and text while on the Sprint network
- Shared data among employees
- International text to more than 180 countries (US to Int'l)
- No minimum service term required for plan (for non-discounted phones)
- Add Sprint Open World for International travel
- Carryover unused data to the next month
- Unlimited talk, text and data on a fast, reliable network

Contact Sprint for additional pricing on the Business Share More Plan.

Sprint Coverage Map



WIRELESS SERVICE



AT&T is the world's largest communications company by revenue, with a global IP network connecting businesses on 6 continents representing 99% of the world's economy. Their high-speed internet network covers more than 400 million people in North America. In the U.S., we have high-speed fiber to 1.3 million business locations and high-speed internet in more than 240 markets.

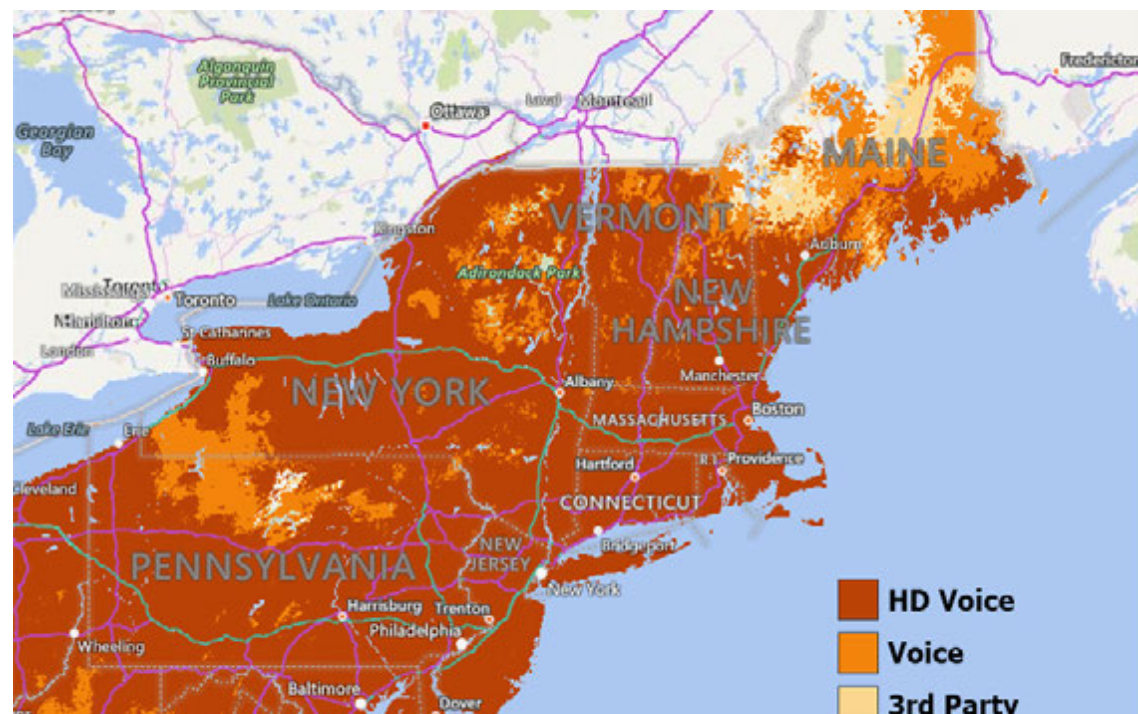
More than 3 million businesses from the largest multinational corporations to small businesses turn to AT&T. AT&T works with companies in all major industries, including financial services, manufacturing, education, healthcare, retail, hospitality and government. Mobility Consulting from AT&T can help businesses solve their most pressing business challenges. Whatever the organization's goals, their mobility specialists can provide the knowledge, resources and guidance businesses need to achieve them.

Whether a business wants to reduce costs, boost worker productivity or increase customer engagement, it all starts with a mobility strategy and roadmap. By identifying your business's mobility goals, it provides a clear roadmap and a tactical plan to reach them.

