October 12, 2017

Mr. Jeff Bezos
Chairman, President & CEO
Amazon.com, Inc.
410 Terry Avenue North
Seattle, Washington 98109

Dear Jeff:

On behalf of the Commonwealth, I want to offer my complete support to Louisville’s proposal to locate Amazon’s second headquarters (HQ2) in the Kentucky/Southern Indiana region.

Our state already enjoys a wonderful and prosperous relationship with Amazon and we are proud to be the home of over 10,000 full-time Amazon employees. In addition, Kentucky was honored and excited to be selected as the home of your Prime Air Hub. As a result of our existing relationship, you are already familiar with the logistical advantages that Kentucky provides, together with the high quality of life and low cost of housing available to members of the Amazon family.

The Louisville/Southern Indiana region offers the best of all worlds - large city amenities, smaller city charms and an incredibly relaxing quality of life. In this region, we understand the value of partnering and collaborating with the business community and the many employee benefits that such partnerships provide.

In addition, our administration is preparing a number of innovative and engaging incentives to ensure that HQ2 enjoys a successful launch right here. We have already made great strides toward transforming Kentucky into one of America’s most business friendly states, and you may rest assured that those efforts will continue. I am confident Amazon will not find a more competitive or engaging home for HQ2.

We have enjoyed a great relationship with Amazon for nearly 20 years, and we look forward to strengthening that partnership even further with your addition to the Louisville/Southern Indiana region. We invite you to visit and see for yourself the competitive advantages that Kentucky offers.

Sincerely,

Matthew G. Bevin
Governor
OFFICE OF THE MAYOR  
LOUISVILLE, KENTUCKY  
October 16, 2017

GREG FISCHER  
MAYOR

Jeff Bezos  
Chief Executive Officer  
Amazon  
Seattle, WA

Dear Mr. Bezos and the Amazon Team:

Louisville’s own Muhammad Ali famously said, “The man who has no imagination has no wings.”

In Louisville, we dream big. We dream bold. Our Midwestern sensibilities, paired with Southern hospitality, support the fundamentals of a welcoming and inclusive community with a funky cultural foundation. Louisville is breaking out as the next medium-sized “it city” and is fueled for growth. Louisville is an urban laboratory, embracing transformation and innovation. We are a Connected, Creative, Competitive, and Compassionate City.

Louisville owes its roots and 18th century founding to the raw need for ingenuity. The Falls of the Ohio form the only naturally-occurring obstruction in the Ohio River, and it is upon these banks that a city rose. Early residents turned this natural disruption into opportunity, growing into a center for trade and shipping. A century later, civic leaders had a bold vision for the future of our city and contracted with Frederick Law Olmsted to design an award-winning system of parks and parkways enjoyed to this day. At the turn of the 20th century, when Henry Ford needed a dedicated and capable workforce to advance the auto manufacturing industry, he chose Louisville as a pilot site. Mid-century, General Electric was ready to disrupt the American appliance market, and they chose Louisville. In the 1960s, a local startup named Humana imagined transformational change in health care and continues to flourish in Louisville. In the 1980s UPS sought a dynamic, well-situated, diverse and responsive community to host a state of the art air-hub... the company turned to Louisville. Home to bourbonism and a global top food scene, Louisville’s entrepreneurial ‘spirit’ has spanned many industries and generations.

“If my mind can conceive it, and my heart can believe it – then I can achieve it,” Ali speaks to us.

The future of Louisville and the surrounding region will build on our storied heritage of makers, innovators, dreamers and change-agents – a city that has never been content to sit still, but determined to punch above its weight. Louisville leads the nation in city governments fostering a culture of data-driven and social innovation. Designated a Smart City, a Google Fiber city, home to one of the nation’s Most Innovative Mayors in America, four-time International Model City of Compassion, and pilot site for
CNET's Smart Home and downtown apartment, Louisville pushes the bounds of the possible to realize its dreams for the future.

The Louisville region is big enough to be globally relevant yet small enough to get things done. As our hometown hero, Muhammad Ali, told the world, Louisville is a special place. It is a place where everyone -- no matter who you are, where you’re from, or who you love -- can make a difference and achieve their full human potential.

On behalf of the Commonwealth of Kentucky and State of Indiana, Louisville Metro and the Greater Louisville region, we welcome HQ2 to Louisville.

Sincerely,

[Signature]

Greg Fischer
Mayor
Louisville, Kentucky
October 17, 2017

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

To the Attention of Site Manager Golden:

On behalf of my fellow Hoosier citizens, I express my sincere thanks and appreciation for the opportunity to provide options for locations within our state for the Amazon HQ2 project. It is certainly a dynamic project in many ways.

I am excited to learn, as part of the Louisville, Kentucky-Southern Indiana MSA response, there are several Clark County, Indiana, options included in the proposal being submitted by Louisville Forward. I understand Southern Indiana community and economic development leaders have been working closely with their counterparts immediately across the Ohio River in Louisville.

In complete support of this regional approach to bring Amazon HQ2 to fruition, the state of Indiana stands ready to offer a full array of incentives and programs for all qualifying investment and new Hoosier jobs. As you review the package provided to you by Louisville Forward, I am confident you will find the region meets many of your expectations and needs. Please know the state of Indiana’s business climate, coupled with our outstanding incentives, will complement your location in many immeasurable ways.

Please let me know how the state of Indiana can help you in your decision process.

Sincerely,

Eric J. Holcomb
Governor
The city of Louisville and the Commonwealth of Kentucky, in partnership with the state of Indiana and our greater Louisville private and public sector regional partners, are pleased to submit our response to Amazon's Request for Proposal to locate its new and second North American headquarters in Louisville.

Enclosed in this kit you will find our detailed RFP response document and three relevant short videos that are easily viewed on the enclosed video player. In addition, we have provided access to all of this information at louisvillebold.com (password: louisvillebold).

More than two hundred years ago, one of the most famous and successful partnerships in American history began on the banks of the Ohio River where the great city of Louisville now sits. It is from here that Lewis and Clark set out on the boldest exploring venture ever. It also is from here that Amazon can begin an equally if not more successful partnership to accomplish a new kind of exploration - one that will positively impact the lives of millions and millions of people - here in greater Louisville, across the country, and around the world for generations to come.

Welcome home.
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LOUISVILLE - OUR VISION

Louisville is a bold city and a bold choice for Amazon’s future.
We are a city born from the spirit of exploration.
Louisville is THE place to live, work, create and innovate.
Swinging for the fences? Invented here.
We believe that the homestretch is just the beginning.
Just like our hometown hero Muhammad Ali, Louisville is the Greatest Of All Time.
We are a city on the rise, gathering momentum every day as more people discover the opportunity that comes with living in Louisville.
The vision we set forth in our proposal distinctively leverages proximity to the river that runs through us. Our real estate solutions present Amazon with the canvas to paint another masterpiece. We offer unprecedented collaboration with university and public administration partnerships, as well as strong incentives and easy transit. Access to our talented, diverse and motivated workforce further defines our vision.
Bolstering the business rationale to locate in Louisville is a quality of life second to none for every Amazonian. This includes our affordable, attractive, and accessible housing in culturally rich neighborhoods paired with some of the country’s finest culinary experiences. In addition, great sports, fine arts, music, parks, and recreation thrive here.
Perhaps most importantly, our vision for Amazon is rooted in our belief that Louisville can uniquely, rapidly, and effectively scale with Amazon’s growth trajectory.
We may not be the obvious choice for Amazon, but we are the bold choice.
Experience and wisdom has taught us the bold choice often delivers the greatest returns.
LOUISVILLE: THE FACTS

Louisville
- Located on the Ohio River
- Eastern Standard Time zone

Louisville Combined Statistical Area
- 15 counties in a two-state region
- Population of 1.5 million
Louisville scores an attractive 89 on Moody’s Analytics 2016 Cost of Doing Business Index

Indiana ranks 2nd and Kentucky ranks 3rd in the nation for the Cost of Doing Business on CNBC’s list of America’s Top States for Business 2017

Dell named Louisville a TOP 50 Global Future-Ready Economy

Kentucky Governor, Indiana Governor, and Louisville Mayor all are first-time elected officials with extensive business backgrounds

Ranking high marks in financial stability, education, health, safety, economy and infrastructure, Louisville was named a top “Best Run City” by WalletHub

Louisville’s economic momentum, sound management, and budgetary flexibility earn the city positive credit ratings from ‘Big Three’ agencies (Fitch Ratings, Inc., Moody’s Investors Service, and Standard and Poor’s)

Kentucky has ranked 1st or 2nd in the U.S. for three consecutive years in Site Selection magazine’s Governor’s Cup competition by number of projects per capita. Kentucky ranked seventh in the U.S. by total number of projects

Site Selection magazine ranks Indiana 10th and Kentucky 14th in its State Business Tax Climate Rankings

Louisville Forward, the city of Louisville’s economic development organization, has been recognized as a Top U.S. Economic Development Group for 2014, 2015 and 2016 by Site Selection magazine, the latter year in partnership with Greater Louisville Inc. (GLI), the regional economic development organization

Tax Foundation ranks Indiana 8th in its State Business Tax Climate Index

Area Development magazine named Indiana and Kentucky in its “Top 20 States for Doing Business”

Area Development magazine named Louisville #1 on its list of “Top 10 Southern Cities” for doing business

86 businesses from Indiana and Kentucky ranked among ‘fastest-growing’ businesses by Inc. magazine
RESPONDENT DETAILS

Louisville Forward and GLI are pleased to present this proposal on behalf of the bi-state partners.

All correspondence shall be directed to:

Mary Ellen Wiederwohl
Chief, Louisville Forward
Louisville Metro Government
Maryellen.wiederwohl@louisvilleky.gov
(502) 574-5768 or (502) 330-5951

Deana Epperly Karem
Vice President, Regional Economic Growth
Greater Louisville Inc. (GLI)
dekarem@greaterlouisville.com
(502) 625-0035 or (502) 314-5621

Louisville Forward
www.louisvilleky.gov/louisvilleforward

Louisville Forward is the local economic development organization for Louisville Metro Government. Louisville Forward offers an integrated approach to economic and community development. Louisville Forward combines business attraction, expansion, and retention activities, and talent and workforce attraction, with all of the city’s real estate development, regulatory agencies, land use, planning and design functions to present a unified solution for job growth and quality of place.

Louisville Metro Government
www.louisvilleky.gov/mayor

Louisville Metro became a merged city-county government with a strong Mayor structure in 2003. Covering 399 square miles of Jefferson County, Kentucky, Louisville Metro is the economic center of the region with two-thirds of the area population and three-quarters of the region’s jobs.

Greater Louisville Inc. (GLI)
www.greaterlouisville.com

GLI is the Metro Chamber of Commerce and serves as the regional economic development organization representing the 15 county CSA.

Our entire region supports the Amazon HQ2 project. In addition to Louisville Forward, the following partner local and regional economic development organizations in our bi-state area offer potential real estate options for HQ2:

One Southern Indiana
www.1si.org

One Southern Indiana is the chamber of commerce and economic development organization for Clark and Floyd counties. These counties lie on the north side of the Ohio River, within the Louisville metro area. One Southern Indiana proactively works to grow our
regional economy through business attraction, retention, and expansion; through encouraging and supporting entrepreneurs and workforce development; and through providing government and workforce advocacy, business education, networking opportunities, and other business services to our members and investors. The organization's mission is to provide the connections, resources, and services that help businesses innovate and thrive in the Southern Indiana/Louisville metro area.

**Town of Clarksville**

www.townofclarksville.com

The Town of Clarksville is known as the “Oldest American Settlement in the Northwest Territory.” Clarksville, Indiana, is home to over 20,000 residents and 600 businesses. The Town covers almost 10 square miles and is located along the Ohio River, opposite of Louisville, Kentucky and between Jeffersonville and New Albany, in Clark County. Clarksville offers a unique blend of historic sites, shopping, dining, and 23 residential neighborhoods with all the amenities of a major metropolitan area next door.

**River Ridge Commerce Center**

www.riverridgecc.com

River Ridge Commerce Center is the Midwest region’s premier business and industrial park located on 6,000 prime acres in Southern Indiana - Louisville MSA. Whether seeking a Megasite opportunity, manufacturing location, or stunning office campus, River Ridge is an economic development engine for an evolving and diverse workforce. We produced $1.7 Billion in economic output in 2016, including a combined total of 12,000 on-site and related jobs. Immediate proximity to the Louisville, Kentucky metropolitan area provides an exceptional and affordable quality of life.

**Bullitt County**

www.gobullittky.com

Bullitt County is a suburb county of Louisville, Kentucky with most areas being under 25 minutes from the Central Business District. The population is currently around 84,000 people and growing at a rate of over 1,000 people per year. Over 500 new homes will be built in the county this year in multiple developments. Most of these new homes will have two bedrooms and three bathrooms, a recreation room, and cost less than $300,000.

**Oldham Chamber & Economic Development**

www.oldhamcountychamber.com

Oldham Chamber & Economic Development is the premier networking, business expansion, and professional development entity for Oldham County, Kentucky. This private-public partnership represents the most educated workforce, top-rated school system, and healthiest population in the Commonwealth of Kentucky. Oldham Chamber & Economic Development promotes a business-friendly environment and incredible quality of life where businesses connect, grow, and succeed!
LOUISVILLE
BOLD
REAL ESTATE & TRANSPORTATION
SECTION CONTENTS

- Vision
- Urban Solution
- Suburban Solutions
- Transportation and Connectivity (including Airlift)
- Highway Infrastructure
- Multi-Modal Options
- Fiber and Cell Connectivity
- Sustainability and Energy Efficiency
- Additional Considerations
OUR REAL ESTATE VISION

What is unique, compelling and transformational in your real estate vision for Amazon HQ2?

In response to RFP questions 1 and 7

Louisville was born at the Falls of the Ohio, the only natural barrier on the Ohio River and the launch point for Lewis and Clark's historic journey of discovery across America.

It is at this historic place that we envisage a new unique venture - one that creates a partnership between the city of Louisville, the surrounding bi-state area, and Amazon.

Our real estate options include five (5) solutions, including an urban Riverfront location and four (4) suburban solutions all tightly connected to interstates and amenities.

The central theme for our proposed urban solution is the creation of an extraordinary Riverfront location on the banks of the beautiful Ohio River. This site will span the Ohio River shoreline on both the Louisville, Kentucky and Clarksville, Indiana sides, connected by bridges and water transportation easily accessible to Amazonians by walking, biking, public transit or personal car. The Riverfront location plugs into an urban core connecting to more than 8 million square feet of flexible office/commercial space that can scale to Amazon's current needs and most ambitious growth projections.

The Riverfront HQ can create a transformative new connection between two communities, it can breathe new life into a historic natural pathway, and it can be the bold choice for a new journey of discovery for Amazon.

The four suburban solutions offer greenfield sites with an opportunity to create a custom Amazon community with connectivity to regional assets. All of our suburban options link Amazonians to live, work and play options, usually all within a 20 minute or less drive!
Louisville offers Amazon a diverse set of real estate solutions.

**MAP**

**Louisville's five real estate solutions**
# SUMMARY TABLE FOR URBAN & SUBURBAN SITES

<table>
<thead>
<tr>
<th>REAL ESTATE OPTIONS</th>
<th>Address/Description</th>
<th>SF*</th>
<th>Occupancy or Build Time</th>
<th>Ownership</th>
<th>Property Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Urban Campus</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Phase I Options</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Existing buildings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>500. W Jefferson</td>
<td>556,000</td>
<td>IMMEDIATE</td>
<td>Private</td>
<td>For Lease - 200,000 currently available; opportunity for all 556,000 by 2019</td>
<td></td>
</tr>
<tr>
<td>400. W. Market</td>
<td>160,000</td>
<td>IMMEDIATE</td>
<td>Private</td>
<td>For Lease</td>
<td></td>
</tr>
<tr>
<td>601 W. Chestnut</td>
<td>198,000</td>
<td>IMMEDIATE</td>
<td>Private</td>
<td>For Sale</td>
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<tr>
<td><strong>TOTAL PHASE I OPTIONS</strong></td>
<td></td>
<td>914,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phases II - IV</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Riverfront HQ</td>
<td>2,350,000</td>
<td>24 - 36 months</td>
<td>Public/City</td>
<td>City offering land</td>
<td></td>
</tr>
<tr>
<td>600 W. Market</td>
<td>1,000,000</td>
<td>18 months</td>
<td>Public/City</td>
<td>City offering land</td>
<td></td>
</tr>
<tr>
<td>Colgate Palmolive (IN)</td>
<td>666,000</td>
<td>16-20 months</td>
<td>Private</td>
<td>For Sale</td>
<td></td>
</tr>
<tr>
<td>Marathon Master Redevelopment Area (IN)</td>
<td>2,500,000</td>
<td>24-36 months</td>
<td>Private</td>
<td>For Sale (additional development of Phase I site)</td>
<td></td>
</tr>
<tr>
<td>601 W. Chestnut</td>
<td>1,000,000</td>
<td>24-36 months</td>
<td>Private</td>
<td>For Sale</td>
<td></td>
</tr>
<tr>
<td>601 W. Muhammad Ali</td>
<td>1,600,000</td>
<td>24-36 months</td>
<td>Public/State</td>
<td>Available for development</td>
<td></td>
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<tr>
<td>Louisville Gardens</td>
<td>220,000</td>
<td>24 months</td>
<td>Public/City</td>
<td>Convening/Assembly space</td>
<td></td>
</tr>
<tr>
<td>Soccer Stadium District</td>
<td>820,000</td>
<td>24 months</td>
<td>City has option</td>
<td>Private development partner</td>
<td></td>
</tr>
<tr>
<td>River Park Place</td>
<td>900,000</td>
<td>18 months</td>
<td>Public/City</td>
<td>Private development partner</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL PHASES II-IV OPTIONS</strong></td>
<td></td>
<td>10,076,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Suburban: River Ridge Commerce Center, IN</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase I</td>
<td>100 acre greenfield site</td>
<td>1,000,000</td>
<td>6-12 months / Developer's pace</td>
<td>Private/RRDA</td>
<td>For Sale - RRDA offering land</td>
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<tr>
<td>Phase II</td>
<td>100 acre greenfield site</td>
<td>2,000,000</td>
<td>Developer's pace</td>
<td>Private/RRDA</td>
<td>Expandable to 1,000 acres (price TBD)</td>
</tr>
<tr>
<td>Phase III</td>
<td>100 acre greenfield site</td>
<td>3,000,000</td>
<td>Developer's pace</td>
<td>Private/RRDA</td>
<td>Expandable to 1,000 acres (price TBD)</td>
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<tr>
<td>Phase IV</td>
<td>100 acre greenfield site</td>
<td>2,000,000</td>
<td>Developer's pace</td>
<td>Private/RRDA</td>
<td>Expandable to 1,000 acres (price TBD)</td>
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<tr>
<td><strong>TOTAL RIVER RIDGE</strong></td>
<td></td>
<td>8,000,000</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Suburban: Shepherdsville, Bullitt Co, KY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase I</td>
<td>500 acre greenfield site</td>
<td>1,000,000</td>
<td>6-12 months/Developer's pace</td>
<td>Private</td>
<td>For Sale</td>
</tr>
<tr>
<td>Phase II</td>
<td>500 acre greenfield site</td>
<td>2,000,000</td>
<td>12 months/Developer's pace</td>
<td>Private</td>
<td>For Sale</td>
</tr>
<tr>
<td>Phase III</td>
<td>500 acre greenfield site</td>
<td>3,000,000</td>
<td>12 months/Developer's pace</td>
<td>Private</td>
<td>For Sale</td>
</tr>
<tr>
<td>Phase IV</td>
<td>500 acre greenfield site</td>
<td>2,000,000</td>
<td>12 months/Developer's pace</td>
<td>Private</td>
<td>For Sale</td>
</tr>
<tr>
<td><strong>TOTAL SHEPHERDSVILLE</strong></td>
<td></td>
<td>8,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Suburban: Oldham Reserve, LaGrange, KY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase I</td>
<td>1000 acre greenfield site</td>
<td>1,000,000</td>
<td>12 months</td>
<td>Public/City-County</td>
<td>For Sale</td>
</tr>
<tr>
<td>Phase II</td>
<td>1000 acre greenfield site</td>
<td>2,000,000</td>
<td>24-36 months from Phase I completion</td>
<td>Public/City-County</td>
<td>For Sale</td>
</tr>
<tr>
<td>Phase III</td>
<td>1000 acre greenfield site</td>
<td>3,000,000</td>
<td>24-36 months from Phase II completion</td>
<td>Public/City-County</td>
<td>For Sale</td>
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<tr>
<td>Phase IV</td>
<td>1000 acre greenfield site</td>
<td>2,000,000</td>
<td>24-36 months from Phase III completion</td>
<td>Public/City-County</td>
<td>For Sale</td>
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<tr>
<td><strong>TOTAL OLDHAM</strong></td>
<td></td>
<td>9,000,000</td>
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<td><strong>Suburban: Oxmoor Farm, Louisville, KY</strong></td>
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<td></td>
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<tr>
<td>Phase I-II</td>
<td>100+ acre greenfield site</td>
<td>0</td>
<td>Not available for Phase I-II</td>
<td>Private</td>
<td>N/A</td>
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<td>Phase III-IV</td>
<td>100+ acre greenfield site</td>
<td>8,000,000</td>
<td>36-60 months</td>
<td>Private</td>
<td>For Sale</td>
</tr>
<tr>
<td><strong>TOTAL OXMOOR FARM</strong></td>
<td></td>
<td>6,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
500 W. JEFFERSON STREET
LOUISVILLE, KY

Site
1.157 acres
Class A 29-story tower and 3-story low rise of 556,000 square feet with concrete and tinted glass facade
Retail and restaurants on the 1st floor, and top floor finished as a restaurant/bar
200,000 square feet currently available and on the market. City will work with owner and tenants to secure remaining space in building for use by Amazon in 2019
Adjacent to public open space/square
Across from City Hall/Metro Hall and walking distance to restaurants, hotels, entertainment venues and shopping

Zoning
C-3/Downtown (mixed use)

Site Control
Private ownership

Public Transit
Direct access to high-frequency bus routes
12 min. (6 miles)

Distance to
Louisville International Airport
< 5 min. (0.4 miles)

Distance to Major Interstate Access
0 min. (0 miles)

Distance to CBD
Site is served by all utilities, including fiber

Utilities
Interior renovation permit review (<1 month)
Exterior renovations/alterations require Downtown design committee approval (2-4 months from application submittal)

Development Review Process/Timeline

Walkability Score
95

Transit Score
65

Bike Score
77
400 W. MARKET STREET
LOUISVILLE, KY

Site
0.55 acres
34 floors of Class A office/retail space and tenant amenities, along with an attached six-level parking garage
Approximately 160,000 square feet currently available
Adjacent to public plaza/greenspace
Walking distance to restaurants, hotels, entertainment venues and shopping

Zoning
C-3/Downtown (mixed use)

Site Control
Private ownership

Public Transit
Direct access to high-frequency bus routes
12 min. (6 miles)

Distance to Major Interstate Access
< 5 min. (0.5 miles)

Distance to CBD
0 min. (0 miles)

Utilities
Site is served by all utilities, including fiber

Development Review Process/Timeline
Interior renovation permit review (<1 month)

Walkability Score
94

Transit Score
65

Bike Score
81
601 W. CHESTNUT STREET
LOUISVILLE, KY

Site
4.67 acres
Class A, 5-story, 198,000 square foot office building in downtown CBD is on the market and available for immediate occupancy Walking distance to restaurants, hotels, entertainment venues and shopping Significant acreage presents an opportunity for development of new office buildings as part of Phase II-IV

Zoning
C-3/Downtown (mixed use)

Site Control
Private ownership

Public Transit
Direct access to high-frequency bus routes

Distance to Louisville International Airport
12 min. (6 miles)

Distance to Major Interstate Access
< 5 min. (0.4 miles)

Distance to CBD
0 min. (0 miles)

Utilities
Site is served by all utilities, including fiber Interior renovation permit review (<1 month) Exterior renovations/alterations require Downtown design committee approval (2-4 months from application submittal)

Development Review Process/Timeline

Walkability Score
89

Transit Score
65

Bike Score
76
RIVERFRONT HEADQUARTERS
LOUISVILLE, KY

Site
5 acres
Multiple parcels of prime riverfront real estate in downtown CBD for construction of new signature headquarters buildings
Access to waterfront and walking distance to restaurants, hotels, event venues and shopping
Within 4 blocks of proposed Phase 1 buildings
Major interstate visibility

Zoning
C-3/Downtown (mixed use)

Site Control
City owned

Public Transit
Direct access to high-frequency bus routes

Distance to Louisville International Airport
12 min. (6 miles)

Distance to Major Interstate Access
2 min. (0.25 miles)

Distance to CBD
0 min. (0 miles)

Utilities
Site is served by all utilities, including fiber

Development Review Process/Timeline
Development review and approval by Downtown design committee, Waterfront Development Corporation and Planning Commission (3-4 months from submission to approval)

Walkability Score
85

Transit Score
64

Bike Score
86
600 W. MARKET STREET
LOUISVILLE, KY

Site
1.7 acres
Vacant real estate in prime downtown location for construction of new office buildings
Adjacent to City Hall and across from Metro Hall
Walking distance to restaurants, hotels, event venues and shopping
1-3 blocks from proposed Phase I buildings and waterfront

Zoning
C-3/Downtown
(mixed use)

Site Control
City owned

Public Transit
Direct access to high-frequency bus routes
12 min. (6 miles)

Distance to Major Interstate Access
2 min. (0.25 miles)

Distance to CBD
0 min. (0 miles)
Site is served by all utilities, including fiber

Utilities
Development review and approval by Downtown design committee and Planning Commission (3-4 months from submission to approval)
Building permit review (1 month)
Construction permit review (1 month)

Walkability Score
91
Transit Score
64
Bike Score
87
COLGATE/PALMOLIVE PLANT
CLARKSVILLE, IN

Site
44.5 acres
This property boasts the world's second largest clock, 1 million square feet in existing buildings and clear views of Louisville's downtown skyline
Opportunity for adaptive reuse of 686,000 square feet of historic structures and up to 25 acres of additional development
Availability of historic tax credits for project costs specific to the site's adaptive reuse
Availability of TIF funds resulting from new increment

Zoning
Clarks Landing
Mixed Use

Site Control
Private ownership

Public Transit
0.25 mile from high-frequency bus routes

Distance to Louisville International Airport
10-15 min. (9 miles)

Distance to Major Interstate Access
< 1 min. (0.1 mile)

Distance to CBD
1-3 min. (< 1 mile)

Utilities
Site is served by all utilities, including fiber

Development Review Process/Timeline
Standard Development Plan Approvals through Plan Commission and Certificate of Appropriateness process through Historic Preservation Commission. Existing buildings will need interior tenant finish (6-12 months). Town will ensure 16-20 month timeline for future phases is achieved.

