

INVESTMENT SOMERSET

COUNTY OF
SOMERSET
NEW JERSEY

A Collaborative Blueprint for Economic Growth



MAY 2013



A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR SOMERSET COUNTY, NEW JERSEY

Acknowledgements

Without the selfless dedication of the following individuals, the Somerset County Comprehensive Economic Development Strategy (CEDS) report that follows, along with the many growth initiatives it ignites, would not be possible.

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*As the only
accredited
Chamber in
New Jersey, the
SCBP is a true
partnership
between the
private, public, and
non-profit sectors
that speaks with a
united voice to
advance a strategic
agenda to achieve
economic vitality
in Somerset
County.*

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CEDS Governing Committee

A subcommittee of the SCBP, the CEDS Governing Committee engaged the private and public sectors to identify and prioritize strategies to build, grow, and sustain economic opportunity throughout Somerset County and the region.

This governing body includes a cross-section of professionals from interrelated areas that are integral to economic development, including government administration, workforce delivery, life sciences, finance, transportation, planning, education, tourism, energy, infrastructure, non-profits, technology, and sustainability.

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A Note to the Reader

This Comprehensive Economic Development Strategy (CEDS) report for Somerset County, New Jersey, identifies and prioritizes economic development strategies that will further job creation and private-sector investment in our region of central New Jersey. These strategies are predicated on robust planning and research efforts, visioning and vetting of concepts and their intended consequences, and the deliberate collaboration among partners across the public and private sectors. Strategies identified here are largely based on the premise that limited public-sector investments should be focused where they can have the greatest impact on job creation and to leverage private-sector investment. We also recognize the significant impact that public policy plays in defining our economic future, and we seek to establish one voice for the business community in public policy decision-making.

Despite efforts to be inclusive and exhaustive throughout this process, we realize we cannot be all things to all people. We do not seek to supplant the role of planning, regulatory, or policy-making bodies, but rather, are compelled to communicate the importance of employment opportunities and value-added investments in this region of the Garden State.

There is much good work underway in Somerset County, New Jersey. In this CEDS report, we have connected that good work to a series of strategies to expand our economic development success. We welcome your comments and observations, and encourage you to engage with us as we implement strategies that we believe will be measurably impactful and sustainable.

Sincerely,



Troy Fischer, Chairperson
Somerset County Business Partnership
Board of Directors



Peter Palmer, Freeholder Director
Somerset County Board of Chosen Freeholders (2013)

Table of Contents

| | |
|--|----|
| EXECUTIVE SUMMARY | 1 |
| Purpose and Objective | 9 |
| 360° Vision | 9 |
| BACKGROUND | 9 |
| Overview | 10 |
| Demographic, Socioeconomic Profile | 12 |
| Population | 12 |
| Where People Live | 12 |
| Density | 13 |
| Household Characteristics | 14 |
| Who We Are | 14 |
| Our Workers | 15 |
| Our Training | 15 |
| Our Experience | 17 |
| Employment by Occupation | 17 |
| High-Knowledge Jobs | 17 |
| Employment Projections | 18 |
| Unemployment | 19 |
| Income Characteristics | 20 |
| Per Capita Income | 20 |
| Poverty | 20 |
| Our Economy | 21 |
| Gross Domestic Product | 21 |
| Key Industry Clusters | 22 |
| Real Estate Markets | 23 |
| Commercial Real Estate Market | 23 |
| Residential Real Estate Market | 24 |
| Geography and Special Land Uses | 25 |
| Development Patterns | 25 |

INVESTMENT SOMERSET

A Collaborative Blueprint for Economic Growth

| | |
|--|----|
| Business (Special) Improvement Districts | 26 |
| Designated Redevelopment Areas..... | 26 |
| Agriculture Development..... | 27 |
| Hazard Mitigation | 27 |
| Highlands Water Protection and Planning Council..... | 28 |
| Public Policy | 29 |
| Tax Structure | 29 |
| State | 29 |
| New Jersey’s State Strategic Plan | 29 |
| New Jersey State Unified Workforce Investment Plan | 30 |
| New Jersey Energy Master Plan | 30 |
| Regional | 31 |
| North Jersey Transportation Planning Authority’s Transportation Improvement Plan | 31 |
| Somerset County..... | 31 |
| Somerset County Master Plan (and its Circulation Element) | 31 |
| Somerset County Investment Framework | 31 |
| Somerset County Long-Term Economic Development Plan | 31 |
| Somerset County Wastewater Management Plan | 32 |
| Municipal | 32 |
| Permitting | 32 |
| Policy Consistency..... | 32 |
| Additional Resources for Economic Growth | 33 |
| Government | 33 |
| New Jersey Department of Labor | 33 |
| New Jersey Economic Development Authority | 33 |
| Transportation | 34 |
| Infrastructure | 34 |
| Utilities and Essential Services | 36 |
| Telecommunications..... | 36 |
| Electricity..... | 36 |

INVESTMENT SOMERSET

A Collaborative Blueprint for Economic Growth

| | |
|---|----|
| Natural Gas | 37 |
| Water | 37 |
| Wastewater..... | 37 |
| Trash/Recycling..... | 37 |
| Hazardous Waste Disposal Services..... | 37 |
| VISION | 38 |
| Visioning Sessions | 39 |
| Session 1 | 39 |
| Key Issues and Opportunities..... | 39 |
| Strategic Vision | 40 |
| Session 2 | 40 |
| Key Issues and Opportunities..... | 40 |
| Strategic Vision | 41 |
| Session 3 | 42 |
| Key Issues and Opportunities..... | 42 |
| Strategic Vision | 42 |
| Session 4 | 42 |
| Key Issues and Opportunities..... | 43 |
| Survey..... | 43 |
| CEDS PLAN OF ACTION..... | 44 |
| Our Community’s Business Plan | 44 |
| Primary Determining Factors | 45 |
| Prioritization..... | 45 |
| Primary Focus Area #1: Business Resources (High Priority) | 47 |
| Analysis | 47 |
| Goals and Objectives..... | 48 |
| Strategic Projects, Programs, and Activities | 49 |
| Primary Focus Area #2: Re-use of Significant Properties (High Priority) | 50 |
| Analysis | 50 |
| Goals and Objectives..... | 51 |

INVESTMENT SOMERSET

A Collaborative Blueprint for Economic Growth

| | |
|---|----|
| Strategic Projects, Programs, and Activities | 51 |
| Primary Focus Area #3: Reduce the Regulatory Burden (High Priority) | 52 |
| Analysis | 52 |
| Goals and Objectives..... | 53 |
| Strategic Projects, Programs, and Activities | 54 |
| Primary Focus Area #4: Workforce Delivery (Medium Priority) | 54 |
| Analysis | 54 |
| Goals and Objectives..... | 56 |
| Strategic Projects, Programs, and Activities | 56 |
| Primary Focus Area #5: Transportation and Commuting (Medium Priority) | 57 |
| Goals and Objectives..... | 58 |
| Strategic Projects, Programs, and Activities | 59 |
| Secondary Focus Area #6: Hazard Mitigation (Medium Priority) | 60 |
| Goals and Objectives..... | 60 |
| Example Projects, Programs, and Activities..... | 61 |
| Secondary Focus Area #7: Quality of Life (Medium Priority)..... | 61 |
| Secondary Focus Area #8: Tourism (Low Priority) | 62 |
| Goals and Objectives..... | 62 |
| Strategic Projects, Programs, and Activities | 62 |
| Secondary Focus Area #9: Agriculture Development (Low Priority) | 63 |
| Goals and Objectives..... | 63 |
| Strategic Projects, Programs, and Activities | 63 |
| Timeline for Action..... | 64 |
| Conclusion..... | 64 |
| A Note on Hurricane/Superstorm Sandy | 65 |
| ADDENDUM 1: CEDS Governance, Operational Guidance | 66 |
| Somerset County Board of Chosen Freeholders’ Resolution Authorizing the CEDS Initiative | 66 |
| Somerset County Business Partnership Resolution Establishing the CEDS Governing Committee | 66 |
| CEDS Governing Committee Policies | 66 |
| Somerset County Business Partnership Resolution Endorsing the CEDS Visioning Process..... | 66 |

INVESTMENT SOMERSET

A Collaborative Blueprint for Economic Growth

| | |
|--|----|
| ADDENDUM 2: State, County Profile | 67 |
| New Jersey Profile..... | 67 |
| Community Profile | 67 |
| ADDENDUM 3: Industry Clusters | 68 |
| New Jersey Key Industry Clusters | 68 |
| Somerset County Industry Clusters | 68 |
| ADDENDUM 4: Real Estate | 69 |
| Central New Jersey Commercial, Industrial Real Estate Markets Overview..... | 69 |
| Somerset County Commercial, Industrial, Retail Real Estate Vacancy | 69 |
| Somerset County Selected Housing Characteristics | 69 |
| Somerset County Development, Redevelopment List..... | 69 |
| ADDENDUM 5: Economic Development in Somerset County | 70 |
| Visioning Sessions Economic Strategies Priority Areas of Focus | 70 |
| Strategic Project Inventory | 70 |
| Somerset County Long-Term Economic Development Plan | 70 |
| New Jersey Economic Development Authority Programs, Services | 70 |
| ADDENDUM 6: Somerset County Investment Framework..... | 71 |
| Somerset County Board of Chosen Freeholders’ Resolution of Endorsement..... | 71 |
| Priority Growth Investment Area (PGIA) and Local Priority Area (LPA) Screening Criterial Results | 71 |
| Somerset County Investment Framework Acreage Summary..... | 71 |
| ADDENDUM 7: Case Statements | 72 |
| Case Statement for Economic Adjustment Assistance in Somerset County, New Jersey | 72 |
| Case Statement for Davenport Street Extension Local Investments-Regional Benefits..... | 72 |

EXECUTIVE SUMMARY



The Somerset County CEDS report and its implementation will continue to be guided by three Cs – coordination, collaboration, and communication.

This Comprehensive Economic Development Strategy (CEDS) report is the culmination of 18 months of planning, idea sharing, collaboration, deliberation, task coordination, visioning, research, best practice analysis, and prioritization that teamed dozens of public- and private-sector leaders and stakeholders from across Somerset County, New Jersey, and beyond. Their skill-sets, expertise, and individual and institutional insights have resulted in this focused, collaborative blueprint for economic growth. It is a living document, inasmuch as it is meant to be revisited.

On August 1, 2011, a collaborative effort officially began between the United States Department of Commerce’s Economic Development Administration (USEDA), the Somerset County Board of Chosen Freeholders, and the Somerset County Business Partnership (SCBP) as a result of a \$73,556 USED A Financial Assistance Award to produce a CEDS report for Somerset County, New Jersey. A demonstration of robust community commitment, this award was “over-matched” by \$89,000 in local contributions. Uniquely demonstrative of the need for regional partnerships across New Jersey and elsewhere, the SCBP was called out as an example of an “encouraging trend” of public-private partnerships in New Jersey’s *State Strategic Plan*.¹

While the USED A’s vision for the CEDS report is to serve as an economic road map to diversify, strengthen, and sustain regional economies, Somerset County’s goals are to continue to engage participants in defining, prioritizing, and implementing strategies to improve the County’s ever-changing economic future.

Consistent with USED A guidance, this CEDS report

- provides a demographic and socioeconomic snapshot,
- defines the vision and goals of the community,
- identifies issue areas and opportunities for sustainable, effective change,
- prioritizes strategies to accomplish goals, and identifies projects and steps for implementation, and
- provides for evaluation and updates.

The SCBP, as lead agent and “caretaker” of this CEDS report, is pledged to ensure that this clear set of economic development priorities ultimately is embraced regionally, and that the greatest number of agencies and institutions support these priorities so that limited public resources can be thoughtfully targeted to where the greatest positive economic impact can be realized and leveraged by further private investment.



¹ *State Strategic Plan: New Jersey’s State Development & Redevelopment Plan*, New Jersey State Planning Commission, Final Plan, p. 33.

*The Somerset County
CEDS report is
consistent with goals
identified in
state and regional
planning documents.*

Consistent with guidelines established by the USEDA, the Somerset County CEDS report is in concert with both New Jersey’s *State Strategic Plan* for “bottom-up” planning, as well as the *Somerset County Investment Framework*, which provides for geographic planning initiatives across Somerset County.

While the first six months of the CEDS process were dedicated to compiling appropriate background information and documenting an economic vision for Somerset County, the second six months involved extensive visioning through deliberate outreach sessions. The final six months focused on detailing documentation – all consistent with USEDA guidance – that sets forth an action plan for economic growth.

Using a well-defined subcommittee structure, the CEDS process was deliberately inclusive of individuals from a wide variety of interest areas, including workforce delivery, tourism, energy efficiency, infrastructure, municipal management, and sustainability disciplines. The Somerset County CEDS report reflects and supports opportunities to attract and grow industries of statewide and regional importance, particularly as many of them are clustered in Somerset County.

There were more than 190 project ideas offered through the extensive business outreach “visioning” process. The Somerset County CEDS Governing Committee, charged with establishing priority policy direction, identified priorities that strategically focus on job creation and private-sector economic investment, specifically around five primary and four secondary focus areas. While all nine focus areas impact and influence economic health throughout the region, we believe the primary focus areas address priorities, which we have defined as job creation and private-sector economic investment.

Prioritization

The CEDS Governing Committee recognizes that while all nine focus areas are important, certain areas have a greater connection to our **primary goals of job creation and private-sector economic investment**. As the Somerset County-wide economic development agency, it will be incumbent on the SCBP to lead the implementation of priority economic development projects, programs, and activities.

To ensure that an appropriate investment of time and resources is directed at our highest priorities, the volunteer leadership of the SCBP undertook a paired comparison prioritization analysis. This methodology is commonly used to help sort and order the importance of options relative to one another. In turn, this enables participants to choose the most important problems to solve or to set priorities where there are conflicting demands on fixed resources.

The paired comparison exercise resulted in the establishment of high, medium, and low priorities, as follows:



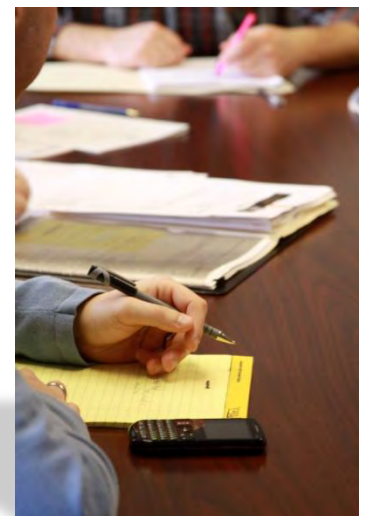
The SCBP recognizes that implementation of strategic economic priorities needs to be a regional effort. It has prioritized a focus on the delivery of business resources, the re-use of properties, and reducing the regulatory burden on business. This prioritization effort prompts two questions: (1) To what extent does the availability of external resources affect prioritization? and (2) To what extent will the SCBP be positioned to assist other organizations in implementing CEDS priorities?

Primary Focus Areas

BUSINESS RESOURCES (HIGH PRIORITY)

Priority projects identified in this CEDS report focus on bolstering job creation and fostering and leveraging private-sector investment.

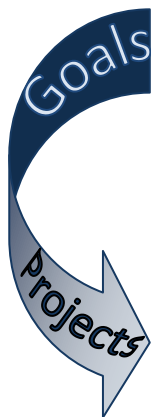
Business resources and services — such as hiring incentives, job training programs, financial assistance programs, entrepreneurial resources, help for displaced workers, and energy efficiency improvement programs — should be leveraged to attract and retain industries and companies consistent with existing infrastructure, physical structures, and workforce assets. There is a link between the development and delivery



of business resources and the regulatory burden on business, the re-use of priority properties, and the enhancement of workforce delivery.

Goals and Objectives to Bolster Business Resources

- Communicate changes in demographics, economic conditions, and business drivers to assist local and regional policy makers in their decision-making processes with respect to land use, zoning, incentives, and resources.
- Engage in regional, national, and international business-attraction marketing efforts, in partnership with Choose NJ, to improve Somerset County's competitiveness in attracting industries with a high likelihood of locating in Somerset County.
- Create greater visibility for Somerset County among companies and site location consultants through the communication of industry-specific (or specialized) demographic and statistical data.
- Focus on targeted entrepreneurial businesses to facilitate the delivery of growth and expansion resources to businesses that are relocating and expanding.



Priority Projects to Bolster Business Resources

- Market Conditions Report
- Demographic, Housing, Economic Report
- Targeted Marketing Program
- Regulatory and Approval Streamlining
- Data Clearinghouse Network
- Annual Trend/Data Forum
- Targeted Industries Task Forces
- Regulatory Modifications

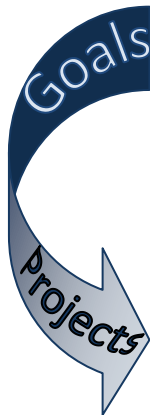


RE-USE OF SIGNIFICANT PROPERTIES (HIGH PRIORITY)

We believe the re-use of significant properties, office complexes, and industrial facilities should incentivize the growth of targeted industries and the needs of business for competitive, efficient, and functional facilities. This focus area connects with other priorities, such as delivering business resources, reducing the regulatory burden, and enhancing workforce delivery.

Goals and Objectives to Re-use Significant Properties

- Identify and prioritize significant properties for re-use to enable incentives and resources that facilitate productive occupancy.
- Facilitate the efficiency of existing properties, supported by benchmark data, to connect regional goals with state and federal priorities.
- Enhance the competitiveness of existing occupied and vacant commercial buildings by encouraging and incentivizing energy conservation and efficiency.



- Increase tenant access to NJ Clean Energy Programs to improve energy efficiency and to reduce energy consumption in leased office and industrial spaces.

Priority Projects for Re-use of Significant Properties

- Incentives Package
- *State Strategic Plan* Implementation
- Targeted Marketing Program
- Regulatory Reform
- Data Clearinghouse Network
- NJ Clean Energy Programs

REDUCE THE REGULATORY BURDEN (HIGH PRIORITY)

We believe the regulatory burden on business should be reduced through simplified, consistent, efficient, and customer-oriented permitting and approval processes. Reducing the regulatory burden on business connects directly to the delivery of business resources and the re-use of significant properties.

Goals and Objectives to Reduce the Regulatory Burden

- Seek investments in technology at the local and regional levels to provide management information systems that evaluate performance and help to eliminate inconsistencies in the application and approval processes.
- Focus on a regulatory environment that targets emerging, entrepreneurial, and agricultural industries to facilitate their growth.
- Facilitate a better understanding of demographic and economic drivers, combined with appropriate management information systems, to promote local land use, planning, and zoning tools as incentives for private-sector economic investment.
- Encourage and facilitate streamlined, timely, and skilled technical reviews of permit applications associated with alternative energy and energy conservation projects to result in cost savings and to promote the growth of the energy industry.



Priority Projects to Reduce the Regulatory Burden

- Online Land Development Process
- Benchmarking Accounting System

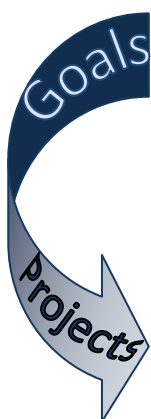
WORKFORCE DELIVERY (MEDIUM PRIORITY)

We recognize and support the significant and necessary role our workforce development partners play in advancing employee capacity, inasmuch as workforce capacity and availability are key in corporate site location decision making. While the region's education and human services partners often deliver specific resources, such as unemployment benefits, job readiness, customized training, skills training certificates, and associate-level degrees, we believe the delivery of employer-focused resources needs to be more collaborative.



Goals and Objectives to Enhance Workforce Delivery

- Engender collaborative partnerships between institutions of higher education, vocational and technical training, and the business community to help transform the workforce development system into a workforce delivery system based on the future human resource needs of employers.
- Leverage the resources of the local and state workforce training and development systems to facilitate the delivery of qualified individuals to employers, while focusing on employment-based outcomes.
- Focus on the changing nature of employment, including entrepreneurship and 1099 income, to leverage the human resources assets of Somerset County.
- Facilitate connections among targeted industries, including emerging, entrepreneurial, and agricultural businesses, to provide unique employment growth opportunities.

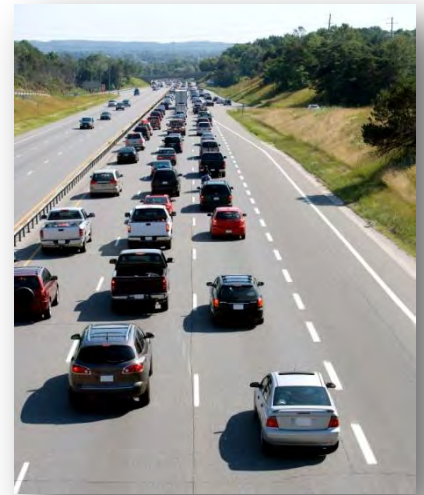


Priority Projects to Enhance Workforce Delivery

- Research and Technology Transfer
- Facilitate Collaboration
- Institutionalize Services for Displaced Workers
- Workforce Partner Focus on Targeted Industries

TRANSPORTATION AND COMMUTING (MEDIUM PRIORITY)

Transportation and commuting resources connect directly to the economic strategies of re-use of significant properties and workforce delivery. As a suburban region, there are many factors impacting safe, efficient, and affordable transportation in Somerset County. Perhaps more here than in any of the other economic strategies, it is critical that limited public resources are targeted to have the greatest positive economic impact.



Goals and Objectives to Improve Transportation and Commuting

- Use job creation and private-sector economic investment metrics to prioritize the use of limited public resources in planning infrastructure investments.
- Define and target audiences with the greatest need for and the highest likelihood to use alternative commuting resources to result in more efficient access between population and employment centers.
- Develop a new model for soliciting private-sector input on transportation plans and infrastructure investments to help ensure a job-creation and economic-investment focus.
- Advocate for stable federal and state funding resources to advance needed transportation projects. Available funding should match the improvement and maintenance needs of the transportation system.



Priority Projects to Improve Transportation and Commuting

- Commuter Hubs
- Integrate Economic Strategies
- Public Transportation
- Community Connections
- Comprehensive Regional Transportation Vision
- Technology-Efficient Commuting
- Multi-Media Outreach
- Local Transportation Planning

Secondary Focus Areas

The CEDS Governing Committee recognizes that economic development activity does not operate in isolation. To that end, we believe it is important to recognize the impacts that **hazard mitigation (medium priority), quality of life (medium priority), tourism (low priority), and agriculture development (low priority)** and have on our regional economy. Secondary focus areas are examined in greater detail in our CEDS Plan of Action that appears later in this document.

Summary

The Somerset County, New Jersey, CEDS Governing Committee reviewed all input received from our four outreach sessions and online surveys. This review resulted in the identification of nine Focus Areas as priorities for further examination. As an initial prioritization, the Governing Committee identified Business Resources, the Re-use of Significant Properties, Reducing the Regulatory Burden, Workforce Delivery, and Transportation and Commuting as focus areas that are primary to satisfying the CEDS goals of job creation and private-sector economic investment. These five “Primary Focus Areas” received the bulk of our attention for discussion, dissemination, and investigation. The remaining four CEDS Focus Areas – Hazard Mitigation, Quality of Life, Tourism, and Agriculture Development — while receiving our attention in the CEDS Plan of Action, were not as widely discussed or deliberated. However, programs, project, and activities were reviewed by the CEDS Governing Committee.

A further prioritization of the nine CEDS Focus Areas, for implementation purposes, was undertaken by the volunteer leadership of the SCBP as the county-wide economic development agency for our region. This prioritization factored in additional considerations beyond the job creation and private-sector economic investment goals of the CEDS. Specifically, the SCBP considered how to leverage the limited financial and human resources of the organization to achieve beneficial outcomes. This review, which resulted in the identification of high, medium, and low priorities, resulted in

consensus that economic development implementation activities of the organization would focus on Business Resources, the Re-use of Significant Properties, and Reducing the Regulatory Burden outcomes.

Next Steps

The SCBP will lead the implementation of the primary economic development-related priorities and will support partner organizations’ efforts to advance additional concepts put forth in this CEDS report.

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There remains tremendous opportunity to further align state interests with local and regional strategies to attract and retain businesses. This CEDS report is a critical tool to help bridge those gaps through collaborative partnerships. We welcome the community’s active participation.

BACKGROUND



Purpose and Objective

360° Vision

Vision isn't simply about seeing the future; it's about looking back to assess what patterns and events of the past, coupled with the assets and ideas of today, can render measurable and sustainable progress — in this case — for economic expansion.

This Comprehensive Economic Development Strategy (CEDS) report, predicated on lessons learned and an inventory of Somerset County's unique and diverse assets, deliberately leverages the evolving economic landscape to capitalize on targeted, prioritized, economic growth potential in concert with local vision and a future perspective. It is quantitative, inasmuch as it measures what has been, what is, and what can be. It is qualitative, such that it has actively engaged a diverse set of stakeholders over its 18-month evolution to capture views and to capitalize on innovative ideas. It is focused, yet flexible.

The County of Somerset, New Jersey, and the Somerset County Business Partnership (SCBP) are catalytic leaders for measured, regional economic expansion based on this 360° vision. They recognize that historic growth pressures resulting from a sharp and steady rise in population, coupled with a rapidly changing economy and emerging industries, require planning and community partnerships across the public and private sectors. This Somerset County CEDS report is the next step — a collaborative economic blueprint — to maximizing indigenous assets and building on budding opportunities for job creation and private-sector economic investment, while preserving the quality of life that distinguishes this north-central region of the Garden State.

This CEDS initiative represents the best of public-private partnerships, demonstrated by the federal, municipal, industry, and private participation and funding it has received to date. The objective of this CEDS report is to engage partner-participants in the development and prioritization of regionally implemented economic development strategies that are dynamic, inclusive, game-changing, measurable, and sustainable.

Overview

*Somerset County
celebrates its
325th “birthday”
in 2013.*

Somerset County is located in north-central New Jersey, about 40 miles west of New York City and 60 miles northeast of Philadelphia, Pennsylvania. It is an interior county; it is only one of two counties in the state that does not border another state or the Atlantic Ocean.

As one of America's oldest counties, Somerset County is steeped in colonial and Revolutionary War History. The County was established by charter on May 22, 1688, with land conveyances dating to 1651. Historic sites, monuments, and buildings are found in virtually every town across the County. The County's 21 municipalities encompass 305 square miles that are characterized by diverse landscapes, ranging from urban and suburban neighborhoods to rural countryside. The County has 11,600 acres of parkland, 7,753 acres of preserved farmland, and 3,253 acres of greenways, along with a distinct mix of municipalities, ranging from small boroughs to large suburban townships.

New Jersey is known as a strong home rule state. Somerset County is governed and managed by a Board of Chosen Freeholders. The Board consists of five members; one or two are elected each year at large to serve three-year terms. There also are three elected constitutional officers: the County clerk, sheriff, and surrogate. Somerville is the County seat.