Mobility Consulting from AT&T can offer these deliverables and more:

- Mobile Strategy & Roadmap
- IoT Consulting
- Bring Your Own Device
- Mobile Governance

AT&T Coverage Map



WIRELESS SERVICE

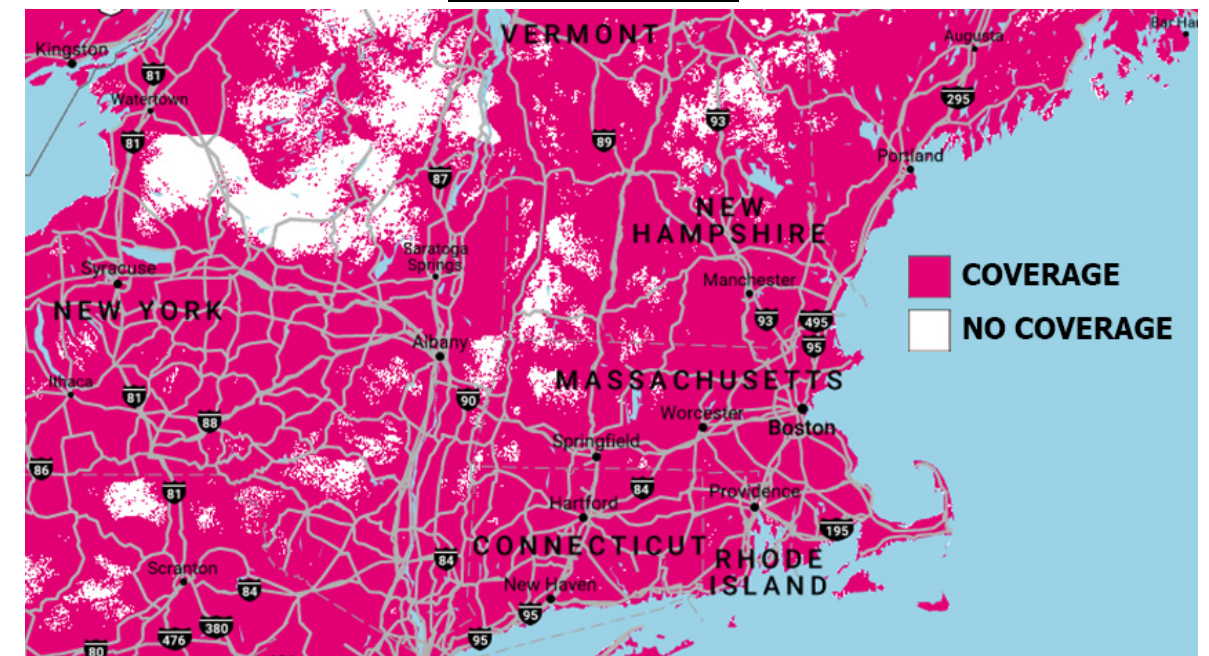


T-Mobile US provides wireless voice, messaging, and data services in the United States, Puerto Rico and the U.S. Virgin Islands under the T-Mobile, MetroPCS and GoSmart Mobile brands. They operate the third largest wireless network in the U.S. market with over 65.5 million customers. Its nationwide network reaches 98 percent of Americans, through its EDGE 2G/HSPA 3G/HSPA+ 4G/4G LTE networks, as well as through roaming.