Walkability Score
42 (38 min. from CBD)

Transit Score
NA (14 min. from CBD)

Bike Score
NA (10 min. from CBD)
MARATHON MASTER REDEVELOPMENT AREA
CLARKSVILLE, IN

<table>
<thead>
<tr>
<th>Site</th>
<th>44.5 acres</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Multiple parcels, including a deactivated petroleum fuel storage facility, currently owned by the Marathon Petroleum Oil Company</td>
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<tr>
<td>Zoning</td>
<td>Clarks Landing</td>
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<tr>
<td></td>
<td>Mixed Use</td>
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<tr>
<td>Site Control</td>
<td>Private ownership</td>
</tr>
<tr>
<td>Public Transit</td>
<td>0.25 mile from high-frequency bus routes</td>
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<tr>
<td>Distance to</td>
<td>10-15 min. (9 miles)</td>
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<tr>
<td>Louisville</td>
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<tr>
<td>International</td>
<td></td>
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<tr>
<td>Airport</td>
<td></td>
</tr>
<tr>
<td>Distance to Major Interstate Access</td>
<td>1 min. (0.1 mile)</td>
</tr>
<tr>
<td>Distance to CBD</td>
<td>1-3 min. (&lt;1 mile)</td>
</tr>
<tr>
<td>Utilities</td>
<td>Site is served by all utilities, including fiber</td>
</tr>
<tr>
<td>Note</td>
<td>Not shovel ready. Existing Buildings would have to be demolished prior to construction. Potential for environmental cleanup on some of the parcels.</td>
</tr>
<tr>
<td>Development Review Process/Timeline</td>
<td>Standard Development Plan Approvals through Plan Commission. (Estimated 24-30 month project timeline for acquisition, design, and construction)</td>
</tr>
<tr>
<td>Walkability Score</td>
<td>42 (38 min. from CBD)</td>
</tr>
<tr>
<td>Transit Score</td>
<td>NA (14 min. from CBD)</td>
</tr>
<tr>
<td>Bike Score</td>
<td>NA (10 min. from CBD)</td>
</tr>
</tbody>
</table>
601 W. MUHAMMAD ALI
LOUISVILLE, KY

Site
4 acres
State-owned property along 6th Street in downtown CBD available for redevelopment/construction of new office buildings
Within 4 blocks of proposed Phase I Buildings
Walking distance to restaurants, hotels, event venues and shopping

Zoning
C-3/Downtown
(mixed use)

Site Control
State owned

Public Transit
Direct access to high-frequency bus routes
12 min. (6 miles)

< 5 min. (0.4 miles)

Distance to Louisville International Airport

Distance to Major Interstate Access

Distance to CBD

Utilities
Site is served by all utilities, including fiber

Development Review Process/Timeline
Development review and approval by Planning Commission (3-4 months from submission to approval)
Building permits (1 month)
Construction estimated at 18-24 months

Walkability Score
95

Transit Score
65

Bike Score
79
LOUISVILLE GARDENS
LOUISVILLE, KY

Site

1.7 acres
Louisville Gardens was originally constructed as an armory and later converted into an event space
This property presents a unique opportunity for assembly space for Amazonians
220,000 square feet
Central location in CBD
1-3 blocks from proposed Phase I buildings
Walking distance to restaurants, hotels, event venues and shopping

Zoning

C-3/Downtown
(mixed use)

Site Control

City owned

Public Transit

Direct access to high-frequency bus routes

Distance to Louisville International Airport

12 min. (6 miles)

Distance to Major Interstate Access

< 5 min. (0.4 miles)

Distance to CBD

0 min. (0 miles)
Site is served by all utilities, including fiber

Utilities

Development Review Process/Timeline

Exterior renovations/alterations require Downtown design committee approval and Landmarks approval (3-4 months from application submittal)

Building permit review (1 month)
Construction/renovation estimated at 18 months

Walkability Score

91

Transit Score

64

Bike Score

87
SOCCER STADIUM DISTRICT
LOUISVILLE, KY

Site
Up to 20 acres
City-owned land adjacent to soccer stadium site in close proximity to
downtown CBD available for construction of new office buildings
In emerging edge neighborhood of Butchertown
Access to high-frequency bus routes within 1 block

Zoning
In process of rezoning to EZ-1
(mixed use)

Site Control
City owned

Public Transit
1 block from high-frequency bus routes
13 min. (7 miles)

Distance to Louisville
International Airport
< 5 min. (1 mile)

Distance to Major Interstate Access
< 5 min. (1.5 miles)

Distance to CBD
Site is served by all utilities, including fiber
Development review and approval by Planning Commission (3-4
months from submission to approval
Building permits (1 month)
Construction estimated at 18-24 months

Utilities
Development Review
Process/Timeline

Walkability Score
39

Transit Score
45

Bike Score
66
**RIVER PARK PLACE**
LOUISVILLE, KY

- **Site**: 8.5 acres
- **Zoning**: W-2/Downtown (mixed use)
- **Site Control**: City owned
- **Public Transit**: 1 block from high-frequency bus routes
- **Distance to Louisville International Airport**: 13 min. (7 miles)
- **Distance to Major Interstate Access**: < 5 min. (0.4 miles)
- **Distance to CBD**: < 5 min. (1.5 miles)
- **Utilities**: Site is served by all utilities, including fiber
- **Development Review Process/Timeline**: Development review and approval by Planning Commission and Waterfront Development Corporation (3-4 months from submission to approval)
- **Walkability Score**: 15
- **Transit Score**: 28
- **Bike Score**: 60

**LOUISVILLE BOLD** REAL ESTATE & TRANSPORTATION

24
RIVER RIDGE COMMERCE CENTER
JEFFERSONVILLE, IN

Site
100 acres expandable to 1,000 acres
River Ridge Commerce Center is the Midwest region's premier business park located on 6,000 prime acres in Southern Indiana - Louisville MSA
River Ridge is the location of choice for 48 companies occupying 9 million square feet of warehouse, administration, manufacturing and distribution space
Gateway Master Plan includes a picturesque Office and Research Campus designed to offer a true sense of place
Amenities include pedestrian sidewalks and bridges, 6.7 miles of multipurpose trails, event space with amphitheater, and a five-acre lake with island and waterfalls
Shovel ready certified mega-site
On-site Urban Enterprise Zone, TIF, and Foreign Trade Zone 170

Zoning
Industrial / Office / Retail

Site Control
River Ridge Development Authority

Public Transit
Access to high frequency bus routes within River Ridge
20-25 min. (17.5 miles)
1 min. (0.25 miles)

Distance to Louisville International Airport
10-12 min. (7.5 miles)

Distance to Major Interstate Access
Site served by all utilities, including fiber

Utilities

Development Review Process/Timeline
INAAEP Redevelopment “IR” / RRDA and City of Jeffersonville development plan approval required. Plan approval within 45 days and construction timeline 6-12 months from plan approval.
SHEPHERDSVILLE, KY
MILE MARKER 114 ON I-65

- **Site**: 532-acre site located at the new Interchange of I-65 to be completed in 2020 and across I-65 from three Amazon facilities at Cedar Grove Industrial Park
- **Zoning**: Currently Agricultural; being rezoned to Light Industrial
- **Site Control**: Bullitt County Economic Development Authority
- **Distance to Louisville International Airport**: 25 min. (20 miles)
- **Distance to Major Interstate Access**: 0 min. (0 miles)
- **Distance to CBD**: 30 min. (28 miles)
- **Utilities**: Water, sewer, and electric. AT&T has a node about 1.5 miles from site.
- **Currently being rezoned by City to Light Industrial**
- **City will rezone to business/commercial**
- **60-days for plan review and approval**
OLDHAM RESERVE
LAGRANGE, KY

Site
1,000-acre mixed-use business/lifestyle business campus

Zoning
Industrial / Office / Retail / Residential

Site Control
Oldham County and City of LaGrange

Distance to Louisville International Airport
35-40 min. (28.7 miles)

Distance to Major Interstate Access
1-3 min. (< 1 mile)

Distance to CBD
30 min. (23.8 miles)

Utilities
Partial utilities and fiber ready

Development Review Process/Timeline
Approval required through Oldham Board and Oldham County Planning and Development. Phase I available immediately for development. Future phases anticipated completion within 2 - 3 years

Notes
Partially shovel ready
OXMOOR FARM
LOUISVILLE, KY

Site: 100+ acre undeveloped parcel zoned for commercial/office use located at the intersection of two major interstates (I-64 and I-264) and along a major arterial roadway

Zoning: OR-3 and C-1/Campus (office/retail/commercial/residential)

Site Control: Private ownership - City has secured letter of intent

Distance to Louisville International Airport: 11 min (9.4 miles)

Distance to Major Interstate Access: 1-2 min (0.5 miles)

Distance to CBD: 13 min. (9.7 miles)

Utilities: All utilities are available for extension to the site, including fiber

Development Review Process/Timeline: Development review and approval by Planning Commission (4-6 months from submission to approval)

Building permit review (1 month)

Notes: Development is contingent on construction of roadway connections over I-264 and I-64. Estimated completion is 3-5 years subject to funding availability.
Greater Louisville is a national and international hub with easy and fast connections.

- Centrally located within a day’s drive of 2/3 of the country’s population
- Short, low-stress daily commutes that average about 20 minutes
- Multi-modal transportation with investments in sidewalks, bike network and transit to provide residents with real choices, including recent investments in more than 200 miles of bike lanes and other bike infrastructure
- Significant investments in transit have led to the second largest fleet of all-electric buses and a new Bus Rapid Transit line is set to begin construction in 2018
- Regional air access provides direct flight connectivity to both coasts and international destinations

.Move Louisville, the city’s 25-year strategic transportation plan demonstrates city’s commitment to multi-modal transportation and connectivity for residents and businesses. Move Louisville recommends $1.4 billion in investments to maintain infrastructure, improve mobility, improve health and safety and allow for movement of freight. Over the next five years, Louisville will be investing more than $100 million toward achieving these goals including more bicycle facilities, modernized transit routes and options, improving streetscapes and maintaining safe, quality infrastructure.
Air Service – You can get there from here!

Louisville International Airport (SDF) offers 81 daily departures to 28 nonstop destinations, including:

- 8 daily nonstop flights to New York City
- 9 daily nonstop flights to D.C. area airports
- 51 connecting flights a day by four airlines over 10 hubs to San Francisco
- 56 connecting flights a day by four airlines over 11 hubs to Seattle

We are pleased to include a commitment from Delta for new nonstop service to Seattle and a similar commitment by United to San Francisco if Louisville gets HQ2 (see letters that follow).

165 additional peak-day flights to 56 nonstop destinations are available with an easy 90 minute drive to CVG (Cincinnati/Northern KY International). It currently offers 1 daily nonstop flight to Seattle and 3 daily nonstop flights to San Francisco.

SDF is ready for growth!

In 2017, the airport completed a multi-million dollar terminal enhancement project. Louisville International's 344,673 square feet terminal offers 24 passenger boarding gates with ample room to accommodate new service without new construction. The terminal has a maximum capacity of more than 4 million total passengers. In 2016, the airport served 3.3 million passengers leaving ample room to add new service. With 13 open gates available for use Louisville is well-positioned to accommodate future growth in passenger activity.

The airport has three runways capable of all-weather operations, two of which offer simultaneous operation capabilities. The facility serves a wide variety of aircraft up to and including new Group VI aircraft (B747-8F, A380). The terminal facility can easily handle aircraft up to and including Boeing 757. In 2014, the airport completed a $40 million taxiway project to better accommodate Group VI aircraft. The airfield has ample capacity to accommodate growth in both commercial and cargo operations in the future.
Louisville Airlift Project - we're growing our direct options!

SDF's Catchment Area (the area from which the airport can draw passengers) extends out to a 100-mile radius (up to two-hour drive time) and serves a regional population of over six million people:

The Louisville region has embarked on a new and intensive effort to facilitate new flights at Louisville International Airport (SDF). The Louisville Regional Airlift Development (LRAD) group was formed in 2017 by leading business, community, and government leaders from throughout Louisville as a non-profit, 501(c)(3) corporation.

LRAD's mission is to facilitate new nonstop flights from SDF to key domestic and international markets. LRAD's top four domestic target markets include:

- Seattle
- Los Angeles
- Boston
- San Francisco

Additional domestic markets, such as Kansas City, Raleigh/Durham, New Orleans, etc., are targeted in the future. LRAD also will be working to secure new international service.

To support this strategy, LRAD launched its regional fundraising campaign in June 2017. Initially, the campaign seeks to raise $4 million to support the first two routes with over half of funds to goal raised.
October 6, 2017

Mr. Luke B. Schmidt  
Project Director  
Louisville Regional Airlift Development, Inc.  
6316 Innisbrook Drive  
Prospect, Kentucky 40059

RE: Louisville – Seattle/Tacoma Nonstop Air Service

Dear Mr. Schmidt,

As part of its ongoing efforts to develop new air service routes, Delta Air Lines (Delta) has evaluated the above referenced route (Louisville – Seattle/Tacoma). As follow-up to this evaluation, Delta will partner with Louisville Regional Airlift Development and Amazon to develop non-stop service between Louisville International Airport (SDF) and Seattle/Tacoma International Airport (SEA) based on the following:

- The selection of Louisville by Amazon as the location for its HQ2 Second Headquarters Complex (announcement expected sometime during 2018); and,
- Forecasted air travel for Amazon and its suppliers driven by this new HQ location that meet Delta’s requirements
- Confirmation of incentives that Delta may qualify for with this new potential flight

Please keep me informed as to the status of Louisville Metro’s Amazon HQ2 proposal and the outcome of the site selection process.

Sincerely,

Andy Renner  
Director-Network Planning-Domestic

Delta Air Lines, Inc.  
P. O. Box 20706  
Atlanta, GA 30320-6001  
T. +1 404 773-4653  
F. +1 404 715 4048  
andreas.renner@delta.com
October 10, 2017

Mr. Luke B. Schmidt  
Project Director  
Louisville Regional Airlift Development, Inc.  
6316 Innisbrook Drive  
Prospect, KY 40059

Dear Mr. Schmidt:

RE: Louisville – San Francisco Nonstop Air Service

Louisville is an important city to United’s global network. United proudly offers nonstop service to five of our hub cities thereby connecting Louisville residents to the world. Moreover, we are always looking to meet the needs of customers based on air service demand.

United will continue to monitor market conditions closely, and react promptly, to meet the needs of customers and communities.

Please keep us informed as to the status of Louisville Metro’s Amazon HQ2 proposal and the outcome of the site selection process.

Sincerely,

[Signature]

Grant N. Whitney

GNW:eo

cc: Mr. Dan Lynch, United Airlines
HIGHWAY INFRASTRUCTURE

Regional Transportation Network – People and Freight on the MOVE...

The recently completed $2.4 billion Ohio River Bridges Project constructed two new bridges between Kentucky and Indiana to enhance regional and national connectivity. This generational infrastructure upgrade offers additional capacity to handle a substantial increase in the number of commuters.

Louisville sits at the intersection of three (3) major interstates – I-65, I-64, and I-71 – and enjoys the rare advantage of two (2) interstate loops around the metro region.

Louisville is scheduled to invest more than $650 million to maintain, enhance, and widen key interstate connections through the region in the upcoming six years.

Our central location and robust highway infrastructure permit us easy connections via road. Drive times from Louisville to:

Indianapolis – 1 hr. 50 mins.

Nashville – 2 hrs. 30 mins

Memphis – 5 hrs. 40 mins

St. Louis – 3 hrs. 50 mins.

Chicago – 4 hrs. 40 mins.

Charlotte – 7 hrs. 30 mins

Average Commute Times

Travel times calculated from Riverfront HQ

COMMUTING TRENDS

2015 - 2016

COMMUTE TIMES AND FACTORS

22.2 Minutes

2015 Commute time

(2015 ACS 1-year estimate)

22.4 Minutes

2016 Commute time

(2016 ACS 1-year estimate)

6 Cities (Nonstop)

Home to UPS Worldport

1.2

1.2

2016 Congestion Factor

Avg Delay 3.4 Min in peak hour

(Texas A&M Transportation Institute

2015 Urban Mobility Scorecard)
MULTI-MODAL OPTIONS

- Mass Transit, Public Transportation
- Bicycle – Bike Lanes, Bike Share
- EV charging stations
- River transportation

Mass Transit, Public Transportation

Louisville's regional transit provider, the Transit Authority of River City (TARC), operates 230 buses on 41 routes throughout the Louisville region. TARC also operates the nation's second largest all-electric bus fleet in addition to hybrid-electric buses and clean-diesel buses.

Significant investments in TARC's service have been on the forefront of the community's capital plans. Louisville is investing more than $30 million over the next three years to add bus rapid transit service (BRT) and provide better bus access to critical employment centers. In addition, Louisville is in the beginning stages of planning the next generation of the community's transit system including a second bus rapid transit route.

TARC also provides regular connectivity across the river to Southern Indiana job centers on three (3) separate routes. TARC can expand its bi-state service to meet the needs of Amazon.

Ride the Zero Bus to Amazon HQ2!

Two of TARC's routes feature FREE all-electric buses - the ZeroBus. These key circulator routes are fare-free and provide high frequency service to downtown and edge neighborhoods NuLu, Butchertown, Portland and Old Louisville. The Zero Bus routes will provide easy connectivity for Amazonians moving between parts of the downtown campus, housing, and points of interest.
Biking more your style? Hop on!
Louisville's extensive network of buffered bike lanes, dedicated lanes, and sharrows provide a safe and easy way to get around on two wheels. The bike network connects central business district locations to major feeder lanes from edge neighborhoods and offers connection points to the 100-mile Louisville Loop shared-used path around the city.

Louisville is a Bicycle Friendly Community and has earned the Silver-level rating from the League of American Cyclists thanks to significant investments in bicycle facilities. Louisville is adding 25 miles of bike infrastructure annually. Louisville currently has a little more than 200 miles of bicycle infrastructure falling into the following categories:

- 80 miles of on-street bike lanes
- 65 miles of shared-use paths and off-road trails
- 59 miles of neighborways

Took the bus to work and want to bike to lunch? Bike Share!
Louisville's new Bike Share program, LouVelo, launched in May 2017 with 27 stations and 305 bikes serving the central business district, Old Louisville, NuLu, Butchertown, and the University of Louisville. The system has been popular with residents and visitors alike as more than 7,000 rides have occurred in the first 3 months of operations. Plans to expand the system are in process.

Got an all-electric vehicle? Charge up!
Over thirty electric vehicle (EV) charging stations are located across the community with more on the way as demand escalates. Parking Authority of River City (PARC), has installed charging stations at six garages that are available free of charge for cars using the garage and many EV stations now take the place of on-street meters.

Over the River we will go!
In addition to our beautiful and highly efficient TWO new Ohio River Bridges and TWO downtown walking/cycling bridges, Louisville proposes a new Water Taxi service to support Amazon's downtown Riverfront HQ - connecting potential bi-state real estate options for office space as well as linking housing, restaurant and entertainment options in our region.
FIBER/CELL CONNECTIVITY - COVERAGE MAPS

Louisville Metro/Jefferson County, Kentucky (Riverfront HQ and Oxmoor Farm sites)

Mobile LTE-4G Broadband Service Providers

Legend
- Rotary Road
- Secondary Road
- LTE Providers
- 4G LTE Providers
- 3G LTE Providers
- 2G LTE Provider

Residences
AT&T, Bluegrass Cellular, Inc., T-Mobile, Verizon Wireless

Fiber Service Providers

Jefferson County, KY

Legend
- Primary Road
- Secondary Road
- Dark Fiber Roads

Providers:
AT&T, Level 3, CenturyLink, Windstream, Spectrum, Eircom, Zayo, Crown Castle, Somerset Communications, Kentucky Wind, Louisville Metro Government
Clark County, Indiana (Colgate, Marathon, and River Ridge Commerce Center sites)

Mobile LTE-4G Broadband Service Providers

Legend
- Primary Road
- Secondary Road
- 4G LTE Provider
- 3G/2G Provider
- 1G/2G Provider

Published October 5, 2017

LOUISVILLE BOLD REAL ESTATE & TRANSPORTATION 38
Bullitt County, Kentucky (Shepherdsville site)

Mobile LTE-4G Broadband Service Providers

Bullitt County, Kentucky

Legend
- Primary Road
- Secondary Road
- 1 LTE Provider
- 2 LTE Providers
- 3 LTE Providers
- 4 LTE Providers

Data Source:
AMT Blueprint Cellular Sports, FiberMap, Verizon, Windstream

Bullitt County, Kentucky Fiber Networks

Property Location
Mile Marker 164 Interstate 65 (over 400)

Carrier #1
Carrier #2
Carrier #3
Carrier #4
Carrier #5
Carrier #6

Published: October 5, 2017
Oldham County, Kentucky (Oldham Reserve site)

Mobile LTE-4G Broadband Service Providers

Oldham County, Kentucky

Legend
- Primary Road
- Secondary Road
- 4 LTE Providers
- 2 LTE Providers
- 1 LTE Provider

Dedication
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Oldham County, Kentucky Fiber Networks

☆ Property Location
Oldham Reserve Reserve Pkwy
La Grange, KY

Carrier #1
Carrier #2

Published
October 3, 2017

LOUISVILLE BOLD REAL ESTATE & TRANSPORTATION
SUSTAINABILITY AND ENERGY EFFICIENCY

A PARTNERSHIP PROPOSAL FOR AMAZON HQ2

We look forward to welcoming Amazon HQ2 to Louisville with innovative sustainability practices to enhance the HQ2 campus and decrease its environmental footprint. Partnership opportunities include the following:

**Zero Waste Campus**

Louisville is a cutting edge dry waste facility that will support HQ2 as a zero waste campus. A zero waste initiative can be implemented through the proven local dry waste method paired with a compost program.

**Geothermal Heating and Cooling**

New construction locations for HQ2 phases II-IV create excellent opportunities for installing a geothermal heating and cooling system. For over thirty years Louisville's riverfront Galt House Hotel has operated one of the world's largest geothermal systems that eliminates consumption of more than 5.6 million kilowatts per year. Similarly, the Fort Knox military base, just south of Louisville, features the largest geothermal installation in the country. The base achieved its goal of being 100% energy independent in 2015.