Each of Somerset County's 21 municipalities adopts its own land use ordinances, zoning ordinances, and master plan to guide development patterns. In addition, the County has oversight for land development as it impacts County facilities, while the State of New Jersey exercises regulatory authority in a number of areas, including environmental protection.

County government provides regional services that municipalities could not otherwise offer individually. These include county road and bridge maintenance, curbside recycling collection, transportation services for elderly and disabled residents, education, recreation and nutrition programs for seniors, a county park system, regional planning initiatives, and many others.

Perhaps best known as home to Fortune 500 companies including Verizon, Pfizer, J&J, and AT&T, Somerset County is home to over 12,000 businesses, more than half of which employ between 10 and 100 workers each. The County is home to over 324,000 residents, with nearly half the population both residing and working in the County. In 2011 (latest data year available), Somerset County ranked first in New Jersey in per capita personal income.²



² State of New Jersey, Department of Labor and Workforce Development, County Personal Income, http://lwd.dol.state.nj.us/labor/lpa/industry/incpov/incpoverty_index.html.

Somerset County's educational facilities – Raritan Valley Community College (RVCC) and Somerset County Vocational & Technical Schools – are among the finest in New

Jersey. The community college, a two-year school in Branchburg, includes a library/theater complex and a planetarium.

RVCC plays an important role in providing both post-secondary education, as well as workforce and professional development, instruction in numerous trades, and continuing education, to name a few offerings. Moreover, the RVCC offers corporate training, small business assistance, and access to SCORE, a nonprofit association of volunteer business counselors.

Somerset County boasts an educated workforce, with 28% of its population holding a bachelor's degree, compared to the statewide average of 21%.³



Raritan Valley Community College provides valuable continuing education, worker training, professional development, and trade instruction to individuals throughout Somerset County.

Somerset County businesses of all sizes have access to local, regional, and global financial markets, a highly-trained workforce, a state-of-the-art transportation network, and an extensive utility infrastructure.

Combined with easy access to major transportation arteries, the County's central location and strong labor pool has contributed to an unemployment rate that historically tracks below state and national averages. Offering many transportation options to businesses, residents, workers, commuters, and visitors, Somerset County has a blend of accessible commuter and freight rail, roads, bridges, and bus and shuttle services. Additionally, programs directed at employee commuting needs and those with functional and access needs are available.

There are numerous resources available through state and federal agencies that aid private-sector job creation and economic investment. These programs typically serve the specific needs of an employer, and may include employee job training, facility expansion, and/or energy efficiency improvements in concert with state and federal objectives.

³ US Census Bureau, 2005-2009 American Community Survey.

Demographic, Socioeconomic Profile

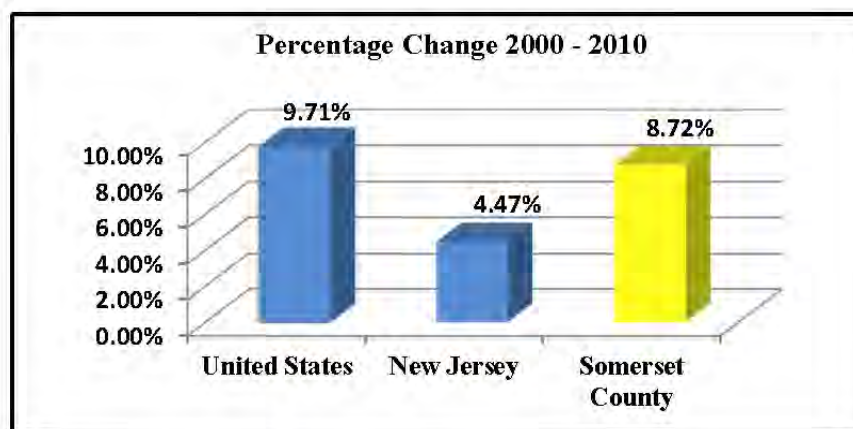
The following data and associated discussion provide a snapshot of Somerset County's residents, workforce, and economy, and are based on a variety of sources, all of which are identified among addenda that follow this CEDS report, unless otherwise specifically noted.

Population

Where People Live

Somerset County is the fastest growing county within the fastest growing region of New Jersey, geographically defined to include Somerset, Hunterdon, Mercer, and Middlesex Counties. Somerset County's population of 323,444 (2010 Census) has seen dramatic growth since the turn of the millennium, almost double the population growth rate of New Jersey, the eleventh-most-populous state in the nation. Table 1 below depicts the comparative growth rate of the United States, New Jersey, and Somerset County from 2000 - 2010.

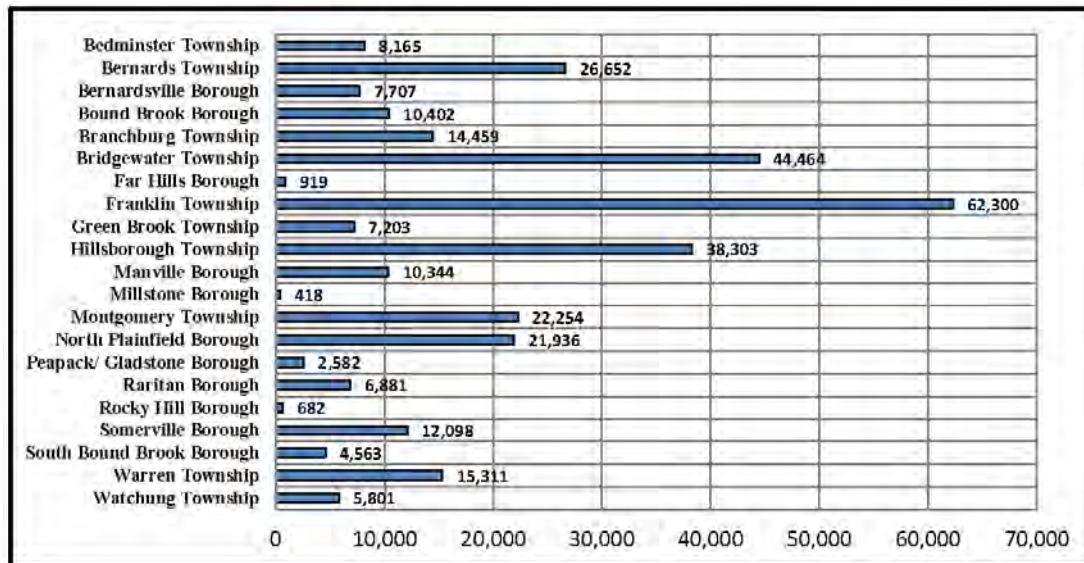
Table 1: Comparative Growth Change



Source: 2010 US Census

Over half of Somerset County's population resides in its four most populous municipalities, namely, Franklin, Bridgewater, Hillsborough, and Bernards Townships. Franklin, Bernards, and Montgomery Townships grew at the greatest rates between 2000 and 2010. Three municipalities declined in population during this same period - Bedminster Township, Branchburg Township and Somerville Borough - with Somerville declining at the highest rate in the County. Table 2 below depicts population by Somerset County municipality in 2010.

Table 2: Population by Somerset County Municipality, 2010

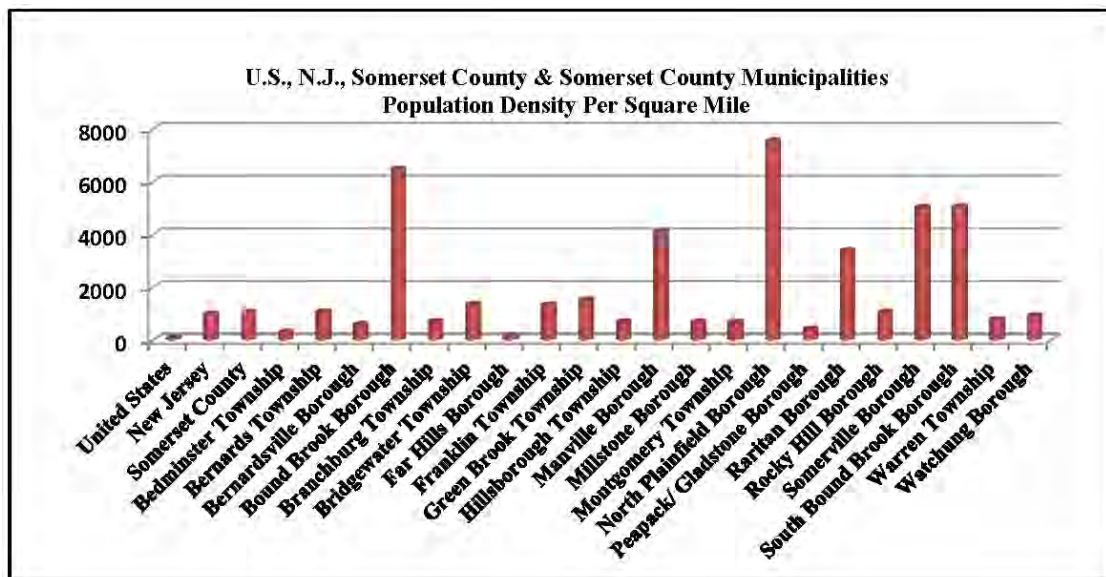


Source: 2010 US Census

Density

Somerset County's population density is more than 1,000 people per square mile; this density is only slightly less than the population density of the entire State of New Jersey, at 1,185 people per square mile, as indicated by US 2010 Census data. However, population density in Somerset County ranges widely, from just over 180 people per square mile in Far Hills Borough, to over 7,500 people per square mile in North Plainfield Borough.

Table 3: Population Density by Somerset County Municipality, 2010



Source: 2010 US Census

Household Characteristics

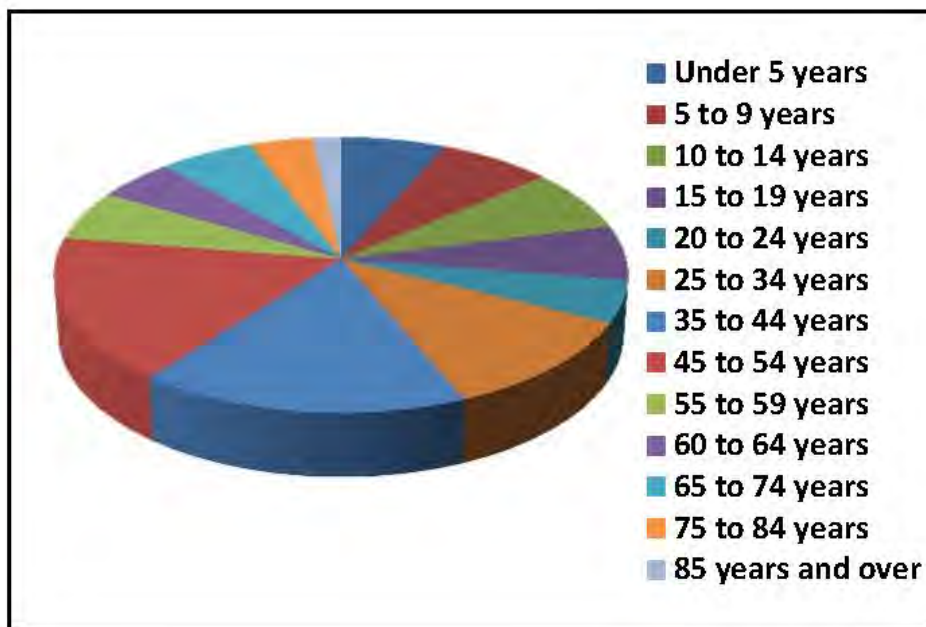
The total number of households in Somerset County in 2009 was 115,121, of which almost three-quarters were family households. The average household size was 2.79 persons, which has increased slightly from 2000 to 2010.

Who We Are

AGE

From 2000 to 2010, Somerset County's growing population also has increasingly aged. With a median age of 40.2 years in 2010, the County's population has aged by three years since the 2000 Census. This is slightly older than the median age across New Jersey at 39.0 years. While Somerset County's young, working-age population (ages 18-34) decreased from the 2000 Census, the County's middle-aged population (ages 35-54) increased. Meanwhile, the most senior population (ages 65+) in the County only increased by 1% during this same period. Table 4 below depicts Somerset County's age distribution in 2010. (See Addenda 1 and 2.)

Table 4: Somerset County Age Distribution, 2010



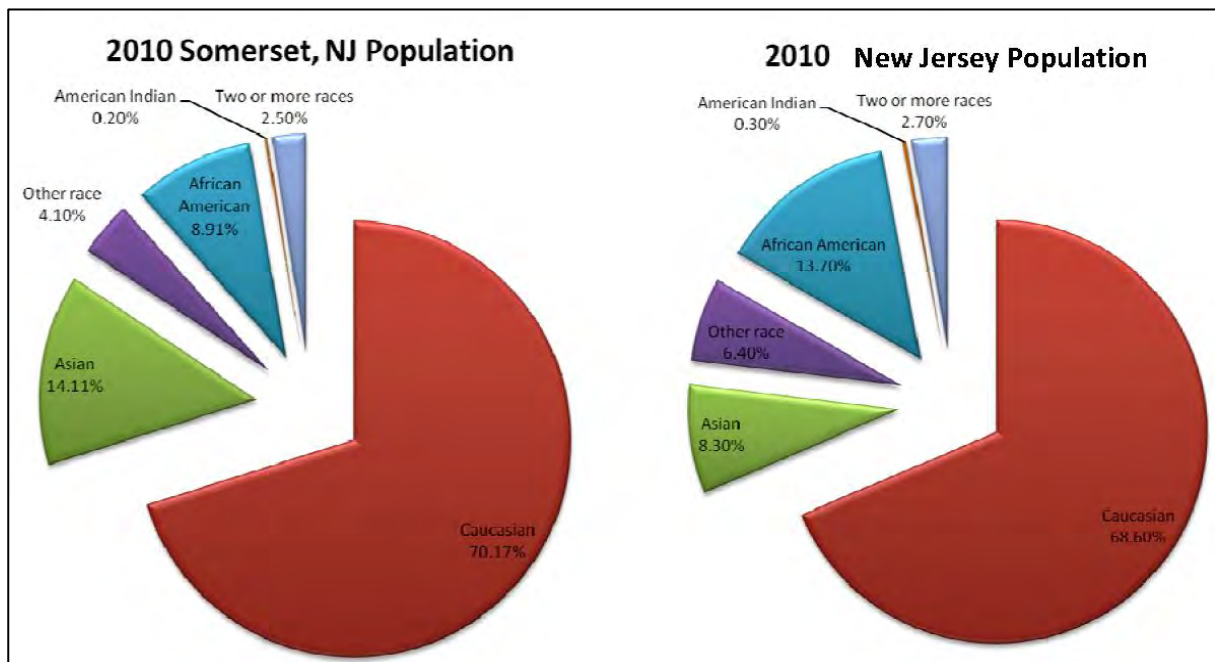
Source: 2010 US Census

DIVERSITY

Somerset County is expected to become increasingly diverse.

According to 2010 US Census data, the Diversity Index in Somerset County was 59.9; this is projected to grow to 66.0 by 2017. Meanwhile, the Diversity Index for all of New Jersey in 2010 was 64.9, and is projected to grow to 68.6 by 2017.⁴ The Diversity Index measures the probability that two people from the same area will be from different race or ethnic groups. The higher the number in the Diversity Index, the more diverse the population. Table 5 shows proportional diversity in Somerset County.

Table 5: Diversity in Somerset County



Source: 2010 US Census

Our Workers

Our Training

Somerset County has the most highly educated workforce in New Jersey, with almost half of all adults over 25 years of age holding a bachelor's degree or higher and of those 21% hold post-baccalaureate degrees.

HIGHER EDUCATION

Raritan Valley Community College, located in Branchburg, Somerset County, offers a wide variety of associate degrees, certificate programs, and professional

⁴ ESRI Community Profile based on source data from US Census Bureau, Census 2010 Summary File 1. ESRI forecasts for 2017.

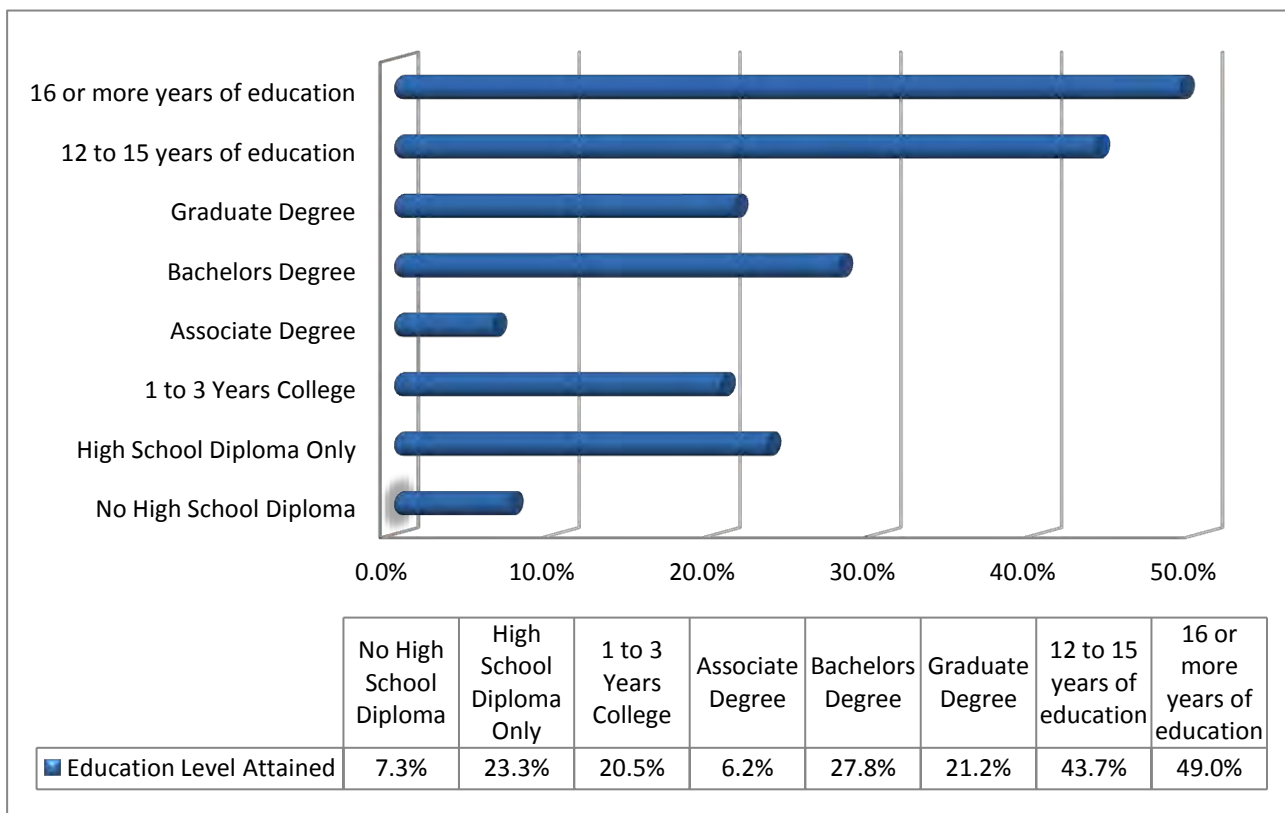
development training. The community college plays an important role in worker training and retraining. Additionally, there are 16 institutions of higher education within a 10-mile radius of Somerset County's boundaries.

SECONDARY EDUCATION



There are 18 school districts in Somerset County, with a collective 12 high schools, including seven regional high schools and the Somerset County Vocational & Technical (Vo-Tech) School. In 2011, the Somerset County Vo-Tech was ranked by *U.S. News and World Report* and the Washington, D.C.-based American Institutes for Research as one of the best high schools in the United States. Students trained in the trades offered at the Vo-Tech school typically work in jobs with family sustaining wages. Those jobs will continue to be particularly important in the construction of new and expanded businesses, as well as the reconstruction of properties destroyed or damaged by Hurricane Sandy and subsequent blizzard activity that ravaged the northeastern seaboard thereafter.

Table 6: Somerset County Educational Attainment, 2010



Source: 2010 US Census

Our Experience

Somerset County has a higher concentration of experienced workers between the ages of 40 and 54, compared with New Jersey. Generally, Somerset County's population age groups track the state overall, with the exception of a higher percentage of people between the ages of 40 and 54 years and a lower percentage of people between the ages of 20 and 29.

Employment by Occupation

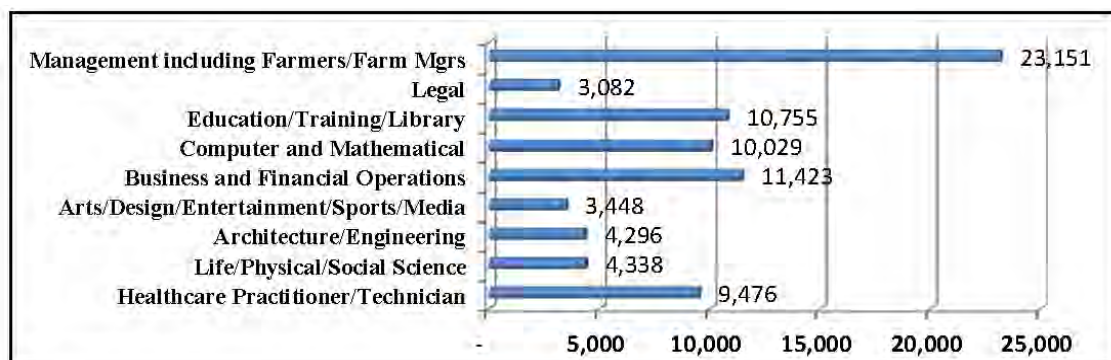
In 2009, Somerset County's dominant employment sectors were Healthcare and Social Assistance (19,631 workers), Retail Trade (18,956 workers) and Manufacturing (16,393 workers).⁵ The Manufacturing sector incorporates the chemical manufacturing sub-sector and thus, pharmaceutical employment. A cross-reference with Economic Census Data shows 38 establishments and over 4,200 employees worked in the chemical manufacturing sub-sector in Somerset County in 2009. It is estimated that over 50% of the civilian labor force in Somerset County is employed in management, business, science, and arts occupations, with over 10% employed in service occupations. White-collar employment represented 83% (138,925) of occupations in Somerset County in 2011, while blue-collar employment represented approximately 17% of occupations, according to the US Bureau of Labor Statistics (USBLS). Further detail on employment can be found at Addendum 2.

A higher percentage of Somerset County workers were employed in high-knowledge jobs (48%), compared to knowledge workers employed nationwide (31%) in 2010.

High-Knowledge Jobs

In 2010, 80,000 (or 48.15%) of all people employed in Somerset County worked in high-knowledge jobs, including those in healthcare, life/physical/social science; architecture/engineering; arts/design/entertainment/sports/media; business and financial operation; computer and mathematical occupations; education/training/library/legal; and management -farmers/farm managers.

Table 7: Employment in High-Knowledge Occupations, Somerset County



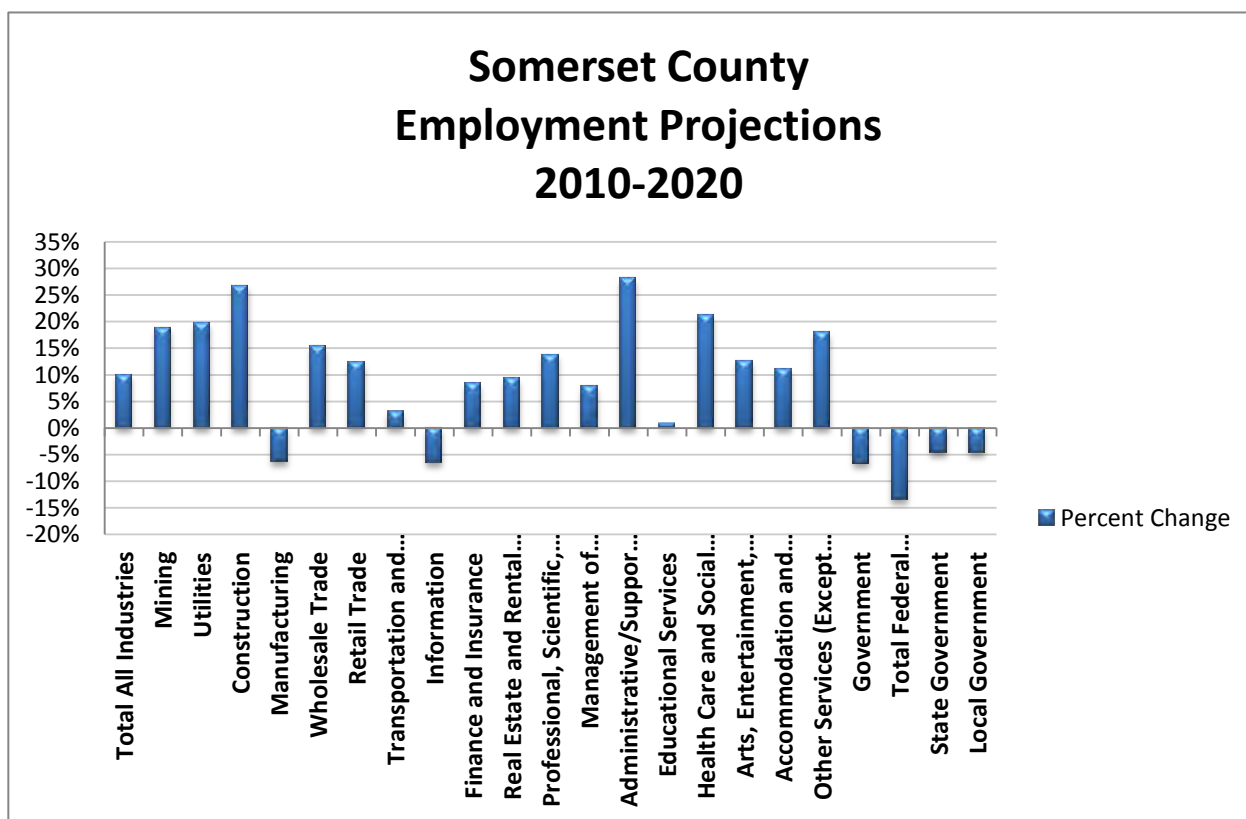
Source: 2011 Somerset County Community Profile

⁵ US Bureau of Labor Statistics Quarterly Census of Employment and Wages for 2009.

Employment Projections

According to the USBLS, the civilian labor force in Somerset County grew by 8% from 2000 to 2010, from 165,638 to 180,007. The New Jersey Department of Labor and Workforce Development projects employment in Somerset County to grow 1% per year from 2010 to 2020. Employment in the Wholesale Trade and Retail Trade sectors are predicted to be the highest employment growth sectors, at 15.4% and 12.3% respectively, while Professional, Scientific, and Technical Services are predicted to grow at a rate of 13.8% over the same decade. Excluding public sector employment, employment in the Information sector is predicted to have the greatest decline in the County at 6.5% during this same period.