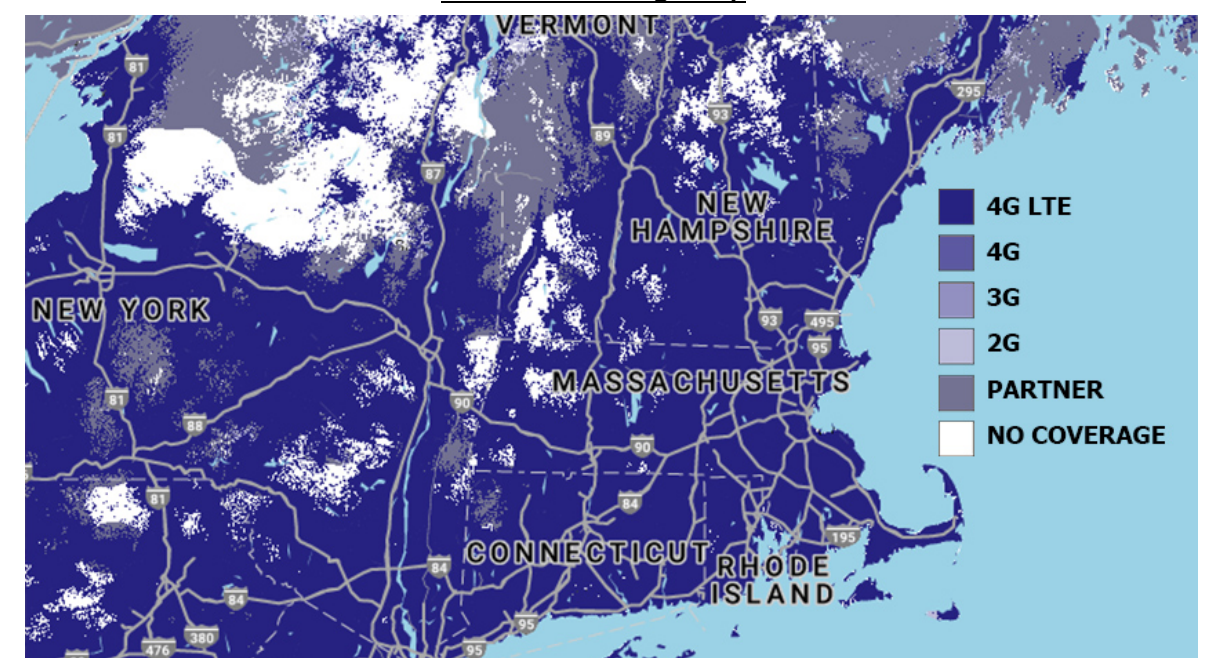
T Mobile operates a 1900 MHz GSM PCS digital cellular network and a 1700 MHz UMTS AWS digital cellular network that cover areas of the continental U.S., Alaska, Hawaii, Puerto Rico and the U.S. Virgin Islands. In addition to its cellular mobile network, T-Mobile US operates a nationwide Wi-Fi Internet-access network under the T-Mobile HotSpots brand.

According to OpenSignal's "State of the Mobile Network", T-Mobile has the second best network.

T Mobile Coverage Map



MetroPCS Coverage Map



An aerial photograph of a region, possibly a coastline or a large body of water, overlaid with a red-to-blue gradient. A grid of white plus signs is scattered across the image. The text 'APPENDIX 12: INFRASTRUCTURE TRANSPORTATION' is positioned on the left side.

APPENDIX 12:
INFRASTRUCTURE
TRANSPORTATION

RHODE ISLAND'S CRITICAL TRANSPORTATION INFRASTRUCTURE

Rhode Island's location in the Northeast corridor, proximity to a large metropolitan Boston core, and compact size and population density provide us with a unique combination of existing transportation assets that are further enhanced by accessible land for development. This combination of attributes has spawned intercity local transportation assets, regional transportation investment and national and international infrastructure that is more characteristic of the largest US metropolises than of the more manageable mid-size city-state that we are. At every level of transportation – intercity (Rhode Island local), regional (Rhode Island - Boston MSA), national (Northeast corridor) and international, Rhode Island boasts existing assets that enhance the speed of scaling and growth for Amazon. In addition, the state has committed to near term, long term and forward-thinking investments in additional transportation assets that will enhance this intermodal connectivity and bolster our capacity.



The key proposed sites reflect many cities and neighborhoods throughout the state but are all accessible to the critical transportation arteries centered at the state's capital and population center in Providence. Providence acts as a hub not only for regional transit but also for local transit, which is comprised of the Rhode Island cities of North Providence, East Providence, Pawtucket, Central Falls, Cranston, Warwick, West Warwick and Woonsocket. The population of this combined area stands at more than 500,000 according to 2010 Census data, which places the intercity assets squarely in the middle of the midsized city range.

Providence is also the regional transportation hub as well, with a population that comprises approximately 15% of the Providence, Rhode Island - Massachusetts Urbanized Area, which includes approximately 1.2 million people. Rhode Island boasts an intermodal hub at Providence Station which serves the hub for a new Rapid Bus line that uses transit signal prioritization (TSP) technology; as the eleventh busiest Amtrak station in the country; the third busiest commuter rail station in the Massachusetts Bay Transportation Authority's Commuter Rail system, and the busiest on the system outside of downtown Boston. Amtrak's Acela Express and Northeast Regional service both serve Providence Station.

Cycling and Pedestrian Transportation

More than 20% of city residents walk, bike or take public transit to work, a rate far above our peers and the national average. Top talent will be able to access Amazon HQ2 from vibrant and historic neighborhoods via an easy bike ride, walk or bus ride. Providence boasts a strong network of cycle tracks and bike lanes. RIDOT has constructed a 50-mile (80 km) network of off-road bike paths and signed more

than 90 miles (140 km) of on-road bike routes across the state. The city of Providence is launching a bike-share program with smart bike provider Social Bicycles, offering 400 bikes at 40 bike stations, in April 2018. As part of the redirection of highway I-195, the state is adding pedestrian bridges over the Providence River to enhance walkability and connectedness throughout the downtown area.