**Biofilter Project**

Drawing on the success of the local Green Heart vegetative medicine program, we will team with Amazon to develop a biofilter project in an area where its employees would gain the greatest health benefit from a living air filtration system. The biofilter will be designed to be a place for employees to enjoy green space, relax and experience the health benefits of vegetative medicine. The city can further team with Amazon on the forestation plans for HQ2 to ensure that it will contribute to increasing the citywide tree canopy and that the appropriate species are selected. Our recent urban tree canopy assessment data will be a valuable tool to identify the environmental co-benefits of Amazon's forestation efforts.
ADDITIONAL CONSIDERATIONS

**Underground Storage**

The Louisville area boasts two underground data storage facilities: StrataSpace, located in Oldham County, and Louisville Underground, located just three miles from Louisville International Airport (SDF).

Both facilities feature extremely stable temperatures, enormous available spaces (700,000 square feet at StrataSpace, more than 3 million square feet at Louisville Underground), and excellent utility access. Both offer unparalleled physical security for data storage equipment, as well as reduced demands for cooling thanks to their natural temperature stability. StrataSpace's Enterprise Level III or IV data center even offers geothermal cooling and a LEED platinum certification.

**Existing Amazon locations - Air Hub, logistics**

Amazon already has a large footprint in our area. Kentucky and Indiana are home to more than fifteen Amazon fulfillment and customer service centers, employing more than 16,000 people.

Amazon's new state-of-the-art $1.49 billion Prime Air hub at the Cincinnati/Northern Kentucky International Airport (CVG) will expand the company's longstanding presence in Kentucky.

This density of Amazon locations makes the greater Louisville bi-state region the natural home for HQ2.
OUR INCENTIVE PROGRAM

What is unique about the incentive program and how will it offer Amazon the most attractive package for investment?

In response to RFP Questions 2, 3, and 4.

Louisville's bi-state response offers a unique opportunity for Amazon to benefit from capital investment, workforce, tax, and operating cost incentive programs from two collaborating states. The Commonwealth of Kentucky offers a competitive, one-of-kind incentive proposal that reflects the positive business environment of Louisville and the region.

Kentucky and its local partners propose an incentive package totaling $2.5 billion over the next 20 years (based on the project parameters as outlined in your RFP: 50,000 jobs and a $5 billion investment over 15-17 years). This dollar amount is heavily based on the sharing of future revenues; however, our support package is completely flexible and will be customized to Amazon's needs.

In addition, we are excited to present Camp Alexa at Butler State Park for your employee retreat and convening needs (see the secure URL for a short video tour of this 800 acre asset) and prime downtown real estate for your HQ2 location.

Finally, we also offer a package of workforce support in the form of a dedicated project coordinator, recruitment and training support, as well as an exclusive Amazon Corporate Learning Center.

Incentive Program Section Contents:

• Creative Support
• Workforce Support
• Financial Incentive Package
CREATIVE SUPPORT

Amazon is not your typical company, and Kentucky is not your typical state government. While Amazon’s customers are retail consumers, Amazon is Kentucky’s customer. We know the user experience, be it throughout your operations or your individual Amazonians, is of the utmost importance. That’s why Kentucky is proposing to make your life easier here through policy, program and facility improvements outlined below.

Revisions to Kentucky Business Investment Program

Since Amazon established it very first distribution center in Campbellsville, Kentucky in 1999, Kentucky has been pleased to provide financial incentives to encourage Amazon to locate or expand facilities here. This has resulted in nine program approvals at facilities in five different Kentucky counties:

1. AMZN wacs LLC (Clark County): KBI and EDB
2. Amazon Fulfillment Services, Inc. (Boone County): KBI and KEIA
3. Amazon.com.kydc LLC (Taylor County): KBI, KEIA, KJDA
4. Amazon.com.kydc LLC (Fayette County): KJDA
5. Amazon.com.kydc LLC (Bullitt County): KJDA

Amazon and its subsidiaries/affiliates currently have three existing projects approved for incentives under the Kentucky Business Investment (KBI) program in Boone, Taylor and Clark counties. The Commonwealth is considering an amendment to an existing incentive program or the creation of a new incentive program that will include the following:

- Create a program focused on a total statewide investment and net job growth to the Commonwealth instead of the existing facility/location focus of the KBI program
- Create one incentive agreement with annual reporting requirements for the consolidated investment and jobs, thus eliminating the three separate existing KBI incentive agreements with three separate reporting requirements
- Consolidate the currently authorized incentives for the Boone, Taylor and Clark counties into this single agreement and make the incentives available for the total net job growth to the Commonwealth instead of just in those counties
- Allow amendments to the incentive agreement and extension of the term of the agreement due to new supplemental projects that may arise
Imagine a scenic 800-acre state park dedicated for your use - the Camp David to your Amazon HQ2 White House. This is what you will find at General Butler State Resort Park in Carrollton, Kentucky. Conveniently equidistant from Louisville and the Northern Kentucky/Cincinnati metropolitan areas: envision an Amazon golden triangle between HQ2, the CVG Prime Air Hub, and your existing distribution network.

Perfect for a corporate presence in a natural setting that is a 180-degree turn from what you currently have in Seattle, the park has existing retreat space, lodging and an abundance of recreational options. And, you aren't limited by what's there now - there is significant land to construct new facilities, merging park and headquarters. Camp Alexa can be home for programmers needing seclusion to focus on developing new products, new employees being oriented to the company, support staff who don't want an urban commute, or a simple breath of fresh air for any of your 50,000 HQ2 staff.

This historic park, nestled near the convergence of the Kentucky and Ohio rivers, features a warm lodge with a river view, cottages, a large conference center plus a lake, hiking trails, mountain biking, golf, River Walk – the outdoor activities are endless.

General Butler State Resort Park will serve as an ideal destination for Amazon and its employees, whether as an incredible campus experience or a retreat/training/development center for thousands of employees across the United States and the world.
HQ2 REAL ESTATE

Louisville Metro Government (LMG) is pleased to offer land and facilities it owns in downtown Louisville for the HQ2 Urban Campus real estate solution. Subject to final negotiations, LMG offers prime riverfront property for construction of a new signature HQ facility, a large half-block lot in the central business district for a second large HQ or support building, and a partnership on the use of the historic Louisville Gardens for assembly and event space for Amazonians. Additionally, several of the regional partners offering suburban real estate solutions will negotiate for low or no cost land.

AMAZON CORPORATE LEARNING CENTER

The Commonwealth is prepared to construct a new on-site Corporate Learning Center to be maintained and co-operated by the Kentucky Community Technical College System (KCTCS), with programming management through Amazon’s guidance. This Corporate Learning Center will provide an eastern time zone home to Amazon’s employee development: on-boarding, AWS credentialing, whatever you need.

The curriculum of the Corporate Learning Center will be recognized by area higher educational institutions allowing for the earning of dual-credit by Amazon employees.

KENTUCKY TALENT ACQUISITION INITIATIVE

Understanding that creating a pipeline of skilled talent is one of the biggest issues facing companies in the United States, Kentucky has begun preparation to increase the supply of workers with high-demand skills. Kentucky has been working to implement a statewide push to recruit workers to relocate to Kentucky while also maintaining the existing population of current and future workers.

The Kentucky Talent Acquisition Initiative will be considered by the Kentucky General Assembly in its upcoming legislative session. The Initiative proposes to provide incentives to workers in high-wage high-demand industries who relocate to or stay in Kentucky. The incentives will come in the form of multi-year individual income tax credits for eligible personal expenses such as home purchases, student loan forgiveness, and relocation costs.

PRO-BUSINESS CUSTOMER SERVICE

Streamlined Support Network

To ensure Amazon HQ2’s experience in Kentucky is streamlined and efficient, each Cabinet will provide Amazon HQ2 with a designated point of contact. This Cabinet contact will coordinate his/her agency’s support measures, under the direction of the Cabinet for Economic Development Project Manager and Workforce Coordinator.

Kentucky Red Tape Reduction Initiative

Governor Bevin knows that for businesses to thrive in Kentucky, the Commonwealth must cut through the red tape of excessive and complex regulatory burdens that continue to be a hardship for many small business owners. While these types of regulations can be effective and even protect public interests, they can also stifle economic growth, impose high costs on businesses and impede private sector investment. Gov. Bevin is committed to restraining runaway government and re-empowering citizens. With your help, his Red Tape Reduction Initiative will identify costly, ineffective or outdated regulations and conduct a thorough review. The end goal is to allow businesses to operate in a modernized regulatory system that provides them with the flexibility they need to serve their customers.

Since the Red Tape Reduction Initiative was announced in July 2016, approximately 2,000 of the state’s 4,700-plus administrative regulations have been reviewed and 152 regulations have been repealed; 337 targeted for repeal; 184 have been amended; 424 targeted for amendment.
**Expedited Permitting - State and Local**

The Kentucky Cabinet for Economic Development, the Cabinet for Energy & Environmental Protection and the Public Protection Cabinet all understand the importance of creating the best possible climate for business in our Commonwealth. We are sensitive to the compressed timelines that are associated with the startup or expansion of a business. All state permitting agencies are committed to reviewing permit applications as rapidly as possible, while ensuring that all approvals are appropriate.

For applicants proposing large scale, complex or controversial projects or major modifications to existing authorizations or permits, the Cabinet for Economic Development will facilitate preauthorization meetings with the appropriate agency personnel to ensure a smooth approval of the final applications. Once permits have been submitted, Economic Development staff monitor the progress of each permit to ensure an expedited permitting process.

Similarly, the local government partner – Louisville Forward – is built to provide concierge service to our economic development clients. Louisville Forward, as an agency of Louisville Metro Government, serves as both the economic development project manager and the city’s permitting and licensing arm. As such Louisville Forward can directly oversee your project from concept to permit, expediting reviews and approvals. Louisville Forward will assign a dedicated Project Manager for Amazon who will work hand in glove with the Cabinet for Economic Development and all local, state, and federal agencies who may be involved in approvals for your project.
WORKFORCE SUPPORT

Recognizing that a company’s workforce is its #1 priority, Kentucky is taking steps to ensure that workers in the Commonwealth are equipped with superior training and skills needed to compete in the global economy. Through the Kentucky Skills Network, the Commonwealth provides a one-stop delivery system offering a variety of services to help people find jobs and achieve their career goals while also providing companies with resources to find, train, and retain a skilled workforce. Comprised of partner organizations including the Cabinet for Economic Development, the Kentucky Community and Technical College System (KCTCS), Labor Cabinet and the Education and Workforce Development Cabinet, the Commonwealth’s comprehensive workforce system brings together resources that individuals, employers, and workforce professionals need to prosper in the global economy.

Additional details on the programs are available at thinkkentucky.com/workforce.

- Dedicated Project Coordinator
- Employee Recruitment
- Employee Training
- Skills Development
DEDICATED PROJECT COORDINATOR

In order to leverage training providers in a flexible manner to meet the needs of clients, the Kentucky Skills Network will be the provider of a comprehensive Workforce Solutions package that addresses all areas suggested below and more. Once a training plan is outlined, we will work with you to provide the necessary resources to satisfy the company’s training needs in a way that takes full advantage of all available opportunities.

For the duration of the build out and hiring process, a dedicated Workforce Project Manager will be assigned to the Amazon HQ2 project to facilitate all employee recruitment and training activities as it relates to Kentucky resources. Rather than Amazon working with individual colleges, universities, technical schools, school districts, etc., the Cabinet’s dedicated Workforce Project Manager will serve as Amazon’s facilitator for all things Kentucky.

EMPLOYEE RECRUITMENT

Recruitment, Screening, and Customized Testing

These services are available, in a customized fashion, and the majority of services provided are free of charge through the Kentucky Skills Network and its local partners.

Some of these sources provide funding and other in-kind services to assist with writing job descriptions, applicant screening, pre-employment assessment and training, hosting job fairs, and company specific recruiting. Plus the Skills Network can act as a distribution channel and support through earned media via press releases, social media, and community outreach.

Finally, to streamline the application process, a custom website specific to the Amazon HQ2 project can be created to serve as a portal for job posting, application submissions, pre-screenings, etc.

Military Veteran Recruitment

Kentucky is home to two US Army military installations, Fort Knox in north-central Kentucky near Louisville, and Fort Campbell in southwestern Kentucky near Hopkinsville. The Kentucky Commission on Military Affairs, with support from the Cabinet for Economic Development, maintains relationships with the commanders of these bases and is the designated coordinator of statewide efforts to transition soldiers into the civilian workforce.

At present, approximately 450 military personnel per month are discharged from active service at Fort Campbell, and upward of 150 from Fort Knox. As part of the discharge process, these personnel are provided with soft skills training and job coaching for the transition to jobs in civilian life. A job fair is held each month to introduce personnel to Kentucky companies recruiting. The Kentucky Commission on Military Affairs and the Cabinet for Economic Development has a partnership with the leadership of each base to identify and invite Kentucky companies to participate in these job fairs.

There are opportunities for soldiers to train during their last six months of active service. Kentucky companies can collaborate with Ft. Knox and Ft. Campbell to develop a career skills program, an 8-week training internship for future employees. Soldiers will continue to draw their military salaries during the training. Upon conclusion of the training, the sponsoring employer is asked to consider candidates for full-time employment.
EMPLOYEE TRAINING

The Kentucky Skills Network helps you provide training opportunities to advance your employees on
their career path through customized training programs designed specifically for your company
needs. Kentucky has resources that allow flexible and customizable training specific to the
company's needs and standards.

Consultant Training
The Kentucky Community and Technical College System (KCTCS) is the state's primary provider of
workforce education, delivering programs and services that address the needs of both businesses
and workers. Our statewide system of colleges provides anytime, anywhere customized training and
support services for business and industry.

In-house Training
Kentucky has resources that allow flexible and customizable training specific to the company's needs
and standards. Through the Bluegrass State Skills Corporation's Grant-in-Aid and Skills Training
Investment Credit, the Kentucky Skills Network provides incentives to support Kentucky business'
efforts to help new and existing employees stay competitive through flexible, employer-driven skills-
upgrade training.

Uses for Kentucky Skills Network funding include reimbursable grants for individual assessment,
classroom training, on-the-job training, tuition and certification training, train-the-trainer travel,
tuition, certification, plus any innovative training techniques. An in-house trainer, a consultant, or an
educational institution can provide this training.

The following training types are reimbursable expenses: Pre-Employment Skills Training, Entry Level
Skills Training, & Skills Upgrade Training.

Travel Expenses Related to Training
Through the Grant-In-Aid program, a percentage of travel costs may be reimbursed for travel to and
from a parent or sister facility for training purposes for a limited number of Kentucky residents (i.e.,
we cannot afford to send all 4,000 employees to another location to train).
SKILLS DEVELOPMENT

More than a buzzword, developing tomorrow’s workforce is key to the health and vitality of Kentucky’s economic future. The Kentucky Skills Network partners with industry-leading programs across the Commonwealth to ensure every Kentucky company can grow to its greatest potential with a skilled workforce in the coming years. Skills development programs designed to fill the workforce pipeline include:

Work Ready Skills Initiative Grants
A new $100 million statewide bond program aimed at building a highly trained, modernized workforce in the Commonwealth to meet the needs of employers and promote sustainable incomes for Kentuckians. This fund infuses resources to expand career and technical education facilities and to upgrade equipment in those schools to current and future industry standards through local partnerships between private industry and educational institutions.

The locally driven initiatives will train and educate workers to meet the workforce needs of Kentucky’s employers now and in the future.

The Work Ready Skills Initiative brings industry together in partnership with educational institutions like the Kentucky Community and Technical College System to propose workforce training projects that lead straight to jobs.

Louisville was awarded over $15 million in state funds to develop the Advanced Manufacturing and IT Center at Jefferson Community and Technical College (JCTC). Opening in 2019, the 80,000 square foot center will be located in the heart of downtown and provide degreed and corporate training to over 3,000 individuals annually.

Work Ready Scholarship Program
The Commonwealth is committed to increasing the workforce participation rate by expanding the skilled, competitive workforce necessary to attract new businesses to the state.

The Work Ready Scholarship Program will provide free tuition to eligible Kentucky students getting a two-year degree that could be used in “high-demand” industries including healthcare, advanced manufacturing, transportation/logistics, business services/IT, and construction. Students will be able to use the scholarship to attend a school in the Kentucky Community and Technical College system, one of Kentucky’s 4-year public universities or any other accredited school in the state.

In 2017, 1,400 students received scholarship awards totaling $4 million.

Work Ready Communities
Kentucky’s communities are stepping up to the plate when it comes to demonstrating the quality of their workforce.

The state’s Work Ready Communities program - the most rigorous workforce certification program in the nation - is inspiring meaningful dialogue and action by community, education, government and business leaders across the Commonwealth.

A Kentucky Work Ready Community certification is a measure of a county’s workforce quality. It is an assurance to business and industry that the community is committed to providing the highly-skilled workforce required in today’s competitive global economy.

The program has two levels of certification - counties can apply to be a Kentucky Work Ready Community or a Kentucky Work Ready Community in Progress. The certification measures high school graduation rates, National Career Readiness Certification (NCRC) completion, community commitment to workforce development, educational attainment, soft skills development, and internet accessibility. This initiative encourages counties to take a credible inventory of the current and future workforce, identify gaps and carry out strategies to achieve a more knowledgeable, trained workforce.
FINANCIAL INCENTIVES

KENTUCKY INCENTIVES

Kentucky and its local partners propose an incentive package totaling $2.5 billion over the next 20 years (based on the project parameters as outlined in your RFP: 50,000 jobs and a $5 billion investment over 15-17 years). This dollar amount is heavily based on the sharing of future revenues, however, our support package is completely flexible and will be customized to Amazon’s needs.

Tax Programs
Corporate income, franchise tax, property tax, local gross receipts tax, etc. (Abatements, Reductions, Exemptions, Credits)
- Kentucky Business Investment Program (KBI)
- Kentucky Enterprise Initiative Act (KEIA)
- Industrial Revenue Bonds (IRB)

Workforce Recruitment & Training
- Kentucky Skills Network—Recruitment Services
- Kentucky Skills Network—Training Services
- Amazon Corporate Learning Center

Low-Interest Financing
- KEDFA Loan Program

Grants or Forgivable Loans
- Economic Development Bond (EDB) Grant

INDIANA INCENTIVES

Since every company’s needs are different, all business assistance programs offered in Indiana are project specific. The focus of all incentive programs is placed on the specific needs of each individual customer.

There are local incentives for property tax abatements, tax increment financing, as well as cooperation with the state on infrastructure programs and tax exempt bonding. Each local governmental unit determines the extent of its programs.

The Indiana Economic Development Corporation (IEDC) administers the state’s incentive programs, which are identified in this document, followed by an overview of local incentives.
KENTUCKY BUSINESS INVESTMENT PROGRAM (KBI)
Administered by the Kentucky Economic Development Finance Authority

Description
The KBI program allows companies to recover a portion of land, building, and equipment expenditures over a term of up to 10 years. The approved project costs are recovered by utilizing a 100 percent credit against the state corporate income tax associated with the project, AND by assessing the new full-time Kentucky-resident employees hired at the project site up to 4 percent of gross wages, which may require local participation.

With the wage assessment, the company would collect the payroll tax on the new employees and keep up to 4%. Only the remaining portion of the payroll tax collected would be remitted to the state and local government. Please note for the wage assessment portion, the employees receive a credit against their state personal income tax and local occupational tax equal to their assessment so their net income is unaffected.

The incentives generated by the two mechanisms can be used annually in any combination the company chooses up to the annual approved amount.

The term of the incentive program is up to 10 years. Depending upon the company’s ability to recover, the term could be less, which would generate more incentive up front.

A detailed fact sheet on the program is available at http://thinkkentucky.com/kyedc/pdfs/KBIFactSheet.pdf

Type of Incentive
Corporate income tax credits and local/state occupational/withholding tax refund

Timing of Incentive
Annual recovery over a period of 10 years

Eligibility Requirements (including Average Wage Requirements)
Prior to approval: To be eligible for KBI a business must be a new or existing agribusinesses, regional and national headquarters, manufacturing companies, and non-retail service or technology related companies that locate or expand operations in Kentucky. Furthermore the company must agree:

- To create and maintain a minimum of 10 new, full-time jobs for Kentucky residents
- That at least 90 percent of the new, full-time, Kentucky resident employees receive hourly wages of at least $9.06 (for enhanced counties) and $10.88 (for other counties)
- To provide some form of “employee benefits” equal to 15 percent of the required minimum hourly wage.
- Incur eligible costs of at least $100,000

Pursuant to statute, the company must be able to certify that “but for” these inducements, the project would not occur in Kentucky. For that reason, any announcements, press releases, or commitments confirming the location of the project in Kentucky, prior to preliminary approval of the inducements by KEDFA, could jeopardize eligibility for these incentives.

After approval: A job and wage target is agreed upon by the company and the state and local governments, based on the information provided by the company in the applications. Each year following activation, the company will be monitored on those job and wage targets. In order to receive 100% of the annual approved amount, the company must have within 90% of those job and wage targets. If those criteria are not met, the company will still receive a pro-rata share of the annual amount based on the percentage of job-wage targets that were met. These facts are addressed in the fact sheet (linked above). Since this is a performance-based program, there are no claw-backs.

Method of Calculating Value
There is no set formula, but when making an award recommendation our Commissioner of Business Development takes into consideration the capital investment, full-time job creation, average hourly wage, community impact, precedent set by past projects located in the community, and other factors.
KENTUCKY ENTERPRISE INITIATIVE ACT (KEIA)
Administered by the Kentucky Economic Development Finance Authority

Description
Sales and use tax paid on construction materials attributable to building improvements, as well as sales tax paid on electronic processing equipment and research and development equipment, can be reduced or eliminated through the Kentucky Enterprise Initiative Act (KEIA). Please note, all expenses must be accrued, invoiced and paid by the approved company, not a developer or lease owner.

A KEIA approved company is eligible to receive a refund of a portion of the state sales and use tax paid for building and construction materials; research and development equipment; and electronic processing equipment (minimum $50,000 investment) purchased during the term of the project and not to exceed the approved recovery amount. Sales and use tax paid on expenditures made prior to KEDFA approval as an “approved company” will not be eligible for the refund.

All invoices and receipts must be in the name of the approved company and paid directly by the approved company. Company must keep receipts of purchases verifying the sales tax paid and submit to Department of Revenue with refund request.

A detailed fact sheet on the program is available at http://thinkkentucky.com/kyedc/pdfs/keia.pdf

Type of Incentive
Sales tax refund

Eligibility Requirements (Including Average Wage Requirements)
Any business entity primarily engaged in manufacturing or service or technology activities, or in operating or developing a tourism attraction in Kentucky. Eligible company does not include any company whose primary activity is retail sales.

To qualify for the incentives available under the KEIA program, an eligible company must make a minimum investment of $500,000 in an economic development project. Eligible investment costs include expenditures for building and construction materials, research and development equipment, and acquisition of real property that is owned, used or occupied by the approved company. Electronic processing equipment, defined as the use of technology having electronic, digital, magnetic, wireless, optical, electromagnetic, or similar capabilities, now in existence or later developed to perform a service or technology activity, is also an eligible cost. Labor costs are excluded from eligible investment costs.

Method of Calculating Value
There is no set formula, but when making an award recommendation our Commissioner of Business Development takes into consideration the capital investment, full-time job creation, average hourly wage, community impact, precedent set by past projects located in the community, and other factors.
INDUSTRIAL REVENUE BONDS (IRB)
Administered by the Kentucky Economic Development Finance Authority

Description
Industrial Revenue Bonds (IRBs) issued by state and local governments in Kentucky can be used to finance economic development projects. Bond funds may be used to finance the total project costs, including engineering, site preparation, land, buildings, machinery and equipment, and bond issuance costs.

KRS 103 also permits the issuer to hold title to the improvements financed with IRB proceeds. In this instance, the property owned by the issuer may be exempt from local property taxes during the duration of the bond issue. This property may also be eligible to be taxed at a reduced state rate of $0.015 per $100 of leasehold value, if such reduction receives the prior written approval by the Kentucky Economic Development Finance Authority (KEDFA) as required by KRS 103.210 and KRS 132.020. Any portions of such projects financed by private capital are subject to the full state and local property taxes applicable to private ownership.

Communities may negotiate for payments by industrial tenants to replace portions of local property taxes lost through public title to the property. These agreements are commonly referred to as Payment in Lieu of Tax (PILOT) agreements.