Table 8: Somerset County Employment Projections, 2010-2020



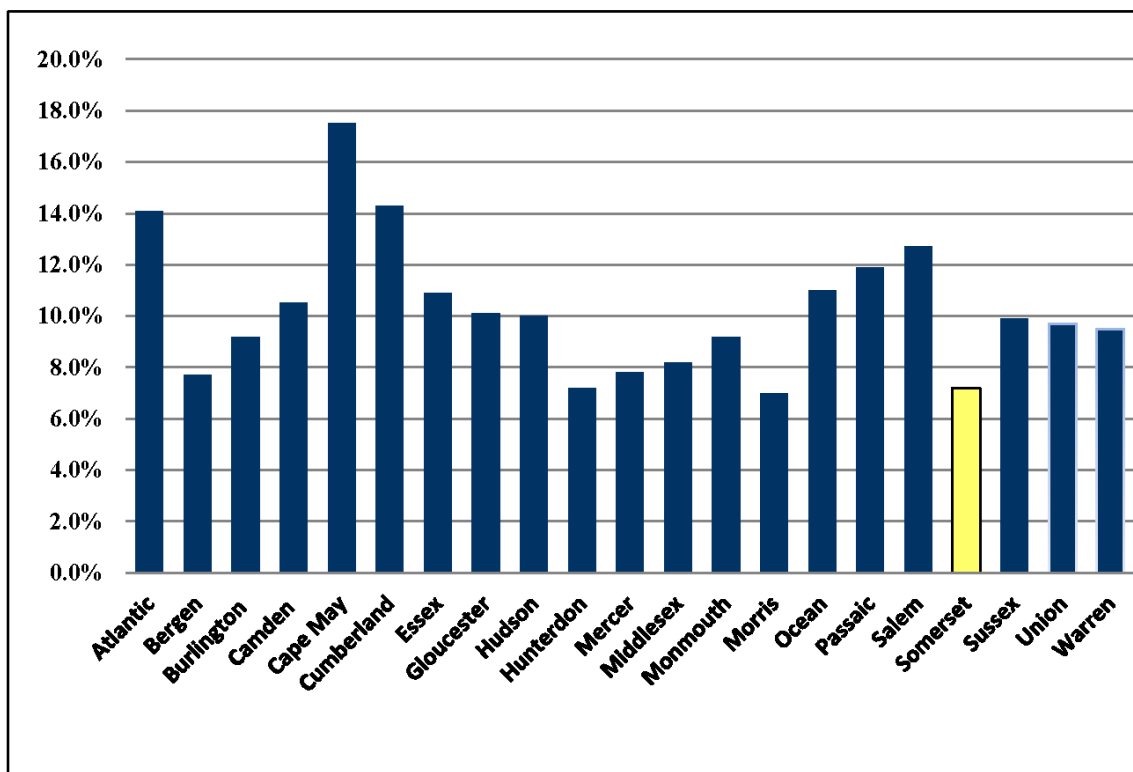
Source: US Bureau of Labor Statistics

Unemployment

Somerset County, New Jersey, ended 2011 with an unemployment rate of 7.1%, according to the USBLS – up significantly from the year 2000 unemployment rate of 2.6%. Comparatively, the average annual unemployment rate in the United States was 8.9% in 2011, while the average unemployment rate in New Jersey that year was 9.3%. Somerset County had the third-lowest unemployment rate among all New Jersey counties in 2012. Table 9 below depicts unemployment rates among New Jersey counties in January 2012.



Table 9: Unemployment Rates by New Jersey Counties, January 2012

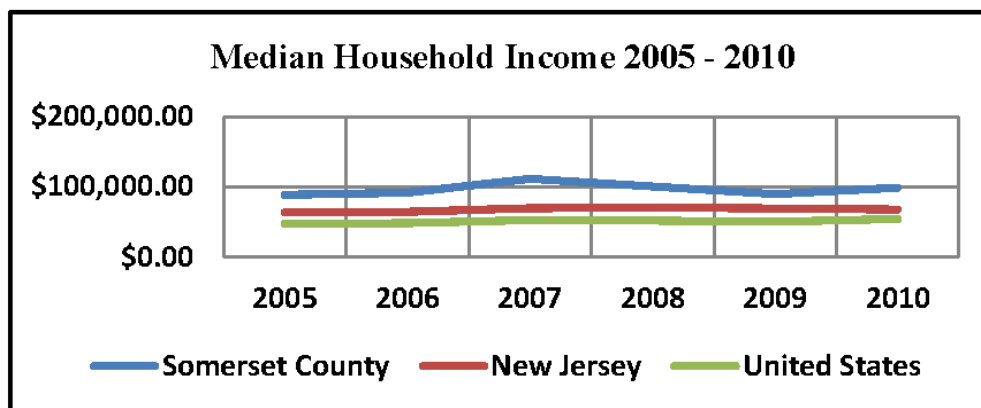


Source: Local Area Unemployment Statistics, New Jersey Department of Labor and Workforce Development

Income Characteristics

The median household income in Somerset County was estimated at \$98,703 in 2010, making Somerset County the third-highest-income-earning county in New Jersey and the sixth-highest-income-earning county in the United States.

Table 10: Median Household Income



Source: 2010 US Census

Per Capita Income

The Somerset County population has comparatively high per capita and median household incomes. The County has the highest per capita income in New Jersey at \$69,385 and is the ninth-wealthiest county in the United States (see Addendum 2).

Poverty

In 2009, Somerset County had the third-lowest percentage of people living below the poverty level (4.4% of the population) among all New Jersey counties. This was an increase from 3.8% reported in 2000 Census data. New Jersey had 9.4% (2009) to 10.3% (2010) of people living below the poverty level, while the United States had 14.5% (2009) to 15.1% (2010) of people living below the poverty level.

Our Economy

“Within a day’s drive of the Garden State, truckers can reach 40% of the US population, or 100 million consumers who purchase \$2 trillion in merchandise each year.”

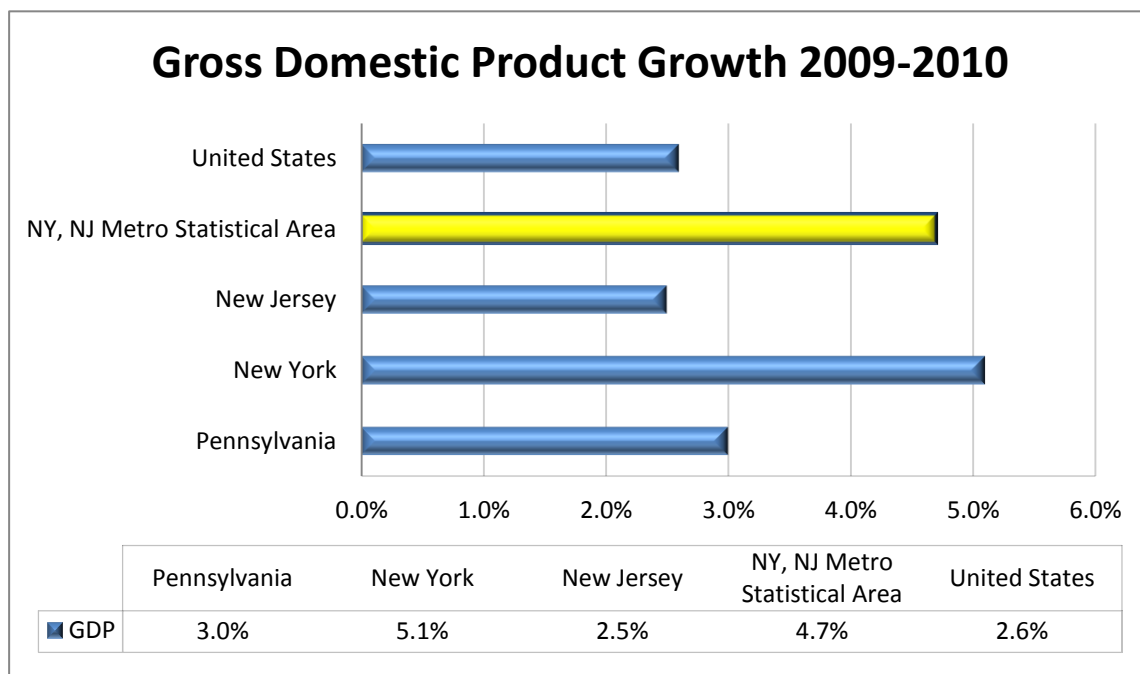
-New Jersey Department of Labor and Workforce Development

The narrative that follows provides an overview of Somerset County’s economy. Corroborating data and further detail can be found in the addenda that accompany this CEDS narrative; see the Table of Contents for identification of specific addenda.

Gross Domestic Product

Somerset County, as part of the New York Metropolitan Statistical Area (MSA), showed a large gross domestic product (GDP) increase from 2009 to 2010. During this same period, the GDP of New York, Northern New Jersey, and the Long Island MSA, of which Somerset County is a part, grew faster than all other MSAs of the United States at 4.7%, with the exception of the Boston statistical area. The GDP of the mid-eastern United States grew by 3.8% during that same period, while New Jersey’s state GDP grew by only 2.5%, and is weaker than the surrounding states of Pennsylvania or New York, with GDPs of 3.0% and 5.1%, respectively. These compare with the US real GDP that increased by 2.6% over that same period.

Table 11: GDP Growth Comparison



Source: US Bureau of Economic Analysis

Key Industry Clusters

Key Industry Clusters Somerset County, NJ

Advanced Manufacturing

Bio/Pharmaceuticals and
Life Sciences

Finance

Healthcare

Leisure, Hospitality,
Retail

Technology

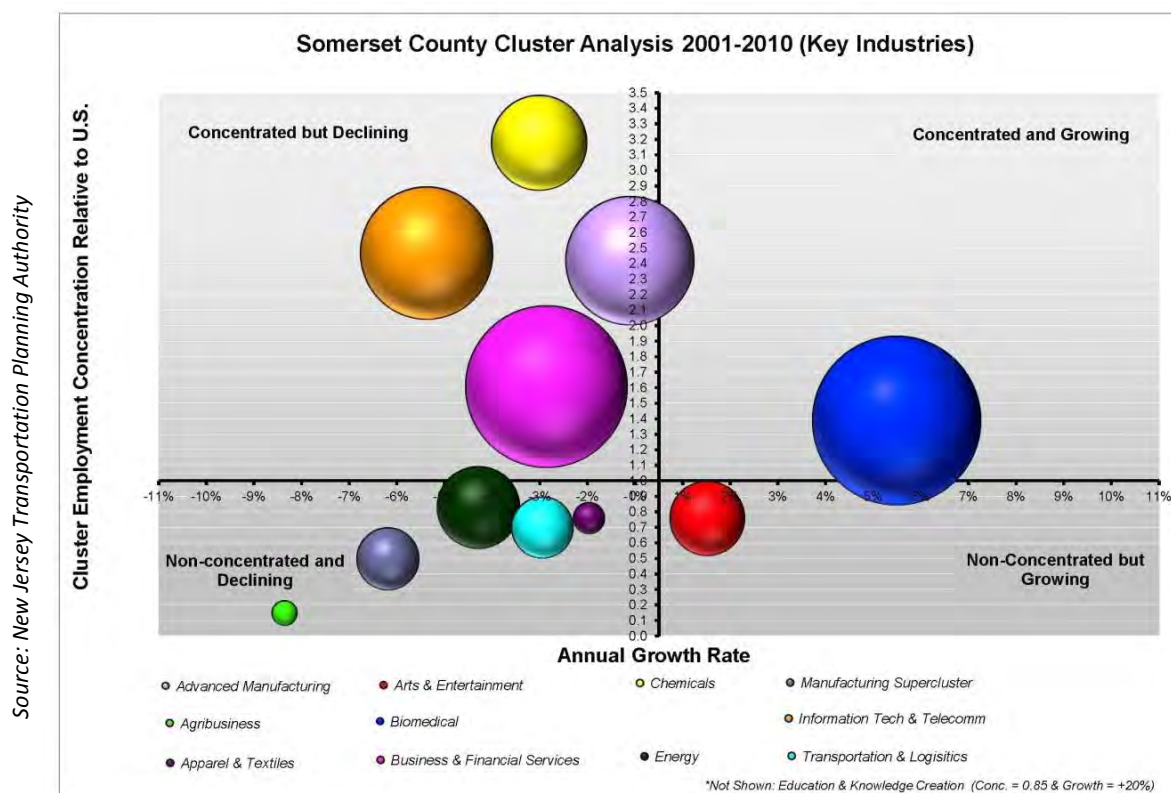
Transportation, Logistics,
Distribution

The International Economic Development Council defines clusters as “geographic concentrations of interdependent, complementary and/or competing businesses in related industries that trade with each other. Clusters develop and change over time, stemming from the long-term economic history, companies and demand for products, and services locally. Clusters act as a powerful magnet for business location and create diverse pools of skilled workers. They also attract new suppliers that congregate nearby for increased efficiency. Clusters thrive on a steady stream of skilled workers, finance, infrastructure and a good business climate. Spin-off businesses started up by experienced workers also foster a competitive spirit that stimulates growth and innovative strategic alliances. Built around core export orientated firms, industry clusters generate new wealth in a region.”

There are seven key industry clusters noted for New Jersey: Bio/Pharmaceuticals and Life Sciences; Transportation, Logistics, Distribution; Finance; Advanced Manufacturing; Healthcare; Technology; and Leisure, Hospitality, and Retail. Of these key industry clusters, four have a major presence in Somerset County.

Industry clusters are the engines that drive job and economic expansion by attracting new businesses.

Table 12: Somerset County Key Industries



Real Estate Markets

Commercial Real Estate Market

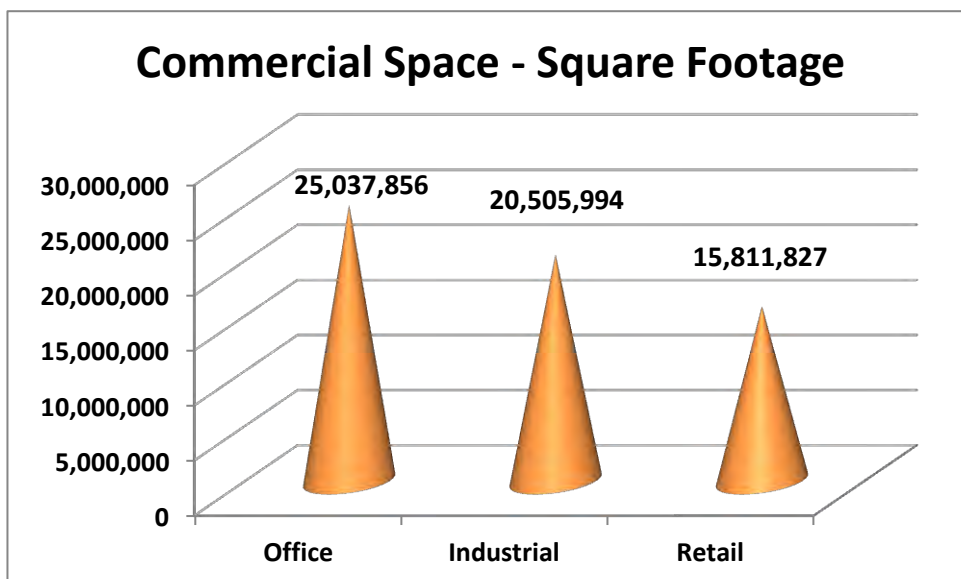
Somerset County, New Jersey, has an inventory of 25,037,856 square feet of office space, 20,505,994 square feet of industrial space, and 15,811,827 square feet of retail space, according to *CoStar Reports* (November 2011). Current and future projected vacancy rate information is available in Addendum 4 of this report.

Somerset County's office vacancy rate in the last quarter of 2011 was 19%. Within Somerset County, the market and vacancy rate for various types of office buildings can vary. Specifically, the office vacancy rates for Somerset County was double what the office vacancy rate was for the Somerset/Interstate 78 corridor's Class A office buildings.

The total direct available industrial space in Somerset County is approximately 2,200,000 square feet. The industrial building vacancy rate is approximately 11%. Retail vacancy in Somerset County is approximately 1,900,000 square feet, and the vacancy rate is approximately 12%.

Addendum 4 offers additional New York-New Jersey-Pennsylvania metropolitan area market information for the commercial office, industrial, and retail real estate markets, as well as a more regional view in central New Jersey.

Table 13: Somerset County Commercial Real Estate Space



Source: *CoStar Reports*, November 2011

Residential Real Estate Market

The residential median monthly housing costs for homes and condos with a mortgage in Somerset County in 2009 was \$2,650, while the median monthly housing cost of rental-occupied housing units was \$1,162 compared to the statewide median of \$962/month.



Meanwhile, the estimated median house or condo value in 2009 was \$401,900 in Somerset County (up from \$222,400 in the year 2000), compared to the median house or condo value across all of New Jersey at \$348,300.⁶

Addendum 4 of this report includes Selected Housing Characteristics for Somerset County, New Jersey, as compiled by the US Census Bureau, 2010.

⁶ See http://www.city-data.com/county/Somerset_County-NJ.html#ixzz2NzTsmQfY.

Geography and Special Land Uses

Somerset County is located in north-central New Jersey, about 40 miles west of New York City and 60 miles northeast of Philadelphia, Pennsylvania. It is an “interior county,” such that it is only one of two counties in the state that does not border another state or the Atlantic Ocean.



Somerset County encompasses 305 square miles and is composed of 21 unique municipalities that range from small boroughs to large suburban townships. The landscapes in Somerset County vary from urban townscapes and suburban neighborhoods to rural countryside.

The County has 11,600 acres of parkland, 7,753 acres of preserved farmland and 3,253 acres of greenways. New Jersey is known as a strong home rule state. Each municipality in the County adopts its own unique land use ordinances, zoning ordinances, and master plan to guide development patterns. In addition, the County oversees land development as it impacts County facilities, and the State of New Jersey exercises regulatory authority in a number of areas, including environmental protection.

Development Patterns

Somerset County municipalities have varied development patterns. Initially, the County was developed first along the Raritan River, railroad, and historic highway corridors. Today, historic villages and traditional towns are scattered throughout the County, as are agricultural farms.

Corridor, retail, office clusters, and livable, dense town centers augment the surrounding suburban residential and rural areas.

Development and redevelopment continues within Somerset County, as shown by its continued population growth. Although development is driven by private investment, the framework for development, redevelopment, and municipal density is provided by municipal master plans, land use zoning ordinances, and redevelopment plans.



Business (Special) Improvement Districts



A Business (Special) Improvement District (SID) is an organization, management, and financing tool used by local businesses to provide specialized services that complement, rather than replace, the existing municipal government services as part of a downtown revitalization plan. A SID is created under state law and enacted by a municipal ordinance.

The law permits property owners and businesses to organize and assess themselves to pay for needed services. A District Plan and a nonprofit District Management Association (DMA), or a municipal commission, are responsible for governing the operations of the SID. The DMA is responsible for all decisions relating to assessments, budgets, and management of specialized services. Two Somerset County municipalities — Somerville Borough and Franklin Township — have SIDs.

Designated Redevelopment Areas

There are 16 designated redevelopment areas in Somerset County, pursuant to the New Jersey Local Redevelopment and Housing Law. Almost half of the redevelopment area plans are designated as fully residential projects or open space projects. Many of the current areas designated in need of redevelopment within Somerset County — using the Local Redevelopment and Housing Law — are also brownfield sites. Addendum 6 of this report includes the designated redevelopment areas compiled from information from the Somerset County Planning Division.

BROWNFIELD SITES



Somerset County continues to support cleanup and reuse efforts for known or suspected contaminated sites, known as brownfields. The New Jersey Office of Brownfield Reuse (OBR) is charged with coordinating remediation and reuse efforts at specific brownfield sites, and piloting innovative approaches to expedite the revitalization process. One available program is the Brownfield Development Area (BDA) Program. This program works in partnership with municipalities and neighborhoods impacted by multiple brownfield sites. The BDA Program coordinates planning, resource acquisition, and remediation with a focus on reuse. Individual BDAs are designated through a highly selective application process.

The New Jersey Department of Environmental Protection's Hazardous Discharge Site Remediation Program is a loan and grant program to investigate and remediate contaminated sites. This program reimburses developers up to 75% of remediation costs based on certain new taxes that are generated from a brownfield project. Meanwhile, the New Jersey Department of Environmental Protection's Landfill Redevelopment Program focuses on the proper remediation and closure of landfills to support redevelopment.

Agriculture Development



Although the agricultural industry in Somerset County is small according to traditional economic development measures, the significant public investment directed at the retention of this industry in the County warrants examination. The May 2008 *County of Somerset Comprehensive Farmland Preservation Plan Update* notes that the average size of agricultural parcels is 82 acres and that 45% of Somerset County's farms realized a net gain of \$23,335 per year per farm. The *Plan Update* notes that net gain may be low because much of the County's farm acreage is used for hay production that is not sold, but used on-site.

Hazard Mitigation

FLOOD CONTROL

Somerset County is replete with rivers and brooks, and includes three Watershed Management Areas: the Passaic, the Upper Raritan Basin, and the Lower Raritan.



Flooding along the Raritan River continues to affect the downtown cores of Bound Brook Borough, Manville Borough, and to a lesser amount, Somerville Borough.

Other towns affected by flooding include Franklin Township, South Bound Brook Borough, Millstone Borough, Raritan Borough, Branchburg Township, and Bridgewater Township. In 2011, Somerset County, along with other parts of New Jersey, was included in a Presidential Disaster Declaration as a result of Hurricane Irene. Previously,

Hurricane Floyd rendered significant flooding across the County in 1999. Flood mitigation techniques for the area include a \$130 million

After 30 years of effort, the Green Brook Flood Control Project is finally providing flood protection for the Borough of Bound Brook.

flood protection project for the Borough of Bound Brook along the Raritan River that ultimately will include a series of levees, flood walls, closure gates, and pumps; home buy-outs or home elevations for Manville and North Branch Village; and the regeneration of 495 river-front acres from agricultural use land back to wetlands.⁷

Two groups of “river municipalities” have created flood control commissions in Somerset County. The Green Brook Flood Control Commission, which arose in response to major floods in 1971 and 1973 as a local movement, was authorized by the State of New Jersey and today consists of volunteer representatives appointed by the flood-affected municipalities and counties, as well as the State of New Jersey. The Commission regularly holds open meetings to discuss their goal of a comprehensive flood control solution for the entire Green Brook Basin.

The Millstone and Raritan Flood Control Commission was established in 2011 and includes the Somerset County Freeholders and representatives from the municipalities of Bridgewater, Franklin, Hillsborough, Millstone, Montgomery, Rocky Hill, Somerville, and South Bound Brook. This Commission was created to coordinate efforts for the study and possible mitigation of flooding, as well as to encourage state and federal financial aid for the region. The US Army Corps of Engineers presently is working on a multi-year study of flooding along the Raritan and Millstone Rivers that is projected to cost \$6.8 million.

Highlands Water Protection and Planning Council

Portions of five northern municipalities in Somerset County are part of the Highlands Region: Bedminster Township, Bernards Township, Bernardsville Borough, Far Hills Borough, and Peapack and Gladstone Borough. The Highlands Water Protection and Planning Council, established as a water protection region by the New Jersey State Legislature, approved the Highlands Regional Master Plan on July 17, 2008. The Highlands Region is divided into Preservation and Planning Areas. Municipal Master Plan Conformance with the Highlands Master Plan is mandatory for all municipalities in the Highlands Preservation Area. The Highlands Master Plan Conformance process determines build-out capacity for each participating municipality.

Bedminster Township is within both the Highlands Preservation and Planning Areas and is working on municipal conformance with the Highlands Master Plan for the Preservation Area. Bernardsville Township and Far Hills Borough have voluntarily opted in, while Bernards Township and Peapack and Gladstone Borough have decided not to enter the Highlands Master Plan Conformance Process, as of this writing.

⁷ See <http://www.boundbrook-nj.org>.

Public Policy

Public policies and associated regulations often directly impact and influence job creation and private-sector economic investment decision-making and opportunities. There are several significant state, regional, county, and municipal plans and practices that affect land use, job creation, and economic development in Somerset County.

The Somerset County CEDS aims to connect job creation and private-sector economic investment opportunities with land use planning efforts underway at the local, county, regional, and state levels.

Tax Structure

Taxation in New Jersey is levied at the state, county, and municipal levels. New Jersey state taxes include a sales tax (7%), a personal income tax (8.97% maximum), a gasoline motor fuels tax (14.5 cents/gallon), a corporate business tax (9%), as well as both workers compensation insurance and state unemployment insurance taxes. County and municipal governments have the authority to levy taxes on real property, which is applied against the value of land and any associated improvements. Statewide, property taxes average \$2,372 per capita.⁸

Legislation enacted in 2003 (P.L. 2003, c. 114) imposed a State Occupancy Fee on the rent for every occupancy of a room in a hotel, motel, or similar facility in most New Jersey municipalities. For occupancies on and after July 1, 2004, the fee is 5%. The State Occupancy Fee is imposed on room rentals that are currently subject to the 7% New Jersey sales tax and is in addition to the sales tax. New Jersey municipalities may adopt an ordinance that imposes a uniform municipal tax on occupancies in that municipality. The municipal tax may be imposed at a rate less than or equal to 3%.

State

New Jersey's State Strategic Plan

New Jersey's *State Development and Redevelopment Plan*, developed under the guidance of the New Jersey State Planning Commission, aims to "coordinate planning activities and establish statewide planning objectives in the following areas: land use, housing, economic development, transportation, natural resource conservation, agriculture and farmland retention, recreation, urban and suburban redevelopment, historic preservation, public facilities and services, and intergovernmental coordination."⁹ Relative to municipal, county and regional land use planning alignment, the *State Strategic Plan* recognizes that planning requires cooperation among

⁸ Rates are current as of March 4, 2013.

⁹ N.J.S.A. 52:18A-200(f).

government and private entities. “An encouraging trend is the establishment of regional planning partnerships. Examples include the Somerset County Business Partnership.”¹⁰

The *State Strategic Plan* pledges to foster targeted job growth, support effective regional planning, and preserve the state’s critical resources.

“Traditional statewide land use planning must give way to strategic, action-oriented planning that integrates all relevant state resources. A conscious shift from managing growth to planning for physical change is also required. Coordinated investment will be the foundation for a new model that recognizes market conditions as a significant driver for change. Moving forward, New Jersey will focus its policies and investments on vibrant regions by fostering targeted job growth, supporting effective regional planning and preserving the State’s critical resources.”¹¹



New Jersey State Unified Workforce Investment Plan

The *New Jersey State Unified Workforce Investment Plan* outlines statewide workforce investment strategies and details targeted industry sectors, a number of which are important in Somerset County. This plan connects with the *State Strategic Plan* in an economic development context.