Road Transportation

The Rhode Island Department of Transportation ("RIDOT") manages 3,300 lane miles of state roads including the most heavily trafficked stretches of Interstate 95, one of the oldest and busiest interstate highways in the nation. Recently, RIDOT redirected a major portion of Interstate 195. The new stretch of road called the "I-way" includes a signature bridge over the Providence River as well as a landscaped pedestrian walkway over the highway. It connects India Point Park to the Fox Point neighborhood. This redirection has also freed up approximately 20 acres in the heart of the Jewelry District in downtown Providence, one of the proposed development sites.

In 2015, Governor Gina Raimondo announced RhodeWorks, a bold new vision for transportation infrastructure that promised to create jobs and bring a much-needed boost to our economy. In February of 2016, the General Assembly passed the RhodeWorks legislation and initiated an aggressive program to rebuild our roads and bridges. RhodeWorks uses innovative methods to leverage funds for road and bridge transportation infrastructure to provide an additional \$80 million in annual state resources for transit initiatives. In addition, the RhodeWorks program will provide more than \$37 million in additional pedestrian, bicycle, and other transportation alternatives over the ten-year program, between FY2016 and FY2025.

Ride Sharing and Subsidized Mobility - Forward Thinking Future Projects

Although each of the proposed sites is in proximity to existing intermodal hubs, we expect that many Amazon employees will live throughout the region in some areas less accessible to public transportation. To facilitate mobility, Rhode Island proposes to create and launch one of the first ride sharing and subsidized mobility-as-a-service programs. The service will be integrated into existing transit planning and will be complementary to public transit. The on-demand service will help to bridge the gap between mass transit, the workplace, and home for Amazon workers. To accommodate various needs, subsidized ride sharing or ride share agreements can be developed to incentivize ridership and use of multiple services. Agreements with ride sharing companies can be developed to offer discounted rides within a geographic area or from public transit to their destination (or vice versa). As the public's perspective on transit is changing, we can look at transportation in RI differently, offering a network of options, including walking, biking, buses, trains, and ride sharing.

Bus Transportation

The Rhode Island Public Transit Authority (“RIPTA”) is the statewide public transit provider and mobility manager for the state of Rhode Island. RIPTA operates 64 bus routes across the state serving almost 18 million riders per year. The agency offers direct transit access from central Providence to almost every community where Amazon employees might live.

This includes many express buses to suburban park-and-ride lots. Providence itself is a dense, walkable city conducive to millennial lifestyles, and our commuting patterns reflect this. Our transit network has significant transit infrastructure, including bus-only lanes and a bus tunnel.

RIPTA, RIDOT and local municipalities are working closely together to improve our transit system with new infrastructure. Of particular note, both proposed sites for Amazon within Providence are near our new bus rapid transit corridor. The bus rapid transit corridor will offer transit similar in quality and frequency to an urban surface rail line. The bus will extensively use a dedicated lane to avoid traffic, will communicate with traffic signals so that the bus can keep moving, and will have rail-like stations with raised platforms and features that will allow passengers to pay before the bus arrives to expedite boarding times. Buses will pass at least every five minutes, which is more frequent transit service than can be found on many subways.

A variety of programs are available to assist employers who wish to encourage transit, especially our EcoPass program. Under EcoPass, employees are given a smart card and employers are charged a discounted per-use rate each time the employee uses the card, but pay no startup, support or overhead costs. Part or all of the cost can be passed on to employees through pre-tax payroll deductions. Programs such as EcoPass can reduce parking needs and thus reduce facility costs, while also fostering healthier lifestyles for employees.

For those workers who prefer to commute from farther away, from out of state, or who prefer to live in lower density areas, RIPTA also operates a ride-matching program for carpoolers and a subsidized vanpool program. These programs can reduce commuting costs for employees and reduce parking facility costs for employers.