A detailed fact sheet on the program is available at:
https://thinkkentucky.com/kyedc/pdfs/IRB.pdf?01262017

Type of Incentive
Property tax abatement

Eligibility Requirements (Including Average Wage Requirements)
Please see the fact sheet on Industrial Revenue Bonds (IRB) Operating Procedures available at:

Method of Calculating Value
There is no set formula, but when making an award recommendation our Commissioner of Business Development takes into consideration the capital investment, full-time job creation, average hourly wage, community impact, precedent set by past projects located in the community, and other factors.
KENTUCKY SKILLS NETWORK—RECRUITMENT SERVICES
Administered by the Kentucky Economic Development Finance Authority

Description
Through the Kentucky Skills Network, the Commonwealth provides a variety of services to help people find jobs and achieve their career goals while also providing companies with resources to find, train, and retain a skilled workforce. Comprised of partner organizations including the Cabinet for Economic Development, the Kentucky Community and Technical College System (KCTCS), Labor Cabinet and the Education and Workforce Development Cabinet, the Commonwealth's comprehensive workforce system brings together resources that individuals, employers, and workforce professionals need to prosper in the global economy.

Through its partners at the Kentucky Career Centers located throughout Kentucky, the Kentucky Skills Network provides recruitment, screening, and referral services at no cost to the employer. Additional services provided by the Career Centers include job fairs, screening of potential employees with the individual employer's selection criteria, assessment of job applicants' work experience, education, and training, referral of only qualified applicants to the employer for potential interviews, and certification of qualified job applicants whose employment will qualify the employer for federal and state tax incentives.

Additional details on the programs are available at: thinkkentucky.com/workforce

Type of Incentive
In-kind recruitment services

Timing of Incentive
Ongoing as the company adds new employees

Eligibility Requirements (Including Average Wage Requirements)
All companies located in Kentucky have access to the recruitment services of the Kentucky Skills Network and its local partners.

Method of Calculating Value
Most recruitment services are valued at $1,500-2,000 per job.
KENTUCKY SKILLS NETWORK—TRAINING SERVICES

Description
Through the Kentucky Skills Network, the Commonwealth provides a variety of services to help people find jobs and achieve their career goals while also providing companies with resources to find, train, and retain a skilled workforce. Comprised of partner organizations including the Cabinet for Economic Development, the Kentucky Community and Technical College System (KCTCS), Labor Cabinet and the Education and Workforce Development Cabinet, the Commonwealth's comprehensive workforce system brings together resources that individuals, employers, and workforce professionals need to prosper in the global economy.

Uses for Kentucky Skills Network funding include reimbursable grants for classroom training, on-the-job training, tuition and certification training, train-the-trainer travel, and entry level and skills upgrade training. This training can be provided by an in-house trainer, a consultant, or an educational institution. The following training types are reimbursable expenses: Pre-Employment Skills Training, Entry Level Skills Training, & Skills Upgrade Training. The following are examples of eligible training activities and methods: classroom & on-the-job training, innovative training techniques, individual assessment, train-the-trainer travel, tuition, and certification.

Additional details on the programs are available at: thinkkentucky.com/workforce

Type of Incentive
Cash reimbursement grant

Timing of Incentive
Annual reimbursement over a period of three years

Granting/Administering Authority
Training funds are allocated by the Secretary of the Cabinet for Economic Development. Allocated funds cannot be disbursed for reimbursement until an application for the allocation amount is approved by the Bluegrass State Skills Corporation (BSSC) Board of Directors.

Additionally, services and resources will be available from the Kentucky Community and Technical College System’ KCTCS-Trains grant program.

Eligibility Requirements (Including Average Wage Requirements)
All companies located in Kentucky have access to the recruitment services of the Kentucky Skills Network and its local partners.

The application may contain no more than 25 percent retroactive training and shall be limited to activities that occurred no more than 60 calendar days prior to the company’s acceptance of the proposal by the Secretary of the Cabinet for Economic Development.

In addition, all training on the application must take place prior to the end date of the agreement stated in the Proposal Letter.

Method of Calculating Value
There is no set formula, but when making an award recommendation our Executive Director Workforce Development takes into consideration the capital investment, full-time job creation, average hourly wage, community impact, precedent set by past projects located in the community, and other factors.

The reimbursement will be based on 50% of the eligible cost of training up to the maximum amount set aside for the company in the proposal letter.

- Training grant funds through the Kentucky Cabinet for Economic Development provide up to 50% reimbursement for eligible training activities.
- Training services provided by the Kentucky Community and Technical College System’s KCTCS-Trains grant program can be offset at 100% of normal cost. Course offerings vary by college location and can be created exclusively for the company’s needs.
AMAZON CORPORATE LEARNING CENTER

Description
The Commonwealth is prepared to construct a new on-site Corporate Learning Center to be maintained and co-operated by the Kentucky Community Technical College System (KCTCS), with programming management through Amazon’s guidance. This Corporate Learning Center will provide an eastern time zone home to Amazon’s employee on-boarding, AWS credentialing and other such employee skills development need. The curriculum of the Corporate Learning Center will be recognized by area higher educational institutions allowing for the earning of dual-credit by Amazon employees.

Type of Incentive
Workforce support

Timing of Incentive
To be constructed on a negotiated schedule

Granting/Administering Authority
The Commonwealth of Kentucky General Assembly will be required to approve a line item for the budget of the Kentucky Education and Workforce Development Cabinet during its 2018 legislative session.

Method of Calculating Value
Estimated cost of construction, equipment, and outfitting of the facility
KEDFA LOAN PROGRAM
Administered by the Kentucky Economic Development Finance Authority

Description
KEDFA encourages economic development, business expansion, and job creation by providing business loans to supplement other financing. KEDFA provides loan funds at below market interest rates. The loans are available for fixed asset financing (land, buildings, and equipment) for business startup, locations, and expansions that create new jobs in Kentucky or have a significant impact on the economic growth of a community. The loans must be used to finance projects in agribusiness, tourism, industrial ventures, or the service industry.

A detailed fact sheet on the program is available at: http://thinkkentucky.com/kyedc/pdfs/kedfadcp.pdf?02032016

Type of Incentive
Low interest loan

Timing of Incentive
Negotiable

Eligibility Requirements (Including Average Wage Requirements)
Projects financed must be agribusiness, tourism, industrial ventures, or service industry. No retail projects are eligible.

The project owners must inject a minimum of 10% toward the fixed assets.

Projects must create new jobs or have a significant impact on the economic growth of a community.

Method of Calculating Value
There is no set formula, but when making an award recommendation our Commissioner of Business Development takes into consideration the capital investment, full-time job creation, average hourly wage, community impact, precedent set by past projects located in the community, and other factors. But it should be noted that term and repayments are based on that of the private lending institution.
ECONOMIC DEVELOPMENT BOND (EDB) GRANT
Administered by the Kentucky Economic Development Finance Authority

Description
An Economic Development Bond Grant can further offset the initial cost of this new investment, by assisting with the infrastructure improvements required to support the project as the selected location. ED bonds are cash reimbursements for eligible expenses granted to approved companies. Because of the nature of the bond funds, the money must flow through an authorized local government entity which serves as an intermediary.

Type of Incentive
Cash grant

Timing of Incentive
Can be made available up-front (if sufficient collateral is provided) or will be made available on an annual basis (contingent upon employment ramp-up)

Eligibility Requirements (Including Average Wage Requirements)
Amazon HQ2 will be required to create a negotiated number of permanent, full-time jobs (excluding contract or temporary employees) for Kentucky residents at the project site within a negotiated number of years from the date of KEDFA approval. Amazon HQ2 will be required to pay these employees a negotiated average hourly wage. Amazon HQ2 will also be required to maintain these jobs, paying the foregoing wages, at the facility for an additional five years.

ED bond funds do not require repayment if the company meets stipulated job and wage targets. Jobs and wages are typically measured on 4 separate dates (usually beginning 3 years from KEDFA approval of the ED bond), but the number of measurement dates may vary from project to project.

If Amazon HQ2 closes, shuts down or ceases operations at any time during the term of the EDB Grant Agreement, then the entire amount of the grant will be due and payable to the local government.

Furthermore, Amazon HQ2 will be required to provide collateral satisfactory to KEDFA for the entire term of the EDB Grant as security for the repayment of the EDB Grant proceeds to the local government entity.

Method of Calculating Value
There is no set formula, but when making an award recommendation our Commissioner of Business Development takes into consideration the capital investment, full-time job creation, average hourly wage, community impact, precedent set by past projects located in the community, and other factors.

LOUISVILLE BOLD INCENTIVE PROGRAM
ECONOMIC DEVELOPMENT FOR A GROWING ECONOMY (EDGE) TAX CREDIT
Administered by the Indiana Economic Development Corporation

Description
EDGE tax credits are based on the additional employee payroll withholdings for net new job creation in Indiana. The grant may be for a period of up to 10 years. Credits are applied against the company's Indiana income tax liability and are refundable.

Type of Incentive
State Incentive. Corporate tax credit (up to 10 years) based on added Indiana employee payroll withholdings.

Timing of Incentive
Annual credit over a 10-year period, unless otherwise approved by IEDC.

Eligibility Requirements
To be eligible for the tax credit:

- Project will result in net new jobs that were not previously performed by employees of the applicant
- Project is economically sound and will benefit the people of Indiana by increasing opportunities for employment and strengthening the economy of Indiana
- Receiving the tax credit is a major factor in the applicant's decision to go forward with the project and not receiving the tax credit will result in the applicant not creating new jobs in Indiana
- Political subdivisions/municipalities affected by the project have offered significant incentives to the business

Method of Calculating
Each project will be evaluated by the Indiana Economic Development Corporation on the project's individual merits and with a cost-benefit analysis after it has met the basic requirements as follows:

- Business commits to new capital investment in Indiana
- Business commits to the creation of full-time, permanent jobs for Indiana residents at the project location
- Project supports the purpose of the tax credit, and meets all requirements as set forth in I.C. 6-3.1-13
HOOSIER BUSINESS INVESTMENT (HBI) TAX CREDIT
Administered by the Indiana Economic Development Corporation

Description
HBI tax credits are available to a company making a "qualified investment" in an Indiana facility. Generally speaking, a "qualified investment" includes new buildings, building improvements and equipment. The credit award may equal up to 10 percent of the qualified investment, and may be carried forward for up to nine years. The credit percentage and carry forward term are determined by the IEDC on a case-by-case basis.

Type of Incentive
State Incentive. The nonrefundable corporate income tax credits are calculated as a percentage of the eligible capital investment to support the project.

Timing of Incentive
The credit may be certified annually, based on the phase-in of eligible capital investment, over a period of two full calendar years from the commencement of the project.

Eligibility Requirements
To be eligible for the tax credit:

- Project will result in net new jobs that were not previously performed by employees of the applicant
- Project is economically sound and will benefit the people of Indiana by increasing opportunities for employment and strengthening the economy of Indiana
- Receiving the tax credit is a major factor in the applicant's decision to go forward with the project and not receiving the tax credit will result in the applicant not creating new jobs in Indiana
- Political subdivisions/municipalities affected by the project have offered significant incentives to the business
- Eligible capital investment includes new machinery and building costs associated with the project as outlined by I.C. 6-3.1-26-8.

Method of Calculating
The non-refundable corporate income tax credits are calculated as a percentage of the eligible capital investment to support the project. The credit may be certified annually, based on the phase-in of eligible capital investment, over a period of two full calendar years from the commencement of the project. The credit percentage and carry forward term are determined by the Indiana Economic Development Corporation on a case-by-case basis.
SKILLS ENHANCEMENT FUND (SEF)
Administered by the Indiana Economic Development Corporation

Description
The Skills Enhancement Fund (SEF) provides financial assistance to businesses committed to training their Indiana workforce by offering grants that reimburse a portion of a company's eligible training costs over a two-year term. Each SEF application is evaluated on its merits. Companies may reapply for additional SEF funds after their initial grant is successfully completed.

Type of Incentive
State Incentive. SEF funds are offered through state SEF grants, which are typically two-year term grants and renewable based on client needs and project parameters.

Timing of Incentive
Two (2) years after accepted state offer.

Eligibility Requirements
Eligible Companies:
- Headquarters and other businesses that can demonstrate that a significant portion of their local revenue stems from transactions with out-of-state entities
- Manufacturing Companies
- Distribution/Logistics Providers

Other Eligibility Requirements:
- Company is in good standing with all state regulatory agencies
- Company is making a capital investment in addition to employee training costs
- Company will commit to continue operations and maintain employment levels where the SEF training assistance is provided for at least five years after the training grant is completed
- Company is not a retail establishment, a non-profit entity, or engaged in business that is otherwise prohibited
- Trainees must be Indiana residents who are full-time and permanent employees of the company (i.e., 35 hours or more per week and non-temporary)

Ineligible Expenses
- Training expenses incurred prior to the Commencement Date or after the Expiration Date.
- OSHA or other federally mandated training.
- Onboard orientation training as it relates to new hires.

Method of Calculating
- The maximum amount awarded through the SEF program will typically not exceed 50 percent of a company's eligible training budget; the actual approved amount may be less than 50 percent
- Most types of training are eligible except safety, HR/benefits orientation, and training required by law (e.g., Commercial Driver's License)
- Training expenses eligible for reimbursement include instruction, travel, and material and supply costs
- Trainee wages are not an eligible training expense, although the wages paid to a staff trainer/instructor can be an eligible expense
INDUSTRIAL DEVELOPMENT GRANT FUND (IDGF)
Administered by the Indiana Economic Development Corporation

Description
The IEDC provides financial support for infrastructure improvements in conjunction with projects creating jobs and generating capital investment in Indiana.

Type of Incentive
(State incentive, in partnership with local municipality). This grant provides money to local governments for off-site infrastructure projects associated with an expansion of an existing Indiana company or the location of a new facility in Indiana. State funding through the IDGF program must be matched by a combination of local government and company financial support.

Timing of Incentive
Determined on a case-by-case basis. Incentive timing is directly affected by infrastructure needs and location. Upon review and approval of the Local Recipient’s application, project specific Milestones are established for completing the improvements. IDGF will reimburse a portion of the actual total cost of the infrastructure improvements. The assistance will be paid as each Milestone is achieved, with final payment upon completion of the last Milestone of the infrastructure project.

Eligibility Requirements
Eligible infrastructure expenses include:

- Lease, purchase, construction or repair of real and personal public property
- Preparation of surveys, plans and specifications for construction of publicly owned and operated facilities, utilities and services
- Construction of airport facilities
- Construction of tourist attractions
- Construction, extension or completion of:
  1. Sewer lines and other drainage facilities
  2. Waterlines
  3. Roads and streets
  4. Sidewalks
  5. Rail spurs and sidings
  6. Fiber-optic and other IT infrastructure

Method of Calculating
Each project will be evaluated on its individual merits and with a cost-benefit analysis after it has met the basic requirements as follows:

- Infrastructure cost is used to support new capital investment in Indiana
- Infrastructure cost is used to support the retention or creation of full-time, permanent jobs for Indiana residents at the project location
- Infrastructure cost is eligible, supports the purpose of the fund, and meets all requirements as set forth in I.C. 5-28-25

Eligibility for Payment
To receive payment for a portion of the actual costs of the Infrastructure Project, the Grantee must submit an invoice showing that the Infrastructure Project Milestone was fully reached.
RESEARCH AND DEVELOPMENT TAX CREDIT

The Indiana Department of Revenue oversees these incentive programs.

Description
The state of Indiana offers two tax incentives targeted at encouraging investments in research and development. Taxpayers may receive a credit against their Indiana state income tax liability calculated as a percentage of qualified research expenses. In addition, taxpayers may be refunded sales tax paid on purchases of qualified research and development equipment.

This credit (also known as the Research Expense Tax Credit) is based on the increase in Indiana R&D over the prior three-year base. In the base year, research expenses must have been at least half of the research expenses in the current year. The credit equals 15 percent of qualified research expenses on the first $1 million of investment. It is applied against income tax liability and may be carried forward 10 years. There is no carry back, and the credit is nonrefundable. This program operates under the Department of Revenue and uses the definition of “qualified research expense” from the Internal Revenue Code (which includes the costs of wages and supplies).

Type of Incentive
State Incentive. Tax credits applied against the taxpayer’s income tax liability.

Timing of Incentive
A taxpayer may be eligible for a credit on qualified research expenses. The potential value of the credit is equal to the taxpayer’s qualified research expense for the taxable year, minus the base period amount up to $1 million, multiplied by 15 percent. A credit percentage of up to 10 percent is applied to any excess of qualified research expense over a base period amount greater than $1 million. Additionally, for Indiana qualified research expenses incurred after December 31, 2009, an alternative method of calculating the credit is available.

Eligibility Requirements
Taxpayers may receive a credit against their Indiana state income tax liability calculated as a percentage of qualified research expenses. In addition, taxpayers may be refunded sales tax paid on purchases of qualified research and development equipment. The Indiana Department of Revenue oversees these incentive programs. The amount varies based upon the amount of the qualifying transaction.

Method of Calculating
The potential value of the credit is equal to the taxpayer’s qualified research expense for the taxable year, minus the base period amount up to $1 million, multiplied by 15 percent. A credit percentage of up to 10 percent is applied to any excess of qualified research expense over a base period amount greater than $1 million. Additionally, for Indiana qualified research expenses incurred after December 31, 2009, an alternative method of calculating the credit is available.

Research and Development Sales Tax Exemption: There is a 100 percent sales tax exemption for qualified research and development equipment and property purchased. Taxpayers may file a claim for refund for sales tax paid on such a retail transaction should they not purchase it exempt from sales tax at the time of the actual transaction.
VENTURE CAPITAL INVESTMENT (VCI) TAX CREDIT
Administered by the Indiana Economic Development Corporation

Description
The Venture Capital Investment Tax Credit program improves access to capital for fast growing Indiana companies by providing individual and corporate investors an additional incentive to invest in early stage firms. Investors who provide qualified debt or equity capital to Indiana companies receive a credit against their Indiana tax liability. The Venture Capital Investment Tax Credit is established by I.C. 6-3.1-24.

Type of Incentive
State Incentive. The VCI tax credit is a non-refundable tax credit available to qualified applicants that provides investment capital to qualified Indiana businesses. The aggregate credit amount for a particular qualified business is equal to the lesser of 20 percent of the qualified investment or $1,000,000.

Timing of Incentive
After the investment application is approved, the taxpayer may make a qualifying investment and submit supporting documentation to the IEDC for the investment to be certified. The taxpayer’s investment must be made within two years after the date on which the IEDC approves the investment plan.

Eligibility Requirements
This credit is open to approved taxpayers and pass through entities. A business must first be certified by the IEDC as a Qualified Indiana Business. Next, the investor must submit a capital investment application for approval by the IEDC prior to making an investment.

Method of Calculating
The maximum amount of tax credits available for qualified investment capital to a particular qualified Indiana business equals the lesser of: The total amount of investment capital provided to the qualified Indiana business in the calendar year, multiplied by 20 percent or $1,000,000. If the amount of credit exceeds the taxpayer’s state tax liability for that taxable year, the taxpayer may carry over the excess credit for a period not to exceed the taxpayer’s following five taxable years. A taxpayer is not entitled to a carryback or a refund of any unused credit amount.
INDUSTRIAL RECOVERY TAX CREDIT
Administered by the Indiana Economic Development Corporation

Description
The Industrial Recovery Tax Credit, also known as the DINO tax credit for older buildings it benefits, provides an incentive for companies to invest in former industrial facilities requiring significant rehabilitation or remodeling expenses. The credit is established by Ind. Code 6-3.1-11.

Type of Incentive
State Incentive. Tax credit against corporate adjusted income tax.

Timing of Incentive
A complete application must be submitted before an investment is made. See the application on the IEDC's website for additional requirements.

Eligibility Requirements
The credit is available to taxpayers that make qualified investments for the redevelopment of vacant industrial buildings that are at least 15 years old with 100,000 square feet or more of interior floor space. As of January 1, 2017, buildings that were demolished within the 5 years preceding an application may qualify if demolished for health and safety concerns.

A qualified investment is made when the taxpayer incurs expenditures for the rehabilitation of a qualifying building or complex of buildings. Rehabilitation expenditures include the remodeling, repair, betterment, enlargement, or extension of real property. Eligible costs may include:

- Acquisition costs, when made to enlarge or extend the industrial recovery site
- Architectural and engineering fees
- Construction management and demolition costs
- Environmental remediation costs
- FF&E, if non-movable
- Permitting costs directly related to rehabilitation
- Other hard costs

Method of Calculating
The IEDC intends to partner with local government in the revitalization of qualified industrial sites; therefore, any award under this program likely will not exceed the financial support offered by the locality.

The credit amount is equal to the amount of qualified investment multiplied by the applicable percentage:

- 15 percent for a plant placed in service between 15 and 29 years ago
- 20 percent for a plant placed in service between 30 and 39 years ago
- 25 percent for a plant placed in service at least 40 years ago

The credit may be claimed by the taxpayer, passed through, or assigned to a lessee. The credit is applied against the taxpayer's state tax liability and may be carried forward.
LOCAL INDIANA INCENTIVES

Each local governmental entity with taxing authority also has the ability to offer tax abatement incentives for new and expansion of existing businesses. The individual project's new job creation and value of new real property and equipment are important factors.

INDIANA TAX ABATEMENT

Description
Tax abatement can be offered as an incentive by the local governmental taxing unit on real property and personal equipment. Real property can qualify for a three year, seven year or ten year abatement on new buildings and improvements or increases in assessed value on remodeled or renovated structures. Land does not qualify. Manufacturing equipment (new to the State of Indiana) can qualify for a deduction from assessed value up to a ten-year period. Equipment not used in direct production, such as office equipment, does not qualify.

ENHANCEMENTS TO TAX ABATEMENT

Business Real Estate Taxes
Abatement for vacant buildings local governing bodies may now grant a one or two year tax abatement on a commercial or industrial building if the building has been vacant for at least one year and taxpayer is going to lease and/or occupy the building. The general abatement procedural rules and filing requirements apply. The taxes are abated as follows:
- Year 1 - 100% of the assessed value of the building or portion of the building being occupied by the owner or tenant
- Year 2 - 50% of the assessed value

Business Personal Property Taxes
Abatement for used equipment - local governing bodies may now grant tax abatement for personal property that was previously used in Indiana. The equipment must be acquired in an arm's length transaction with an unaffiliated party

Type of Incentive
Local Incentive. This is a "traditional" tax abatement model. Graduating scale up to ten (10) years on real and personal property. Exceptions have been made as determined by the local governing unit (ie, city council, town council, etc.)

Timing of Incentive
30-60 days, depending on local government meeting schedule and project's timing.

Eligibility Requirements
New or expanding business making qualifying capital investment(s) and creating new and/or retaining existing jobs in Clark or Floyd Counties.

Method of Calculating
Graduating scale as a percentage of the investment based on local governing unit's approval.

LOUISVILLE BOLD INCENTIVE PROGRAM
LOUISVILLE BOLD TALENT
OUR TALENT STRATEGY

How will you be able to guarantee access to the best range of talent for Amazon to fulfill growth needs?

In response to RFP questions 5 and 6

Louisville is a highly accessible, regional talent magnet. Our strength lies in our central location, and the attractiveness of our quality and cost of living.

Within a 200-mile radius, Louisville has access to more than 400,000 graduating students. Data indicates that 75% of professionals who relocate to Louisville move from within a 500-mile radius. As such, Amazon will have a wide catchment pool for talent, plus the capability to offer strong compensation to cost of living packages.

Progressive local and regional business partnerships are increasing the pool of software engineering talent to complement the breadth and depth of established higher education graduates.

Talent Section Contents:

- Labor pool and talent profile
- Talent attraction and retention
- Software engineers and talent innovative initiatives
- Civic Initiatives for Innovation
- Higher education profile and partnership opportunities
- K-12 education profile and partnership opportunities
- Additional innovative training partnerships
- Testimonials from large employers
LABOR POOL AND TALENT PROFILE

Louisville’s high-quality workforce and low cost of doing business create a competitive advantage for companies operating in our region. The business services sector is the economic engine of Louisville, comprising more than 25 percent of our jobs. Combining our strong and quickly growing tech sector with legal, education and engineering occupations accounts for 265,000 jobs – over one-third of our labor market.