New Jersey Energy Master Plan

As the Christie administration’s strategic vision for the use, management, and development of energy in New Jersey over the next decade, the *2011 New Jersey Energy Master Plan* (EMP) and its implementation strategies will continue to affect business investment decisions across the state. The EMP indicates that “the Administration will manage energy in a manner which saves money, stimulates the economy, creates jobs, protects the environment, mitigates long-term cumulative impacts, and is consistent with the goals of the *State Strategic Plan*.”¹²

¹⁰ *State Strategic Plan: New Jersey’s State Development and Redevelopment Plan*, New Jersey State Planning Commission, awaiting final adoption, p. 39.

¹¹ *Ibid.*

¹² *2011 New Jersey Energy Master Plan*, December 6, 2011, p. 1.



Regional

North Jersey Transportation Planning Authority's Transportation Improvement Plan

Somerset County is within the North Jersey Transportation Planning Authority (NJTPA), which is the federally authorized Metropolitan Planning Organization (MPO) for the 13-county northern New Jersey region. As such, the NJTPA oversees more than \$2 billion in transportation improvement projects and provides a forum for interagency cooperation and public input

into funding decisions. It also sponsors and conducts studies, assists county planning agencies, and monitors compliance with national air quality goals.

Somerset County

Somerset County Master Plan (and its Circulation Element)

The Somerset County Planning Board is responsible for developing the *Somerset County Master Plan*, which contains a required "Circulation Element." Additionally, the County develops a *Capital Plan* for improvements in County-owned roads and bridges. The Somerset County Planning Board is exploring infrastructure investments connected to 20 redevelopment/targeted growth areas identified in *Sustainable Somerset: The Strategic Plan for Somerset County*.

Somerset County Investment Framework

In 2009, Somerset County began to explore an alternative approach for identifying areas for growth, agriculture, open space conservation and other appropriate designations, as specified by the State Planning Act. This resulted in the creation of the *Somerset County Investment Framework*, which is intended to provide the geographic basis for coordinating land use and infrastructure planning. This *Framework* focuses on Priority Growth Investment Areas (PGIAs) suitable for significant economic growth. The Office for Planning Advocacy within the New Jersey Business Action Center has recognized the work of Somerset County in developing PGIAs consistent with state policy. Addendum 6 provides details of the *Somerset County Investment Framework*.

Somerset County Long-Term Economic Development Plan

Three emerging industries – nanotech/biotech, bio-related technology, and geospatial technology – were identified for Somerset County in the *Long-Term Economic Plan - Phase I Feasibility Analysis* conducted by Wadley, Donovan, Gutshaw Consulting under contract by the Somerset County Business Partnership (see Addenda 3 and 6). These three emerging industries were specifically identified based on the County's existing industry base, education and technical support, future employment opportunities, the broadening of economic development, and the creation of a significant number of jobs over the next 5 to 10 years.

Somerset County Wastewater Management Plan

The *Somerset County Wastewater Management Plan* is being updated to establish specific sewer service delivery areas and will define areas that will be ineligible to receive sewer service. To the extent that sewer service is a prerequisite to private-sector economic investment, the *Wastewater Management Plan* will affect economic development strategies.

Municipal***Permitting***

New Jersey is known as a strong home rule state, where the land development permitting process includes municipal, and often county and state approvals. Each municipality in Somerset County adopts its own unique land use ordinances, zoning ordinances, and Master Plan to guide development patterns. In addition, the County has regulatory oversight for land development as it impacts County facilities such as County roads, bridges, and stormwater facilities.

Policy Consistency

Consistent with guidelines established by the USEDPA, the Somerset County CEDS report is in concert with both New Jersey's *State Strategic Plan* for "bottom-up" planning, as well as the *Somerset County Investment Framework*, which provides for geographic planning initiatives across Somerset County. There remains tremendous opportunity to further align state interests with local and regional strategies to attract and retain businesses. This CEDS report is a critical tool to help bridge those gaps through collaborative partnerships. We welcome the community's active participation.

Additional Resources for Economic Growth

Government

New Jersey Department of Labor

The New Jersey Department of Labor (NJDL) offers customized training grants to businesses to create and upgrade workers' skills and to retain jobs to ensure that New Jersey employers are competitive in the world economy. Somerset County's businesses have a successful history of accessing this customized training.



New Jersey Economic Development Authority

The New Jersey Economic Development Authority (NJEDA) assists businesses with gaining access to capital through tax-exempt and taxable bond financing, loans, loan guarantees, and business and tax incentives to expand, relocate, or redevelop in New Jersey. The NJEDA also offers real estate development assistance, and the agency maintains state-of-the-art facilities, such as the Technology Centre of New Jersey in North Brunswick and the Waterfront Technology Center at Camden. The New Jersey Economic Development Authority Programs List is located at Addendum 5.

STATE OF NEW JERSEY BUSINESS PORTAL AND BUSINESS ACTION CENTER

Governor Christie consolidated all state economic development activities under the leadership of Lieutenant Governor Kim Guadagno, creating the New Jersey Business Action Center (BAC) in the Department of State. The BAC plays a key role in helping grow, retain, and attract business to the state. The center serves as a "one-stop" shop for business. The Center's staff works to encourage entrepreneurship by supporting New Jersey's businesses of all sizes, supporting the global competitiveness of New Jersey companies, as well as promoting the state's attractiveness as a vacation destination and business investment location nationally and internationally.

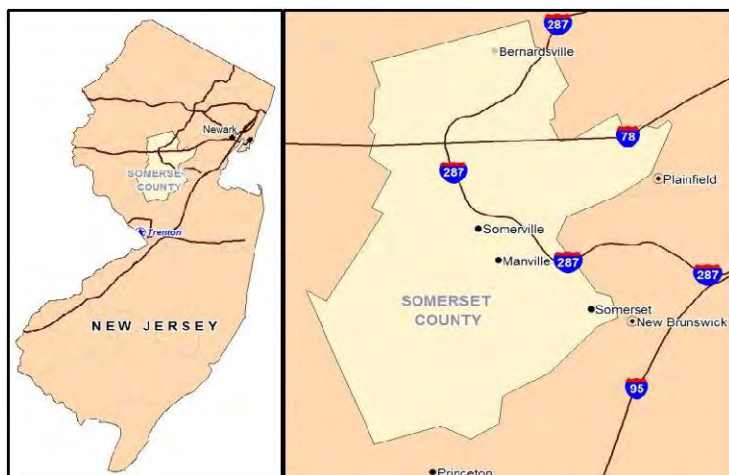
Specifically, the BAC facilitates business locations and expansions in the state with site selection services, financial and incentive program solutions, and resolution of regulatory issues and complicated technical and compliance issues. The BAC's business advocates encourage entrepreneurship by supporting businesses of all sizes, thereby advancing the global competitiveness of New Jersey companies. For more information, go to <http://nj.gov/state/bac>.

The New Jersey Business Portal is a "one-stop shop" for business resources. It includes information on how to start and grow a business, and how to access a variety of workforce information and services.

Transportation

Infrastructure

Somerset County has an extensive transportation network that includes principal and major arterial highways, major and minor collector roads, and local road, airports, transit and buses, and freight rail, although the maintenance and expansion of these systems to serve employee commuting needs is fragmented and complex. The jurisdictions responsible for transportation improvements — municipalities, counties, state, federal, quasi-public, and private — have differing priorities and financial resources. The Somerset County Circulation Element, part of the *Somerset County Master Plan*, largely addresses County transportation system deficiencies and the aging road and mass transit system.



ROADS

The road hierarchy in Somerset County includes federal interstates, US highways, and state and county highways that create access linkages to Philadelphia, New York City, the northeastern United States, and beyond. Interstate 287 (I-287, N/S) and Interstate 78 (I-78, E/W) intersect in the heart of Somerset County. I-287 serves as the outer beltway west of New York City through the north-central section of Somerset County. Meanwhile, I-78 spans east to west in the northern third of Somerset County, and connects to New York City, as well as

Pennsylvania's Lehigh Valley (Allentown, Bethlehem, and Easton) and beyond. Three additional local access highways complete the federal and state highway network in Somerset County.

AIR TRAVEL

Travelers can connect via air to Newark (New Jersey), New York City, and Philadelphia via three Somerset County airports located in Manville Borough, Bedminster, and Montgomery Townships. The County also includes



many corporate heliports. Newark-Liberty International Airport in Newark, New Jersey, is the closest international airport, only 23 miles from the center of Somerset County.

PASSENGER RAIL AND BUS TRAVEL

Somerset County is served primarily by New Jersey Transit (NJ Transit) and Lakeland Bus Lines, which is augmented by Somerset County's Office of Transportation. Somerset County's Office of Transportation offers seven shuttle bus routes in the County as part of a regional network.

Passenger rail service in Somerset County connects to New York (NY), Philadelphia (PA), and Trenton (NJ), through Penn Station in Newark, New Jersey. Somerset County's passenger rail service is provided through NJ Transit via two lines that connect passengers to Newark, New Jersey, and New York City. NJ Transit runs two passenger lines through Somerset County that further connects to New York City through the Port Authority of New York and the New Jersey Trans-Hudson (PATH) connection.

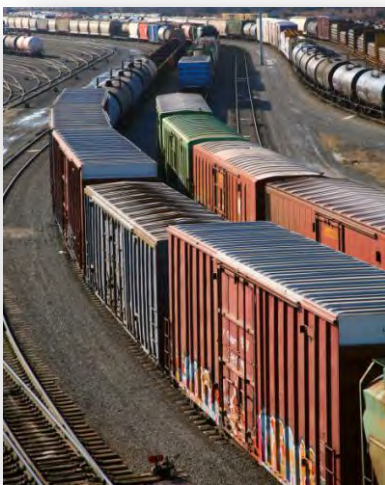
The Raritan Valley passenger rail line runs through five Somerset County municipalities to High Bridge in Hunterdon County, with rail stations in

Branchburg Township, Raritan and Somerville

Boroughs, Bridgewater Township, and Bound Brook Borough. The Gladstone Branch - Morris & Essex Line - runs through four Somerset County municipalities with rail stations in Peapack and Gladstone Borough, Far Hills Borough, Bernardsville Borough, and Bernards Township.

FREIGHT RAIL

The three freight rail lines in Somerset County include the Norfolk Southern line that connects Bound Brook to High Bridge, New Jersey; the Norfolk Southern line that branches in Bound Brook and eventually connects north to Belvidere, New Jersey; and the CSX Trenton Line that branches in Bridgewater in Somerset County and connects to the Philadelphia SEPTA and Lehigh rail lines.



RIDEWISE

Somerset County is served by RideWise, one of the state's eight transportation management associations (TMAs) that works with businesses to develop sustainable travel alternatives to improve mobility, reduce traffic congestion, and decrease carbon emissions. Ride Wise is an independent, nonprofit agency that is funded through grants from NJTPA, NJ Transit, and the New Jersey Department of Transportation (NJDOT).

Utilities and Essential Services

Somerset County has an extensive network of utilities and essential services, including telecommunications, electricity, natural gas, water, wastewater, trash/recycling, and hazardous materials disposal.

Telecommunications

Given its location within the New York City metropolitan area, Somerset County has a strong network of telecommunications resources. Multiple cellular telephone network

service providers are available, and all communities are served by cable television providers, which have become significant sources of voice and data communication services for residential and commercial customers. Fiber optic networks are accessible, as proven by the many "data centers" located within the County. Traditional "telephone company" services are available for voice, data, and in most cases, television services.



Electricity

All of Somerset County is connected or is able to be connected to electric power service. The electric distribution providers in Somerset County are Jersey Central Power and Light (a FirstEnergy

Company) and PSE&G. FirstEnergy includes 10 electric utility operating companies and comprises the nation's largest investor-owned electric system.

Public Service Electric and Gas Company (PSE&G) is headquartered in Newark, New Jersey, PSE&G serves nearly three-quarters of New Jersey's population in a service area spanning a 2,600-square-mile diagonal corridor across the state, from Bergen to Gloucester Counties. Electricity is deregulated in New Jersey, and commercial customers can negotiate rates with their service provider of choice.

Natural Gas

Much of Somerset County has access to natural gas. The natural gas providers include Elizabethtown Gas, First Energy/Jersey Central Power and Light, and PSE&G. Natural gas is also deregulated in New Jersey, and commercial customers can negotiate rates with their service provider of choice.



Water

Somerset County draws its water from public and private water companies and single-source wells. Most of Somerset County has public (municipal) water service, but sections of the County are still on private wells. Water service in Somerset County is provided by the New Jersey American Water Company (investor-owned), Elizabethtown Water Company, and several municipal companies, including the Manville Water Department, the Rocky Hill Municipal Well, and the Hillsborough Municipal Utility.

Wastewater

Most of Somerset County has sewer service, although some residents have private septic systems. The largest sewage authorities include the Somerset Raritan Valley Sewage Authority and the Middlesex County Utility Authority. Additionally, there are three mid-sized service providers in the County: the Berkeley Heights Water Pollution Control Plant, the Bernards Sewer Authority, and the Stony Brook Regional Sewer Authority. There are also small wastewater service providers that service specific development projects.

Trash/Recycling

Somerset County maintains a significant residential and commercial recycling program. Owners, operators, or managers of business and commercial establishments must ensure that a recycling system is in place that provides for the separation of mandatory recyclable trash. The Somerset County Recycling Center is available to small businesses as an alternative to contracting for recycling services at their establishments.

Hazardous Waste Disposal Services

Commercial establishments generating medical, biological, solid, or other hazardous waste products are regulated under various agencies, potentially at both the state and federal levels. The New Jersey Department of Environmental Protection typically is the lead agency for businesses with waste disposal considerations.

VISION



Collective vision is a necessary element to the successful implementation of a sustainable regional economic development strategy. To that end, a robust business outreach effort was conducted by the Somerset County Business Partnership to both cull opinions and to coalesce them into a collective vision for economic growth. Outreach efforts included four facilitated visioning sessions, the use of electronic surveys, multiple meetings with local economic development representatives, community partners, and extensive discussions with the Somerset County Comprehensive Economic Development Strategy (CEDS) Governing Committee.

The following focus areas of consensus were determined through the outreach process. They represent a five-year economic vision for Somerset County, New Jersey.

Somerset County, New Jersey, will be a place where...

- **BUSINESS RESOURCES AND SERVICES ARE DEVELOPED TO ATTRACT AND RETAIN INDUSTRIES AND COMPANIES** consistent with the infrastructure, buildings, and workforce assets of the region;
- **RE-USE OF SIGNIFICANT PROPERTIES, OFFICE COMPLEXES, AND INDUSTRIAL FACILITIES WILL GROW TARGETED INDUSTRIES** and meet the needs of business to enhance their competitiveness, efficiency, and functionality;
- **THE REGULATORY BURDEN ON BUSINESS IS REDUCED** through simplified, consistent, efficient, and customer-oriented permitting and approval processes;
- **WORKFORCE TRAINING AND EDUCATIONAL RESOURCES AND INCENTIVES ARE FOCUSED** on the future needs of the employer; and
- **ROAD, BRIDGE, AND MASS TRANSIT INVESTMENTS ADVANCE** job growth, private-sector economic investment, and efficient employee commuting.

Imperatives

Success must be clearly defined and measured.

Somerset County must be proactive in leveraging its quality workforce.

Sound public policy decisions need to recognize employment, labor, and economic dynamics.

Visioning Sessions

Visioning Policy

“We will ensure an inclusive visioning process of no less than three sessions to be conducted regionally throughout the County in partnership with local business, trade, and economic development entities, and to include the community as a whole.”

Recognizing that people generally support what they help to create, members of the CEDS Governing Committee personally invited individuals they believed would be engaged contributors to a robust discussion focused on developing a future economic to advance the region. The four sites where the sessions were held were deliberately dispersed geographically around Somerset County and held at different times of day and days of the week to encourage maximum attendance. Participants were then congregated into smaller groups that focused on specific areas of interest each participant identified in advance of the session as having the most importance or impact to them, their community, and/or business.



Public input was also accepted throughout the CEDS development process through the Somerset County Business Partnership/CEDS website, as well as at each CEDS Governing Committee meeting.

Prevailing Themes

- Business attraction, retention, incentives, and space
- Education and training of the workforce
- Streamlining regulation
- Transportation and transit

Session 1

A total of 29 participants attended the first business outreach or “visioning” session that was held on February 24, 2012, at the Olde Mill Inn & Grain House in Basking Ridge, New Jersey. This session was held in partnership with the Somerset Hills Business Network. Brian Reilly of the Municipal Land Use Center facilitated.

Key Issues and Opportunities

Participants identified seven key issues and opportunities for economic expansion.

- Business attraction and retention
- Collaboration of the hospitality industry, and arts/historic organizations and location of businesses to package and promote tourism
- Education and training
- Housing
- Regulatory road blocks
- Research and development for jobs, high-end facility space
- Transportation

The research and development industry, identified as a source of job creation and tourism, was recognized as an emerging industry. Specific Somerset County issues that relate to transportation, regulation inconsistencies, education, and workforce housing were also discussed.

Strategic Vision

- Attract workers to live in Somerset County by making quality-of-life amenities and workforce housing increasingly available.
- Build a Somerset County Research and Technology Incubator.
- Create a Marketing Plan for Somerset County.
- Create a County Economic Development Corporation to access federal/state funds.
- Consolidate regulations across all 21 Somerset County municipalities and county government to eliminate redundant, inconsistent, and unnecessary regulations.
- Focus development on the seven New Jersey Key Industry Clusters (Advanced Manufacturing; Bio/Pharmaceuticals and Life Sciences; Finance; Healthcare; Leisure, Hospitality, and Retail; Technology; and Transportation, Logistics, Distribution).
- Leverage the County's numerous assets (commercial real estate, transportation infrastructure, etc.).
- Link with regional colleges and state universities.
- Target science, technology, engineering, and math (STEM) education and training.
- Provide better intra-county transportation, commuter transportation (rail and highway) to the southern portions of Somerset County and "Last Mile" transportation connections.

Session 2

A total of 44 participants attended the second business outreach session that was held on February 29, 2012 at the MiddleBrook Crossing Business Park in Bridgewater, New Jersey. Brian Reilly of the Municipal Land Use Center facilitated.

Key Issues and Opportunities

Participants identified 10 key issues and opportunities for economic expansion.

- 
- Economic incentives for emerging industries
 - Energy infrastructure and stability
 - Entrepreneurship and start-ups
 - Green building
 - How to create high-value jobs
 - Improve "quality of life" services for workers living in Somerset County
 - Local/county/state regulatory complexity and cost
 - Quicker approvals
 - Sufficient and capable workforce
 - Transportation, transit, and "Last Mile"

Entrepreneurial development was identified as a source of job creation and energy stability was identified as a specific need. Specific Somerset County issues related to transportation, regulatory complexity, and higher education were also discussed.



Strategic Vision


- Accommodate expanded transportation to and from density housing sites.
- Align transportation linkages between downtown entertainment, tourism/hospitality venues, and transit (parking, hours, promotions).
- Build a public-private partnership Technology Park.
- Create energy generation infrastructure capacity to ensure emergency preparedness, day-to-day business operations, and future needs.
- Develop a County Economic Development Corporation.
- Emphasize STEM education and training.
- Encourage Transit Village Development (i.e., Somerville, Bound Brook).
- Establish entrepreneur and economic investment funding through a revolving growth loan fund and venture capital linkages.
- Expand freight handling capacity.
- Focus on entrepreneurial start-ups through one central organization that targets specific industries, young workers, and potential entrepreneurs from the displaced workforce.
- Grow the “advanced manufacturing” industry through specific career training.
- Implement essential, high-quality, nonprofit support services through collaboration and cooperation.
- Produce transit across county lines (to Princeton, New Brunswick, Morristown, Flemington), to the regional airports, and direct train or express bus lines to New York City.
- Provide road improvements to Route 22, Route 206, and the Interstate 287/202-206 merge area.
- Revise the New Jersey Municipal Land Use laws to allow economic factors to become testimony during municipal land use board deliberations.
- Simplify the approval process, reduce fees, and create predictable timing for permitting at municipal, county, and state levels.
- Support and encourage “green” building as a business advantage.
- Strengthen Somerset County’s interconnections with colleges and universities, even in other counties (Rutgers, Princeton, NJIT), hospitals, biotechnology start-ups, and venture capital firms.

Session 3

A total of 27 participants attended the third business outreach session that was held on March 14, 2012 at 27 Warren Street in Somerville, New Jersey, in collaboration with the Somerset County Regional Partnership. John Maddocks of the Somerset County Business Partnership facilitated.

This third session focused on defining success, infrastructure improvements, and the renovation of existing, under-utilized properties. Targeted industries, employment training, and entrepreneurial support were also topics of discussion.

Key Issues and Opportunities

- 
- External economic drivers
 - Definition of success needs to be agreed on.
 - Policy makers must recognize the individuality of corporate user requirements and provide flexible zoning regulations.
 - Internal community and economic drivers need to be identified.
 - Quality-of-life items such as schools, amenities, and arts/ entertainment need to be linked to economic development.
 - Renovation of outdated industrial and commercial building stock should be encouraged and should include energy efficiency and location interconnections.
 - Water, road, and sewer infrastructure improvements should be targeted where other existing infrastructure exists and a need is identified.

Strategic Vision


- Target appropriate industries for Somerset County, such as computer and science-related industries, health science, energy engineering, and construction industries.
- Match employment and training resources with employer needs.
- Deliver resources to potential entrepreneurs, such as facilities and finances.

Session 4

A total of 26 participants attended the fourth business outreach visioning session held on April 19, 2012, at Somerset County Vocational & Technical School in Bridgewater, New Jersey. This visioning session specifically engaged the Board of Directors of the Somerset County Business Partnership (SCBP). Brian Reilly of the Municipal Land Use Center facilitated.

Key Issues and Opportunities

As representatives of the Somerset County business community, the SCBP Board concurred with observations and vision statements made across the previous three outreach sessions and suggested five summarizing focus areas:

- 
- Business resources
 - Re-use of significant properties
 - Transportation
 - Regulations as a cost of doing business
 - Workforce quality and availability

Survey

Between February 1 and April 30, 2012, an online survey was hosted on the SCBP's website, inviting businesses and community partners to participate in the visioning process. Invitations were circulated through the SCBP's weekly e-newsletter and at various briefings and presentations conducted throughout the community. The survey enabled participants to rank the issues of greatest importance and impact.

| Highly Important Issues | Issues with Greatest Impact on Business | Industries Targeted for Expansion/Retention |
|---|---|--|
| <ul style="list-style-type: none"> • Job Training • Higher Education • K-12 Education • Business Incentives and Capital | <ul style="list-style-type: none"> • Cost of Doing Business • Labor/ Workforce Quality + Availability • Regulation | <ul style="list-style-type: none"> • Advanced Manufacturing • Life Science • Renewable Energy • Transportation |

NOTE: The ordering of bullets here is not meant to suggest prioritization.



Our Community's Business Plan

It is important to reflect on our community strengths: a low crime rate, exceptional public schools, abundant recreational and cultural offerings, diverse housing, superb healthcare, and committed public- and private-sector leadership. All of these strengths contribute to making Somerset County a great location to live, work, and recreate.

The Somerset County CEDS Plan of Action that follows is a “Community Business Plan” that recognizes the direct links between broad goals, specific objectives, and leveraged resources – both human and capital. In times of limited government resources, it is particularly incumbent on the business community to define priorities that have the greatest likelihood of positively impacting job creation and private-sector economic investment. This Business Plan does just that.

The Somerset County business community, in conjunction with other regional stakeholders from both the public and private sectors, gathered in facilitated sessions on four occasions in February, March, and April 2012 to identify priorities for job growth and private-sector economic investment opportunities in the region (discussed in the previous Vision section of this CEDS report). An online survey distributed in the business community augmented these facilitated sessions. These outreach efforts led to an understanding of what the business community in Somerset County, New Jersey, requires to be competitive.

Ultimately, it is intended that this CEDS report be used as a foundation to initiate and sustain job creation and private-sector economic investment programs and activities. The SCBP, serving as the economic development agency for Somerset County, is committed to developing initiatives consistent with the vision and business plan set forth here, and with state and local workforce investment and economic development strategies.

This CEDS plan of action for our regional economy identifies a deliberate “crosswalk” that links challenges and issues, leverages existing resources, and establishes measurable actions that ...



Collaboration among a variety of partners is critical to retaining existing businesses.

The Somerset County CEDS Governing Committee views its role as one of establishing priority policy direction. Recognizing the diversity of organizations and individuals potentially engaged in economic development strategy implementation, the Governing Committee believes it best to communicate a strategic focus for job creation and private-sector economic investment activities, while leaving implementation strategies to management and staff. This approach would not be possible if the Governing Committee did not first recognize the competencies of individuals and organizations in the CEDS implementation process. Somerset County is fortunate to have committed, engaged, and capable individuals to help carry out CEDS priorities.

Primary Determining Factors

Strategic policies have been identified based on three primary factors:

- 1 DOES THE POLICY HAVE SUPPORT CONSISTENT WITH THE RESULTS OF THE BUSINESS OUTREACH “VISIONING” EFFORT?**
- 2 DOES THE PRIORITY POLICY PROMOTE MORE THAN ONE OF THE FIVE PRIMARY FOCUS AREAS OR FOUR SECONDARY FOCUS AREAS APPROVED BY THE CEDS GOVERNING COMMITTEE AND THE SOMERSET COUNTY BUSINESS PARTNERSHIP BOARD OF DIRECTORS?**
- 3 IS THERE SUPPORT WITHIN THE STRATEGIC PROJECT INVENTORY FOR THE PRIORITY POLICY?**

Prioritization

While all nine priority focus areas are important, certain areas have a greater connection to our primary goals of job creation and private-sector economic investment.

The Somerset County CEDS Governing Committee spent significant time reviewing the individual comments received through the four business outreach visioning sessions and online surveys. This extensive review resulted in the adoption of nine priority focus areas (five primary, four secondary) expressed in the Visioning Sessions Economic Strategies (see Addendum 5).

The CEDS Governing Committee recognizes that while all nine focus areas described below are important, certain areas have a greater connection to our primary goals of job creation and private-sector economic investment. As the Somerset County economic development agency, it will be incumbent on the SCBP to lead the implementation of priority economic development projects, programs, and activities.

To ensure that an appropriate investment of time and resources is directed at our highest priorities, the volunteer leadership of the SCBP undertook a paired comparison prioritization analysis exercise on April 11, 2013. Paired comparison analysis is a commonly used methodology that helps to sort and order the importance of options relative to one another. In turn, this enables participants to choose the most important problems to solve or to set priorities where there are conflicting demands on fixed resources. Many agree that this is our situation as we move to implement this CEDS.