The bus system provides robust regional bus service to cities throughout the Northeast. Both Peter Pan and Greyhound operate service from the Rhode Island Convention Center, which is approximately 10 minutes on foot from Providence Station. Greyhound offers service from Providence to Boston, New York, New London, New Haven, Bridgeport, Stamford, and the Mohegan Sun casino. Peter Pan offers service to Boston, New York, Albany, Hartford, and Cape Cod (MA). All of Peter Pan’s buses also stop at its bus hub, which is located approximately three miles north of Downtown Providence. This bus hub has on-site passenger parking.

Megabus offers service from Providence to Boston, New York, New Haven, Fall River (MA), and New Bedford (MA). Academy and its GO Bus line offer services from Providence to New York, Newton (MA), Cambridge (MA), and New Haven. Both operators have their primary bus

stop located on Canal Street, which is an approximately 5-minute walk from Providence Station. Academy’s New York-bound buses also stop at Brown University.

In addition to these existing services, state agencies and local municipalities have developed several near-term projects to enhance our transportation capacity; short term options that can be implemented to address the specific opportunities with the Amazon HQ2 project; and forward-thinking projects to enhance intermodal capacity and access.

Downtown Transit Connector (DTC) – Near Term Project

As described earlier, RIPTA, in partnership with the City of Providence, is finalizing design of a new bus rapid transit corridor which will pass near both Providence sites recommended for Amazon. The project will introduce extremely high frequency transit service between key sites in downtown Providence, and will provide amenities similar to a rail line such as dedicated lanes, signal priority and high-level platforms with fare pre-payment. The line will open at the beginning of 2019. The corridor will be useful to a future Amazon development both for direct commuting needs and potentially for intra-campus travel as a pedestrian accelerator. As part of the planning and construction, the State of Rhode Island proposes to construct the rapid bus sites directly at the proposed and supporting locations.

Providence Intermodal Transit Center (PITC) – Near Term Project

RIDOT and RIPTA are coordinating to build a new bus transit facility within nearby proximity to Providence Station. The PITC will unite the State’s primary bus and rail hubs, provide enhanced intermodal connections and further support economic growth in downtown Providence by reducing the intensity of bus operations there. Bus operations to the PITC will provide more one-seat rides and provide more alternatives for transfer activity. The development of this facility is a critical step in accommodating the expanding footprint of downtown Providence and addressing the mobility needs of additional workers and residents. As part of the planning and construction of this intermodal site, the State of Rhode Island proposes to construct and to integrate the proposed providence Station site development such that Amazon workers can enter the proposed office building directly from the intermodal station.

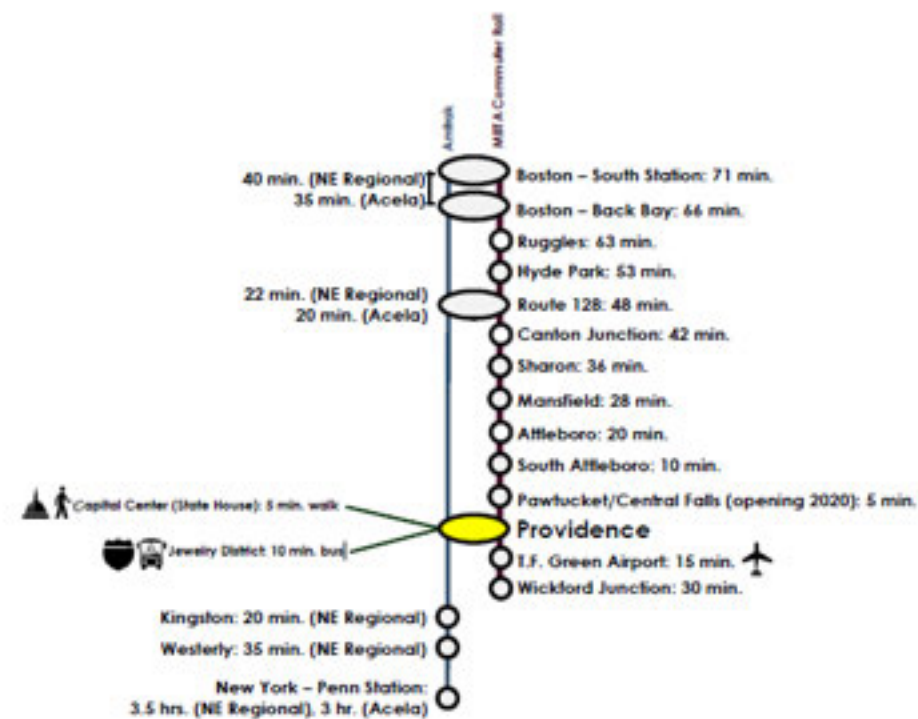
Dedicated Bus Lanes and Autonomous Shuttles – Forward Thinking Future Projects