Louisville Metropolitan Statistical Area (MSA) – Specified Major Occupation Groups

<table>
<thead>
<tr>
<th>Occupation Group</th>
<th>2017 Jobs</th>
<th>Louisville Median Wage</th>
<th>Seattle Median Wage</th>
<th>Natl. Avg. Median Wage</th>
<th>Age 25-34 % of Occ.</th>
<th>Age 35-44 % of Occ.</th>
<th>Age 45-54 % of Occ.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Occupations</td>
<td>51,731</td>
<td>$54,486</td>
<td>$84,544</td>
<td>$56,047</td>
<td>14%</td>
<td>23%</td>
<td>28%</td>
</tr>
<tr>
<td>Business and Financial Operations</td>
<td>39,341</td>
<td>$56,493</td>
<td>$70,839</td>
<td>$65,242</td>
<td>20%</td>
<td>23%</td>
<td>24%</td>
</tr>
<tr>
<td>Computer and Mathematical Occupations</td>
<td>15,919</td>
<td>$66,303</td>
<td>$104,557</td>
<td>$77,006</td>
<td>28%</td>
<td>30%</td>
<td>23%</td>
</tr>
<tr>
<td>Architecture and Engineering Occupations</td>
<td>8,644</td>
<td>$66,551</td>
<td>$89,231</td>
<td>$73,950</td>
<td>20%</td>
<td>22%</td>
<td>26%</td>
</tr>
<tr>
<td>Legal Occupations</td>
<td>5,600</td>
<td>$70,551</td>
<td>$78,398</td>
<td>$76,071</td>
<td>19%</td>
<td>24%</td>
<td>23%</td>
</tr>
<tr>
<td>Education, Training, and Library</td>
<td>33,180</td>
<td>$47,901</td>
<td>$50,667</td>
<td>$45,315</td>
<td>19%</td>
<td>25%</td>
<td>20%</td>
</tr>
<tr>
<td>Office and Administrative Support</td>
<td>111,461</td>
<td>$33,630</td>
<td>$40,504</td>
<td>$34,570</td>
<td>20%</td>
<td>20%</td>
<td>23%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>265,877</td>
<td></td>
<td></td>
<td></td>
<td>19%</td>
<td>22%</td>
<td>24%</td>
</tr>
</tbody>
</table>

Louisville is a regional magnet for talent with more than 815,000 jobs and a labor force of approximately 670,000 in the MSA. Amazon HQ2 will accelerate our bold goal to double our existing labor force to 1.3 million workers by 2040.

In addition to a strong and stable local workforce, the broader Louisville region (i.e., a 200-mile radius around Louisville) provides a potential pool of 4.2 million in the specified occupation groups and a total labor market of 12.4 million. These are workers who could potentially relocate with relative ease. Many already do; the Louisville labor force has increased about 11% in the last 15 years.
Louisville 200-Mile Radius - Specified Major Occupation Groups

<table>
<thead>
<tr>
<th>Occupation Group</th>
<th>2017 Jobs</th>
<th>Louisville Median Wage</th>
<th>Seattle Median Wage</th>
<th>Natl. Avg. Median Wage</th>
<th>Age 25-34 % of Occ.</th>
<th>Age 35-44 % of Occ.</th>
<th>Age 45-54 % of Occ.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Occupations</td>
<td>936,175</td>
<td>$47,944</td>
<td>$84,544</td>
<td>$56,047</td>
<td>13%</td>
<td>21%</td>
<td>27%</td>
</tr>
<tr>
<td>Business and Financial Operations</td>
<td>599,317</td>
<td>$57,865</td>
<td>$70,839</td>
<td>$65,242</td>
<td>19%</td>
<td>22%</td>
<td>25%</td>
</tr>
<tr>
<td>Computer and Mathematical Operations</td>
<td>241,501</td>
<td>$68,203</td>
<td>$104,557</td>
<td>$77,006</td>
<td>26%</td>
<td>29%</td>
<td>24%</td>
</tr>
<tr>
<td>Architecture and Engineering Occupations</td>
<td>168,510</td>
<td>$68,702</td>
<td>$89,231</td>
<td>$73,950</td>
<td>20%</td>
<td>22%</td>
<td>26%</td>
</tr>
<tr>
<td>Legal Occupations</td>
<td>74,541</td>
<td>$68,681</td>
<td>$78,398</td>
<td>$76,071</td>
<td>18%</td>
<td>22%</td>
<td>24%</td>
</tr>
<tr>
<td>Education, Training, and Library</td>
<td>608,279</td>
<td>$43,888</td>
<td>$50,667</td>
<td>$45,315</td>
<td>19%</td>
<td>23%</td>
<td>22%</td>
</tr>
<tr>
<td>Office and Administrative Support</td>
<td>1,609,127</td>
<td>$32,385</td>
<td>$40,504</td>
<td>$34,570</td>
<td>19%</td>
<td>20%</td>
<td>23%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>4,237,450</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>18%</strong></td>
<td><strong>21%</strong></td>
<td><strong>24%</strong></td>
</tr>
</tbody>
</table>

You can quickly look up any occupation in the Louisville region and get the latest Bureau of Labor Statistics data on our award-winning Career Calculator web app (www.careercalculator.org).

Copyright 2016 KentuckianaWorks

Sources: Bureau of Labor Statistics Occupational Employment Statistics, Burning Glass online job postings; ENSI Analyst; Kentucky Center for Education and Workforce Statistics; O*NET Online; US Census Bureau PUMS data

This information is based on the best data available from the sources listed above. The information provided does not guarantee wages, employment, or job availability.

Questions? Please email info@kentuckianaWorks.org

Interested in learning more about local credentials? Click here
**MSA Workforce Educational Attainment**

Louisville has experienced dramatic gains in educational attainment in recent years and now surpasses the national average for residents with a bachelor's or associate's degree. Overall, the MSA’s workforce is split roughly into thirds – 34% with a bachelor's degree or higher, 34% with some college (a category that can include certificates and other credentials), and 32% with a high school education or less.

The area's college-attainment numbers have been steadily improving, thanks in part to consistent in-migration of talent. Over the last six years, Louisville has attracted 42,000 college-educated people from states other than Kentucky, including 18,000 with a graduate degree or higher. Approximately 12,000 of these people had an individual income of $75,000 or above, putting them in the top 30% of Louisville earners.

**Global Talent**

Foreign-born students and workers represent a growing source of talent for local businesses. Louisville’s share of foreign-born labor force is higher than the U.S. as a whole and is higher than our closest peer cities.

A high percentage of foreign-born residents fall into the optimal working age range (25-44). In the critical innovation and technology field, 7.5% of all STEM workers are foreign-born, a significantly higher rate than their overall representation as 5.9% of the employed workforce.

According to USCIS data, the number of local applications for Green Cards has risen by 400% and H1B visas by 500% in the last five years. Demographic data analysis shows that India is the second largest skilled talent pool for professionals relocating to the city.

**Lumina Foundation**

Louisville’s leadership in growing a highly skilled workforce for today’s economy recently garnered attention from the Lumina Foundation, which named Louisville one of its 17 National Talent Hubs.
Louisville MSA Workforce by Educational Attainment 2016 American Community Survey

Louisville Educational Attainment

<table>
<thead>
<tr>
<th>Less than high school graduate</th>
<th>High school graduate or equivalent</th>
<th>Some college or associate's degree</th>
<th>Bachelor's degree or higher</th>
</tr>
</thead>
<tbody>
<tr>
<td>6%</td>
<td>26%</td>
<td>34%</td>
<td>34%</td>
</tr>
</tbody>
</table>

Associate's Degree & Higher

- Louisville
- Ntl. Avg.

Bachelor's Degree & Higher

- Louisville
- Ntl. Avg.
TALENT ATTRACTION AND RETENTION STRATEGY

Louisville Talent Initiative

Louisville is putting $5 million behind a focused, research-based talent attraction initiative - LiveInLou - to help support our growing workforce demands. As we tackle this national challenge, our efforts are focused on a strategic goal to increase Louisville's regional population growth rate and add at least 34,000 working age adults to our region by 2020. Amazon's HQ2 location can only accelerate our momentum!

Our extensive research has narrowed our talent attraction efforts and allowed us to microtarget specific professionals. We know that the people who are most likely to move include:

- Couples (married or unmarried) with no children,
- Ages 26-37, with
- Average household annual income of $75,000 - $100,000, who
- Hold a bachelor's degree or higher, who likely
- Live within a 500-mile radius of Louisville.

The research also revealed that city movers are looking for what Louisville offers:

- Good jobs and business opportunities,
- A welcoming city that wants to engage them, and
- An ability to make a difference in their community.

The LiveInLou campaign provides corporate talent recruiters - like those at Amazon - a robust plug-and-play Talent Toolkit and a data-driven, multi-pronged marketing campaign designed to encourage skilled individuals to “move to Louisville.”

And trend data shows Louisville’s Brain Gain:

**Executive Recruitment Trend**

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Total since 2010 from different state</th>
<th>2014 from different state</th>
<th>2015 from different state</th>
<th>2016 from different state</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor's degree</td>
<td>10,447</td>
<td>3,778</td>
<td>3,505</td>
<td>3,163</td>
</tr>
<tr>
<td>Graduate or professional degree</td>
<td>8,889</td>
<td>3,336</td>
<td>2,487</td>
<td>3,067</td>
</tr>
<tr>
<td>Individual income in the Past 12 Months (in 2016 Inflation-Adjusted Dollars)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$75,000 or more</td>
<td>5,461</td>
<td>2,006</td>
<td>1,400</td>
<td>2,055</td>
</tr>
</tbody>
</table>
Kentucky Talent Acquisition Initiative

The Commonwealth of Kentucky also is throwing its support behind new incentives and programs to keep our brightest individuals in the region and to recruit workers to relocate to Kentucky. The Kentucky Talent Acquisition Initiative will be considered by the 2018 Kentucky General Assembly – the Initiative will provide incentives to workers in high-wage, high-demand industries who relocate to or stay in Kentucky. The incentives will come in the form of multi-year individual income tax credits for eligible personal expenses such as home purchases, student loan forgiveness, and relocation costs.

The Kentucky Talent Acquisition Initiative can be available to Amazon for its HQ2 hiring incentives.

Relocation and Support Services

The Louisville community and your local and state economic development partners are pleased to offer relocation and support services for new Amazonians. We love Louisville, and we are eager to show your new Louisville team how to make our city your home.

Our Louisville team can customize services, including:

- Hosting a welcome event including elected officials, peers from related industries, community leaders/executives, and others who have previously relocated to Louisville;
- Building itineraries for familiarization tours and introductions to Louisville life;
- Coordinating services from realtors/housing experts, schools (public, parochial, and private), and workforce professionals who can support trailing spouses and other family members; and
- Introducing you to leadership organizations, non-profit/philanthropic leaders, sports/clubs/cultural engagement/public arts, and all that Louisville has to offer!
SOFTWARE ENGINEERS & TALENT INNOVATION INITIATIVES

Tech Pipeline for Software Development Engineers

Within a 200-mile radius of Louisville, universities are graduating about 4,600 bachelor’s and master’s degrees in Information Technology every year and nearly 8,500 Computer Science degrees.

- Louisville-area app developers earn $97,700 at the 75th percentile, compared to $155,400 in Seattle.
- On the business side, Management Analysts (often Project Management Professionals, Six Sigma, Lean Certified, etc.) earn $79,200 in Louisville compared to $111,300 in Seattle, providing a 30-40% cost savings in personnel.

Louisville has built a unique and cutting-edge tech pipeline for software coders and development engineers via a public/private/employer bi-state partnership called Code Louisville and attracted a top-flight coding boot camp program, The Software Guild.

Code Louisville

Code Louisville offers software development skill training at no cost to the participant. The program focuses in web development with courses in many languages, including:

<table>
<thead>
<tr>
<th>Python</th>
<th>C#/.Net</th>
<th>Node.js</th>
<th>Front End development (HTML, CSS, and JavaScript + JavaScript frameworks)</th>
</tr>
</thead>
</table>

The training program is packed into a 12-week session for front-end development and an additional 12-week session for back-end development. The combined sessions graduate about 350 coders per year. To date, more than 600 individuals have completed the training program, and Code Louisville can scale up our cohort sizes as needed to meet local demand. As many as 450 participants per cohort could be supported with the current community of volunteers.

Code Louisville is built on a blended, flipped-classroom experiential learning model that can rapidly scale. Code Louisville adapts its program to meet local employers’ workforce needs and is positioned to expand the program as needed. Code Louisville will work with Amazon to grow the tech ecosystem further and include training and workforce support in the form of:

- AWS and cloud infrastructure training,
- Experiential learning/apprenticeship programs with employers, and
- Additional programming languages and development platforms as needed.

Over the course of the program, participants complete a designated curriculum of training, work with volunteer mentors who are experienced developers from the community, finish a capstone project, and are required to attend community tech events and get involved with the tech ecosystem. Code Louisville graduates are job-ready thanks to the employer-centric training platform.
The Software Guild

In addition to Code Louisville, the Software Guild was launched in 2015 as a high-level boot camp/apprenticeship code development program. Two course paths exist: 12-week coding course or a part-time 10-14 month course, which aims to provide its students the skill set needed to become entry level software developers. Students learn how to code utilizing .NET/C# or Java programming. The course is administered via face-to-face lectures, hands-on experience and labs to enable apprentices the skills to build a strong portfolio to aid in their job search.

The Software Guild was ranked #1 Best Coding Bootcamp in 2017 by HackerRank.
CIVIC INITIATIVES FOR INNOVATION

Metropolitan College

Metropolitan College recognized by University Business Magazine as one of their 2017 Models of Excellence

In 1998, Metropolitan College was established as a unique partnership to meet the workforce needs of UPS. Students work at UPS and receive 100% financial assistance for classes, books, and other educational expenses. Classes are scheduled to support these students. The city, state and local universities combined efforts to create this still thriving joint education-workforce initiative.

- Since inception, more than 4,900 students have earned one or more credentials
- More than 8,000 credentials have been earned as of spring 2017
- More than one-third of the Metro College students major in business, accounting and computer information systems
- Workplace retention of Metropolitan College participants is more than double that of non-Metropolitan College participants working at night

The Metropolitan College program can be expanded and adapted to meet Amazon’s workforce needs.

Tuition Reciprocity

We also embrace bi-state collaboration within our higher education system. Indiana and Kentucky have signed a SARA (State Authorization Reciprocity Agreement) agreement, which standardizes interstate offerings of postsecondary distance education courses and programs.

Additionally, our adjoining border counties have agreed to extend tuition reciprocity for the largest public universities on both sides of the river. Kentucky residents living in Bullitt, Jefferson, Meade, Oldham, Shelby, Spencer, or Trimble counties are eligible for in-state tuition at Indiana University Southeast or Purdue Polytechnic. Likewise, Indiana residents from Clark, Crawford, Floyd, Harrison, Perry, Scott, and Washington counties are eligible for in-state tuition at University of Louisville.

This agreement was renewed for another five years this spring by both state governments.
Where Opportunity Knox

The Kentucky Indiana Exchange (KIX), a regional leadership coalition led by stakeholders from across the 26-county bi-state region of Southern Indiana and North Central Kentucky, launched Where Opportunity Knox in 2012. It serves as a regional initiative connecting 10,000 transitioning veterans and military spouses to jobs in the Greater Louisville region, with more than 5,300 veterans hired to date.

Where Opportunity Knox is not a job placement service; instead, this initiative works to develop a pipeline of transitioning veterans who are looking for a post-military place to live and work – a place that values veterans, offers a high-level quality of life and has a diverse and robust economy with available jobs and careers. The program specifically targets the approximately 100,000 soldiers transitioning from active duty service annually through the Army Transition Assistance Program (SFL-TAP), which is headquartered at the U.S. Army – Human Resources Command located at Fort Knox, Kentucky.

FirstBuild

GE Appliance’s FirstBuild is a global co-creation community that harnesses the brainpower of the maker movement to change the way major home appliances are conceived, designed and manufactured. A physical state-of-the-art microfactory on the University of Louisville campus and an online forum, FirstBuild speeds products from mind to market and enables customization through small batch production, without the costs and risks of traditional mass manufacturing. Open to students and non-students alike, the FirstBuild Microfactory is divided into four sections: an interactive space for brainstorming and product demonstration, a lab for prototyping, a shop to fabricate components, and a build floor where products are assembled. More than 15 new products have successfully been launched for purchase with hundreds of concepts in the works.

BEAM Regional Partnership

Mayors Greg Fischer of Louisville and Jim Gray of Lexington launched the Bluegrass Economic Advancement Movement (BEAM) in 2011 to maximize the region’s economic potential with a cooperative platform and global perspective. The bi-state region consists of 18 Kentucky counties and 4 Indiana counties, with Louisville Forward and Commerce Lexington, Lexington’s area chamber of commerce, leading the work. Partners include the U.S. Commercial Service, World Trade Center Kentucky, and Kentucky Cabinet for Economic Development (KCED).

BEAM participates in the Brookings Global Cities Initiative (GCI), a competitively chosen group of cities working together to equip business, civic, and government leaders with research, policy ideas, and connections to thrive in the global economy. GCI research has led to a number of major initiatives in the two states, including providing export grant assistance to nearly 70 regional middle market businesses and allowing them to sell goods and services in new markets around the world.
Smart City

No other city is as hyper focused on how the Smart Home (available for purchase through Amazon.com) will intersect and interact with the Smart City than Louisville.

- Through our partnerships with the CNET Smart Home and Smart Apartment, along with FirstBuild (Louisville's one-of-a-kind micro-factory innovation space), we have living laboratories to explore the possibilities.

- We already have identified the power of voice assistants to connect to residents, and since October 2016 we have developed more than 20 Amazon Alexa skills that allow Smart Home/Apartment residents to get personalized, point-of-need information such as news briefings, crime reports, and city services.

- The IFTTT Smart Louisville partnership has allowed us to create applets that can change a Philips Hue bulb to match the Air Quality Index color scale so that at a glance, residents can make better health decisions on their outdoor exposure.

- We have partnered with the American Printing House for the Blind to deploy Bluetooth beacons for indoor navigation; beacon technology can be readily extended to join the digital to the physical space for wayfinding and public engagement.

- The Air Louisville project revealed the impact of air quality issues generated from vehicle congestion after providing GPS-enabled inhalers to ‘citizen scientists’ (a.k.a. Louisville residents!).

- We won Amazon's City on a Cloud "Dream Big" award for a local enterprise data warehouse platform that analyzes traffic data and patterns to help reduce commute times and support healthier air.

While other cities are focused on deploying sensors or smart corridors, Louisville is BOLD because of our novel approach focusing on connected home technologies and leveraging them for public good.
Higher Education Partnerships Flourish

Postsecondary institutions not only are pumping more than 160,000 degree completions into the larger region each year, they also are providing customizable and flexible training solutions every day to area employers. Louisville's two- and four-year colleges and universities are ready to create and replicate market-driven, solutions-based partnerships to meet Amazon's talent needs.

Higher Education Institutions in Louisville MSA

[Map of higher education institutions in Louisville MSA]
Higher Education Institutions within 200 miles

Programs of Note in 200 mile radius:
- University of Louisville (Speed School of Engineering, MS-Business Analytics)
- Bellarmine University (MS-Data Analytics)
- University of Kentucky (College of Business and College of Engineering)
- Indiana University Southeast (School of Business)
- Indiana University - Bloomington (School of Informatics, Computing, & Engineering, Kelley School of Business)
- Purdue University (College of Science)
- Rose-Hulman Institute of Technology (College of Computer Science & Software Engineering)
- Xavier University (BS - Computer Science and Information Technology)
- Miami University (OH) (Department of Computer Science & Software Engineering)
- University of Cincinnati (Department of Electrical Engineering & Computer Science)
- Ohio State University (Department of Computer Science & Engineering)
- Vanderbilt University (School of Engineering)
- Northern Kentucky University (College of Informatics)
- Western Kentucky University (College of Science & Engineering)
Regional Degree Attainment and Workforce Opportunity

### Louisville MSA Degree Completions

<table>
<thead>
<tr>
<th>Field of Study</th>
<th>Completions 2014</th>
<th>Completions 2015</th>
<th>Completions 2016</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Science</td>
<td>256</td>
<td>294</td>
<td>323</td>
<td>873</td>
</tr>
<tr>
<td>Software Development/Programming</td>
<td>68</td>
<td>43</td>
<td>35</td>
<td>146</td>
</tr>
<tr>
<td>IT</td>
<td>411</td>
<td>438</td>
<td>482</td>
<td>1,331</td>
</tr>
<tr>
<td>Accounting, Finance and Related Services</td>
<td>431</td>
<td>383</td>
<td>350</td>
<td>1,164</td>
</tr>
<tr>
<td>Business</td>
<td>2,331</td>
<td>2,446</td>
<td>2,263</td>
<td>7,040</td>
</tr>
<tr>
<td>Education</td>
<td>876</td>
<td>762</td>
<td>752</td>
<td>2,390</td>
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<tr>
<td>Engineering</td>
<td>537</td>
<td>594</td>
<td>739</td>
<td>1,870</td>
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<tr>
<td>HR Management and Services</td>
<td>103</td>
<td>83</td>
<td>74</td>
<td>260</td>
</tr>
<tr>
<td>Law and Legal Services</td>
<td>759</td>
<td>690</td>
<td>575</td>
<td>2,024</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>5,772</strong></td>
<td><strong>5,733</strong></td>
<td><strong>5,593</strong></td>
<td><strong>17,098</strong></td>
</tr>
</tbody>
</table>

### Degree Completions within a 200-Mile Radius of Louisville

<table>
<thead>
<tr>
<th>Field of Study</th>
<th>Completions 2014</th>
<th>Completions 2015</th>
<th>Completions 2016</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Science</td>
<td>7,043</td>
<td>7,716</td>
<td>8,488</td>
<td>23,247</td>
</tr>
<tr>
<td>Software Development/Programming</td>
<td>423</td>
<td>383</td>
<td>493</td>
<td>1,299</td>
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<tr>
<td>IT</td>
<td>5,314</td>
<td>5,149</td>
<td>4,653</td>
<td>15,116</td>
</tr>
<tr>
<td>Accounting, Finance and Related Services</td>
<td>11,852</td>
<td>11,905</td>
<td>11,946</td>
<td>35,703</td>
</tr>
<tr>
<td>Business</td>
<td>54,834</td>
<td>56,664</td>
<td>57,365</td>
<td>168,863</td>
</tr>
<tr>
<td>Education</td>
<td>23,571</td>
<td>21,115</td>
<td>20,568</td>
<td>65,254</td>
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<tr>
<td>Engineering</td>
<td>17,129</td>
<td>17,703</td>
<td>18,807</td>
<td>53,639</td>
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<tr>
<td>HR Management and Services</td>
<td>964</td>
<td>1,056</td>
<td>1,128</td>
<td>3,148</td>
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<tr>
<td>Law and Legal Services</td>
<td>12,723</td>
<td>11,725</td>
<td>11,831</td>
<td>36,279</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>133,853</strong></td>
<td><strong>133,416</strong></td>
<td><strong>135,279</strong></td>
<td><strong>402,548</strong></td>
</tr>
</tbody>
</table>
HIGHER EDUCATION PROGRAMS AND PARTNERSHIPS

Our regional higher education institutions stand ready to partner with Amazon on customized programs, certificates, workshops and content to meet specific workforce needs. Each of our higher education institutions have offered to assign personalized staff and faculty liaisons to assist Amazon with developing its strategic workforce plans. Access to the campus and student recruitment activities, which might include career fairs, on-campus interviews, industry networking nights, case competitions, employer-in-residence programs, internships, externships, co-ops, undergraduate research and other types of engagement and applied learning experiences also will be granted at each of our institutions. Co-location opportunities also are possible.