The paired comparison exercise resulted in the establishment of high, medium, and low priorities, as follows:



The SCBP recognizes that the implementation of strategic economic priorities needs to be a regional effort and has prioritized the need to focus on the delivery of business resources, the re-use of properties, and reducing the regulatory burden on business. This prioritization effort prompts two questions: (1) To what extent does the availability of external resources affect prioritization? and (2) To what extent will the SCBP be in a position to assist other organizations in implementing CEDS priorities?

A case-in-point that exemplifies the availability of external resources is tourism efforts. The SCBP has been designated as the Destination Marketing Organization for Somerset County. This designation has resulted in some \$100,000 made available annually for tourism marketing activities. Although these activities are ranked as a low priority in this CEDS, the availability of external funding may impact the overall allocation of organizational resources or result in new strategic approaches to tourism promotion.

Additionally, while agricultural development was ranked as a low priority, there has been significant public investment in the preservation of farmland, implying that some support of farming operations is in order. The SCBP acknowledges that the Somerset County Agriculture Development Board has a significant understanding of the needs of the farm community. The SCBP is pledged to work collaboratively with the County Agricultural Development Board, as appropriate.

Primary Focus Area #1: Business Resources (High Priority)***Analysis***

Business resources and services, such as hiring incentives, job training programs, financial assistance programs, entrepreneurial resources, help for displaced workers, and energy efficiency improvement programs should be leveraged to attract and retain industries and companies consistent with existing infrastructure, physical structures, and workforce assets. We also recognize the link between the development and

delivery of business resources and the regulatory burden on business, the re-use of priority properties, and necessary enhancement of the workforce delivery.

The needs of individual businesses are unique and are driven by many factors, such as a new product line, a new customer, a change in strategic direction, an acquisition, technology improvements, a lease expiration, or a building sale, to name a few. Moreover, the delivery of resources to entrepreneurial and start-up businesses poses its own set of unique challenges. From an economic strategy perspective, delivering the right resources at the right time to the right business is critical. Efforts to retain businesses differ from efforts to attract new companies. A wide variety of federal, state, regional, and local players potentially participate in the delivery of these resources.

Serving the needs of existing companies is largely a business advocacy role. To a significant degree, existing businesses are already familiar with

the strengths and weaknesses of the region. Their employees use the local transportation network; they pay taxes; their children attend local schools; they may have engaged in the local permitting and approvals processes; and they may have a need to interact with state regulatory agencies.

Communicating the current economic conditions and future trends in Somerset County, attracting new appropriate businesses to the region, serving the needs of existing businesses, and targeting entrepreneurial companies represent significant opportunities for future economic growth. However, there is an apparent lack of data and information developed for and distributed to public policy makers to help them understand underlying economic drivers behind job creation and private-sector economic investment decisions.





*From an
agricultural ...*



*to a
manufacturing ...*



*to a knowledge-based
economy.*

Over its history, Somerset County has transitioned from an agricultural economy to a manufacturing economy, and today, to a knowledge-based economy. Each of these transitions changed our communities – from the types of businesses that locate here to the type of workforce that is employed by those businesses.

Without sufficient data that speaks to the economic drivers of job creation and private-sector investments, public policy can only be reactionary to economic changes. One such trend that has become apparent in Somerset County is the restructuring of the pharmaceutical industry. Inasmuch as demographics and the restructuring of industries will determine our economic future, it is incumbent on us to understand these changes and be proactive in decision-making.

Somerset County has been fortunate to attract businesses to the region due to its location, infrastructure, quality of life, and formidable workforce. With relatively little effort, the county has benefitted from corporate relocations from New York City and Europe. Attracting new companies has become much more competitive, however, and the County presently has no formal effort to ensure it is growing targeted industries by capitalizing on and communicating the region's strengths.

One key challenge in the attraction of new business enterprises is rooted in the way in which demographic and statistical data is currently recorded and reported. Somerset County is part of a larger metropolitan reporting area for demographic and statistical information. The net result of this data aggregation is that the County is less “visible” to corporate site location consultants. Without location-specific data, it is possible this region is not considered as a geographic point for business relocations.

Goals and Objectives

- Communicate changes in demographics, economic conditions, and business drivers to assist local and regional policy makers in their decision-making processes with respect to land use, zoning, incentives, and resources.
- Engage in regional, national, and international business attraction marketing efforts, in partnership with Choose NJ, to improve Somerset County's competitiveness in attracting industries with a high likelihood of locating in the County.
- Create greater visibility for Somerset County among companies and site location consultants through the communication of industry-specific (or specialized) demographic and statistical data.
- Facilitate the delivery of business growth and expansion resources to targeted entrepreneurial businesses.

Strategic Projects, Programs, and Activities

The strategic projects, programs, and activities on the following page were specifically designed to implement the goals and objectives for Primary Focus Area #1: Business Resources, identified above. Addendum 5 includes an inventory of all strategic projects, programs, and activities as submitted by the community. Of this inventory, the following page contains items that are considered vital projects for Somerset County relative to business resources.

CEDS PLAN OF ACTION ACRONYMS

GRWIB = Greater Raritan Workforce Investment Board
NJBAC = New Jersey Business Action Center
NJBPU = New Jersey Board of Public Utilities
NJDCA = New Jersey Department of Community Affairs
NJDOL = New Jersey Department of Labor

NJDOT = New Jersey Department of Transportation
NJTPA = New Jersey Transportation Planning Authority
RVCC = Raritan Valley Community College
SCBP = Somerset County Business Partnership
USEDA = United States Economic Development Administration
USHUD = United States Department of Housing and Urban Development

| VITAL PROJECTS: BUSINESS RESOURCES | | |
|--|--|---|
| PROJECTS | DESCRIPTION | FUNDING SOURCES |
| MARKET CONDITIONS REPORT | Commission a market conditions report for presentation to municipal governing bodies and planning boards. | <ul style="list-style-type: none"> • NJTPA • SCBP • Somerset County |
| DEMOGRAPHIC, HOUSING, ECONOMIC REPORT | Prepare a population, housing, and economic report based on International Economic Development Council standards. | <ul style="list-style-type: none"> • NJTPA • SCBP • Somerset County |
| REGULATORY AND APPROVAL STREAMLINING | Assist the State of New Jersey in delivering on its promise to offer a clearer path and quicker answers on permitting and approval applications. | <ul style="list-style-type: none"> • NJBAC • NJDCA • SCBP |
| DATA CLEARINGHOUSE NETWORK | Develop a joint clearinghouse and network for demographic, economic, and other data and GIS map resources via a web-based portal. | <ul style="list-style-type: none"> • NJ State Data Center • SCBP • Somerset County |
| ANNUAL TREND/DATA FORUM | Host an annual forum to communicate trends and new market data, and provide hands-on workshops on how to access and utilize data. | <ul style="list-style-type: none"> • SCBP • Somerset County |
| TARGETED-INDUSTRIES TASK FORCES | Identify targeted industries and establish industry-specific taskforces to remove barriers to growth and retention. | <ul style="list-style-type: none"> • NJBAC • SCBP |
| REGULATORY MODIFICATIONS | Prepare a policy plan to identify top economic drivers and how local land use, zoning, and regulations can be modified to address changes. | <ul style="list-style-type: none"> • SCBP • Somerset County |

Primary Focus Area #2: Re-use of Significant Properties (High Priority)

Analysis

The re-use of significant properties, office complexes, and industrial facilities should incentivize the growth of targeted industries and the needs of business for competitive, efficient, and functional facilities. This focus area connects with other priorities, including the delivery of business resources, reducing the regulatory burden, and enhancing workforce delivery. Vital projects identified below are consistent with New Jersey's *State Strategic Plan*, the Somerset County Planning Board's Priority Growth Investment Areas, and the *New Jersey Unified Workforce Investment Plan's* industry targets.

As a primarily suburban, commercial-office real estate market, Somerset County is challenged by changing demographics (increased diversity, aging population), the restructuring of critical industries – including pharmaceutical and healthcare – an aging commercial office building inventory, and a lack of incentives and tools to help revive suburban office occupancy. Further, the New Jersey Municipal Land Use Law, the New Jersey County Enabling Act, and the New Jersey Housing and Redevelopment Law dictate local and county roles and responsibilities with respect to land use, zoning, and redevelopment. While these provide a framework for land use development and the re-use of properties, they often constrain the efforts of municipalities to be flexible and responsive to changing market conditions.

An often-overlooked asset is the considerable inventory of light industrial and distribution space available in Somerset County that lends itself to advanced manufacturing uses. Vacant and under-occupied corporate campus developments are apparent in the region. A prioritized inventory of significant properties for re-use will aid the development and delivery of new and existing incentives and resources to facilitate productive occupancy.

With an aging commercial building inventory, the region faces efficiency of occupancy challenges. Often, the aging commercial building inventory requires significant capital investment to meet current technology and energy efficiency demands of occupants. Access by tenants to NJ Clean Energy Programs will help to improve energy efficiency and reduce energy consumption in leased office and industrial spaces. In this approach, a localized vision for increasing the efficiency of existing properties, supported by benchmark data, will connect regional goals to state and federal priorities.

Goals and Objectives

- Identify and prioritize significant properties for re-use to formulate incentives and resources that facilitate productive occupancy.
- Seek out ways to increase access by tenants to NJ Clean Energy Programs to improve energy efficiency and to reduce energy consumption in leased office and industrial spaces.
- Facilitate the efficiency of existing properties, supported by benchmark data, to connect regional goals with state and federal priorities.
- Enhance the competitiveness of existing occupied and vacant commercial buildings by encouraging and incentivizing energy conservation and efficiency upgrades.

Strategic Projects, Programs, and Activities

The strategic projects, programs, and activities that follow were specifically designed to implement the goals and objectives of Primary Focus Area #2: Re-use of Significant Properties. Addendum 5 includes an inventory of all strategic projects, programs, and activities submitted by the community. Of this inventory, the following are considered vital projects for the re-use of significant properties in Somerset County.

| VITAL PROJECTS: RE-USE OF SIGNIFICANT PROPERTIES | | |
|--|--|--|
| PROJECTS | DESCRIPTION | FUNDING SOURCES |
| INCENTIVES PACKAGE | Propose a statewide incentives package targeted at job creation and private-sector investment in suburban office markets. | <ul style="list-style-type: none"> • NJBAC • SCBP |
| STATE STRATEGIC PLAN IMPLEMENTATION | Ensure that implementation of the <i>State Strategic Plan</i> benefits suburban communities through infrastructure investments. | <ul style="list-style-type: none"> • NJBAC • Somerset County |
| TARGETED MARKETING PROGRAM | Deliver on the Somerset County Circulation Element objective to develop a marketing program to attract targeted businesses. | <ul style="list-style-type: none"> • SCBP |
| REGULATORY REFORM | Advocate for state reform of local planning and land use to enable greater local-level flexibility to respond to changing market conditions. | <ul style="list-style-type: none"> • NJBAC • NJDCA • SCBP |
| DATA CLEARINGHOUSE NETWORK | Develop a joint clearinghouse and network for demographic and economic data, and GIS map resources via a web-based portal. | <ul style="list-style-type: none"> • SCBP |
| NJ CLEAN ENERGY PROGRAMS | Advocate for access to NJ Clean Energy Programs by tenants of commercial and industrial properties. | <ul style="list-style-type: none"> • NJBPU |

Primary Focus Area #3: Reduce the Regulatory Burden (High Priority)

Analysis

The regulatory burden on business should be reduced through simplified, consistent, efficient, and customer-oriented permitting and approval processes. Reducing the regulatory burden on business connects directly to the delivery of business resources and the re-use of significant properties.

There has been much discussion about permitting, approvals, and other regulatory challenges that businesses face in our region. While New Jersey is traditionally a strong home-rule state, much of the regulatory burden on business exists at the state level.



The *New Jersey State Strategic Plan* seeks to address many of these regulatory issues by requiring state departments and agencies to prioritize plans that recognize job growth and private-sector economic investment.

The local regulatory environment related to job creation and private-sector economic investment is focused on land use approvals, construction code permitting and approvals, and construction code enforcement. All 21 municipalities in Somerset County operate slightly differently in planning and construction approvals. The

focus here is on strategies that result in efficient decision-making processes. Since each application for permission to build or renovate an employment location is unique, generalizations about individual agency performance are difficult and only serve to polarize.

A better understanding of demographic and economic drivers affecting our region is essential to sound and timely policy making. Combining a knowledge of economic drivers with appropriate management information systems will elevate local land use, planning, and zoning tools from a regulatory function to an incentives-based tool, potentially providing an expedited path for desired targeted investments.

Land use master plans, land use ordinances, and zoning ordinances are public policy documents that drive the decision-making processes of planning boards, zoning boards of adjustment, and in some cases, the local governing body. Local and county land use master plans, which ultimately drive land use and zoning ordinances, are required to examine housing, circulation, and the regional environment.

A productive approach focuses on outcomes rather than processes. In the context of land use and construction permitting approvals, the outcome is a decision rendered in an efficient and timely manner, whether positive or negative.

Municipalities and counties may adopt an economic element in this Master Plan. It is this economic element of land use master plans that so few of our communities have adopted. Economic elements provide valuable information on demographic and industry trends that can be used to formulate job creation and private-sector economic investment policies for incorporation into land use and zoning ordinances.

Pharmaceutical industry trends have left the region with under-utilized and vacant facilities that no longer fit the needs of that industry. Inasmuch as embedded land use and zoning reflect outdated needs, only changes in local policy will further the productive re-use of these properties.

A focus on predictability, efficiencies, and timeliness of permitting and approval processes will help all interested parties. Local boards will not be burdened with a seemingly endless stream of applications, and applicants will receive decisions – whether positive or negative – without incurring unnecessary and burdensome investments of time and finances. Investments in technology at the local and regional levels can provide management information systems to help evaluate performance and eliminate inconsistencies in the application and approval processes. These systems would also provide applicants with timely information about the status of submissions.

Data-driven public policy may present opportunities to establish priorities, such as addressing the specific needs of targeted industries, to grow employment in the region.

A proactive analysis of demographic and industry trends, and commensurate adoption of public policies consistent with analysis, will lead to a stronger environment for job creation and private-sector economic investment in our region. For example, a streamlined, timely, and skilled technical review of permit applications associated with alternative energy and energy conservation projects could result in cost savings for building occupants, promote growth in the energy industry, and make the region a more competitive location for businesses.

Goals and Objectives

- Advocate for investments in technology at the local and regional levels to provide management information systems that evaluate performance and help to eliminate inconsistencies in the application and approval processes.
- Focus on a regulatory environment that targets emerging, entrepreneurial, and agricultural industries to facilitate growth.
- Facilitate a better understanding of demographic and economic drivers, combined with appropriate management information systems, to promote an understanding of local land use, planning, and zoning tools as incentives for private-sector economic investment.



- Encourage and facilitate streamlined, timely, skilled technical reviews of permit applications associated with alternative energy and energy conservation projects to result in cost savings and growth of the energy industry.

Strategic Projects, Programs, and Activities

The following strategic projects, programs, and activities were specifically designed to implement the goals and objectives for Primary Focus Area #3: Reduce the Regulatory Burden. Addendum 5 includes an inventory of all strategic projects, programs, and activities submitted by the community. Of this inventory, the following are considered vital projects to reduce the regulatory burden in Somerset County.

| VITAL PROJECTS: REDUCE THE REGULATORY BURDEN | | |
|--|---|--|
| PROJECTS | DESCRIPTION | FUNDING SOURCES |
| ONLINE LAND DEVELOPMENT PROCESS | Explore the design and deployment of a county and municipal online land development application and construction permit submission and tracking system. | <ul style="list-style-type: none"> • NJDCA • Somerset County |
| ENCOURAGE BENCHMARKING ACCOUNTING SYSTEMS | Encourage the use of benchmarking accounting systems to measure energy savings following implementation of energy improvements. | <ul style="list-style-type: none"> • NJBPU • Somerset County |

Primary Focus Area #4: Workforce Delivery (Medium Priority)

Analysis

Workforce development traditionally focuses on the individual, while a workforce delivery model focuses on the needs of the employer.

It is important to distinguish between **workforce development** and **workforce delivery**. Workforce development traditionally focuses on broadening the education, training, and skill enhancement of the individual, while workforce delivery focuses on the needs of the employer. The ultimate goal is to keep worker skills relevant and targeted to the types of workers that meet the needs of employers in our region, with a particular focus on retaining and growing key industry clusters.

We recognize and support the significant and necessary role workforce development partners play in advancing employee capacity, inasmuch as workforce capacity and availability is key in corporate site location decision-making. While the region's education and human services partners often deliver specific resources, such as unemployment benefits, job readiness, customized training, skills training certificates, and associate-level degrees, the delivery of employer-focused resources needs to be more collaborative.

The workforce development system in New Jersey is diverse and tends to focus on silos of services, as opposed to a comprehensive delivery of resources. Often, workforce development silos are dictated by grant funding and program revenue streams.



The local entity responsible for expressing employer needs, the GRWIB, is driven by the *New Jersey State Unified Workforce Investment Plan*. This Plan outlines statewide workforce investment strategies and details targeted industry sectors, a number of which are important in Somerset County. In fact, there are seven key industry clusters noted for New Jersey, four of which have a major presence in Somerset County (see discussion of key industry clusters in the Background section of this document). Further, the *New Jersey State Unified Workforce Investment Plan* connects with the *New Jersey State Strategic Plan* in an economic development context.

In August 2012, the United Way of Northern New Jersey released a report documenting a population identified as Asset Limited Income Constrained Employed (ALICE).

The ALICE report states that “future income opportunities will be limited for ALICE households due to high underemployment, continued dominance of low-paying jobs, and the lack of demand for jobs requiring more education.”¹³

Workforce development partners have a significant interest in business expansion and attraction to further job creation in higher-wage occupations. With the growth of higher-wage occupations in the region, workforce development partners will be positioned to direct services to the underemployed, thereby growing personal income.

While RVCC in Somerset County offers a wide variety of degree and professional development offerings, opportunities for university-led scientific research and technology transfer have not been fully explored, even though there are 16 institutions of higher education within a 10-mile radius of Somerset County. Business-higher education partnerships help academic institutions tailor curriculum to better meet changing business conditions, while providing for the “re-tooling” of the existing workforce. Also, groups such as the NJ Life Sciences Talent Network provide targeted employment services to companies in the region. These connections need to be coordinated and exploited, so we can fully engage the region’s human resource assets.

¹³ ALICE, *Asset Limited, Income Constrained, Employed: A Study of Financial Hardship in New Jersey*, United Way of Northern New Jersey, August 2012.

Goals and Objectives

- Establish collaborative partnerships between institutions of higher education, vocational and technical training, and the business community to help transform the workforce development system into a workforce delivery system based on the future human resource needs of employers.
- Leverage the resources of the local and state workforce training and development systems to facilitate the delivery of qualified individuals to employers, while providing a focus on employment-based outcomes.
- Focus on the changing nature of employment, including entrepreneurship and 1099 income, to leverage the human resources assets in Somerset County.
- Facilitate connections among targeted industries, including emerging, entrepreneurial, and agricultural businesses, to provide unique employment growth opportunities.

Strategic Projects, Programs, and Activities

The following strategic projects, programs, and activities were specifically designed to implement the goals and objectives for Primary Focus Area #4: Workforce Delivery. Addendum 5 includes an inventory of all strategic projects, programs, and activities submitted by the community. Of this inventory, the following are considered vital projects related to workforce delivery in Somerset County.

| VITAL PROJECTS: WORKFORCE DELIVERY | | |
|---|--|---|
| PROJECTS | DESCRIPTION | FUNDING SOURCES |
| RESEARCH AND TECH TRANSFER | Focus collaborative efforts on research and technology transfer from higher education to business. | <ul style="list-style-type: none"> • Industry Trade Groups • RVCC • SCBP |
| FACILITATE COLLABORATION | Facilitate collaboration among workforce and economic development interests to insure a focus on business as the customer. | <ul style="list-style-type: none"> • GRWIB • NJDOL • SCBP |
| INSTITUTIONALIZE SERVICES FOR DISPLACED WORKERS | Institutionalize the delivery of services for displaced workers, including resources on new paths to employment. | <ul style="list-style-type: none"> • GRWIB • SCBP |
| WORKFORCE PARTNER FOCUS ON TARGETED INDUSTRIES | Ensure that workforce partners are active players in the retention and attraction of new targeted industries. | <ul style="list-style-type: none"> • GRWIB • SCBP |

Primary Focus Area #5: Transportation and Commuting (Medium Priority)

Transportation and commuting resources connect directly to the economic strategies of re-use of significant properties and workforce delivery. As a suburban region, there are many factors impacting safe, efficient, and affordable transportation in Somerset County. Perhaps more here than in any of the other economic strategies, it is critical that limited public resources are targeted to have the greatest positive economic impact.



The NJDOT, the NJTPA, the Somerset County Planning Board, and RideWise – Somerset County’s transportation management association – are all partners in transportation planning and implementation. The Somerset County Office of Transportation also performs planning and delivers transportation resources regionally.

Development patterns along road and rail networks make expansion of our existing infrastructure challenging. Impacts to surrounding properties, right-of-way acquisition, and regulatory burdens all constrain infrastructure investments that would improve level-of-service conditions along transportation corridors. Long-standing community opposition to major road improvements and expansions has constrained north-south travel in the region.

It is unlikely that Somerset County will ever achieve the densities of land use where traditional mass transportation options would become viable. The region must

consider alternative, efficient commuting options. Employment locations in Somerset County are dispersed, rather than being clustered in an urban core. Bus and rail systems effectively deliver commuters to destinations, but discharge points are generally a distance from the traveler’s final destination. This condition is particularly acute in the last mile of travel to places of employment. As one of only two “interior” New Jersey counties, the region is subject to a high amount of “pass-through” traffic. The needs of local commuters, as well as pass-through commuters and commercial truck traffic, create conflicts with local destination and origin travel.



Somerset County attracts companies that employ high-knowledge, high-wage earners to this suburban location. In most instances, commuting by a single-occupancy vehicle to those jobs is still viewed as more efficient by these workers, whether measured by an investment of time or of money for gasoline, insurance, etc.

Ultimately, alternative commuting options will need to be perceived as being more valuable to the individual than current transportation methods.

Present and historic land use decisions at the state and local levels have served as a planning framework for infrastructure investments. Many studies and plans for the improvement of certain corridors in the region have been undertaken, but for limited public resources, have not been implemented.

As a set of economic strategies, this Somerset County CEDS report is based on a fairly narrow set of defined outcomes as they relate to transportation and commuting. Employers desire that their employees have safe and efficient means of travel to and from work, regardless of how that occurs. This may mean road improvements need to be prioritized to retain and attract employers, as such private-sector economic investment metrics must be factored and prioritized into public-sector infrastructure investments.

Service industry workers, social services clients, and others who may have limited resources for personal transportation to employment and amenities represent ideal users of high-occupancy public transportation. The public and private sectors must find



new ways to collaboratively ensure that priority transportation investments are made in ways that benefit the public, while serving the needs of employers. This level of communication has not often occurred, leaving public bodies with limited or incomplete information when making transportation-related public policy decisions.

Goals and Objectives

- Use job creation and private-sector economic investment metrics to help prioritize the use of limited public resources in planning infrastructure investments.
- Define and target audiences with the greatest need for and highest likelihood of using alternative commuting resources to result in more efficient access between population and employment centers.
- Develop a new model for soliciting private-sector input on transportation plans and infrastructure investments to help ensure a job creation and economic investment focus.
- Advocate for stable federal and state funding resources to advance needed transportation projects. Available funding should match the improvement and maintenance needs of the transportation system.

Strategic Projects, Programs, and Activities

The following strategic projects, programs, and activities were specifically designed to implement the goals and objectives for Primary Focus Area #5: Transportation and Commuting. Addendum 5 includes an inventory of all strategic projects, programs, and activities submitted by the community. Of this inventory, the following are considered vital projects related to transportation and commuting in Somerset County.

| VITAL PROJECTS: TRANSPORTATION AND COMMUTING | | |
|--|---|---|
| PROJECTS | DESCRIPTION | FUNDING SOURCES |
| COMMUTER HUBS | Focus on establishing commuter hubs as a means to integrate highway corridor improvements, last-mile travel options, and expanded bus, rail, and shuttle services. | <ul style="list-style-type: none"> • NJDOT • NJTPA • RideWise • Somerset County |
| INTEGRATE ECONOMIC STRATEGIES | Integrate economic strategies, including job creation and private-sector economic investment metrics, in all transportation planning. | <ul style="list-style-type: none"> • NJDOT • NJTPA • Somerset County |
| PUBLIC TRANSPORTATION | Target publicly supported transportation options at audiences with the greatest need and highest likelihood of utilization. | <ul style="list-style-type: none"> • NJTPA • NJ Transit • Somerset County |
| COMMUNITY CONNECTIONS | Connect residents and visitors with cultural, educational, tourism, and healthcare facilities. | <ul style="list-style-type: none"> • NJ Transit • RideWise • SCBP |
| COMPREHENSIVE REGIONAL TRANSPORTATION VISION | Create a comprehensive transportation vision for the region that focuses on the immediate needs of the business community and residents, and is responsive to the future demands of the region. | <ul style="list-style-type: none"> • NJTPA • SCBP • Somerset County |
| TECHNOLOGY-EFFICIENT COMMUTING | Utilize technology, including vehicle GPS/announcements/APC to improve commuting efficiency in the region. | <ul style="list-style-type: none"> • NJTPA • RideWise |
| MULTI-MEDIA OUTREACH | Implement a multi-media approach to engaging the business community in discussions on employee commuting priorities. | <ul style="list-style-type: none"> • NJTPA • RideWise |
| LOCAL TRANSPORTATION PLANNING | Support local transportation planning and investments consistent with the Somerset County CEDS Strategic Project Inventory. | <ul style="list-style-type: none"> • NJTPA • SCBP • Somerset County |

The CEDS Governing Committee recognizes that economic development activity does not operate in isolation, but instead is impacted by many other factors. While all nine focus areas impact and influence economic health throughout the region, we believe the primary focus areas address priorities, which we have defined as job creation and private-sector economic investment. To that end, the CEDS Governing Committee recognizes the importance of several secondary focus areas, including hazard mitigation, tourism promotion, agri-business development, and quality of life.

Secondary Focus Area #6: Hazard Mitigation (Medium Priority)

NOTE: Recognizing that the October 29 and 30, 2012 impacts of Hurricane/Superstorm Sandy on the region had not yet been felt at the time our CEDS priority of Hazard Mitigation was discussed and deliberated, and that economic recovery from this natural disaster requires our attention, we added an analysis of storm impacts to the end of our CEDS Plan of Action. It is envisioned that a full review of Hurricane/Superstorm Sandy programs, projects, and activities will be undertaken as part of our first CEDS update.