The State of Rhode Island also proposes to create one of the country’s first dedicated bus lanes featuring connected and autonomous vehicles (CAV). The Downtown Transit Connector (DTC) will include dedicated bus lanes that travel through downtown Providence accommodating high frequency buses. These lanes could potentially accommodate autonomous shuttles, taking passengers door to door in high tech, driverless vehicles. The dedicated lanes could be expanded to reach sites outside of the DTC, such as the Jewelry District parcels or the Providence Station Campus north of the train station.

Rhode Island is moving fast towards testing and deploying Connected and Autonomous Vehicles. This past spring RIDOT invited experts from around the world to a mini-CAV summit. Their advice was utilized to create a Request for Information (RFI) around the

emerging technologies. More than 30 companies have responded to the RFI. RIDOT and its partners are currently evaluating potential Requests for Proposals (RFPs) surrounding the new technologies. That falls on the heels of the two-day Rhode Island Transportation Innovation Expo., held in September, where locations around the state were identified for pilot locations for automated mini buses and shuttles, new signaling and other exciting innovations.

Rail Transportation



Rhode Island maintains a direct connection to one of the most powerful economic regions in the world – the Northeast Corridor (NEC), a 457-mile intercity passenger rail line between Boston and Washington, D.C. The NEC Region, of which Rhode Island is a part of, has a larger economy than all of France, and it closely follows the economy of Germany.

Amtrak currently services Rhode Island stations in Providence (Northeast Regional and high-speed Acela Trains), and Kingston and Westerly (both Northeast Regional only).

Providence Station is served by 9 round-trip Northeast Regional trains per day and 10 round-trip Northeast Regional trains. In FY 2016, 717,537 riders made a trip to or from Providence – making this station eleventh in ridership out of more than 500 stations nationwide. These combined 38 trips per day connect Providence to Boston, New York, Philadelphia, and Washington D.C. – four of the strongest metropolitan areas in the world (in terms of jobs and economic contribution).

Trip time to Boston is about 35 minutes on the Acela. With use of the Massachusetts Bay Transportation Authority’s (MBTA) Silver Line – a bus rapid transit service – transit connections between Providence and Logan International Airport are seamless.

Trip time to New York City is about 2 ½ hours for Acela and 3 ½ hours for Northeast Regional.

NEC Future, a Tier-1 EIS lead by the Federal Railroad Administration, identified Providence as a proposed “Major Hub.” Should the proposed improvements be pursued, Providence is in position to receive more service with significantly decreased travel times.

Rhode Island is also served by commuter rail operated by the MBTA along its Providence Line (which operates on the NEC).

Providence Station: One of the MBTA’s highest ridership stations, it is served with 20 round-trips to/from Boston. There are 10 round-trips to the south, serving an international airport at T.F. Green in Warwick and Wickford Junction in North Kingstown. Trip time to Boston is 75 minutes or less.

T.F. Green international airport: T.F. Green is the closest rail station to an airport along the entire NEC. An indoor “skywalk” with moving sidewalks offers a quick, easy connection between the MBTA trains and the international airport. There are currently 10 round-trips between T.F. Green and Providence/Boston – operating on weekdays. Trip time to Providence is 15 minutes or less.

Additionally, the land surrounding the rail station has been rezoned as a transit oriented development (TOD) district– City Centre Warwick. This district allows for higher densities and mixes of uses, and it has established a streamlined process for advancing project development.

Wickford Junction: Located in North Kingstown, a Rhode Island suburb, this station is currently served by 10 round-trips to/from Providence/Boston – operating on weekdays. Trip time to Providence is 30 minutes or less. Rail service is complemented with high-frequency bus service. Additionally, the land surrounding the rail station has been rezoned as a TOD.

Pawtucket/Central Falls Transit Center – Near Term Project
 RIDOT is currently procuring a contractor to build a new commuter rail station in Pawtucket. The station is expected to open in early 2020 with at least 12 round-trips to Providence and Boston. The station is to be located within a TOD district allowing for higher densities and mixes of uses. The TOD has over two million square feet of vacant or underutilized mill space that are expected to be redeveloped – likely with a higher proportion of residential units.