The following higher education institutions are pleased to offer important programs and creative partnerships to meet Amazon’s talent needs.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Programs/Programs</th>
</tr>
</thead>
</table>
| University of Louisville (UofL)                  | • Speed School of Engineering  
• College of Business  |
| Bellarmine University                            | • School of Business                                                             |
| University of Kentucky (UK)                      | • College of Engineering  
• Gatton College of Business and Economics |
| Indiana University Southeast (IUS)               | • School of Business                                                             |
| Purdue University                                | • Purdue Polytechnic Institute (Computer and Information Technology Program)       |
| Ivy Tech Community College of Indiana            | • School of Information Technology                                                |
| Jefferson Community Technical College (JCTC)    | • Advanced Manufacturing and Information Technology (AMIT) Center                 |
| Northern Kentucky University (NKU)               | • College of Informatics                                                         |

LOUISVILLE BOLD TALENT
UNIVERSITY OF LOUISVILLE

Speed School of Engineering

- Fall 2017 Enrollment – 3,041
- Graduation for undergraduate/graduate – 630
- Computer Science Master's Degree ranked 4th by Computer Science Online
- Founded in 1925, the Speed School is the oldest engineering school in the state of Kentucky, which offers bachelors, masters and doctoral degrees to more than 3,000 students in the disciplines of computer engineering and computer science, chemical engineering, civil and environmental engineering, bio-engineering, electrical engineering, industrial engineering, and mechanical engineering.
- Unique curriculum requirements include a mandatory 3-semester co-op program for B.S. programs in which students work in industrial settings to gain valuable real-world engineering experiences.
- Alignment in strategic research interests including: cyber-security, advanced robotics, human-machine interfaces, smart manufacturing, wireless sensing, transportation logistics, wearables, drone technologies, and new types of 3D printing

Innovative Strategies for Amazon

- Customized certificates – In addition to its B.S., M.S., MEng and Ph.D. degrees offered by its seven departments, Speed School also offers several certificate programs to respond to the needs of both our students and industry and welcome the opportunity to work with Amazon.
- State-of-the-Art Core Facilities Open to Industry – Speed School is extremely fortunate to have several nationally-recognized state-of-the-art Core Facilities. These include our
  - $30 million, 10,000 square feet MicroNanoTechnology Cleanroom for fabricating sensors and electronics,
  - Rapid Prototyping Center which houses the latest 3D printing tools for both plastics and metals, and
  - Conn Renewable Energy Center for supporting energy research and material development.

The three UofL facilities are part of the $160 million National Science Foundation NNII (National nanotechnology Coordinated Infrastructure). Only 16 universities make up the NSF NNII, including the likes of Harvard, Stanford, Chicago, Duke, etc. UofL is in a distinguished company with this recognition from NSF. These state-of-the-art facilities and their trained professional staff are available to companies like Amazon.

- New Engineering Innovation Hub – The University of Louisville Foundation recently acquired 40 acres of land adjacent to the Speed School of Engineering with the goal of creating a vibrant “Innovation Hub” in which industry would collaborate closely with our engineering faculty and students to solve industry-driven problems. The site has been cleared and appropriate transportation infrastructure has been constructed. UofL is currently identifying corporate partners in this exciting hands-on initiative and welcomes Amazon.
UNIVERSITY OF LOUISVILLE

College of Business

- Fall 2017 Enrollment – 2,255
- Graduation for undergraduate/graduate – 631
- 9th Best Administered Business School, by Princeton Review
- Founded in 1952, the College of Business at the University of Louisville is one of the oldest business schools in the state of Kentucky. It offers bachelors and master’s degrees as well as an entrepreneurship doctoral degree in the disciplines of Accountancy, Computer Information Systems (CIS), Economics, Equine Business, Entrepreneurship, Finance, Management, and Marketing.
- Recently added character-based leadership, data literacy, and other data-centric curricula to all programs.
- Additional certificate and degree programs also have been added, including a Master of Science in Business Analytics (M.S.-BA) Curriculum and coursework are designed to build advanced data analytic skills to be used in extracting managerial and strategic insights from “big data” and then synthesizing into actionable analysis.
- Hybrid online Business Analytics program launching in 2018 (mostly online) with tailored industry and employer-specific content
- Focused content may include, for example, marketing analytics, operations and quality (Six Sigma and Lean), and logistics.

Innovative Strategies for Amazon

- **Business Analytics Certificate** – The M.S.-BA degree program can be repackaged as a short, stackable certificate that can be customized to meet Amazon’s needs.
- **Badges and new content delivery options** – The College is refreshing its product portfolio with a keen eye on meeting the needs of the regional business community. We are developing short- and long-term innovative and relevant offerings in more focused and agile ways. All programs will deliver up-to-date content connected to application and practice. Flexible content is being developed that can be packaged as complete-degree program, short certificates, or even narrowly focused badges.
BELLARMINE UNIVERSITY

School of Business
- Fall 2017 Enrollment - 659
- Graduation for undergraduate/graduate - 131
- Rubel School of Business Masters in Taxation ranked #5 in Value Colleges’ Top 50 Best Value Masters in Taxation degrees.
- Bellarmine University consistently ranks among the nation’s best colleges and universities.
- Bellarmine offers our business students a unique educational experience: a broad-based liberal arts education supplemented by top-notch business preparation.
- B.S. and M.B.A. programs focus on innovation and real-world adaptability of concepts taught by faculty with both professional and academic experiences.
- Masters of Science in Data Analytics offers a 15-month professional master degree program designed to appeal to working professionals seeking to learn the tools, techniques, analytical thinking skills, and other proficiencies required to become highly skilled, sought-after, and productive analytics practitioners.
- A specialized Masters of Science in Taxation requires 30 hours of highly focused and practice-oriented exclusively to the study of tax, based in both theoretical background and technical expertise.

Innovative Strategies for Amazon
- Executive Speaker Series – The Rubel School of Business has a popular executive speaker series in which we highlight executives of companies to speak about a business topic. We also have skills workshop tailored to professionals with topics such as embracing or creating change, mastering your time and focus, and inspiring creativity and innovation. To collaborate with companies, we invite them to provide hot topics, invite their employees to attend, or be an event “host”.
- Experiential Learning – Further partnerships include collaborating with organizations designing internships for students and specialized projects.
- On-site workshops and training – Additionally, we work with companies to bring relevant workshops onsite to their location training “just in time” topics such as project management.
UNIVERSITY OF KENTUCKY

College of Engineering
• Fall 2017 Enrollment - 3,900
• Graduation for undergraduate/graduate - 735
• Increase of 44% of degrees granted in STEM + H over the past six years
• Target enrollment of 6,000 by 2025
• College of Engineering certificates are offered in supply chain engineering, automation, cybersecurity, informatics, production engineering, aerospace engineering, environmental engineering, power engineering, intelligent transportation systems and biopharmaceutical engineering.

Gatton College of Business and Economics
• Fall 2017 Enrollment - 3,532
• Graduation for undergraduate/graduate - 946
• UK College of Business & Economics ranked 86 for Best Graduate Schools by U.S. News & World Report
• Longstanding industry-specific partnerships continue to deliver ready workforce for diverse companies such as Alltech and General Electric and quickly translate research and discovery into usable industry innovations.
• Business curriculum opportunities include joint Executive M.B.A. program with UoL; M.S. in Finance and Supply Chain (collaboration effort between Business and Engineering); undergraduate business courses; and, Social Enterprise Scholars undergraduate honors program designed to provide business and leadership skills to social enterprise organizations.

Innovative Strategies for Amazon
The University of Kentucky pledges to partner with Amazon - and their affiliated companies - to develop and implement customized curricula and certification programs that enable them to reskill, upskill and customize new degrees necessary to meet their current and future workforce needs. Credit programs and continuing education classes are available through traditional courses, on-site training, online instruction, and through concentrated executive-style hybrid programs that blend in-person and online delivery of information.
• Learn and Be Curious & Frugality: UK will create affordable, fixed-price micro-credential and credential degree programs customized to Amazon’s needs and coinciding with the Career Choice Program. In addition, UK will offer flexible delivery options including UK faculty traveling to HQ2 to offer courses on-site.
• Hire and Develop the Best: UK will assign personalized staff and faculty liaisons who will provide Amazon with premium access to the campus and student recruitment activities, which might include career fairs, on-campus interviews, industry networking nights, case competitions, employer-in-residence programs, internships, externships, co-ops, undergraduate research and other types of engagement and applied learning experiences.
• Invent and Simplify: UK will guarantee student capstone projects devoted to current interests of Amazon across a variety of programs: business, engineering, public relations and communications, etc.
**INDIANA UNIVERSITY SOUTHEAST**

**School of Business**
- Fall 2017 Enrollment - 1,166
- Graduation for undergraduate/graduate - 227
- M.B.A. program ranked 18th in the nation by Business Week, and 3rd by Princeton Review
- Regional campus of Indiana University, offering a four-year, public, comprehensive university offering business related programs in Business Economics and Public Policy, International Business, core business disciplines, as well as a Masters in Science in Strategic Finance (M.S.S.F.)
- Recent curriculum expanded to include high demand acumen in supply chain and information management
- M.B.A. program designed for working professionals with flexible scheduling, formats, and two convenient Indiana locations
- Dual master option allows M.B.A students to obtain the Master of Science in Strategic Finance (M.S.S.F.) with six additional classes

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**PURDUE UNIVERSITY**

**Purdue Polytechnic Institute (Computer and Information Technology Program)**
- Fall 2017 Enrollment - 589
- Graduation for undergraduate/graduate - 86
- *CIT program ranked #4 best Bachelor of Science in IT program in nation*
- State-of-the-art facility offering majors focused on multiple engineering and leadership fields, supply chain management technology and mechatronics engineering technology
IVY TECH COMMUNITY COLLEGE OF INDIANA

Ivy Tech Community College is Indiana's largest public postsecondary institution and the nation's largest singly accredited statewide community college system serving nearly 170,000 students annually. Ivy Tech campuses are located throughout the state, offering a variety of career pathways in programs designed to meet employer demand and short-term certificates that are industry focused and designed for workforce preparation.

School of Information Technology

Faculty provide high-level academic and professional instruction in programs ranging from software development to network/systems/server administration to cyber-security to front line IT customer support. Stackable credentials offer traditional Associate of Applied Science (AAS) and Associate of Science (AS) degrees linked to Technical Certificates that stack into each AAS. There is an emphasis on gaining third party certifications as well as academic credentials. Each AAS program consists of students working to achieve at least three third party certifications from recognized industry leaders such as Oracle, Microsoft, Cisco, and CompTIA. Ivy Tech now utilizes Amazon Web Services as the backbone for institutional data, and is in talks with Amazon about more directly tying AWS into various curricula statewide.

Ivy Tech’s Successful Partnership with Amazon

The Ivy Tech Sellersburg campus is located 9 miles from the River Ridge Commerce Center and Amazon Fulfillment Center SDF8. Ivy Tech Workforce Alignment Consultants work in partnership with Amazon leadership to develop and offer diverse training programs made available to Amazon associates on site. Student cohorts have trained in short-term certification programs spanning Pharmacy Tech, MSSC Certified Production Technician, Phlebotomy, Medical Billing and Coding, Medical Assisting, and CDL. These collaborative efforts allow associates to learn new skills and earn certifications that match employer needs.

Innovative Strategies for Amazon

Ivy Tech Faculty and Workforce Alignment Consultants are developing a new initiative to bring credit courses and student services to Amazon associates. Through the College’s Achieve Your Degree service, Ivy Tech is poised to offer credit courses on site, along with customized student services and communication. The courses will help employees prepare to enter career or transfer programs at the Ivy Tech Sellersburg campus. The initiative is being synced with Ivy Tech Indianapolis offerings at Amazon locations in the Indianapolis area.

Building On Results

Workforce Alignment Consultants and School of Information Technology Faculty can construct and deliver course and training offerings leading to targeted learning outcomes, certifications, and accredited credentials in network infrastructure, software development, cyber security, server administration, and informatics. Ivy Tech Community College can create training pathways for Amazon software development engineers, warehouse associates, managerial leads, and beyond.

Researching A River Ridge Presence

Ivy Tech Sellersburg is in the midst of conducting research to discern the demand for and viability of a training location at River Ridge Commerce Center. If this project comes to fruition, the College will offer even greater service, resources, and training opportunities for Amazon associates.
JEFFERSON COMMUNITY TECHNICAL COLLEGE

Advanced Manufacturing and Information Technology (AMIT) Center
- Fall 2017 Total JCTC Enrollment - 12,200
- Graduation Totals (all JCTC programs) - 1,960 credentials, 1,200 associate degrees.
- Local two-year degree and certificate program institution with well-established corporate partnerships to develop and expand market-based curriculum tailored to meet specific employer needs
- Workforce Solutions team serves all industries, offering needs assessment, job analysis and profiling and project management/coordination
- Publicly-funded, $24 million, 50,000 sq. ft. AMIT Center is currently under development to develop and support a growing highly-trained tech workforce
  - The Center will house multiple flexible labs, classrooms and support areas to train over 3,000 students and adult learners.

Innovative Strategies for Amazon
- Building on Existing Partnership - JCTC currently partners with Amazon SDF 4 in Shepherdsville Kentucky on two Industrial Maintenance Electrical Mechanic cohorts and one Emergency Medical Technician course.
- Maximum Flexibility - JCTC Workforce Solutions can create a training pathway for Amazon software development engineers that meets the needs of your work climate and culture. JCTC offers flexible course schedules, and we can run courses around Amazon peak season(s).
- White Glove Customer Service - JCTC takes pride in offering top notch white glove customer service to our industry partners, facilitating all elements of the enrollment process to create an efficient and easy process for our students. JCTC's Workforce Solutions has a track record of accommodating large training projects for companies such as Ford Motor Company, with the ability to train more than 1,500 students in a short amount of time. Our ability to be nimble allows Amazon to dictate what courses we offer, where we offer them, and how we deliver them. Additionally we have access to state funding to offset the cost of qualified training services.
- Coding - JCTC's existing partnership with Code Louisville awards academic credit (9 hours) to program participants; this partnership can be expanded to meet Amazon's needs for software development engineers.
NORTHERN KENTUCKY UNIVERSITY

College of Informatics

- Fall 2017 Enrollment - 2,191
- Graduation for undergraduate/graduate - 460
- One of the early responders to the critical need for talent around big data, NKU’s College of Informatics offers a 21st century perspective on the disciplines that have information at their core. The College of Informatics is home to the departments of Communication, Computer Science, and Business Informatics.
- The Department of Computer Science is home to three bachelor’s degrees, two master’s degrees and nine certificates and minors. Areas of emphasis include computer information technology, computer science, data science, cybersecurity, geographic information systems, and software development.
- For Computer Science students, real world engagement is found through the Center for Applied Informatics (CAI). CAI features a unique high-impact virtual co-op program, engaging students in projects such as designing websites, creating mobile apps, performing data analytics and many other informatics based initiatives, for organizations around the world. Employers collaborate with CAI to engage in talent development and the regional development work we do through sponsorships. These sponsorships engage students and employers with creative projects such as mobile development, web development, database applications, data analytics, digital design, video production, and R&D.
- The school of Informatics has also seen rapid growth increasing its enrollment from 1,143 to nearly 2,200 in the last ten years. This growth has coincided with a focus on quality. The College has earned a variety of awards and is a National Security Agency/Department of Homeland Security Center of Academic Excellence in Cyber Defense Education. The Center for Applied Informatics won the Excellence and Innovation in Regional and Economic Development Award from the American Association of State Colleges and Universities (AASCU) for its innovative “virtual co-op” program, in which students do software development work on campus for external clients.

Innovative Strategies for Amazon

NKU’s College of Informatics was designed to be a place for students to explore and create, and looks forward to an opportunity to work with Amazon to develop innovative talent solutions and recruitment.

Through such programs such as our “virtual co-op”, we’ve built a framework that allows us to partner directly with industry, integrating real work applications.

NKU has the flexibility to adapt existing programs, whether that’s through student internships at the bachelor’s degree level or the delivery of AWS training in a more short term capacity.
The 15-county, bi-state Greater Louisville region is made up of 19 public school districts that include 201 elementary schools, 89 middle schools, and 80 high schools with almost 200,000 students in our regional K-12 public systems. This year, 17 schools were recognized as part of the National Blue Ribbon Standard Schools Program. Each year area public high schools graduate more than 13,000 seniors at a rate of 86.9% with nearly 40% graduating with advanced placement credits. The Jefferson County Public School (JCPS) system is the largest in Kentucky and the region with just more than 100,000 students.

Greater Louisville also boasts more than 70 private schools comprised of more than 50 elementary and middle schools and 17 high schools with a collective enrollment of more than 23,100 students. The Archdiocese of Louisville is the largest private school provider with 40 elementary/middle schools and 13 high schools throughout the region.

All of the school systems offer specialized programs for career pathways in technology, health, business, advanced manufacturing and a number of other experiences.
JEFFERSON COUNTY
PUBLIC SCHOOLS (JCPS)

The Academies of Louisville
JCPS has 21 regular high schools, including 5 magnet schools and 16 comprehensive high schools. For the 2017-18 school year, 11 high schools have begun implementing the Academy model. Academies are small learning communities within JCPS high schools that allow all students to connect what they're learning in the classroom to the real world through career pathways. Academies offer project-based learning, internships, and require private sector partnerships and engagement. Career pathways include a sequence of academic and career technical courses that students take to earn a credential or certification, including IT.

<table>
<thead>
<tr>
<th>JCPS District Wide</th>
<th># Schools w/ Pathways in Industry</th>
<th># Pathways offered</th>
<th>Approx. # Students</th>
<th>Approx. # Pathway Graduates per year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business &amp; Financial Services</td>
<td>15</td>
<td>27</td>
<td>2700</td>
<td>900</td>
</tr>
<tr>
<td>Engineering &amp; IT</td>
<td>13</td>
<td>27</td>
<td>2700</td>
<td>900</td>
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</table>

JCPS currently prepares students in the software and business services fields, with more than 3,000 high school seniors graduating with skills in Management & Entrepreneurship, Financial Services/Accounting, Marketing, Administrative Support, and Legal Services, E-Commerce, Cyber Security, Computer Science, Information Support Services, Computer Programming, Web Development, and Civil/Mechanical Engineering.

Amazon + JCPS = Success
This generation of young people will become your future employees, collaborators, industry executives, and community leaders. By partnering with the Academies of Louisville, Amazon can help educate, train, and shape the workforce of the future. Academies allow the business community to take an active sponsorship role in the educational experience and learning opportunities for educators and students. A partnership between Amazon and JCPS will help ensure that the Academies meet the demands of tomorrow's global economy and help the next generation meet the skill requirements of high-demand industries.
Clark County, IN: Academies of Greater Clark County

Renaissance Academy of Clarksville (Indiana) is a new type of high school where students lead their own learning using team projects and technology... just like the modern workplace. Renaissance Academy is part of the New Technology Network and uses a project-based learning approach that engages students with dynamic, challenging curriculum. Students collaborate on meaningful projects that require critical thinking, creativity, and communication in order for them to answer challenging questions or solve complex problems.

Oldham County, KY: Engineering Academy – Project Lead the Way

In August 2014, Oldham County Schools began implementing the nationally-recognized Project Lead The Way curriculum. PLTW is the country’s leading provider of rigorous and innovative Science, Technology, Engineering, and Mathematics (STEM) education curricular programs used in elementary, middle, and high schools. In the first year, the district plans to offer PLTW engineering classes to about 75 ninth and tenth grade students as part of a half-day engineering academy.

Shelby County, KY: Big Picture Learning Academy

Students learn real-world skills from professionals in high-demand career fields, providing students an opportunity to learn from true experts outside of the classroom. Ninety-five percent of Big Picture Learning Academy students completed a minimum of one internship during the 2016/2017 school year.

Bullitt County, KY: Riverview Opportunity Center

Bullitt Academy of Math and Science (BAMS) is a program for students who are interested in math or science related college careers. Approximately twenty-five 8th graders are invited to be a part of the program as the incoming freshmen cohort. First, students earn most of their high school credits within the first two years of the program at BAMS. For their junior and senior years, the students move off campus and attend JCTC classes. As a result, students can graduate with both a high school diploma and an associate’s degree.
INNOVATIVE TRAINING PARTNERSHIPS

Ford Next Generation Learning (NGL)
Louisville regional civic, business and community leaders and JCPS and Greater Clark County, IN school representatives worked with the staff from the Ford Fund to shape and develop the Next Generation Learning program, to increase the number of students who graduate college and career-ready. In partnership with local and regional businesses, JCPS developed classes to make learning relevant by tying them to the more than 100 Career and Technical Education Programs offered in the high schools. Students participating in these programs have an opportunity to personalize a pathway toward a credentialed program or a career that is aligned with the workforce needs in our region. Ultimately, this will ensure that students have the opportunity to pursue their passion and that our community has the highly-skilled workforce needed to remain competitive.

Kentucky Cloud Career Pathways
In July 2017, the Commonwealth of Kentucky announced a partnership with AWS and Project Lead the Way to develop Kentucky Cloud Career Pathways. The project is aimed at preparing students with the skills needed to address the massive growth and job opportunities in cloud, cyber security, and computer science.

The goals of Kentucky Cloud Career Pathways include:
- Developing Cloud Career Pathways for Kentucky’s K-12 students, college-bound students, and adult learners
- Expanding cloud, cyber security, and computer science curriculum across Kentucky’s K-12 schools and Kentucky Community and Technical College System (KCTCS)
- Marketing awareness of cloud careers and associated industry certifications
- Creating dual credit opportunities for Cloud Career Pathway participants
- Partnering with private sector employers to promote apprenticeships, internships, and jobs
- Providing professional development for K-12 and KCTCS teachers and instructors

As part of the program, AWS Educate will steer Kentucky students to private sector employers through the AWS Educate Job Board, which includes computer science jobs and internships from top technology companies.

Governor’s Work Ethic Certification
Greater Clark County schools launched the P.R.I.D.E. work ethic certification in 2013. The P.R.I.D.E. program was developed to provide a pipeline of skilled high school graduates into today’s workforce. In the spring of 2017 Governor Holcomb adopted the program and declared it the Governor’s Work Ethic Certification. The employability skills recognized in the Governor’s Work Ethic Certification have been vetted by Hoosier employers, community based organizations and post-secondary education institutions and are designed to encourage students to meet the benchmarks that will assist them in their college or career goals.
Kentucky Department of Education’s Career and Technical Education

Kentucky Tech - 53 KY Tech Area Technology Centers throughout the state, including in Bullitt and Shelby Counties. Centers engage students in mastery of academic and technical skills needed for college and career.

Kentucky FAME (Federation for Advanced Manufacturing Education)

This partnership of regional manufacturers works to implement dual-track, apprenticeship-style training that will create a pipeline of highly skilled workers. The primary method to achieve this goal is through partnerships with local educational institutions to offer the Advanced Manufacturing Technician Program (AMT). KY FAME works closely with educational institutions to establish and endorse programs and curricula that develop the necessary skill-sets for students to be prepared in Kentucky’s manufacturing job market.

SummerWorks Program

Each year, the SummerWorks program engages with dozens of Louisville-based businesses, nonprofits, government agencies, and local community organizations to connect young job seekers between the age of 16 and 21 with summer employment opportunities, creating a pipeline of future talent. Since its launch in 2011, the SummerWorks program has placed nearly 17,000 local youth in quality job experiences.

Japan Center at Indiana University Southeast

In the interest of promoting cooperation and understanding, the Japan Center hopes to be a bridge between the people of two distinct cultures. It offers an ever-increasing variety of services to guests, members of the community, Japanese families, students on campus, and local businesses. Some of these services include maintaining a list of translators and interpreters who can meet business demands, sponsoring cultural events, sponsoring cultural and language classes, providing counseling and orientation services, providing a host family program for Japanese students, and providing area corporations with information about Japanese businesses. This program is administered by the Division of Continuing Studies at Indiana University Southeast.

Louisville Promise

To address student barriers to success in education, work and life, Louisville signed onto a partnership with Say Yes to Education, an organization that works with communities to develop strong wrap-around supports for students and a hope-giving college promise scholarship. Louisville is one of the first communities to join Say Yes to Education through their newly formed Weiss Institute. Called the Louisville Promise, this partnership will help us develop a promise scholarship fund so that every JCPS graduate can afford at least two years of college or additional training. This work also will help us strengthen the wrap around supports provided to youth and families across the city.
LOUISVILLE
BOLD
QUALITY
OF LIFE
QUALITY OF LIFE

What makes your city attractive for executives and to attract new talent, and how will Amazon fit, or enhance, the local culture?

In response to RFP Question 8

What Makes Louisville Unique

Louisville is at a crossroads - both geographically and metaphorically. Positioned between north and south, it draws on both cultures to offer a unique Midwestern and Southern blend of hospitality and industry. Its cultural heritage has given the world famous horse racing events and myriad bourbons. But less known is the high density of immigrant populations, with more than 180 languages spoken in public schools, the second largest Cuban population in the US, and consistent high marks for diversity and LGBTQ support.

Louisville shares the challenges of other American cities, but it also is at an intersection of opportunity and the tipping point for major growth. We have witnessed the effects of rapid, unplanned growth in other cities and have instead laid the groundwork for future, equitable growth that provides an opportunity for everyone to reach their full human potential in Louisville. A partnership with Amazon can be a joint venture in building a bolder, stronger model for American cities.