Flood control tops the list of local and regional concerns that impact both businesses and residents in Somerset County. This is particularly acute along towns that border the Raritan River, including Bound Brook, Manville, Raritan, Somerville, and South Bound Brook. The Township of Green Brook and the Borough of North Plainfield, although not specifically along the Raritan River, also experience similar flooding effects after storms.

Flooding most acutely impacts central business districts, traditional downtowns, and centers of commerce. It is not unusual that during a major storm event, entire downtown districts may be wholly inaccessible, forcing temporary business closures and resulting in the loss of revenue and employment. Often, these temporary closures lead to permanent business closures, due to loss of inventory and other factors that create challenging conditions for businesses to re-open. Moreover, clean-up efforts after a major storm hamper a community's ability to attract customers.

Goals and Objectives

- Encourage investments in flood protection and planning measures to help mitigate negative impacts on commerce and economic activity.
- Collaborate in the development of comprehensive stormwater management and flood mitigation strategies to reduce property losses and risks to businesses and residents.

Example Projects, Programs, and Activities

The following are examples of projects related to hazard mitigation and disaster resiliency that are contained in the Strategic Project Inventory found at Addendum 5.

| EXAMPLE PROJECTS: HAZARD MITIGATION | | |
|---|---|--|
| PROJECTS | DESCRIPTION | FUNDING SOURCES |
| STREETSCAPE IMPROVEMENTS | Manville and Main Street streetscape improvements | <ul style="list-style-type: none"> • NJEDA • USED A • USHUD |
| FLOOD SHELTER IMPROVEMENTS | Manville flood shelter improvements | <ul style="list-style-type: none"> • NJEDA • USED A • USHUD |
| MANVILLE, N. MAIN STREET UNDERPASS PUMP STATION | Manville and North Main Street Underpass Pump Station | <ul style="list-style-type: none"> • NJEDA • USED A • USHUD |
| MANVILLE DEPARTMENT OF PUBLIC WORKS FACILITY | Relocate the Manville Department of Public Works facility. | <ul style="list-style-type: none"> • NJEDA • USED A • USHUD |
| US ARMY CORPS OF ENGINEERS MILLSTONE RIVER STUDY | US Army Corps of Engineers Millstone River Study | <ul style="list-style-type: none"> • NJEDA • US ARMY CORPS of ENGINEERS • USED A • USHUD |
| BOUND BROOK INFRASTRUCTURE IMPROVEMENTS | Bound Brook infrastructure improvements at the NJ Transit rail station, including a commuter and central business district parking facility | <ul style="list-style-type: none"> • NJEDA • USED A • USHUD |

Secondary Focus Area #7: Quality of Life (Medium Priority)

The quality of life in Somerset County is one of its greatest assets and contributes to a complete economy. Although the County lacks a formal “city,” downtown environments, such as those found in Manville, Raritan, Somerville, Bound Brook, South Bound Brook, and North Plainfield boroughs provide a diverse mix of shopping, retail, and residential environments.

Our County park system provides passive and active recreational opportunities, while the theater at Raritan Valley Community College features live performances. Unique assets, such as the privately held Duke Farms, are open to the public.

We recognize that our ability to provide public investment in quality-of-life resources is largely driven by our overall economic health. But for a vibrant economy that provides the public revenue necessary to support open space purchases, we would not have the Raritan River Greenway. Similarly, investments in environmental clean-up improves our quality of life and expands our economy.

Secondary Focus Area #8: Tourism (Low Priority)

Although tourism is a billion-dollar industry in Somerset County, tourism assets have traditionally been under-valued. Recently, the County implemented efforts to leverage tourism-related assets that include hotels and motels, a convention center, significant catering facilities, historic sites, extensive parks and recreation facilities (including the County Parks system and Duke Farms), and major annual events, such as the Tour of Somerville Bicycle Race and the Far Hill Race Meeting. The County is fortunate to be home to the US Golf Association and the US Equestrian Team. These assets, as well as historical features dating back to colonial times, present opportunities to increase tourism-related economic activity in the region.

Goals and Objectives

- Deploy resources necessary to manage attendance and visitation to high-attendance events, thus reducing community road and highway impacts.
- Implement targeted tourism promotional activities to leverage local hospitality industry assets and to increase regional economic activity.

Strategic Projects, Programs, and Activities

The following are examples of projects related to tourism promotion that are contained in the Strategic Project Inventory found at Addendum 5.

| EXAMPLE PROJECTS: TOURISM | | |
|---------------------------|---|---|
| PROJECTS | DESCRIPTION | FUNDING SOURCES |
| HISTORIC TOWNS NETWORK | Create a Historic Towns of Somerset/Main Street Network to publicize and market attractions and activities. | <ul style="list-style-type: none"> • Main Street New Jersey • New Jersey Division of Travel and Tourism • SCBP |
| EQUINE CONNECTIONS | Enhance equine industry connections with New Jersey's tourism industry. | <ul style="list-style-type: none"> • New Jersey Division of Travel and Tourism • New Jersey Travel Industry Association |
| TV AND TOURISM | Expand the Somerset County CEDS by examining tourism-related strategies and actions. | <ul style="list-style-type: none"> • New Jersey Division of Travel and Tourism • USED A |

Secondary Focus Area #9: Agriculture Development (Low Priority)

Fluctuating weather and commodity market challenges, aging farm operators, relatively low operating revenues, and smaller-scale farm operations present challenges across Somerset County.

Goals and Objectives

- Enhance agri-tourism business opportunities for preserved farms to help ensure long-term use of these properties consistent with public investment.
- Deploy technologies and create greater connections with educational institutions to enhance business operations on preserved farms to help ensure long-term use of these properties consistent with public investment.
- Adopt a broader, flexible regulatory view of farms as unique business enterprises that contribute to increased commercial activity.

Strategic Projects, Programs, and Activities

The following are examples of projects related to agriculture development that are contained in the Strategic Project Inventory found at Addendum 5.

| EXAMPLE PROJECTS: AGRICULTURE DEVELOPMENT | | |
|--|--|---|
| PROJECTS | DESCRIPTION | FUNDING SOURCES |
| CONNECT FARMERS WITH CONSUMERS | Connect farmers with their consumers. | <ul style="list-style-type: none"> • New Jersey Department of Agriculture • Somerset County Agriculture Development Board |
| FARM MANAGEMENT SOFTWARE | Integrate farm management software into agricultural operations. | <ul style="list-style-type: none"> • New Jersey Department of Agriculture • Somerset County Agriculture Development Board |
| SOMERSET COUNTY AGRICULTURE DEVELOPMENT BOARD WEBINAR SERIES | Offer webinar series for farmers and municipal officials. | <ul style="list-style-type: none"> • New Jersey Department of Agriculture • Somerset County Agriculture Development Board |

Timeline for Action



As noted among the strategic programs, projects, and activities above, the Somerset County CEDS Governing Committee is responsible for establishing priority policies to further job creation and private-sector economic investment initiatives. The CEDS Governing Committee believes that collaboration among partners will be the key to successful strategy implementation. In this context, the CEDS Governing Committee defines collaboration as “shared planning and decision making.” This requires partner organizations to formulate their individual programs, projects, and activities (shared planning), and agree on areas of mutual interest and responsibility (shared decision making).

Given the relationship between the CEDS Governing Committee and the SCBP Board of Directors, there will be an immediate focus on the SCBP’s 2013 program of work. Throughout 2013, the CEDS Governing Committee will communicate the priority policies outlined in this CEDS report to partner organizations, and pledges to discuss collaborative approaches for implementation of strategies to achieve CEDS priorities.

Conclusion

Political dynamics, economic conditions, the availability of public funding, and overall public policy significantly influence opportunities for the implementation of strategic economic development programs, projects, and activities. In addition to instituting job creation and private-sector economic investment metrics, the SCBP will evaluate its performance, based on the amount of federal and state funding secured to implement priority activities. Most pressing at the time of publication of this CEDS report are disaster resiliency investments to mitigate future impacts from natural disasters.

The SCBP has prioritized those focus areas most important to the business community; the organization will implement an annual program of work for economic development consistent with these priorities. The organization, through publication of this CEDS report, is positioned to collaboratively support implementation of other priorities spearheaded by partner organizations.

The SCBP, representing the economic interests in the region, will continually assess the economic and political environments in which it operates, and evaluate our performance in achieving the outlined goals and objectives, many of which can take months or years to fully complete.

A Note on Hurricane/Superstorm Sandy

Somerset County, New Jersey, had nearly completed its CEDS effort when, beginning on October 29, 2013, Hurricane/Superstorm Sandy made landfall near Atlantic City, New Jersey. The resulting economic impacts of this storm, which was followed a week later by a Nor'Easter, requires our further attention.



Somerset County is no stranger to economic recovery efforts necessitated by natural disasters, with our first successful economic-specific recovery effort dating back to Hurricane Floyd in 1999. The impacts from Hurricane/Superstorm Sandy were unlike those previously experienced in Somerset County. Previous natural disasters had been almost entirely severe storm flooding events. By contrast, Hurricane/Superstorm Sandy impacts in Somerset County were almost entirely attributable to electric utility distribution system disruptions.

Our existing CEDS priority of Hazard Mitigation recognizes our experience in addressing unmet

economic recovery needs from storm flooding events. Specifically, we have experience with disaster resiliency investments in the relocation of facilities out of floodplains, strategic installations of flood water pump stations, the flood-proofing of strategic facilities, and long-term efforts in flood control management along the Raritan and Millstone Rivers. While we must continue to plan for and invest in flood-related mitigation and resiliency efforts, a new view of our infrastructure that includes the resiliency of critical communications and electric distribution systems is an economic development imperative.

Somerset County has begun to integrate its Hurricane/Superstorm Sandy experience in long-term economic and business recovery strategies. Recognizing that a more in-depth analysis of Hurricane/Superstorm Sandy impacts is required in the context of our economic strategies, the SCBP, as project manager for this CEDS effort, has reviewed and analyzed opportunities contained in the January 29, 2013 federal Disaster Relief Appropriations Act. Additionally, the project team has reviewed the March 27, 2013 New Jersey Department of Community Affairs Community Development Block Grant Disaster Recovery Action Plan.

Hurricane/Superstorm Sandy affected a large geographic region. As such, the County will be competing with others for limited federal economic recovery resources. There are certain steps we can take to improve the likelihood of our success in securing assistance to mitigate the future potential impacts of natural disasters, and to address the long-term needs of our business community. We will take these initial steps with our first update to this CEDS report, beginning in June 2013.

There are certain steps we can take to improve the likelihood of our success in securing assistance to mitigate the future potential impacts of natural disasters, and to address the long-term needs of our business community.

ADDENDUM 1



ADDENDUM 1: CEDS Governance, Operational Guidance

Somerset County Board of Chosen Freeholders' Resolution Authorizing the CEDS Initiative

SOURCE: SOMERSET COUNTY BOARD OF CHOSEN FREEHOLDERS

Somerset County Business Partnership Resolution Establishing the CEDS Governing Committee

SOURCE: SOMERSET COUNTY BUSINESS PARTNERSHIP

CEDS Governing Committee Policies

SOURCE: SOMERSET COUNTY BUSINESS PARTNERSHIP

Somerset County Business Partnership Resolution Endorsing the CEDS Visioning Process

SOURCE: SOMERSET COUNTY BUSINESS PARTNERSHIP

SOMERSET COUNTY BOARD OF CHOSEN FREEHOLDERS
RESOLUTION AUTHORIZING ACCEPTANCE OF FUNDS FROM THE
U.S. DEPARTMENT OF COMMERCE,
ECONOMIC DEVELOPMENT ADMINISTRATION
FOR THE COMPLETION OF A
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

WHEREAS, the Board of Chosen Freeholders of the County of Somerset at its regularly convened meeting of June 22, 2010 (Resolution 10-421) authorized the submission of a Part 303 application to the U.S. Department of Commerce, Economic Development Administration for the completion of a Comprehensive Economic Development Strategy (CEDS); and

WHEREAS, the U.S. Department of Commerce, Economic Development Administration has informed the County of Somerset that its application to complete a CEDS has been approved in the amount of \$73,556; and

WHEREAS, the Somerset County Board of Chosen Freeholders has contracted with the Somerset County Business Partnership Foundation, Inc. to perform economic development activities on behalf of Somerset County; and

WHEREAS, the Somerset County Business Partnership Foundation, Inc. has prepared and approved a budget for the CEDS consistent with U.S. Department of Commerce, Economic Development Administration guidelines for local match requirements;

NOW, THEREFORE, BE IT RESOLVED that Board of Chosen Freeholders of the County of Somerset authorizes the acceptance of EDA Short-term Planning Program funding in the amount of \$73,556 for the completion of a CEDS.

BE IT FURTHER RESOLVED, that the Director and Clerk of the Board of Chosen Freeholders are hereby authorized to execute any such documents that may be necessary to accept and expend such funding.

I, Kathryn A. Quick, Deputy Clerk of the Board of Chosen Freeholders of the County of Somerset in the State of New Jersey, do hereby certify that the foregoing is a true copy of a Resolution adopted by said Board of Chosen Freeholders at its regularly convened meeting of August 23, 2011.

Barbara A. Lucas, Clerk of the Board

Resolution by the Executive Committee of the SCBP Establishing a Governing Committee for the Somerset County Comprehensive Economic Development Strategy Effort

Whereas, the Executive Committee of the Somerset County Business Partnership recognizes the need for a Strategy Committee to oversee the development of a Somerset County Comprehensive Economic Development Strategy; and

Whereas, the Executive Committee of the Somerset County Business Partnership recognizes that a Comprehensive Economic Development Strategy Committee must be represent a diversity of interests in our community; and

Whereas, the Executive Committee of the Somerset County Business Partnership recognizes an established sub-committee structure for the Strategy Committee; and

Whereas, each Sub-committee will have two representatives engaged in the Comprehensive Economic Development Strategy effort; and

Whereas, on August 18, 2011 present and former members of the Somerset County Business Partnership Board of Directors met to discuss organizing for the Comprehensive Economic Development Strategy effort; and

Whereas, it was the consensus of those present at the August 18, 2011 Comprehensive Economic Development Strategy organizing meeting to request that the Executive Committee of the Somerset County Business Partnership formally appoint a Comprehensive Economic Development Strategy Governing Committee; and

Whereas, those present at the August 18, 2011 Comprehensive Economic Development Strategy organizing meeting agreed to be appointed to membership on a Governing Committee for the Somerset County Comprehensive Economic Development Strategy effort; and

Whereas, the Executive Committee of the Somerset County Business Partnership believes a formal role should be established for the Board of Directors of the organization as part of the Somerset County Comprehensive Economic Development Strategy effort; and

Whereas, the Executive Committee of the Somerset County Business Partnership desires to establish a structure for the Somerset County Comprehensive Economic Development Strategy effort;

Now, Therefore Be It Resolved the Executive Committee of the of the Somerset County Business Partnership hereby establishes a Governing Committee for the Somerset County Comprehensive Economic Development Strategy effort; and

Be It Further Resolved that the Executive Committee of the SCBP hereby appoints the following representatives to the Comprehensive Economic Development Strategy Governing Committee:

Sheila Breeding, *Allstate Insurance Company*
Philip Brown, *United Way of Northern NJ*
Linda Dousis, *Administrative Services & Consulting*
Melissa Feltmann, *sanofi-aventis*
Troy Fischer, *General Growth Properties*
Richard Fontana, *The Somerset Hills Group at Morgan Stanley Smith Barney*
Michael Kerwin, *Somerset County Business Partnership*
Eileen Leahey, *PSE&G*
Janis Lewandowski, *First Energy*
Donna LoStocco, *Affinity Federal Credit Union*
Anna Lustenberg, *Verizon Communications*
Peter Palmer, *Somerset County Board of Chosen Freeholders*
Charles Parmelli, *Cassidy Turley*
Will Steffans, *PSE&G*
Timothy Taylor, *Duke Farms Foundation*
Douglas Twyman, *Cassidy Turley*

Be It Further Resolved that the Executive Committee of the Somerset County Business Partnership hereby requests the Governing Committee of the Somerset County Comprehensive Economic Development Strategy effort to submit a full and complete list of Governing Committee members to include the names and affiliations of any sub-committee representatives serving on the Committee; and

Be It Further Resolved that the Executive Committee of the Somerset County Business Partnership requests regular progress reports to the Board of Directors and Executive Committee of the organization at their regularly scheduled meetings; and

Be It Further Resolved that the Executive Committee of the Somerset County Business Partnership requests submission of the Final Somerset County Comprehensive Economic Development Strategy Report for consideration by the Board of Directors of the Somerset County Business Partnership.

September 14, 2011

GOVERNING COMMITTEE POLICIES, NORMS and OPERATIONAL GUIDELINES October 7, 2011

I. Summary

The CEDS Project Team has prepared and submitted the following document as a guide for members of the Somerset County Comprehensive Economic Development Strategy Governing Committee.

The document:

- Defines the role of the Governing Committee as the entity that provides leadership and sets expectations that the Project Team will fulfill,
- Sets expectations for Governing Committee member participation,
- Defines the role of Sub-committee representatives serving on the Governing Committee,
- Empowers the Project Management Team to work with Sub-committees, and
- Establishes an Executive Board of the Governing Committee

II. Introduction

As a member of the CEDS Governing Committee the “Opportunity is Yours” to:

- Be an integral part of guiding the economic future of Somerset County;
- “Set Challenging Expectations” for the CEDs Project Management Team; and
- Bring your specific knowledge and expertise to the table to foster job creation, economic investment and infrastructure investment in Somerset County, NJ.

In a challenging economic time for the United States, New Jersey and Somerset County, you, as a member of the Governing Committee for the Somerset County Comprehensive Economic Development Strategy (CEDS), have the opportunity to influence the economic direction of our region. Your participation will help focus a new, employer oriented, Somerset County future. The decisions you will collectively make in deciding the “ends” (outcomes) policies and establishing the project team’s limitations (“means” within which the work must get done), will provide the policy and governance framework for the CEDS project and set the parameters within which the Project Management Team can operate.

“So if you are a board member, it may help to think of the Board as a commander, not an advisor. It doesn’t exist to help but to be in charge. The board’s job, by no means an easy one: Set challenging expectations. Then get out of the way, except to check that they’re accomplished.” (The Policy Governance Model and the Role of the Board Member, by John Carver and Miriam Carver)

Somerset County and the County’s business community are in a unique position to proactively engage in establishing priorities that will lead to job creation and private sector economic investment in our region.

The primary outcomes of the Somerset County Comprehensive Economic Development Project are:

- A set of economic development related priorities endorsed by the business community that will support private sector investment and job creation;
- An inventory of economic development priorities that will inform the Somerset County Business Partnership and the County of Somerset program planning and investment; and
- The selection of “Projects of Regional Significance” that will be recognized at the local, regional, state and federal levels as important for job creation and economic investment.

III. Governing Committee Principles

The Somerset County Business Partnership, as representatives of Somerset County’s business community, and consistent with United States Economic Development Administration guidelines, has established a Governing Committee for the CEDS effort. It is necessary and appropriate for the Governing Committee to establish certain principles that will guide their work.

The Somerset County Comprehensive Economic Development Strategy Governing Committee recognizes, accepts, and agrees to function consistent with the following principles:

- The Governing Committee is responsible for Policy direction and will exercise this authority by setting “ends” expectations to be achieved by the Project Management Team
- The Governing Committee agrees that approval of the Somerset County Comprehensive Economic Development Strategy by the United States Economic Development Administration is an end expectation
- The Governing Committee establishes that the Project Management Team is to meet the spirit and intent of United States Economic Development Administration Guidelines for a CEDS, but leaves interpretation of those Guidelines to the Project Management Team
- The Governing Committee agrees that a majority of its members will represent the economic interests of the region
- Governing Committee members agree to support the Visioning process for the CEDS as a critical component of defining our economic future
- Governing Committee members agree to set challenging expectations for the Project Team in a way that empowers the Team to prepare and present a final CEDS report for adoption
- Governing Committee members recognize the CEDS effort as one of economic development strategies focused on job creation and private sector economic investment
- Governing Committee members recognize, agree and accept that an economic development strategy cannot attempt to solve all of the real or perceived challenges in Somerset County, NJ
- The Governing Committee accepts its role as the ultimate authority in defining economic development related priorities for Somerset County, NJ

The Governing Committee further agrees and accepts that the CEDS Project Team will construct a Somerset County Comprehensive Economic Development Strategy report based on 4 sections in the following order:

1. Background Element
2. Vision Element
3. Issues Analysis Element
4. Action Plan Element

The Project Management Team is empowered to include other information as may be necessary to produce a comprehensive report, including but not limited to an Executive Summary, Introduction, and various supporting Addendum.

The Governing Committee agrees to either accept or reject each of the 4 CEDS Elements as presented by the Project Team in a timely manner.

IV. Governing Committee Norms

- Governing Committee members agree and accept that participation is key to the success of the CEDS effort
- The Governing Committee reserves the right to replace Committee members by majority vote of those present as may be necessary to effectively function as a Committee
- The Governing Committee recognizes the right of Sub-committees to appoint their representatives, but reserves the right to request alternate representation based on participation standards
- It is recognized and understood that Sub-committee representatives on the Governing Committee bring subject matter expertise to the Governing Committee and sets forth the following norms for Sub-committee participation:
 - Sub-committee representatives are expected to serve the Governing Committee in the best interests of a CEDS for Somerset County, NJ
 - Sub-committee representatives are expected to act as liaison to the Board, Commission, Council and/or Committee from which they were appointed
 - Sub-committees and their representatives are not to act in any way that would be in conflict with or jeopardize the overall goals, objectives, and/or outcomes of the CEDS project
 - Sub-committee representatives are directed to work with the Project Management Team in the identification and submission of challenges that stand in the way of job growth and private sector economic investment in Somerset County, NJ
- The Governing Committee appreciates and recognizes that Boards, Commissions, Councils and/or Committees serving as Sub-committees to the CEDS do and will have interests that extend beyond the CEDS effort. These interests are not to be confused with developing strategies that will result in job creation and private sector economic investment in our region

V. Sub-committee Specific Principles

Sub-committees are recognized as subject matter experts. The Governing Committee expects detailed discussions on job creation and private sector economic investment priorities to take place at the Sub-committee level consistent with ends measures as established by the Committee.

Although CEDS Sub-committees are granted a great deal of latitude in defining job creation and private sector economic investment priorities for consideration, the following criteria will guide all Sub-committee discussions:

- Does the project or activity promote job growth
- Does the project or activity promote private sector economic investment

Further, CEDS Sub-committees are expected to:

- Support the CEDS Visioning effort
- Work directly with the Project Management Team in coordinating activities among Sub-committees
- Review and comment upon the Background, Vision, and Issues Analysis Elements of the CEDS
- Utilizing the Vision and Issues Analysis Elements of the CEDS, identify and submit potential job creation and private sector economic investment related projects and activities in a form to be determined by the Project Management Team
- For any identified project or activity, submit a draft list of measures of success to the Project Management Team relative to job creation and private sector economic investment goals

CEDS Sub-committees, as duly established bodies, are free to seek broader input as they contribute to the CEDS effort conditioned on that no actions of a Sub-committee should be duplicative of or in conflict with the CEDS Visioning process.

VI. Governing Committee and Executive Board

The Governing Committee hereby establishes an Executive Board to be comprised of no fewer than 5 and no more than 7 individuals elected from among Governing Committee membership.

The Executive Board will maintain a majority representation of private sector interests.

The Executive Board of the Governing Committee will determine the date, time and place, of all Governing Committee meetings. The Executive Board retains authority over the Agenda for all Governing Committee meetings.

The Executive Board is empowered to resolve governance-management challenges and set forth Project Management Team limitations as may become necessary.

The full Governing Committee will convene 3 times between October 13, 2011 and April 30, 2012. No later than April 30, 2012 the Executive Board will submit to the Governing Committee a meeting schedule for the period of April 30, 2012 to December 31, 2012.



Somerset County Business Partnership | 360 Grove Street | Bridgewater, NJ 08807 | 908-218-4300 | www.scbp.org

**Resolution Establishing Governing Committee Expectations for
Community and Private Sector Participation**

CEDS Visioning Process

“The Governing Committee of the Somerset County CEDS effort endorses an inclusive visioning process of no less than 3 sessions to be conducted regionally throughout the County in partnership with local business, trade, and economic development entities, and to include the community as a whole, with a full report due back to the Committee no later than April 15, 2012. The specific agenda for each of the Visioning Session sessions shall not exclude information that furthers discussions on job growth and private sector economic investment in our region.”

Adopted December 1, 2011 by Unanimous Vote

ADDENDUM 2



ADDENDUM 2: State, County Profile

New Jersey Profile

SOURCE: CHOOSE NJ

Community Profile

SOURCE: SOMERSET COUNTY BUSINESS PARTNERSHIP

SOURCE: US CENSUS BUREAU



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New Jersey Profile

Source: Choose NJ

New Jersey, also known as the Garden State, is in a desirable location between key metropolitan markets, including New York City and Philadelphia.

Large and small business alike can take advantage of NJ's strategic access to local and global financial markets, highly trained workforce, state-of-the-art transportation, energy and communications infrastructure.

NEW JERSEY MOTTO

Liberty & Prosperity

LAND AREA SQUARE MILES

7,417

PERSONS PER SQUARE MILE

1,185

New Jersey is home to more than 9,800 farms covering 790,000 acres of farmland.