RIPTA currently operates a bus hub in central Pawtucket, which would be relocated to a new facility near the train station to encourage bus-rail connections.

Increased Weekday Commuter Rail Service - Short-term Transit Expansion Options
 Opportunities exist to increase the frequency of MBTA train service throughout the day between Providence and T.F. Green Airport/Wickford Junction to the south. Between Providence and Boston, capacity exists to add train service in the off-peak hours. These trains could run express (very few stops with shorter travel times).

Rhode Island Ports and Ferries

Rhode Island ports are managed by the RI Commerce Corporation and provides the opportunity to coordinate and maximize our commercial/industrial port assets at the Port of Davisville at the Quonset Business Park, ProvPort and the Greater Providence port terminals; commercial fishing at Galilee; and tourist/recreational activities at Newport.

In addition, RIDOT operates a seasonal ferry service during the summer months and shoulder season. The ferry runs between two ports along the Narragansett Bay. The northern port is in India Point Park in Providence – within the Fox Point Neighborhood. The southern port is in Newport – a dense community well-known as an international tourist destination. There are four weekday round-trips and five on the weekends. Ridership averages roughly 30-40,000 trips per season.

Ferry Service Expansion - Short-term Transit Expansion Options

RIDOT's ferry service is currently limited to seasonal trips between Providence and Newport but is planning expansion to additional Rhode Island locations. To support the growth of Amazon, the State of Rhode Island is prepared to expand the ferry service to cities such as Bristol, Warwick and East Greenwich to facilitate Amazon workers living throughout the region.

Air Transportation

The T.F. Green international airport was voted one of the best airports in the country for the third time, having also been accorded the same accolade in 2009 and 2010 by Travel + Leisure readers. T.F. Green, with more than a dozen passenger carriers, flies to both national and international destinations. Direct flights to business and technology hubs such as Austin, TX, Denver Colorado, Seattle Washington, Bay Area California can be scheduled.



An aerial photograph of a region, possibly a coastline or a large body of water, overlaid with a grid of white plus signs. The image has a color gradient from red on the left to blue on the right. The text is positioned on the left side of the image.

APPENDIX 13:
SAFETY & CRIME
INFORMATION

RHODE ISLAND SAFETY AND CRIME RATES

RHODE ISLAND	VIOLENT	PROPERTY	TOTAL
#	2,562	20,043	22,605
Per 1000 Residents	2.43	13.97	
USA (National Average)	3.80	26	
PROVIDENCE	VIOLENT	PROPERTY	TOTAL
#	1,020	6,206	7,226
Per 1000 Residents	3.42	34.63	
USA (National Average)	2.38	26	

Source: Neighborhood Scout - reflects 2015 calendar year, released from FBI in Sept 2016





APPENDIX 14:
COST OF LIVING
COMPARISONS

Cost of Living

	Providence	Boston	% diff	Providence	Seattle	% diff
Salary	\$83,904.00	\$100,000.00		\$86,634.00	\$100,000.00	
Overall cost of living			16%			14%
Housing			32%			24%
2 BR apt	\$1,583.00	\$2,669.00		\$1,583.00	\$2,069.00	
3BR, 2BA House	\$401,100.00	\$576,133.00		\$401,100.00	\$552,238.00	
Other non-Housing Costs						
Food costs			11%			10%
Bread	\$2.99	\$4.09		\$2.99	\$4.37	
Dozen Eggs	\$2.49	\$1.75		\$2.49	\$2.05	
Gallon of milk	\$2.99	\$1.95		\$2.99	\$2.25	
12" Pizza Hut pizza	\$8.99	\$11.00		\$8.99	\$12.06	
McD quarter pounder w/ Cheese	\$4.29	\$4.67		\$4.29	\$5.19	
Entertainment Costs			8%			12%
Movie Ticket	\$11.25	\$13.03		\$11.25	\$13.27	
Bowling Game	\$4.75	\$7.13		\$4.75	\$5.38	
6 pack Heineken beer	\$9.99	\$9.49		\$9.99	\$9.69	
Healthcare costs			20%			15%
Cost of Doctors visit	\$145.00	\$187.00		\$145.00	\$120.75	
Cost of Dentist visit	\$89.00	\$122.00		\$89.00	\$135.83	
Cost of Optometrist visit	\$125.00	\$107.50		\$125.00	\$145.67	

Source: Nerdwallet
 Note: Green indicates lower, Red indicates higher