Section Contents:
- Cost Of Living
- Housing
- Global Louisville
- Sustain Louisville
- Parks & Recreation
- Arts, Music, Creativity
- Sports
- Food & Drink
- Quality of Life Initiatives
- Crime Data
COST OF LIVING

Louisville is Affordable
The living is easy in Louisville. You can own a home for less than $200,000 - complete with a yard and garage, a short walk to a 300-acre park, and quality K-12 school options. Louisville’s diverse network of safe and inclusive neighborhoods provides the backdrop for enjoying all the city has to offer.

Whether you favor a stately Victorian (we’re home to the world’s largest Victorian district), a hip “shotgun” house (we’re home to the world’s largest collection of those, too), a suburban house on five acres, or modern downtown apartment living, you’ll have no trouble finding and affording “home” here. That’s why Glassdoor named us among top 10 cities where pay goes the furthest.

- Average home purchase price: $160,000
- Average apartment rental rate: $850
- Cost of living 10% below national average
- The Downtown Louisville residential population is expanding quickly: 27% increase in market-rate residential units by 2018

Examples of Cost of Living

- Season ticket (five shows) to Actors Theatre: $140
- Season ticket (four shows) to the Louisville Ballet: $140
- Season ticket (nine shows) to the Louisville Symphony: $200
- Season ticket (five shows) to the Broadway Series at Kentucky Center: $300
- Dog Park membership, access to eight secured parks: $35
- Bourbon flight: $15
- Triple-A Baseball game tickets: $10
- USL league Louisville City soccer game ticket: $15
- YUM! Center ticket: P!nk $45; Mumford & Sons $40
- Forecastle Festival Weekend Pass: $150
- Mercury Ballroom night out, Todrick Hall: $30
- Speed Art Museum: $12 (Free on Sundays!)
- Waterfront Wednesday Concert Series: Free!
- Farm to table dinner for two: $53
Housing

Neighborhoods

One of greater Louisville's most acclaimed assets is livability. The city's housing stock is decidedly varied and authentic. The patchwork of neighborhoods reflects diverse socioeconomic and cultural differences, extending to Louisville's housing and architecture.
<table>
<thead>
<tr>
<th>Property</th>
<th>Location</th>
<th>Details</th>
<th>Property</th>
<th>Location</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>Downtown Louisville&lt;br&gt;Urban Core&lt;br&gt;Multi-Family</td>
<td>Price: $335/month&lt;br&gt;Studio&lt;br&gt;1 Bath&lt;br&gt;620 SF</td>
<td>Norton Commons, Kentucky&lt;br&gt;Suburban&lt;br&gt;Single-Family</td>
<td>Price: $480,000&lt;br&gt;3 Bedrooms&lt;br&gt;3 Baths&lt;br&gt;2,277 SF</td>
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<tr>
<td>Irish Hill&lt;br&gt;Downtown Edge&lt;br&gt;Multi-Family</td>
<td>Price: $994/month&lt;br&gt;1 Bedroom&lt;br&gt;1 Bath&lt;br&gt;520 SF</td>
<td>Oldham County, Kentucky&lt;br&gt;Suburban&lt;br&gt;Single-Family</td>
<td>Price: $350,000&lt;br&gt;4 Bedrooms&lt;br&gt;3.5 Baths&lt;br&gt;3,200 SF</td>
<td></td>
<td></td>
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<tr>
<td>Germantown&lt;br&gt;Traditional Neighborhood&lt;br&gt;Single-Family Shotgun</td>
<td>Price: $209,900&lt;br&gt;3 Bedrooms&lt;br&gt;2 Baths&lt;br&gt;1,220 SF</td>
<td>Spencer County, Kentucky&lt;br&gt;Rural/Farm&lt;br&gt;Log Cabin</td>
<td>Price: $349,900&lt;br&gt;2 Bedrooms&lt;br&gt;3 Baths&lt;br&gt;2,800 SF&lt;br&gt;18 acres</td>
<td></td>
<td></td>
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<tr>
<td>Crescent Hill&lt;br&gt;Traditional Neighborhood&lt;br&gt;Single-Family Greek Revival</td>
<td>Price: $300,000&lt;br&gt;3 Bedrooms&lt;br&gt;2 Baths&lt;br&gt;1,800 SF</td>
<td>New Albany, Indiana&lt;br&gt;Historic Neighborhood&lt;br&gt;Single-Family Italianate</td>
<td>Price: $435,000&lt;br&gt;5 Bedrooms&lt;br&gt;3 Baths&lt;br&gt;5,700 SF</td>
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</tr>
<tr>
<td>Old Louisville&lt;br&gt;Historic Neighborhood&lt;br&gt;Single-Family Victorian Mansion</td>
<td>Price: $695,000&lt;br&gt;6 Bedrooms&lt;br&gt;3 Baths&lt;br&gt;5,200 SF</td>
<td>Bullitt County, Kentucky&lt;br&gt;Suburban&lt;br&gt;Single-Family</td>
<td>Price: $249,900&lt;br&gt;4 Bedrooms&lt;br&gt;3 Baths&lt;br&gt;1,800 SF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highlands&lt;br&gt;Traditional Neighborhood&lt;br&gt;Single-Family</td>
<td>Price: $359,900&lt;br&gt;3 Bedrooms&lt;br&gt;2 Baths&lt;br&gt;2,800 SF</td>
<td>Clark County, Indiana&lt;br&gt;Suburban&lt;br&gt;Single-Family</td>
<td>Price: $389,900&lt;br&gt;4 Bedrooms&lt;br&gt;3.5 Baths&lt;br&gt;4,300 SF</td>
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A DAY IN THE LIFE

Meet Samantha. She is a 26-year-old software development manager at Amazon HQ2 in Louisville. She lives close to the urban campus in a new net zero energy community, which helps offset the cost of her rent. Samantha participates in an electric car share to get around the city when she's not riding her bike. The bike corridors along Breckinridge and Kentucky Streets give Samantha a quick and easy route to and from work and other activities. During lunchtime Samantha likes to head down to Waterfront Park for a jog across the Big Four Bridge. An art major in college, Samantha is always intrigued by the changing art events and installations around the city and is a season ticket holder to Actors Theater and the ballet. On weekends, Samantha likes to meet up with friends in NuLu to poke around the local shops and enjoy the diverse culinary scene.
"Louisville has emerged as one of the hottest urban centers for immigrants in recent years. Its foreign-born population raised an estimated 42 percent between 2009 and 2014, more than in any other jurisdiction with at least a half-million residents." - Mike Maciag, Governing Magazine, March 2016

Mayor Greg Fischer established the Office for Globalization when he took office in 2011. The Office works with the community to welcome immigrants and assist with access to services and resources to help them reach their full potential as residents of Louisville.

**Projected Growth of Foreign Born Population**

<table>
<thead>
<tr>
<th></th>
<th>Jefferson County 2015</th>
<th>Louisville MSA 2015</th>
<th>Jefferson County 2025</th>
<th>Louisville MSA 2025</th>
<th>Jefferson County 2040</th>
<th>Louisville MSA 2040</th>
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<tr>
<td>Total Population</td>
<td>763,323</td>
<td>1,279,335</td>
<td>856,500</td>
<td>1,559,000</td>
<td>1,000,400</td>
<td>2,000,800</td>
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<tr>
<td>Foreign Born</td>
<td>51,393</td>
<td>63,687</td>
<td>90,400</td>
<td>114,000</td>
<td>172,000</td>
<td>212,000</td>
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<tr>
<td>Foreign Born % of Total</td>
<td>6.7%</td>
<td>4.9%</td>
<td>10.4%</td>
<td>7.3%</td>
<td>17.2%</td>
<td>10.6%</td>
</tr>
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</table>

In partnership with Greater Louisville Inc., Louisville Metro worked with the business community, local agencies serving immigrants, and education partners to create the Global Louisville Action Plan. It provides an overview of the immigrant community and establishes priorities and actions for assisting immigrants with integration and empowerment.

Louisville organizations have developed leadership programs for local communities, implemented training programs for healthcare and manufacturing workers, connected the network of services and programs to ease access for immigrants, and created a task force to build capacity to assist immigrant professionals in attaining employment matching their knowledge and experience.
SUSTAIN LOUISVILLE

Sustain Louisville

Louisville's commitment to sustainability is showcased within the city's comprehensive sustainability plan, Sustain Louisville. Mayor Greg Fischer formed the city's first Office of Sustainability in 2012 with a mission to promote environmental conservation, ensure the health, wellness and prosperity of our citizens, and create a culture of sustainability. Since that time, the Office has led many programs that have helped to improve air and water quality, increase the tree canopy, increase landfill diversion rates, and increase access to local food and nature.

We recognize the connection between healthy people and a healthy planet and our sustainability efforts embrace a "health in all polices" approach while encompassing the protection and enhancement of our natural environment.

We are fostering renewable energy options in the community by leveraging public private partnerships and grant opportunities. A renewable energy goal will be a part of our greenhouse gas emission reduction strategy and commitment to the Global Climate Action Plan.

100 Resilient Cities

Louisville was selected to participate in the Rockefeller Foundation's prestigious 100 Resilient Cities (100RC) network. The 100RC program consists of 100 cities from around the globe that share knowledge and leverage the planning tools, funding, and technical expertise of the Foundation's platform partners. This program will set the stage for Louisville to have a world class strategy to better manage the impacts of shocks - such as severe weather and infrastructure failure, and stresses - such as poverty and health equity issues. It will help us build and improve the city's capacity to respond to extreme weather events, poverty, and inequities.

Green Heart

The Green Heart project is a pilot practice of 'vegetative medicine' that can be seen in Louisville's groundbreaking experiment testing the idea that a greener neighborhood is a healthier neighborhood. The project began with installation of a densely vegetated buffer of mature trees and shrubs between a busy road and a school. The "biofilter" was designed to block roadway pollutants and have a positive impact on the health of the people behind it. Staff and students at the school volunteered to provide blood and urine samples before the planting and then again after the planting to measure the health benefits of the biofilter. Air monitoring was conducted before and after installation. The study data showed that the biofilter had a positive health impact and successfully blocked roadway pollution.
Urban Heat Mitigation
Cities around the world are warming. To better understand Louisville's urban warming trends, a comprehensive urban heat management study was commissioned. The study is the first of its kind in the country and it identifies neighborhood level heat management solutions that can be implemented to help keep Louisville cool. The strategies focus on the use of cool materials on building roofs and pavement and greening efforts. The City offers the most robust residential and commercial cool roof rebate program in the country to incentivize best practices and help combat urban warming.

Landfill Diversion
The wet-dry recycling and composting program operates in Louisville's Central Business District. The groundbreaking program, developed out of the Bloomberg Philanthropies' Innovation Delivery Team, improved landfill diversion rates from 11% to 76% during the first nine months of the program. Diversion rates remain steady at 80%. The highest diversion rate achieved with the program is 91%. These results are seldom achieved in most communities. The program also is in place at the Louisville Zoo, Waterfront Park and the Youth Detention Center with program expansion planned.

SolSmart
Louisville was awarded Gold certification by SolSmart, a program funded by the U.S. Department of Energy's SunShot Initiative, for its commitment to adopting practices that make it faster and easier to use solar energy. This is the highest designation given by SolSmart, distinguishing Louisville as a national leader in advancing solar energy.

Air Quality and Strategic Toxic Air Reduction
Air quality has improved greatly over the past 10 years in Louisville as the emissions of toxic air pollutants from local industry have been cut in half since the city implemented the ground-breaking Strategic Toxic Air Reduction regulatory program in 2005. A city plagued by some of the nation's worst air in the 1960s, '70s, and '80s, Louisville also has seen a major downward trend in ozone, particulate matter, sulfur dioxide, and other major air pollutants.

Electric Hybrid Transit
The Transit Authority of River City (TARC) operates 15 fully electric buses, one of the largest fleets in the country. The fleet also contains 11 hybrid-electric buses and 28 clean-diesel buses.
PARKS & RECREATION

Louisville's history as a city that embraces our natural surroundings dates back more than a hundred years. At the turn of the 20th century, city leaders commissioned Frederick Law Olmsted to create a network of parks that remain the centerpiece of our more than 18,000 acres of urban parkland, including the 6,600 acre Jefferson Memorial Forest, the largest municipal forest in the U.S. Louisville's love affair with the outdoors provides residents easy access to parks.

That passion for parks continues to fuel development in the 21st century with the Parklands of Floyds Fork project. As the largest private-park development in the U.S., these 4,000 acres of pristine and diverse countryside are cultivated for the enjoyment of hiking, biking, kayaking and family-focused adventure.

Louisville's living room, Waterfront Park, represents an investment of more than $100 million in reclaiming our riverfront with award-winning design and is home to many of Louisville's iconic festivals. This treasure is a testament to the city's multi-generational dedication to preserving green and open space, recognizing that proximity and access to parks and recreational opportunities is crucial for the mind, body, and spirit.
LOUISVILLE IS LIVABLE

The Barklands
of Buckeye Creek Park

LOUISVILLE BOLD QUALITY OF LIFE
Together, Through the Arts, We Create a Stronger City

Whether you want to sing it, build it, paint it, write it, perform it, or brew it, you can do it in Louisville. We are an arts and cultural mecca as one of 10 U.S. cities that have all five major performing arts groups – Louisville Ballet, Louisville Opera, Louisville Orchestra, Stage One, and Actors Theatre – and where being a patron of the arts helps generate $462.5 million annually in economic activity.

The arts are celebrated in Louisville and are a major driver in our high quality of life. The numbers speak for themselves:

- 6,000,000 estimated annual attendance at arts and cultural venues
- 1,800 artists living and working in our community
- 1,700 creative businesses
- 472 arts and cultural establishments, both nonprofit and for-profit
- 78 museums

Louisville is teeming with creative energy that allows people to express their true selves in a multitude of ways, from the Louisville mini Maker Faire to activating underutilized urban spaces with our ReSurfaced events to free monthly concerts at Metro Hall and Waterfront Park.

Louisville has something for everybody and every hobby!

Louisville earned the designation of a Top Festival City from Travel and Leisure and for good reason! Festivals abound, such as the Kentucky Derby Festival, LebowskiFest, WorldFest, Forecastle Music Festival, Bourbon and Beyond, Kentucky Shakespeare Festival, IdeaFestival, the St. James Court Art Show, Red Bull Flugtag, the Humana Festival of New American Plays...the list goes on!

There's always an event for everybody and every appetite.
Rock out!

Music runs through the veins of Louisvillians. Producing acts like My Morning Jacket, Slint and Houndmouth, it’s no wonder that TIME Magazine named Louisville one of America’s Best Music Scenes. Regardless of your musical tastes, we have the right band, songwriter, and venue for you.

As a regular stop on national tours, Louisville’s modern downtown arena is the perfect venue for acts like Lady Gaga, Billy Joel, and Justin Timberlake. Our boutique venues like the Mercury Ballroom and the Kentucky Center for the Performing Arts attract performers such as Todrick Hall, Straight No Chaser, Idina Menzel, and the Eli Young Band.

If music festivals are more your style, we have those too. Named by Rolling Stone as a “Must-See Music Festival,” the three-day Forecastle Festival attracts nationally known headliners like Beck, Avett Brothers, Jack Black, Wilco, and more, playing to more than 35,000 fans on Waterfront Park.

Because of the enthusiastic reception of music festivals in the Louisville region, more festivals are coming. And they don’t just bring music. Louder Than Life and Bourbon & Beyond are two recent additions to the festival scene, pairing the ultimate bourbon and food experience with great music. The first annual Bourbon & Beyond festival recently showcased Stevie Nicks, Steve Miller Band, and Eddie Vedder, promising something for everyone.
SPORTS

Take Me Out to the Ballgame!

Sports fans can rejoice year-round for the myriad professional and college sports options, in some of the finest facilities and conferences in the country.

As the home of the bat manufacturer, Louisville Slugger, Louisville’s centuries-old love affair with baseball is alive and well with our Cincinnati Reds AAA-affiliate Louisville Bats. Played in one of the league’s finest (and award-winning) stadiums just next to Waterfront Park, a night out at the ballgame is the quintessential casual evening...and even better on Dog Night Out when bringing your four-legged friend is encouraged!

Division I, II, and III collegiate sports are well-represented in Louisville, with the University of Louisville Cardinals and Bellarmine Knights – both of whom regularly see tournament and bowl play for their teams. Whether you’re a football, baseball, or swimming/diving fan, these teams provide endless opportunities for cheering on our home teams.

Our thoroughbreds provide the backdrop for one of the world’s largest – and fastest – sporting events, the Kentucky Derby at historic Churchill Downs. Now with Night Racing events, people can enjoy horse racing day or night, spring or fall.

Purple smoke means only one thing, and that’s Louisville City FC – our USL soccer team. The team is currently #1 in the USL Eastern Conference, and has broken its own attendance records year over year. A brand-new, $200 million, state of the art, 35-acre complex anchored by a soccer stadium was just announced, which will be located in the city’s historic Butchertown neighborhood, just steps from downtown and Waterfront Park. GO CITY!

Louisville Metro is currently working with the Louisville Urban League to develop a $30 million state-of-the-art multi-sports facility anchored by an indoor track and field facility in the historic Russell neighborhood. The facility will be designed to host a variety of sporting events potentially sponsored by local and regional public and private schools, colleges and universities, the National College Athletics Association and USA Track and Field, and similar events, and also will feature retail space and related amenities. The project is expected to be completed and open for events in 2020.
**FOOD & DRINK**

*Bour.bon.ism: noun 1. the act of enjoying Louisville's unique local food and beverage scene*

**Eat, Drink, Repeat**

Lots of cities talk about their culinary scene, but how many have been named the World's Best Food City by National Geographic? Just one. Louisville is home to Iron Chefs, Top Chefs, Food Network stars, James Beard nominated chefs and restaurants, more independent restaurants per capita than any city outside the Big Apple, and a bubbling craft beer scene. And the perfect nightcap is right at hand with the world's best collection of bourbon and bourbon bars along our Urban Bourbon Trail.

The best part? A farm to table meal will set a couple back about $50. More relaxed options set you back only about $10 to $15! Need a pick-me-up at one of our dozens of local coffee shops? Sure. How about $3 for a cold-brew?

Bourbon is more than a drink in Louisville. It's part of the culture, tradition and heritage of the community - it's even a food group! Beyond distilleries and bars, you'll see bourbon infused in everything from handmade candies to furniture to artwork.

The cocktail and culinary experience that makes up our Urban Bourbon Trail continues to grow with 34 stops, each well-stocked with at least 50 bourbons and some as many as 150. All are serving the Old-Fashioned, created in Louisville and recently designated the city's official cocktail.
QUALITY OF LIFE INITIATIVES

International Model City of Compassion

“Louisville is a place for everybody. No matter where you’re from or who you love.” – Mayor Greg Fischer

In 2011, Louisville Mayor Greg Fischer signed a resolution committing to the Compassionate Louisville campaign - making Louisville an international compassionate city, alongside Seattle. Louisville's compassion agenda comes to life throughout the year, with events like WorldFest, a celebration of immigrants and cultures from all over the world. Our compassionate residents and companies are most visible on our annual Give a Day, a record-setting event that contributes more than 180,000 acts of compassion and volunteerism for our community.

#InclusiveLou

“Folks know they can be themselves in Louisville and raise their diverse families in a community that reflects and respects them.” – Chris Hartman, Director, Fairness Campaign

Louisville proudly supports all of our LGBTQ residents, from passing one of the first Fairness Ordinances in the south in 1999 to being the first city in the Commonwealth to extend domestic partner benefits to city employees. And on the historic day that marriage equality became the law of the land, Louisville’s Mayor officially witnessed the first marriage certificate issued in Kentucky.

Louisville understands the difference between tolerance and inclusion. It's also why the Human Rights Campaign has twice awarded Louisville the high honor of a perfect-100 score on the Municipal Equality Index, one of the few cities in the United States with such a score.

The University of Louisville also has been a leader in the inclusion space, becoming the first university in the country to offer a minor in LGBT studies and launching the very first medical school curriculum to educate our medical professionals about some of the unique health needs of the LGBTQ family. These and other advancements have landed UofL as a top 25 university for LGBT inclusion.

Multiple corporate citizens continue to be named to top-Human Rights Campaign distinctions and Louisville is recognized by Orbitz as a top gay-travel destination. Louisville strives to be a welcoming and loving city for all residents, placing us in the top-tier of LGBT communities with the 11th largest percentage LGBT population in America (according to Gallup).
Office of Civic Innovation

Louisville fosters a culture of data-driven innovation led by the "Most Innovative Mayor in America," so named by Politico. Mayor Fischer brought his entrepreneurial experience and business sense when he assumed the office and has created new programs and policies around data. Named “Best Entrepreneurial City” by Entrepreneur.com and “Top Digital City” by Digital Communities, Louisville is on the cutting edge. Mayor Fischer named the country’s first municipal Civic Innovation Officer in 2011, and the city’s Office of Civic Innovation continues to lead on important technology issues facing city leaders and citizens.

Louisville is a Google Fiber City and is separately investing city bonds in building middle mile infrastructure to provide underserved neighborhoods with greater and more affordable access to high speed internet. Digital inclusion is critical to building a city of the future.

Greater Louisville’s Enterprise Corp

The region’s Enterprise Corp works with high-tech, start-up companies to support their growth. Programs like MentorLou, LaunchIT, and Enterprise Angels connect high-tech entrepreneurs with coaching opportunities for funding, marketing and customer engagement.

Destination: Louisville

Amazon’s visitors will love exploring Louisville and discovering what sets us apart. We do things our own way, with our own special brand of local hospitality, which is why Travel and Leisure named us "One of the Friendliest Cities in America" and the Huffington Post says we are one of “10 Up-and-Coming U.S. Cities to Visit.”

Thanks to historic Churchill Downs, unique neighborhoods, the Urban Bourbon Experience, and a renowned culinary scene, we were named a best destination experience by the World Food Travel Association.

Getting here is easy! We are within a day’s drive of more than half of the U.S. population, and thanks to our growing hotel inventory, Louisville remains an affordable destination that’s just a quick road trip away.

Louisville’s hotel landscape:

- 18,750 hotel rooms currently in inventory
- 2,399 additional rooms under development, including major brands Omni and Marriott
- 2,357 rooms planned for 2019 opening

In total, Louisville will have more than 23,000 hotel rooms available for visiting Amazonians to experience our Southern hospitality.
CRIME DATA

Mayor's Violence Reduction Plan

Mayor Fischer created the Office of Safe and Healthy Neighborhoods in 2014 to reduce violence and to help the community work together to address underlying issues of violence and crime. In 2017, Fischer unveiled a violence reduction plan focused on redoubled efforts by the Louisville Metro Police Department's community-oriented policy, a new mobile division specifically designated for addressing crime “hot spots” and several outreach efforts. The violence reduction plan focuses on identifying and alleviating many of the root causes of violence, including economic and educational challenges as well as historic, systemic barriers to success for people in the neighborhoods most plagued by violent crime. The strategy focuses on six pillars, including Enforcement, Intervention, Prevention, Community Mobilization, Organizational Change and Development, and Re-Entry, all of which have distinct programs and support resources.

Louisville-Jefferson Metro Crime statistics

The Louisville Metro Police Department (LMPD) includes almost 1,300 sworn officers from a total force over 1,600. LMPD is hiring 28 additional officers this fiscal year, bringing the total number of recruits to the maximum annual capacity of 150. In addition, two new squads of detectives have been added to the Narcotics Division.

The city also provides a Second Chance Program to reduce jail recidivism by ensuring that people arrested while battling mental health issues, including substance abuse, get the support necessary for more stable lives after release.

Downtown/Central Business District
(crime rate per 100,000)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017 to date</th>
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<tr>
<td>Property</td>
<td>1,140</td>
<td>850</td>
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<tr>
<td>Violent</td>
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<td>78</td>
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</tbody>
</table>

Louisville-Jefferson County Metro
(crime rate per 100,000)

<table>
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<tr>
<th></th>
<th>2016</th>
<th>2017 to date</th>
</tr>
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<tr>
<td>Violent</td>
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Source: FBI Crime Report
LOUISVILLE BOLD LETTERS OF ENDORSEMENT
October 11, 2017

Jeff Bezos
CEO, Amazon
Seattle, WA

Dear Jeff,

As President and CEO of Humana Inc., I invite your team to join us in Greater Louisville. Humana has successfully operated in this community for over 56 years and I’ve personally found Louisville to be a rich and vibrant community for our company’s headquarters. I’d like to share some background on our organization and how it has benefitted from being part of this community. I hope you’ll consider this perspective as you evaluate options for Amazon’s second headquarters location.