COUNTIES

21

MUNICIPALITIES

566

LARGEST MUNICIPALITIES

| | |
|-------------|---------|
| Newark | 278,154 |
| Jersey City | 247,597 |
| Paterson | 146,199 |
| Elizabeth | 124,969 |
| Edison | 99,967 |
| Woodbridge | 99,585 |
| Lakewood | 92,843 |
| Toms River | 91,239 |
| Hamilton | 88,464 |
| Trenton | 84,913 |

TAXES

- Corporate Income Tax = 9%
(Phasing in Single Sales Factor)
- Personal Income Tax = 8.97% (max)
Sales Tax = 7%
- Property Tax = \$2,372 per capita

CURRENT POPULATION

8.7 Million

4.5% Increase
from 2009

FORTUNE 500 COMPANIES HEADQUARTERED IN NEW JERSEY

20

STATE GDP

\$487 Billion

3.3% Increase
from 2009

GPD PER CAPITA

\$55,398

2.4% Increase
from 2009

HISTORY

- 1776:** Declaration of Independence
- 1789:** 1st state to ratify the Bill of Rights
- 1790:** Trenton selected as state capital
- 1833:** 1st Railroad service Camden, Amboy Line
- 1837:** 1st locomotive in state built
- 1870:** 1st Boardwalk in Atlantic City completed
- 1877:** Edison invented 1st phonograph
- 1879:** Edison invented incandescent lamp
- 1889:** Central Railroad of NJ Terminal built
- 1908:** 1st route of Hudson & Manhattan tubes (now PATH) opened under Hudson
- 1927:** Holland Tunnel opened as 1st mechanically ventilated underwater tunnel
- 1928:** Newark Airport is opened
- 1951:** Opening of first 53 miles of NJ Turnpike
- 1955:** Opening of Garden State Parkway
- 1961:** 1st enclosed mall on east coast
- 1978:** Nation's 1st legal casino outside NV
- 2000:** Hudson-Bergen Light Rail service began
- 2005:** 1st state to award public funding for stem-cell research

NEW JERSEY

LABOR FORCE & EMPLOYMENT

CURRENT CIVILIAN LABOR FORCE

1,497,800

TOTAL EMPLOYED

4,069,200

UNEMPLOYMENT RATE

9.5%

PER CAPITA PERSONAL INCOME

\$50,781

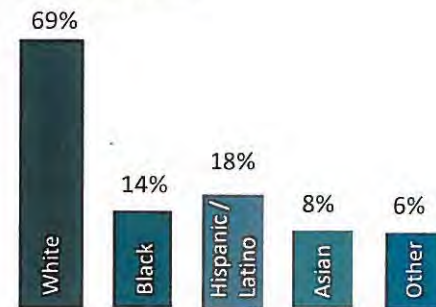


LABOR FORCE & EMPLOYMENT

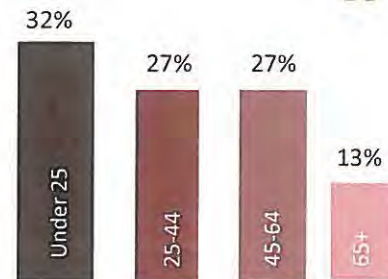
FORTUNE 500 COMPANIES HEADQUARTERED IN NEW JERSEY

| State Rank | Company | Industry | Revenues (\$ millions) |
|------------|---------------------------------|-----------------------------|------------------------|
| 1 | Medco Health Solutions | Prescription Benefits | 65,968 |
| 2 | Johnson & Johnson | Pharmaceuticals | 61,587 |
| 3 | Merck | Pharmaceuticals | 45,987 |
| 4 | Prudential Financial | Financial Services Mgt. | 38,414 |
| 5 | Honeywell International | Industrial Conglomerate | 33,370 |
| 6 | Toys "R" Us | Toys & Games Retail | 13,864 |
| 7 | Chubb | Fire/Casualty Insurance | 13,319 |
| 8 | Public Service Enterprise Group | Electric Power Distribution | 12,195 |
| 9 | Automatic Data Processing | Payroll Services | 8,944 |
| 10 | NRG Energy | Power Production | 8,849 |
| 11 | Great Atlantic & Pacific Tea | Grocery Retail | 8,813 |
| 12 | Bed Bath & Beyond | Home Furnishings | 7,828 |
| 13 | Campbell Soup | Food & Beverages | 7,676 |
| 14 | Hertz Global Holdings | Car Rental | 7,562 |
| 15 | Becton Dickinson | Medical Equipment | 7,540 |
| 16 | Quest Diagnostics | Medical Laboratories | 7,368 |
| 17 | Avis Budget Group | Car Rental | 5,185 |
| 18 | Avaya | Communications, Internet | 5,060 |
| 19 | Cognizant Technology Solutions | Computer Programming | 4,592 |
| 20 | Sealed Air | Container Manufacturing | 4,490 |

ETHNICITY/DIVERSITY



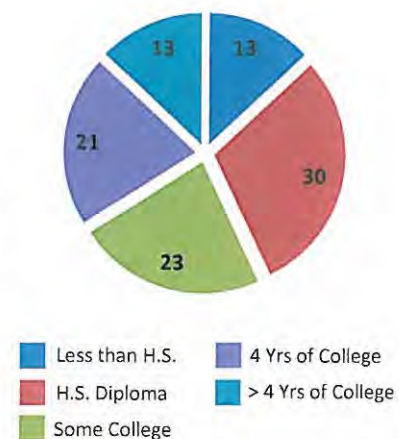
AGE



MEDIAN AGE

39

EDUCATION ATTAINMENT



FASTEST GROWING EMPLOYERS (FROM 2008-2010)

| Rank | Industry | % Employment change |
|------|-------------------------------------|---------------------|
| 1 | Motion Picture and Sound Recording | 15% |
| 2 | Nonstore Retailers | 12% |
| 3 | Ambulatory Health Care Services | 5% |
| 4 | Food Services & Beverage Businesses | 5% |
| 5 | Electronics and Appliance Stores | 5% |

LARGEST EMPLOYMENT SECTORS (TOP 5)

| Rank | Sector | NJ | U.S. |
|------|-----------------------------------|-----|------|
| 1 | Trade, Transportation & Utilities | 21% | 19% |
| 2 | Education & Healthcare Services | 23% | 14% |
| 3 | Professional & Business Services | 15% | 13% |
| 4 | Leisure & Hospitality | 9% | 10% |
| 5 | Manufacturing | 7% | 10% |

LARGEST OCCUPATIONS (TOP 5)

| Rank | Occupation | NJ | U.S. |
|------|------------------------------------|-----|------|
| 1 | Office & Admin Support | 17% | 16% |
| 2 | Sales & Related | 11% | 11% |
| 3 | Education, Training & Library | 7% | 6% |
| 4 | Transportation and Material Moving | 7% | 7% |
| 5 | Food Prep & Serving Related | 6% | 8% |

TRANSPORTATION/MOBILITY

New Jersey's economic might is connected to its vast transportation infrastructure that includes a comprehensive distribution network of world-class seaports and airports.

MILES OF INTERSTATES & HIGHWAYS

38,000

ACCESS TO CUSTOMERS (MILLIONS)

100 Within one day drive

KEY ROADS

- Garden State Parkway, NJ Turnpike, AC Expressway, Palisades Interstate Parkway
- Interstates 76, 78, 80, 95, 195, 278, 280, 287, 295 and 676.

AVG. COMMUTE TIME

30 (MINS)

CARPPOOL

9.4%

USE PUBLIC TRANSIT

10.8%

AIR: NJ's robust air transportation offers businesses quick and convenient connections to national and international markets.

- Newark International Airport is the 12th-busiest in U.S. (29th-busiest worldwide); handled 33 million passengers and 860,845 tons of cargo in 2010.
- Philadelphia International Airport is the 11th-busiest in the world (aircraft movements); handled 30.7 million passengers and 440,975 tons of cargo in 2010.

RAIL/BUS: NJ has highest density of railroads in the nation.

247 Bus Routes (statewide)

11 Commuter Rail Lines (statewide)

3 Light Rail Lines (statewide)

PORTS: NJ's port facilities provide companies in New Jersey prime access to international markets.

- Port of NY/NJ is the largest port on East Coast; 3rd-largest port in U.S.; handled 5.3 million loaded and unloaded 20 ft equiv units; value of cargo that moved through port exceeds \$190 billion.



QUALITY OF LIFE

4 Franklin, Middleton, Piscataway & Wayne Listed on CNNMoney.com's "Best Places to Live in 2010"

#5 *Forbes* magazine's "Best States for Business," October 2010

#8 *Business Facilities* magazine, 2010

ARTS & CULTURE

- New Jersey Performing Arts Center (NJPAC) showcases performers, symphonies, dance troupes and theater, including New Jersey State Opera and New Jersey Symphony Orchestra.
- Newark Museum includes permanent collections of African, American, Asian and classical works.
- Zimmerli Art Museum is 3rd-largest university art collection in the world.
- Princeton University's performance hall hosts 200+ events a year, including the renowned Westminster Choir.

FAMILY AND ACTIVITIES

- The Adventure Aquarium (Camden) features a suspended 40-foot walk-through tunnel.
- Top-ranked beaches along 130 miles of coastline and beach communities including Ocean Grove, Point Pleasant Beach, Wildwood and Cape May.

SPORTS:

- Major sport franchises include the Giants, Jets, Nets and NJ Devils call NJ Home. Giants and Jets play their home games in the \$1.6 billion New Meadowlands Stadium in East Rutherford.
- The New York Red Bulls of Major League Soccer play in Red Bull Arena, a soccer-specific stadium located in Harrison outside of downtown Newark.
- The National Hockey League's New Jersey Devils and the New Jersey Nets play at the Prudential Center.
- Major college sports include the Scarlet Knights of Rutgers, that play in the Big East Conference.

GAMING:

- Atlantic City's seaside resorts, shops, restaurants and gaming attractions draw 33 million visitors annually.
- More than \$1.7 billion has recently been invested into Atlantic City, benefiting casinos, non-gaming resorts and other hotels, major restaurants, top-flight golf, unique attractions, and retail businesses.

EDUCATION

Elite research universities and an environment that is welcoming to business.

#1 State for high school graduation
Education Week "Diplomas Count 2011"

#2 State for education
CNBC's "Top States for Business 2011"

Top 4
Improving opportunities for students to succeed

NJ'S SECONDARY SCHOOLS

- Nearly 70 NJ high schools are on *Newsweek's* 2010 America's Best High Schools list. *Education Week's* annual Quality Counts report card from the Editorial Projects in Education Research Center ranked NJ's public schools seventh in the nation.
- NJ ranks among the top five states in both fourth-grade and eighth-grade math scores. And the ratio of pupils to teachers in New Jersey's public schools is 12.7 to 1, which is significantly lower than the national average of 16 to 1.

NJ'S POST SECONDARY

- More than 440,000 students are enrolled in one of NJ's 64 public and private colleges and universities.

SELECT INSTITUTES OF HIGHER EDUCATION (4 Yr)

| Institute (County) | ENROLLMENT | |
|------------------------------------|----------------|----------|
| | Under graduate | Graduate |
| Rutgers University (Middlesex) | 29,095 | 8,271 |
| Montclair State University (Essex) | 14,139 | 4,032 |
| Rowan University (Gloucester) | 9,665 | 1,341 |
| College of New Jersey (Mercer) | 6,237 | 742 |
| NJ Institute of Technology (Essex) | 5,924 | 2,916 |
| Seton Hall (Essex) | 5,213 | 4,403 |
| Princeton University (Mercer) | 5,113 | 2,479 |
| Rider University (Mercer) | 4,856 | 1,180 |
| Stevens Institute of Tech (Hudson) | 2,262 | 3,495 |
| Drew University (Morris) | 1,739 | 928 |



COST OF DOING BUSINESS

2011 WAGES

| Occupation | NJ |
|------------------------------------|-----------|
| Business & Financial Operation | \$72,740 |
| Construction and Extraction | \$53,760 |
| Food Prep & Serving Related | \$23,300 |
| Healthcare Practitioners | \$80,590 |
| Healthcare Support | \$28,380 |
| Management | \$124,790 |
| Office & Admin. Support | \$35,660 |
| Production | \$34,690 |
| Protective Services | \$52,230 |
| Sales & Related | \$42,850 |
| Transportation and Material Moving | \$33,080 |

SPACE AVAILABILITY

| Type | Square Feet (SF) | Occupancy Costs |
|------------|------------------|-----------------|
| Industrial | 130,642,000 SF | \$4.87/SF |
| Office | 72,772,000 SF | \$22.50/SF |

UTILITY COSTS

| Type of Utility | Cost/Available Providers | Rank |
|-----------------|--------------------------|-------------------------|
| Gas | \$2.63 | 2 nd lowest |
| Electric | 14.8 cents /Deregulated | 7 th highest |
| Telecom | Varies by location | NA |
| Waste/Sewer | Varies by location | NA |

KEY RESOURCES & CONTACTS

TRACYE MCDANIEL | CHIEF EXECUTIVE OFFICER

MICHAEL CHROBAK | CHIEF ECONOMIC DEVELOPMENT OFFICER



EconDev@choosenj.com
609-297-2700
www.ChooseNJ.com

SOURCES: NJ Department of Labor & US Bureau of Labor Statistics; American Community Survey, 2005-2009 Estimates; NJ State Police & FBI, Uniform Crime Report; NJ Monthly Magazine, 2010; NJ State Department of Education, Spring 2010; Board of Public Utilities; Tax Foundation; Infoplease.com; Travelmath; CoStar; Hoovers; Institute for Energy Research; Date current as of June 2011;



Somerset County Business Partnership | 360 Grove Street | Bridgewater, NJ 08807 | 908-218-4300 | www.scbp.org

Community Profile

Source: Somerset County Business Partnership

Community Profile

Somerset County, NJ

POPULATION & DEMOGRAPHICS

POPULATION

| Year | Population |
|--------------------|------------|
| 1990 | 240,360 |
| 2000 | 297,490 |
| 2010 | 323,444 |
| 2015* | 340,938 |
| Change 1990 - 2000 | 23.8% |
| Change 2000 - 2010 | 8.7% |
| Change 1990 - 2010 | 34.6% |
| Change 2010 - 2015 | 5.4% |

SOURCES: U.S. Census Bureau, *Nielsen-Claritas, Inc.

DIVERSITY (2010)

| Race/Ethnicity | Percent |
|------------------------|---------|
| White | 62.4% |
| Black/African American | 8.5% |
| Asian | 14.1% |
| American Indian | 0.1% |
| Pacific Islander | 0.0% |
| Other | 14.9% |
| Hispanic or Latino | 13.0% |
| Not Hispanic or Latino | 87.0% |

SOURCE: U.S. Census Bureau

HOUSEHOLD INCOME

Median Household Income

| Year | Amount |
|------------------|-----------|
| 2000* | \$77,077 |
| 2010 | \$98,703 |
| 2015 | \$107,883 |
| Change '10 - '15 | 9.3% |

Household Income Distribution (2010)

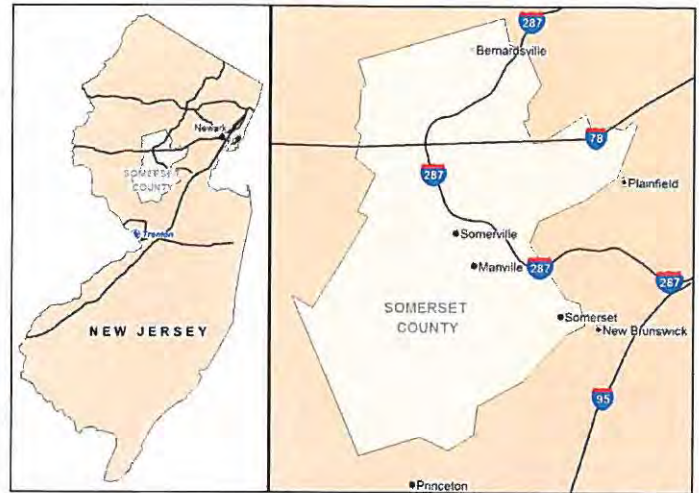
| | |
|-------------------------------|---------|
| Households | 117,797 |
| Less than \$35,000 | 12.9% |
| Between \$35,000 and \$75,000 | 23.5% |
| Greater than \$75,000 | 63.6% |

SOURCE: Nielsen-Claritas, Inc., *U.S. Census Bureau

EDUCATIONAL ATTAINMENT

| Highest Level | 2010 |
|-------------------------------|-------|
| No High School Diploma | 7.3% |
| High School Diploma Only | 23.3% |
| 1 to 3 Years College | 20.5% |
| Associate Degree | 6.2% |
| Bachelors Degree | 27.8% |
| Graduate Degree | 21.2% |
| 12 to 15 years of education | 43.7% |
| 16 or more years of education | 49.0% |

SOURCE: Nielsen-Claritas, Inc.



AGE DISTRIBUTION

Percent

| Age Group (in years) | 2000* | 2010 | 2015 |
|----------------------|-------|-------|-------|
| 0-17 | 25.5% | 24.7% | 23.7% |
| 18-34 | 20.1% | 17.8% | 18.6% |
| 35-54 | 34.3% | 32.7% | 28.9% |
| 55-64 | 8.8% | 12.3% | 14.4% |
| 65-74 | 6.0% | 7.0% | 8.5% |
| 75 and over | 5.2% | 5.5% | 6.0% |

Numeric

| Age Group (in years) | 2010 | 2015 |
|----------------------|---------|--------|
| 0-17 | 81,276 | 80,887 |
| 18-34 | 58,660 | 63,400 |
| 35-54 | 107,428 | 98,372 |
| 55-64 | 40,287 | 48,991 |
| 65-74 | 23,016 | 28,929 |
| 75 and over | 18,027 | 20,359 |

Change in Population by Age Group 2010-2015

| Age Group (in years) | Number | Percent |
|----------------------|--------|---------|
| 0-17 | -389 | -0.5% |
| 18-34 | 4,740 | 8.1% |
| 35-54 | -9,056 | -8.4% |
| 55-64 | 8,704 | 21.6% |
| 65-74 | 5,913 | 25.7% |
| 75 and over | 2,332 | 12.9% |

SOURCE: Nielsen-Claritas, Inc., *U.S. Census Bureau

MEDIAN AGE

| Year | Age |
|-------|------|
| 2000* | 37.2 |
| 2010 | 39.9 |
| 2015 | 41.3 |

SOURCE: Nielsen-Claritas, Inc., *U.S. Census Bureau

Community Profile: Somerset County, NJ

LABOR FORCE

CIVILIAN LABOR FORCE

| | Number |
|----------------------|---------|
| 2000 | 165,638 |
| 2010 | 179,655 |
| March, 2011 | 179,051 |
| % Change 2000 - 2010 | 7.8% |

SOURCE: U.S. Bureau of Labor Statistics

UNEMPLOYMENT

| | Number | Percent |
|-------------|--------|---------|
| 2000 | 4,281 | 2.6% |
| 2010 | 13,502 | 7.5% |
| March, 2011 | 12,587 | 7.0% |

SOURCE: U.S. Bureau of Labor Statistics

ESTABLISHMENT EMPLOYMENT BY INDUSTRY (2009)

| Industry | Employment | Percent |
|--|------------|---------|
| Total | 165,464 | 100% |
| Agriculture/Forest/Fish/Hunt | - | 0.0% |
| Mining | - | 0.0% |
| Utilities | 341 | 0.2% |
| Construction | 5,358 | 3.2% |
| Manufacturing | 16,393 | 9.9% |
| Wholesale Trade | 9,587 | 5.8% |
| Retail Trade | 18,956 | 11.5% |
| Transport/Warehouse | 4,505 | 2.7% |
| Information | 6,674 | 4.0% |
| Fin/Insur/RE/Rent/Lse | 11,106 | 6.7% |
| Real Estate/Rental/Leasing | 1,603 | 1.0% |
| Prof/Sci/Tech/Admin | 18,034 | 10.9% |
| Mgmt of Companies | 8,321 | 5.0% |
| Admin/Sppt/Waste Mgmt | 10,762 | 6.5% |
| Educational Svcs | 11,848 | 7.2% |
| Health Care/Soc Asst | 19,631 | 11.9% |
| Entertainment/Rec Svcs | 2,563 | 1.5% |
| Accommodation and Food Services | 9,497 | 5.7% |
| Other Services (excluding Public Administration) | 5,165 | 3.1% |
| Public Administration | 5,120 | 3.1% |

SOURCE: U.S. Bureau of Labor Statistics, (QCEW)

RESIDENT HIGH-KNOWLEDGE OCCUPATIONAL EMPLOYMENT (2010)

| Occupational Group | Employment | Percent |
|--|------------|---------|
| Total | 80,000 | 100% |
| Healthcare Practitioner/Technician | 9,476 | 11.8% |
| Life/Physical/Social Science | 4,338 | 5.4% |
| Architecture/Engineering | 4,296 | 5.4% |
| Arts/Design/Entertainment/Sports/Media | 3,448 | 4.3% |
| Business and Financial Operations | 11,423 | 14.3% |
| Computer and Mathematical | 10,029 | 12.5% |
| Education/Training/Library | 10,755 | 13.4% |
| Legal | 3,082 | 3.9% |
| Management including Farmers/Farm Mgrs | 23,151 | 28.9% |

SOURCE: Nielsen-Claritas, Inc., U.S. Bureau of Labor Statistics

EMPLOYMENT

| | Number | Percent |
|-------------|---------|---------|
| 2000 | 161,357 | 97.4% |
| 2010 | 166,153 | 92.5% |
| March, 2011 | 166,464 | 93.0% |

SOURCE: U.S. Bureau of Labor Statistics

LABOR PARTICIPATION (2010)

| | Percent |
|--------|---------|
| Male | 79.1% |
| Female | 63.0% |
| Total | 70.8% |

SOURCE: Nielsen-Claritas, Inc.

RESIDENT EMPLOYMENT BY OCCUPATION (2010)

| Occupational Group | Employment | Percent |
|---|------------|---------|
| Total | 166,153 | 100% |
| Management, Including Farmers and Farm Managers | 23,151 | 13.9% |
| Business and Financial Operations | 11,423 | 6.9% |
| Computer and Mathematical | 10,029 | 6.0% |
| Architecture and Engineering | 4,296 | 2.6% |
| Life, Physical, and Social Science | 4,338 | 2.6% |
| Community and Social Services | 2,203 | 1.3% |
| Legal | 3,082 | 1.9% |
| Education, Training, and Library | 10,755 | 6.5% |
| Arts, Design, Entertainment, Sports, and Media | 3,448 | 2.1% |
| Healthcare Practitioners and Technical | 9,476 | 5.7% |
| Healthcare Support | 1,874 | 1.1% |
| Protective Service | 2,968 | 1.8% |
| Food Preparation and Serving Related | 5,192 | 3.1% |
| Building and Grounds Cleaning, and Maintenance | 4,092 | 2.5% |
| Service: Personal Care and Service | 3,716 | 2.2% |
| Sales and Related Occupations | 20,113 | 12.1% |
| Office and Administrative Support | 22,501 | 13.5% |
| Farming, Fishing, and Forestry | 226 | 0.1% |
| Construction and Extraction | 7,392 | 4.4% |
| Installation, Maintenance, and Repair | 3,676 | 2.2% |
| Production | 5,747 | 3.5% |
| Transportation and Material Moving | 6,453 | 3.9% |

SOURCE: Nielsen-Claritas, Inc., U.S. Bureau of Labor Statistics

WHITE- AND BLUE-COLLAR OCCUPATIONAL DISTRIBUTION (2010)

| Occupational Group | Employment | Percent |
|--------------------|------------|---------|
| Blue-Collar | 27,587 | 16.6% |
| White-Collar | 138,566 | 83.4% |

SOURCE: Nielsen-Claritas, Inc., U.S. Bureau of Labor Statistics

Community Profile: Somerset County, NJ

LABOR FORCE, *continued*

COMMUTATION PATTERNS (2009)

Where Employees Live

| Residence Location | Percent |
|--|--------------|
| Total | 100% |
| Somerset County, NJ | 28.3% |
| Middlesex County, NJ | 17.3% |
| Morris County, NJ | 6.9% |
| Union County, NJ | 6.8% |
| Hunterdon County, NJ | 6.5% |
| Mercer County, NJ | 3.8% |
| Monmouth County, NJ | 3.7% |
| Essex County, NJ | 3.5% |
| Warren County, NJ | 2.5% |
| Bergen County, NJ | 2.4% |
| All Other Locations | 18.4% |
| Non-residents as percent of employees | 71.7% |

SOURCE: U.S. Bureau of the Census On The Map

Where Residents Work

| Employment Location | Percent |
|---|--------------|
| Total | 100% |
| Somerset County, NJ | 31.0% |
| Middlesex County, NJ | 18.9% |
| Morris County, NJ | 8.2% |
| Union County, NJ | 7.8% |
| Mercer County, NJ | 5.4% |
| Essex County, NJ | 5.3% |
| New York County, NY | 4.3% |
| Bergen County, NJ | 3.3% |
| Hunterdon County, NJ | 2.6% |
| Hudson County, NJ | 2.3% |
| All Other Locations | 10.8% |
| Percent of residents working outside home county | 69.0% |

SOURCE: U.S. Bureau of the Census On The Map

AVERAGE ANNUAL EARNINGS BY INDUSTRY (2009 - County)

| NAICS | Industry | Earnings |
|--------|---|-----------|
| ---- | Total | \$75,258 |
| 11---- | Forestry, fishing, hunting, agriculture support | \$0 |
| 21---- | Mining | \$0 |
| 22---- | Utilities | \$75,958 |
| 23---- | Construction | \$66,182 |
| 31---- | Manufacturing | \$112,334 |
| 42---- | Wholesale trade | \$87,144 |
| 44---- | Retail trade | \$32,961 |
| 48---- | Transportation & warehousing | \$47,133 |
| 51---- | Information | \$139,253 |
| 52---- | Finance & insurance | \$110,513 |
| 53---- | Real estate & rental & leasing | \$55,666 |
| 54---- | Professional, scientific & technical services | \$109,367 |
| 55---- | Management of companies & enterprises | \$145,190 |
| 56---- | Administration & Support, Waste | \$57,597 |
| 61---- | Educational services | \$41,912 |
| 62---- | Health care and social assistance | \$43,834 |
| 71---- | Arts, entertainment & recreation | \$26,296 |
| 72---- | Accommodation & food services | \$19,419 |
| 81---- | Other services (except public administration) | \$32,207 |

SOURCE: U.S. Bureau of Labor Statistics (QCEW)

MEDIAN ANNUAL SALARIES BY OCCUPATION (2010)

| Occupation Description | Median |
|---|----------|
| Accounting Clerk, Intermediate Level | \$42,302 |
| General Clerk, Intermediate Level | \$35,661 |
| Call Center Representative II-inbound | \$38,086 |
| Customer Service Representative, Intermediate Level | \$41,610 |
| Customer Service Representative, e-Commerce | \$33,977 |
| Electrician, Intermediate Level | \$56,913 |
| Computer Operator, Intermediate Level | \$47,920 |
| Network Administrator, Intermediate Level | \$73,145 |
| Programmer, Intermediate Level | \$75,801 |
| Fork Lift Operator | \$35,284 |
| General Laborer | \$32,328 |
| Operations Research Analyst, Intermediate Level | \$71,029 |