Humana is a Fortune 100 company and the largest publicly traded company headquartered in Louisville. Since our company’s founding in 1961, we’ve thrived in our hometown because the city’s culture matches our own – with strong values rooted in integrity, innovation, continuous learning and focused philanthropy. Louisville and its corporate, civic and educational institutions create conditions that allow our 13,000 employees here to do their best work, providing them the necessary tools, resources and training.

Louisville is a wonderful host for creative, nimble and energetic companies, providing a diverse and educated talent pool. In this environment, Humana grew from a single nursing home into one of the nation’s largest investor-owned hospital systems, and now a top provider of health and well-being plans. Humana has always been an innovator -- the world’s second artificial heart transplant was performed at the Humana Heart Institute in 1984 – and a catalyst for Louisville’s health-related economy, the area’s largest business sector. Louisville is home to hundreds of health-related companies – many of them founded by veterans of Humana -- and thousands of health care workers. Through it all, we’ve relied on our headquarters city for stability and support.

In turn, Humana has been an economic engine for Louisville, generating jobs, income and tax revenues, and providing philanthropic and civic leadership. Humana works with hundreds of vendors, and the list is dominated by local firms. A study in 2009, found that 94 percent of Humana’s total purchases were with Kentucky firms. That year, Humana employees took their paychecks home to 290 zip codes in 25 counties and scores of municipalities.

Louisville is an inclusive, diverse and compassionate city, conducive to Humana’s efforts to support education, the arts, civic and cultural institutions, and health and wellness. We’re leading donors to the United Way and Fund for the Arts, both of which have a broad footprint in Louisville. Humana employees are allowed time off to volunteer, and last year 47 percent of employees logged volunteer time. Also, it’s thanks, in part, to the support of this community that Humana has earned a reputation in corporate social responsibility circles as one of the nation’s leading corporate citizens – in Louisville and across the U.S.
Louisville and Humana both have a strong focus on holistic health, meaning Humana employees have fewer unhealthy days, less stress, and more engagement at work, creating a passion for well-being that helps inspire and encourage others. Humana has seen world-class employee engagement levels -- in the top 10th percentile globally -- for the past five years. Each of those years, a top driver most correlated with engagement has been the company’s commitment to employees’ well-being.

Because of the wealth of outdoor activities, our employees can be seen jogging along the river path, enjoying the world-class park system, or participating in the endless city-sponsored charitable events. The reasonable housing costs ensure our employees have compelling choices about where to live and raise their families – in a city that offers hip, urban living and quiet, rolling suburbs.

I’m proud to share with visitors our vibrant arts community and the exceptional music, theater and food scene in Louisville.

Equally important is the region’s strong education system. We encourage our employees to continue their education, enhancing their skills and capabilities to help them advance their careers and bring innovative and new ideas to life. Because of Louisville’s dedication to research and the area’s diverse spectrum of higher education institutions, we have been able to reap the expertise and knowledge needed to grow our business and prepare for the future needs of our members. Additionally, as part of our dedication to helping young people across the country grow and discover their career path, we bring high-potential talent into Louisville through our intern program, and we have found that many choose to stay and call Louisville home.

Humana has made an impact on the city’s landscape, too, by building our 27-story, postmodern headquarters here and by leading fundraising for things like Louisville’s Waterfront Development Corporation, a partnership of city, county, and state government dedicated to revitalizing Louisville’s waterfront. An area once dominated by weeds and abandoned buildings is now Waterfront Park, which attracts more than a million visitors every year for festivals, concerts, picnics and charity events. The development and its surroundings have improved the quality of life of Louisville residents and has been a catalyst for business and residential redevelopment. In 2006, the park was named one of the Top Ten Urban Parks in the nation by the Urban Land Institute.

As a mid-sized city, Louisville offers the advantages and infrastructure of a larger city without the complexities. Our company has thrived here, and we look forward to helping other companies -- like Amazon -- build their future here.

Sincerely,

Bruce D. Broussard
President & CEO
Humana Inc.
October 2, 2017

Jeff Bezos
CEO
Amazon
Seattle, WA

Dear Jeff,

As CEO of Kindred Healthcare, I invite your HQ2 team to join us in Greater Louisville. My company has successfully operated in this community since 1985 and I have personally found Louisville to be a great place for my headquarters because of the talented workforce, progressive business environment, wellspring of innovation in healthcare, and a superior quality of life across all age groups.

I feel confident that when Amazon locates HQ2 in our area your executives will be welcomed with open arms into the local business community. They will find, as I have, an accessible and open minded group of leaders who are committed to doing the right thing for their employees, community and the world. At Kindred, we have grown from a start-up company to a Fortune 500 company with over 1,000 employees in Metro Louisville supporting over 80,000 employees nationwide. Our growth can be attributed in no small part to the decision to place our corporate headquarters in Louisville and to draw upon the excellent workforce drawn to this geographic region. At Kindred’s core, we value the important work that our well-trained teammates do each day to care for those in need. In order to assure the clinical competencies and adoption of best practices by our teams in the field, we are proud to invest in their training, continuing medical education and leadership skills so they may always provide the highest quality care to our patients. We also believe in maximizing the potential of our employees and offer opportunities to grow by promoting from within.

My company and our employees have taken advantage of Louisville’s many assets including our 4 universities and many colleges, our expansive park systems, our arts and cultural amenities, and diverse festivals. Our local and state governments are highly accessible and run by former entrepreneurs who understand the needs of business and the citizenry. And our business community—both within healthcare and across many other sectors—is specifically focused on innovation and growth which makes our community a vibrant place to situate a corporate headquarters.

Thank you for seriously evaluating Greater Louisville’s bi-state regional bid for HQ2. I look forward to meeting with your team and welcoming you to our town.

Regards,

[Signature]

Benjamin A. Breier
President and Chief Executive Officer
October 3, 2017

Jeff Bezos
CEO
Amazon
Seattle, WA

Dear Jeff,

As CEO of Brown-Forman Corporation, I invite your HQ2 team to join us in Greater Louisville. Our roots are deep in our hometown of Louisville, Kentucky. For nearly 150 years, we have enriched the experience of life by responsibly building quality beverage alcohol brands, including Jack Daniel’s, Woodford Reserve, and Old Forester, and it all started right here in Kentucky.

I have personally found Louisville to be a great place for the Brown-Forman headquarters because of the work ethic of our people, the rich quality of life, and the compassion for others this community shares.

I feel confident that when Amazon locates HQ2 in our area, you will be welcomed with open arms into the local business community. They will find, as I have, an accessible and open minded group of leaders who are committed to doing the right thing for their employees, community, and the world.

At Brown-Forman, we believe in creating a culture of belonging, where every individual can bring their true self to work. It is absolutely essential to our success and enriching the spirit of life, and it is championed by our business leaders. We have leveraged many of Louisville’s assets, including our four universities and many colleges, expansive park systems, arts and cultural amenities, and diverse festivals. Our local and state governments are highly accessible and run by former entrepreneurs who understand the needs of business and the citizenry.

Thank you for seriously evaluating Greater Louisville’s bi-state regional bid for HQ2. I look forward to meeting with your team and welcoming you to our town.

Sincerely,

[Signature]
October 4, 2017

Jeff Bezos
CEO
Amazon
Seattle, WA

Dear Jeff:

As President and CEO of GE Appliances, a Haier company, I wanted to take the opportunity to urge you and your HQ2 team to seriously consider making Louisville the home of your new headquarters operation. GE Appliances established its headquarters in Louisville in 1951 and successfully has operated here since that time.

Louisville has a sense of place; it’s not likely to be confused with any other U.S. city. Its location affords the openness of the Midwest and the graciousness of the South. Originally from Stamford, CT, I’ve made Louisville my home since 1997. It’s not only a great place for business, it’s a great place to raise a family.

Louisville’s business community is progressive. Its members are committed to doing the right thing, which your team will confirm by reviewing the public policy initiatives of Greater Louisville, Inc., our local chamber of commerce. GE Appliances exemplifies these values in our commitment to integrity and to community involvement. For more than 60 years we have contributed to making our community a better place to live and work through volunteerism, partnership with the Metro United Way, the placement of company leaders on non-profit boards, contributions, sponsorships, product donations, and more. Examples of our community engagement in 2016 included: more than 12,000 hours of service to community improvement projects by GEA volunteers; more than $1 million contributed to the Metro United Way/Employee Giving Campaign; leadership of several manufacturing workforce development initiatives; and, $500,000 in dollar and product donations.

I’d like to issue a personal invitation to the HQ2 team to visit GE Appliances’ FirstBuild, our online, global community of product designers and micro-factory where community-voted projects are custom-manufactured. FirstBuild is located on the University of Louisville campus and is a great example of this business, the university and the city’s commitment to innovation. That same innovative spirit has fueled Louisville’s long-established arts community and its growing cadre of entrepreneurs.

Thank you for seriously evaluating Louisville and the bi-state regional bid for HQ2. I look forward to welcoming your team to our community and sharing my views on why selecting Louisville would be good for Amazon.

Sincerely,

[Signature]

Kevin Nolan
President and CEO
GE Appliances a Haier company
October 11, 2017

Dear Amazon:

I understand you are considering Louisville, Kentucky, for your search for HQ2. Three years ago, Computershare conducted a similar search for a large centralized operations center that consolidated several offices. Like Amazon, we’re a large, global organization providing a wide range of financial and other services to companies around the world – in fact we provide services to Amazon as your transfer agent. We were seeking a competitively priced market for our operations in a community where we could find plentiful workforce, high quality of life and the ability to get involved and make a difference. We found that Louisville presented the best short- and long-term opportunity for success for our company.

Not only does Louisville have a favorable economic environment, but the city, state and chamber of commerce worked very closely with us and provided immeasurable support, showing us their willingness to be a partner in our location here. Even today, two and a half years after we opened our Louisville center, we continue to work very closely together.

Louisville is a growing city and Computershare is pleased to be a part of its early trajectory. We started our project as a 250-person call center, and quickly shifted toward an operations center with many lines of business which will employ more than 1,000 people in downtown Louisville when complete. This region has a growing and qualified workforce, a community that is friendly and easy to live and work in, and a compassionate spirit that makes it fun and meaningful to participate as a company and as individuals.

And I can say without hesitation that all the people I have met and worked with in the mayor’s and governor’s offices and in the chamber of commerce have shown top-notch professionalism, an enthusiasm for their work and a desire to make our organization part of the community right out of the gate.

We would love to help welcome Amazon to Louisville and hope you’ll join us there.

Sincerely,

Steve Rothbloom
President and CEO, Computershare US
September 27, 2017

Jeff Bezos
CEO
Amazon
Seattle, WA

Dear Jeff,

As the retired CEO of Maker's Mark Distillery, a company my parents founded 64 years ago; I invite your HQ2 team to join us in the Greater Louisville area. Maker's has successfully built a global brand of bourbon whisky while having our executive offices in Louisville since our beginning in 1953.

I can assure you that if Amazon locates HQ2 in our area your executives will be welcomed with open arms into our local business community. They will find, as I have, an accessible and open minded group of leaders who are committed to doing the right thing for their employees, community and the world.

My company and our employees have taken advantage of Louisville's many assets including our 4 universities and many colleges, our expansive park systems, our arts and cultural amenities, and diverse festivals. Our local and state governments are highly accessible and run by entrepreneurs who understand the needs of business and the citizenry.

Louisville is just a great place to live and raise a family. And oh yes, my son succeeded me 6 ½ years ago, at Maker's and gives Greater Louisville an enthusiastic thumbs up.

Thank you for seriously evaluating Greater Louisville's bi-state regional bid for HQ2. I look forward to meeting with your team and welcoming you to our town.

Sincerely,

Bill Samuels, Jr.
Chairman Emeritus
Maker's Mark Distillery, Inc.
September 29, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon Corporation
Seattle, WA

Dear Jeff,

As CEO of PharMerica, a diversified pharmacy services company, I invite your HQ2 team to join us in Greater Louisville. PharMerica has successfully operated in this community for over 10 years and I have personally found Louisville to be a great place for my headquarters. Louisville’s (and Kentucky’s) business friendly environment makes it easy to reside here and Louisville’s affordability provides our employees a high standard of living.

I feel confident that should Amazon locate HQ2 in the Louisville area your executives will be welcomed with open arms into the local business community. They will find, as I have, an accessible and open minded group of business and civic leaders who are committed to doing the right thing for their employees and community.

PharMerica’s employees find Louisville an outstanding place to live. Many of our employees have relocated and have told me they don’t want to live anywhere else. They have taken advantage of Louisville’s many assets including robust educational opportunities, expansive park systems, natural scenic beauty, a diverse array of arts and cultural amenities, and an outstanding lineup of community events.

Check out the Louisville Orchestra. Teddy Abrams is an up and coming star conductor, writer and performer who is doing great things for our community. The Orchestra is an integral component of the Louisville community and its growing national acceptance as one of the most innovative orchestra’s in the country further reflects Louisville’s entrepreneurial vigor and high quality of life.

In closing, you should also note that both local and state governments are highly accessible and run by former entrepreneurs who understand the needs of business and the citizenry. They are eager to grow the region’s economy. I trust you will give Louisville a serious look as you evaluate our bi-state regional bid for HQ2. This area is a hidden gem in the Midwest.

Sincerely,

[Signature]
October, 2017

Dear Jeff and Amazon Team,

As a local CEO, I’m excited to invite your HQ2 Team to join us in Greater Louisville. My company, Samtec Inc, has successfully operated in adjacent Southern Indiana for 40 years. While not nearly of the size and scope as Amazon, we are a global company with $700,000,000 in revenue, 4,500 employees, and sales/support/manufacturing operations in 33 countries. Yet our primary location for our HQ, and key business and technology developments, continues to be driven out of Greater Louisville.

Samtec’s business is in electronic connectors and cable assemblies, which now includes active optics and microelectronics interconnects. We have 23,000 customers worldwide, but count Amazon as an important, fast growing one. We’re involved in RF cables for your fulfillment center Kiva robotics, along with a variety of interconnects that enable data centers, including those for AWS.

Again, a bit apples and oranges of Amazon versus Samtec, but I can attest there are many positive attributes to our local area that would be conducive for a technology-driven company, with logistics and customer service as its roots. These include a pipeline of strong engineering talent from regional universities, ability to resource IT/software positions, and strong business/MBA programs. For quality of life we have a nice blend of “big town” entertainment/sports/dining, yet “small town” community-feel, mild traffic, and excellent school systems. Further positives are the affordability of housing relative to the coasts and other urban centers, and we’re literally at the center of the US.

We appreciate your consideration of Greater Louisville for HQ2. Please let me, or any of our local business/government leaders, know how we can further assist in this process. I think you will find, as I have, an open-minded community intent on building world class technology/business development, yet preserve the cost structure and values of Midwestern life style.

Sincerely,

John Shine
Dear Amazonians:

Louisville is home to a vibrant, diverse, and talented young professional workforce. On behalf of the Young Professionals Association of Louisville ("YPAL"), we are writing with great enthusiasm to support Amazon's consideration of Louisville for HQ2.

Founded in 1999, YPAL is a leading connector and voice for our community's next generation leaders. Today we serve over 950 young people, providing social and professional development opportunities that help our members thrive in their organizations and give back to our community. We are lawyers, accountants, entrepreneurs, community leaders, and recent graduates. And we are interested in Amazon.

Why Louisville? We love Louisville because it is unique, smart, cultured, and we spend more time living than commuting. Our city loves showing up for big events — whether it's the Kentucky Derby, Forecastle Festival, Brew at the Zoo, Waterfront Wednesdays, or any number of sporting events around town. We have world-class restaurants that delight even the most passionate "foodies." Our local coffee shops, breweries, and, of course, bourbon distilleries, give people the perfect opportunity to soak up the vibes that are uniquely Louisville. Louisville is home, and our community would love for it to be your home, too.

How do we know? On Tuesday, October 10th, YPAL launched an online petition to "Bring HQ2 to Lou," which garnered 1,581 signatures in less than a week. The young people in our community have spoken — and it's clear that we want Amazon.

Beyond the high-paying jobs and innovative culture HQ2 would bring to Louisville, we know Amazon would have an enormous impact on our local community. Did you know Louisville is home to over 3,000 nonprofits? You can make a difference in many of these organizations, which serve people from a wide range of diverse backgrounds.

Those who have been to Louisville know what a great city it is. We invite you to come see for yourself and hope that you will consider Louisville the location for HQ2.

Sincerely,

Drew Eckman, President &
Chairman of the Board

YPAL

614 W Main St #6000, Louisville, KY 40202 • (502) 779-8167 • drew.eckman@ypal.org • ypal.org
October 12, 2017

The Honorable Matt Bevin
Governor of Kentucky
700 Capital Avenue, Suite 100
Frankfort, Kentucky 40601

Dear Governor Bevin:

I write to express my strong support for efforts to promote economic development in Kentucky and to bring good, quality jobs to the Commonwealth.

Specifically, I want to express my support for efforts to attract a new Amazon headquarters to Kentucky. Kentucky is now one of the nation’s most business-friendly states in our country, a welcome change to the posture of previous administrations in Frankfort. The recent announcements your administration has made regarding a number of new business investments in the Commonwealth—including Amazon Prime Air—have been welcome news to many Kentucky families looking to improve their lives through stable, good-paying jobs.

It is with this in mind that I reiterate my support for attracting businesses—like a new Amazon headquarters—to Kentucky, and echo the many benefits of employers locating to our Commonwealth. As you know, Kentucky’s favorable cost-of-living and affordable energy prices make the Commonwealth a smart investment for any competitive business. Our state is also centrally located near large population centers and hosts an unrivaled network of multi-modal transportation options to support logistics and distribution. In addition, Kentucky’s new status as a “right-to-work” state and new focus on apprenticeships and workforce development programs have bolstered our state’s skilled workforce. Kentuckians take pride in having a strong work ethic and are ready to fill available job openings—a great asset to employers.

In closing, I strongly support efforts to attract a new headquarters for Amazon—which already employs more than 10,000 Kentuckians—to the Commonwealth. I will certainly continue my efforts at the federal level to support economic development in the Commonwealth.

Sincerely,

MITCH McCONNELL
UNITED STATES SENATOR

MM/es
United States Senate
WASHINGTON, DC 20510
October 12, 2017

Mr. Jeff Bezos
Chairman, President & CEO
Amazon.com, Inc.
410 Terry Avenue North
Seattle, Washington 98109

Dear Mr. Bezos:

I write in support of Amazon selecting the Commonwealth of Kentucky to house its second headquarters. It is my understanding both the Greater Cincinnati/Northern Kentucky area and the Louisville-Southern Indiana region have submitted proposals and I believe both sites offer competitive choices that will further enhance the strong bond between Amazon and the Commonwealth.

Since 1999, with the opening of Amazon’s first fulfillment center in Campbellsville, Kentucky, the Commonwealth of Kentucky and Amazon have shared a unique and prosperous relationship. With nearly 20 years of investment, Amazon has continued to grow in the Commonwealth of Kentucky, employing over 10,000 employees at 11 fulfillment centers throughout the state. Recently, Amazon announced that it would be investing nearly $1.5 billion to create its Prime Air shipping hub within the Commonwealth.

With the many investments Amazon has already made in the Commonwealth, Amazon is keenly aware of the many advantages both communities offer. In terms of logistics, both communities under consideration are global shipping hubs to both the largest domestic and largest international shipping companies. In addition, each community has actively worked to provide first-tier quality of life, while maintaining low costs for both housing and business. Moreover, efforts are continually being made to improve the business climate within the Commonwealth. By placing your second headquarters in either community, Amazon will have access to the resources, infrastructure, and talent that is needed for success.

As you consider the proposals for Amazon’s second headquarters, I ask that you give both the Greater Cincinnati/Northern Kentucky area and the Louisville-Southern Indiana region, full and fair consideration. Thank you for your timely attention and your consideration.

Sincerely,

Rand Paul

RAND PAUL, M.D.
UNITED STATES SENATOR
October 12, 2017

Jeff Bezos
Chief Executive Officer
Amazon
Seattle, WA

Dear Mr. Bezos and the Amazon Team:

I am writing to support Louisville’s regional bid for Amazon HQ2. Amazon is already an important part of our community, and we appreciate the investments you have made here and the thousands of jobs you have created for our residents. I believe we are a great match for Amazon’s second headquarters and hope you will give full consideration to this bid.

UPS, Ford, and GE Appliances have major facilities in Louisville, and all these corporations have expanded operations here in recent years. They recognize Louisville’s talented workforce, affordable operating environment, and commitment to economic development that make our city a great place to do business.

In addition to fostering a prosperous business environment, Louisville is often recognized as one of the best places in America to visit and live. While we might be best known as the host of the Kentucky Derby, Louisville is a dynamic city that, put simply, is a great place to live. We are a progressive, welcoming city that has all the amenities of a big city, but with none of the downsides. We have access to affordable living, a strong educational system, advanced healthcare, and nationally recognized arts, food, and music scenes.

The quality of life in Louisville is excellent and will provide a great foundation on which Amazon can build a successful new headquarters. Amazon’s dedication to creating high-skilled jobs, encouraging innovation, and facilitating productivity is the perfect complement to Louisville’s diverse offerings. I, therefore, strongly urge you to select Louisville as the site for Amazon HQ2.

Sincerely,

John Yarmuth
Member of Congress
Mr. Jeff Bezos  
Chairman, President & CEO  
Amazon.com, Inc.  
410 Terry Avenue North  
Seattle, Washington 98109

Dear Mr. Bezos:

As the President of the Kentucky State Senate, I am writing to offer my full support of Amazon selecting our great Commonwealth for its second headquarters location.

Both regions submitting proposals – the Greater Cincinnati/Northern Kentucky area and the Louisville-Southern Indiana region – offer competitive benefits in their workforce, centralized locations, and Kentucky’s growing international trade market.

Their individual communities provide first-tier qualities of life, packed with amenities. At the same time, Kentucky’s low costs for both housing and conducting business make these locations a prime value. These regions understand that, by collaborating, developing and investing in themselves, they place themselves favorably for national and global-level projects.

Amazon already employs more than 10,000 Kentuckians full-time at 11 fulfillment centers. With this year’s announcement of its Prime Air shipping hub, Amazon knows well the many advantages Kentucky offers. Our state has already made great strides towards becoming the most business-friendly in the nation and we are continually working to improve our economic climate.

I strongly believe Amazon will find Kentucky offers an unparalleled competitive edge. Amazon will have access to the resources, infrastructure and talent it needs for success. By locating either in the Louisville-Southern Indiana area or the Cincinnati/Northern Kentucky region, Amazon can attract talent from within the Commonwealth and its neighboring states.

I understand Kentucky and its partner states, regions and cities are working together to offer Amazon a number of innovative and engaging opportunities for HQ2. I am confident that, with the firm support of so many entities, your choice to locate in Kentucky would pay Amazon dividends for decades to come.

Please contact me directly at 606-813-7880 if I can provide additional information.

Sincerely,

Robert Stivers  
President, Kentucky State Senate
October 10, 2017

Mr. Jeff Bezos  
Chief Executive Officer  
Amazon  
Seattle, WA

Dear Mr. Bezos and the Amazon Team:

As President of the 26-member Louisville Metro Council, I am proud to support the Greater Louisville regional bid for Amazon HQ2. As a strong and diverse mid-sized city, Louisville enjoys all of the amenities of cities twice our size, like world-class arts and cultural attractions and thousands of acres of award-winning parks, plus unrivaled affordability and connectivity.

Our unique Louisville blend of Midwestern work ethic and Southern hospitality combine to provide the perfect business climate and quality of life for other successful corporate headquarters locations like Humana, Kindred Healthcare, Brown-Forman, Yum! Brands, and many others. These companies prosper in Louisville because of our talented and highly productive workforce, a multi-faceted higher education system, our favorable business environment, great transportation system, and authentic culture.

Louisville is a special place, full of innovators and doers. Our community thrives because we work together as a community to confront our challenges and celebrate our successes. Louisville is a uniquely interconnected place where networks are easily built and friendships endure.

We are a city built for growth and flexible enough to join you as a civic partner in your quest for a second headquarters location.

It is my honor to invite you to join us in Louisville.

Sincerely,

[Signature]

David Yates  
Louisville Metro Council President  
25th Metro Council District

Lisa Franklin Gray, Assistant to the President  •  lisa.franklingray@louisvilleky.gov  
601 West Jefferson Street  •  (502) 574-1125  •  Louisville, KY 40202