SOURCE: Salary.com

Community Profile: Somerset County, NJ

EDUCATION

PUBLIC SCHOOLS & SECONDARY INSTITUTIONS (2009-2010)

| | |
|---------------------------------------|---------|
| Total number of public schools | 73 |
| Expenditure per pupil by county | \$8,241 |
| Elementary schools | 48 |
| Middle schools | 14 |
| High schools | 11 |
| High school enrollment (9-12) - Total | 16,378 |
| High school graduation rates (2009): | |
| Ridge H.S. | 99.8% |
| Bound Brook H.S. | 91.2% |
| Bridgewater-Raritan H.S. | 98.8% |
| Franklin H.S. | 95.8% |
| Hillsborough H.S. | 98.3% |
| Manville H.S. | 95.8% |
| Montgomery High School | 99.8% |
| Bernards H.S. | 98.6% |
| Somerville H.S. | 96.4% |
| Watchung Hills Regional H.S. | 98.4% |
| North Plainfield H.S. | 97.9% |
| Mean Composite SAT Score: | |
| Ridge H.S. | 1752 |
| Bound Brook H.S. | 1393 |
| Bridgewater-Raritan H.S. | 1675 |
| Franklin H.S. | 1446 |
| Hillsborough H.S. | 1660 |
| Manville H.S. | 1311 |
| Montgomery High School | 1790 |
| Bernards H.S. | 1705 |
| Somerville H.S. | 1590 |
| Watchung Hills Regional H.S. | 1700 |
| North Plainfield H.S. | 1335 |

SOURCE: State of New Jersey

COUNTY POST-SECONDARY INSTITUTIONS (2009-2010)

| Less-than-Four-Year Institutions | Address | Total Fall | |
|--------------------------------------|-------------|------------|-----------|
| | | Enrollment | Graduates |
| Raritan Valley Community College | Branchburg | 8,458 | 892 |
| Somerset County Technology Institute | Bridgewater | N/A | N/A |

SOURCE: U.S. Department of Education, National Center for Education Statistics (IPEDS)

*N/A - Data not available

Community Profile: Somerset County, NJ

EDUCATION, *continued*

TOP DEGREES, CERTIFICATES AND DIPLOMAS BY NUMBER AWARDED 2009-2010

| Description | Certificates | |
|--|--------------------------------|-------------------|
| | (Above or Below Baccalaureate) | Associates Degree |
| Liberal Arts and Sciences- General Studies and Humanities | | 268 |
| Business- Management- Marketing- and Related Support Services | 17 | 118 |
| Education | 4 | 98 |
| Health Professions and Related Programs | 1 | 95 |
| Multi/Interdisciplinary Studies | | 76 |
| Homeland Security- Law Enforcement- Firefighting- and Related Protective Service | 1 | 61 |
| Visual and Performing Arts | | 35 |
| Legal Professions and Studies | 17 | 11 |
| Construction Trades | | 21 |
| Computer and Information Sciences and Support Services | 9 | 8 |
| Engineering | | 13 |
| Engineering Technologies and Engineering-related Fields | | 12 |
| English Language and Literature/Letters | | 11 |
| Communications Technologies/Technicians and Support Services | | 4 |
| Communication- Journalism- and Related Programs | 1 | 2 |
| Parks- Recreation- Leisure and Fitness Studies | 2 | 1 |
| Biological and Biomedical Sciences | 1 | 1 |
| Mechanic and Repair Technologies/Technicians | | 2 |
| Personal and Culinary Services | | 2 |

SOURCE: U.S. Department of Education, National Center for Education Statistics (IPEDS)

TRANSPORTATION & ACCESS

DRIVING DISTANCES AND TIMES TO SELECTED LOCATIONS

| Destination | *Distance | |
|------------------|-----------|-------------------|
| | in Miles | Time |
| New York, NY | 43 | 54 mins. |
| Boston, MA | 270 | 4 hrs., 54 mins. |
| Washington, DC | 209 | 4 hrs. |
| Philadelphia, PA | 65 | 1 hr., 23 mins. |
| Baltimore, MD | 175 | 3 hrs., 13 mins. |
| Toronto, ON | 472 | 8 hrs., 43 mins. |
| Montreal, QC | 389 | 7 hrs., 3 mins. |
| Chicago, IL | 773 | 12 hrs., 43 mins. |
| Atlanta, GA | 849 | 13 hrs., 50 mins. |

SOURCE: MapQuest - *From Somerville

NEAREST COMMERCIAL AIRPORTS AND DISTANCE

| Airport Name | Category | *Distance |
|------------------------------|-----------|-----------|
| | | in Miles |
| Newark Liberty International | Large Hub | 35 |

SOURCE: Federal Aviation Authority

*From Somerville

QUALITY OF LIFE

COMMUTATION (2010)

| | Percent |
|---|---------|
| % of Workforce With Under 15-minute commute or work at home | 24.4% |
| % of Workforce with 15 to 29-minute commute | 30.9% |
| % of Workforce with 30 to 59-minute commute | 31.8% |
| % of Workforce with 60-minute or more commute | 12.9% |

SOURCE: Nielsen-Claritas, Inc.

MEDIAN HOME VALUE (2010)

| | Value |
|-------------------|-----------|
| Median Home Value | \$390,649 |

SOURCE: Nielsen-Claritas, Inc.

CLIMATE

| | |
|-----------------------------------|------|
| Average High Temp. °F (July) | 85.6 |
| Average Low Temp. °F (January) | 20.5 |
| Average Annual Rainfall (inches) | 46.5 |
| Average Annual Snow fall (inches) | 21.9 |
| Average Precipitation Days | 109 |
| Average Clear Days | 206 |

SOURCE: BestPlaces.net

COST-OF-LIVING INDEX VS. U.S. (U.S.=100)

| | |
|----------------|-----|
| Cost of Living | 146 |
|----------------|-----|

SOURCE: BestPlaces.net

Community Profile: Somerset County, NJ

LABOR LEGISLATION, WORKERS' COMPENSATION, AND UNEMPLOYMENT INSURANCE

WORKERS' COMPENSATION INSURANCE (2011)

| | |
|-------------------------------------|--------|
| Rate - average manufacturing (2009) | \$4.82 |
| Rate - clerical code 8810 | \$0.26 |
| Maximum weekly benefit | \$792 |

SOURCE: State of New Jersey

STATE UNEMPLOYMENT INSURANCE (2010)

| | |
|---|--------------|
| Unemployment insurance rate (avg. existing employers) | 0.40 - 6.15% |
| Unemployment insurance rate (for new employers) | 3.30% |
| Unemployment insurance taxable base | \$29,700 |
| Unemployment insurance maximum weekly benefit amount | \$598 |

SOURCE: ADP, Inc.

STATE LABOR LEGISLATION

| | |
|---|-----|
| Employment-at-Will Legislation in effect? | Yes |
| Right-to-Work law in effect? | No |

SOURCE: State of New Jersey

TAXES (2010)

STATE CORPORATE INCOME TAX

| | |
|--------------|------|
| Maximum Rate | 9.0% |
| Taxable Base | Net |

SOURCE: State of New Jersey

SALES AND USE TAX

| | |
|--------------|------|
| State Rate | 7.0% |
| Local Add-On | -- |

SOURCE: State of New Jersey

INDIVIDUAL PERSONAL STATE INCOME TAX

| | |
|------------------------|--------|
| Maximum State Tax Rate | 8.97% |
| Taxable Base | 10,000 |

SOURCE: State of New Jersey

PROPERTY TAX (County Average)

| | |
|-----------------------------|---------|
| Effective Property Tax Rate | |
| per \$1,000 of home value | \$19.49 |

SOURCE: BestPlaces.net

MAJOR EMPLOYERS (Top 10 by Employment)

| Name | Employment | NAICS | Primary Product or Service | Location |
|-------------------------------|------------|--------|-------------------------------|---------------|
| Verizon Business | 3,500 | 517919 | Telecommunications | Basking Ridge |
| Avaya Inc | 2,000 | 517919 | Telecommunications | Basking Ridge |
| Cegedim Dendrite | 2,000 | 511210 | Software Publishers | Bedminster |
| Chubb Group Of Insurance Co | 2,000 | 524126 | Direct Property & Casualty | Warren |
| Johnson & Johnson Rsrch & Dev | 2,000 | 541711 | Research & Development In | Raritan |
| Sanofi-Aventis Us LLC | 2,000 | 325412 | Pharmaceutical Preparation | Bridgewater |
| Ortho-Mc Neil-Janssen Pharm | 1,800 | 339112 | Surgical & Medical Instrument | Raritan |
| Somerset Medical Ctr | 1,500 | 622110 | General Medical & Surgical | Somerville |
| Met Life | 1,400 | 524210 | Insurance | Bridgewater |
| Bloomberg LP | 1,381 | 519110 | News Syndicates | Skillman |

SOURCE: ReferenceUSA

UNIONS (2006 - Current Month)

UNION ELECTIONS

| Year # of Elections | Union Wins | Union Losses | # Certifications/ # Decertifications |
|---------------------|-------------------------|--------------|--------------------------------------|
| February, 2011 | No Union Elections Held | | |
| 2010 | 1 | 0 | 1/0 |
| 2009 | 4 | 2 | 4/0 |
| 2008 | 3 | 2 | 3/0 |
| 2007 | 4 | 2 | 3/1 |
| 2006 | 1 | -- | 1/1 |

SOURCE: National Labor Relations Board

Community Profile: Somerset County, NJ

EMPLOYMENT CLUSTERS (County Level)

| INDUSTRY CLUSTERS | Location Quotient |
|--|--------------------------|
| Advanced Materials | 2.12 |
| Agribusiness, Food Processing & Technology | 0.13 |
| Apparel & Textiles | 0.55 |
| Arts, Entertainment, Recreation & Visitor Industries | 0.43 |
| Biomedical/Biotechnical (Life Sciences) | 2.52 |
| Business & Financial Services | 1.65 |
| Chemicals & Chemical-Based Products | 3.45 |
| Defense & Security | 0.77 |
| Education & Knowledge Creation | 0.77 |
| Energy (Fossil & Renewable) | 0.9 |
| Forest & Wood Products | 0.4 |
| Glass & Ceramics | 0.13 |
| Information Technology & Telecommunications | 2.16 |
| Transportation & Logistics | 0.64 |
| <i>Manufacturing Supercluster:</i> | 0.48 |
| <i>Primary Metal Mfg</i> | 0.62 |
| <i>Fabricated Metal Product Mfg</i> | 0.59 |
| <i>Machinery Mfg</i> | 0.36 |
| <i>Computer & Electronic Product Mfg</i> | 1.03 |
| <i>Electrical Equipment, Appliance & Component Mfg</i> | 0.37 |
| <i>Transportation Equipment Mfg</i> | 0 |
| Mining | 0 |
| Printing & Publishing | 1.39 |

SOURCE: StatsAmerica

| OCCUPATIONAL CLUSTERS | Location Quotient |
|---|--------------------------|
| Managerial, Sales, Marketing and HR | 1.32 |
| Skilled Production Workers: Technicians, Operators, Trades, Installers & | 0.75 |
| Health Care and Medical Science (Aggregate) | 0.84 |
| Health Care and Medical Science (Medical Practitioners and Scientists) | 1.09 |
| Health Care and Medical Science (Medical Technicians) | 0.78 |
| Health Care and Medical Science (Therapy, Counseling and Rehabilitation) | 0.77 |
| Mathematics, Statistics, Data and Accounting | 1.88 |
| Legal and Financial Services, and Real Estate (L & FIRE) | 1.13 |
| Information Technology (IT) | 2.37 |
| Natural Sciences and Environmental Management | 1.61 |
| Agribusiness and Food Technology | 0.4 |
| Primary/Secondary and Vocational Education, Remediation & Social Services | 1.03 |
| Building, Landscape and Construction Design | 0.86 |
| Engineering and Related Sciences | 1.63 |
| Personal Services Occupations | 0.93 |
| Arts, Entertainment, Publishing and Broadcasting | 0.95 |
| Public Safety and Domestic Security | 0.56 |
| Post-secondary Education and Knowledge Creation | 0.81 |
| Technology-Based Knowledge Clusters | 1.68 |

SOURCE: StatsAmerica

RETAIL

RETAIL SALES 2009

| | |
|------------------------------|-----------------|
| Households | 117,673 |
| Total Retail Sales | \$7,475,400,007 |
| Food & Beverage Stores | \$1,356,492,015 |
| Food Serv. & Drinking Estab. | \$502,505,993 |
| General Merch. | \$508,976,002 |
| Furniture & Appliances | \$105,610,023 |
| Motor Veh. & Parts Dealer | \$1,159,820,013 |

Source: Sales & Marketing Management

HOUSEHOLDS (HHs) BY EFFECTIVE BUYING INCOME 2010

| | |
|----------------------------------|------------------|
| Aggregate EBI | \$12,028,990,000 |
| # HHs, EBI < \$15,000 | 5,505 |
| # HHs, EBI \$15,000 - \$24,999 | 6,964 |
| # HHs, EBI \$25,000 - \$34,999 | 6,904 |
| # HHs, EBI \$35,000 - \$49,999 | 15,540 |
| # HHs, EBI \$50,000 - \$74,999 | 23,598 |
| # HHs, EBI \$75,000 - \$99,999 | 20,365 |
| # HHs, EBI \$100,000 - \$124,999 | 12,766 |
| # HHs, EBI \$125,000 - \$149,999 | 7,299 |
| # HHs, EBI \$150,000 - \$199,999 | 7,607 |
| # HHs, EBI \$200,000 - \$499,999 | 8,679 |
| # HHs, EBI \$500,000+ | 2,570 |

Source: Nielsen-Claritas, Inc.

30-Minute Labor-Shed Profile

Intersection of U.S. Route 22 and U.S. 202/206, Bridgewater, NJ

POPULATION & DEMOGRAPHICS

POPULATION

| Year | Population |
|--------------------|------------|
| 1990 | 603,760 |
| 2000 | 686,345 |
| 2010 (est) | 722,560 |
| 2015 (est) | 735,141 |
| Change 1990 - 2000 | 13.7% |
| Change 2000 - 2010 | 5.3% |
| Change 1990 - 2010 | 19.7% |
| Change 2010 - 2015 | 1.7% |

SOURCE: Nielsen-Claritas, Inc.

DIVERSITY (2010)

| Race/Ethnicity | Percent |
|------------------------|---------|
| White | 64.2% |
| Black/African American | 12.7% |
| Asian | 13.4% |
| American Indian | 0.2% |
| Pacific Islander | 0.0% |
| Other | 9.5% |
| Hispanic or Latino | 17.3% |
| Not Hispanic or Latino | 82.7% |

SOURCE: Nielsen-Claritas, Inc.

HOUSEHOLD INCOME (2010)

Median Household Income

| Year | Amount |
|------------------|----------|
| 2000 | \$68,976 |
| 2010 | \$87,048 |
| 2015 | \$94,058 |
| Change '10 - '15 | 8.1% |

SOURCE: Nielsen-Claritas, Inc.

Household Income Distribution (2010)

| Households | 252,344 |
|-------------------------------|---------|
| Less than \$35,000 | 16.7% |
| Between \$35,000 and \$75,000 | 26.2% |
| Greater than \$75,000 | 57.1% |

SOURCE: Nielsen-Claritas, Inc.

EDUCATIONAL ATTAINMENT

| Highest Level | 2010 |
|-------------------------------|-------|
| No High School Diploma | 10.4% |
| High School Diploma Only | 24.7% |
| 1 to 3 Years College | 20.9% |
| Associate Degree | 6.1% |
| Bachelors Degree | 25.5% |
| Graduate Degree | 18.5% |
| 12 to 15 years of education | 45.6% |
| 16 or more years of education | 44.0% |

SOURCE: Nielsen-Claritas, Inc.

AGE DISTRIBUTION

Percent

| Age Group (in years) | 2000 | 2010 | 2015 |
|----------------------|-------|-------|-------|
| 0-17 | 24.4% | 23.8% | 23.2% |
| 18-34 | 24.3% | 21.4% | 21.2% |
| 35-54 | 31.6% | 31.3% | 28.8% |
| 55-64 | 8.5% | 11.6% | 13.3% |
| 65-74 | 5.9% | 6.5% | 7.9% |
| 75 and over | 5.3% | 5.4% | 5.6% |

SOURCE: Nielsen-Claritas, Inc.

Numeric

| Age Group (in years) | 2010 | 2015 |
|----------------------|---------|---------|
| 0-17 | 172,077 | 170,239 |
| 18-34 | 154,970 | 156,007 |
| 35-54 | 226,467 | 212,055 |
| 55-64 | 83,515 | 97,697 |
| 65-74 | 46,797 | 57,897 |
| 75 and over | 38,732 | 41,246 |

SOURCE: Nielsen-Claritas, Inc.

Change in Population by Age Group (2010-2015)

| Age Group (in years) | Number | Percent |
|----------------------|---------|---------|
| 0-17 | -1,838 | -1.1% |
| 18-34 | 1,037 | 0.7% |
| 35-54 | -14,412 | -6.4% |
| 55-64 | 14,182 | 17.0% |
| 65-74 | 11,100 | 23.7% |
| 75 and over | 2,514 | 6.5% |

SOURCE: Nielsen-Claritas, Inc.

MEDIAN AGE

| Year | Age |
|------|------|
| 2000 | 35.7 |
| 2010 | 38.1 |
| 2015 | 39.3 |

SOURCE: Nielsen-Claritas, Inc.

30-Minute Labor-Shed Profile: Intersection of U.S. Route 22 and U.S. 202/206, Bridgewater, NJ

LABOR FORCE

CIVILIAN LABOR FORCE

| | Number |
|----------------------|---------|
| 2000 | 366,240 |
| 2010 | 398,938 |
| % Change 2000 - 2010 | 8.2% |

SOURCE: Nielsen-Claritas, Inc.

UNEMPLOYMENT RATE

| | Number | Percent |
|-----------------------------------|--------|---------|
| 2000 | 15,876 | 4.3% |
| 2010 | 20,895 | 5.2% |
| Most recent month available, 2011 | N/A | N/A |

SOURCE: Nielsen-Claritas, Inc.

RESIDENT EMPLOYMENT BY INDUSTRY (2010)

| Industry | Employment | Percent |
|--|------------|---------|
| Total | 378,043 | 100% |
| Agriculture/Forest/Fish/Hunt | 879 | 0.2% |
| Construction | 21,239 | 5.6% |
| Total Manufacturing | 50,017 | 13.2% |
| Wholesale Trade | 13,933 | 3.7% |
| Retail Trade | 38,648 | 10.2% |
| Transport/Warehouse/Utils | 17,952 | 4.7% |
| Information | 15,486 | 4.1% |
| Fin/Insur/RE/Rent/Lse | 37,236 | 9.8% |
| Prof/Sci/Tech/Admin | 36,725 | 9.7% |
| Mgmt of Companies | 592 | 0.2% |
| Admin/Sppt/Waste Mgmt | 15,915 | 4.2% |
| Educational Svcs | 36,856 | 9.7% |
| Health Care/Soc Asst | 42,536 | 11.3% |
| Entertainment/Rec Svcs | 5,435 | 1.4% |
| Accommodation and Food Services | 20,121 | 5.3% |
| Other Services (excluding Public Administration) | 13,512 | 3.6% |
| Public Administration | 10,962 | 2.9% |

SOURCE: Nielsen-Claritas, Inc.

RESIDENT HIGH-KNOWLEDGE OCCUPATIONAL EMPLOYMENT (2010)

| Occupational Group | Employment | Percent |
|--|------------|---------|
| Total | 163,915 | 100.0% |
| Healthcare Practitioner/Technician | 19,378 | 11.8% |
| Life/Physical/Social Science | 8,436 | 5.1% |
| Architecture/Engineering | 8,088 | 4.9% |
| Arts/Design/Entertainment/Sports/Media | 7,447 | 4.5% |
| Business and Financial Operations | 22,897 | 14.0% |
| Computer and Mathematical | 22,933 | 14.0% |
| Education/Training/Library | 24,698 | 15.1% |
| Legal | 5,312 | 3.2% |
| Management including Farmers/Farm Mgrs | 44,726 | 27.3% |

SOURCE: Nielsen-Claritas, Inc.

EMPLOYMENT

| | Number | Percent |
|------|---------|---------|
| 2000 | 350,364 | 95.7% |
| 2010 | 378,043 | 94.8% |

SOURCE: Nielsen-Claritas, Inc.

LABOR PARTICIPATION (2010)

| | Percent |
|--------|---------|
| Male | 77.3% |
| Female | 62.9% |
| Total | 70.0% |

SOURCE: Nielsen-Claritas, Inc.

RESIDENT EMPLOYMENT BY OCCUPATION (2010)

| Occupational Group | Employment | Percent |
|---|------------|---------|
| Total | 378,043 | 100% |
| Management, Including Farmers and Farm Managers | 45,288 | 12.0% |
| Business and Financial Operations | 23,185 | 6.1% |
| Computer and Mathematical | 23,221 | 6.1% |
| Architecture and Engineering | 8,190 | 2.2% |
| Life, Physical, and Social Science | 8,542 | 2.3% |
| Community and Social Services | 5,259 | 1.4% |
| Legal | 5,379 | 1.4% |
| Education, Training, and Library | 25,008 | 6.6% |
| Arts, Design, Entertainment, Sports, and Media | 7,541 | 2.0% |
| Healthcare Practitioners and Technical | 19,621 | 5.2% |
| Healthcare Support | 5,412 | 1.4% |
| Protective Service | 7,187 | 1.9% |
| Food Preparation and Serving Related | 14,731 | 3.9% |
| Building and Grounds Cleaning, and Maintenance | 12,948 | 3.4% |
| Service: Personal Care and Service | 9,409 | 2.5% |
| Sales and Related Occupations | 43,288 | 11.5% |
| Office and Administrative Support | 53,088 | 14.0% |
| Farming, Fishing, and Forestry | 369 | 0.1% |
| Construction and Extraction | 14,740 | 3.9% |
| Installation, Maintenance, and Repair | 9,568 | 2.5% |
| Production | 17,010 | 4.5% |
| Transportation and Material Moving | 19,062 | 5.0% |

SOURCE: Nielsen-Claritas, Inc.

WHITE- AND BLUE-COLLAR OCCUPATIONAL DISTRIBUTION (2010)

| Occupational Group | Employment | Percent |
|--------------------|------------|---------|
| Blue Collar | 73,696 | 19.5% |
| White Collar | 304,347 | 80.5% |

SOURCE: Nielsen-Claritas, Inc.

FOR MORE INFORMATION, PLEASE CONTACT
Somerset County Business Partnership
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Phone: 908-218-4300
E-mail: jmaddocks@somersetbusinesspartnership.com
Website: www.somersetbusinesspartnership.com

UPDATE PREPARED: 05-10-2011

ADDENDUM 3



ADDENDUM 3: Industry Clusters

New Jersey Key Industry Clusters

SOURCE: NEW JERSEY DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

Somerset County Industry Clusters

SOURCE: US CENSUS BUREAU



Somerset County Business Partnership | 360 Grove Street | Bridgewater, NJ 08807 | 908-218-4300 | www.scbp.org

New Jersey Key Industry Clusters

Source: NJ Department of Labor and
Workforce Development

New Jersey Key Industry Clusters

New Jersey has a richly diverse population; proximity to major metropolitan areas and a history of invention and innovation; from electronics and pharmaceuticals to biotechnology research; that impressively continues to grow. New Jersey's commitment to investment, collaboration and talent development supports growth in key industry clusters that drive economic expansion. In the Garden State, these key clusters have found an ideal location – within a day's drive of 40.0 percent of the US population; a talented, productive and highly educated, workforce with a high density of residents with advanced degrees and 52 colleges and universities. Here is a brief look at some key industry clusters.

Bio/Pharmaceuticals and Life Sciences Industry Cluster

- The bio/pharma life sciences cluster accounted for \$23 billion (nearly 5.0%) of New Jersey's Gross Domestic Product in 2009.
- New Jersey's bio/pharma life sciences employment totaled 125,965 in 2009, or 4.0 percent of the state's private sector workforce. Nationally, the proportion is just 2.0 percent.
- New Jersey's bio/pharmaceutical and life sciences cluster employment is comprised of three primary components: pharmaceutical sector (44.2%), biotechnology (34.1%) and medical device manufacturing (21.6%).
- Over the past five years, this cluster's establishments have expanded by 15.9 percent in New Jersey, outpacing the nation by 6.0 percentage points.
- New Jersey bio/pharma life science employers paid more than \$14 billion in wages during 2009, or 8.1 percent of the state's total wages.
- New Jersey's highly educated workforce is profoundly seen in this cluster as nearly two thirds of its workers hold at least a Bachelor's (33.1%), Master's/Professional (23.0%), or Doctoral (8.2%) degree.



Transportation, Logistics, Distribution Industry Cluster

- In 2009, transportation, logistics and distribution (TLD) employed 364,429 workers in New Jersey. The cluster employed 11.9 percent of the state's private sector workers, a higher percentage than for the nation (8.9%).
- TLD contributed 48.6 billion dollars to the state's Gross Domestic Product (GDP) in 2009.
- In 2009, employers in the state's TLD industry cluster paid a total of \$22.9 billion in wages.
- The dense population (1,195 persons per square mile) and higher income level (\$50,221 2009 median household income) of New Jersey and the region surrounding it make the Garden State a prime location from which to distribute goods to consumer outlets.
- Located between New York City and Philadelphia, New Jersey is within a day's drive of 40 percent of the US population who purchase \$2 trillion in merchandise yearly.
- The state offers access to the nation's freight rail network and the state's commuter rail network and is also home to several key transportation facilities necessary for a strong TLD industry cluster including three major seaports and a large international airport.



Finance Industry Cluster

- Despite a relatively small employment base (5.2% of total employment in 2010) finance and insurance contributed \$39.4 billion or 8.4 percent to the state's Gross Domestic Product in 2009.
 - Twenty-two of New Jersey's top 25 financial services employers are located within 40 miles of Manhattan. The state's competitive real estate rates, lower corporate tax rates, lower utility costs and highly educated talent pool make it a desirable location.
 - Financial services relies heavily on information and technology. New Jersey has remained in the forefront of technological advancement by becoming a national leader in developing data centers to support the industry.
 - New Jersey's financial services sector lost 7.9 percent of its employment base from 2007 to 2010; there were approximately 199,000 finance and insurance jobs in the state in 2010. However, finance and insurance saw a 16.9 percent rise in jobholding from 1990 to 2007, adding approximately 31,200 jobs.
- In 2009, almost \$18.5 billion in total wages was paid by New Jersey's employers in financial services industries.



Advanced Manufacturing Industry Cluster

- The advanced manufacturing industry contributed over \$17 billion to New Jersey's Gross Domestic Product in 2009, or about 3.6 percent of all state output.
Advanced manufacturing employment is primarily comprised of four industry groups; chemical manufacturing (45%), computer and electronic product manufacturing (22%), machinery manufacturing (11%), and transportation equipment manufacturing (3%). The remaining 19 percent is made up of selected detailed industries
- In 2009, there were more than 127,000 people employed in industries classified as advanced manufacturing in New Jersey. This represents about 48 percent of all manufacturing employment in New Jersey.
- Chemical manufacturing employed over 57,000 in 2009, 21.0 percent of all manufacturing workers in the state. New Jersey also hosts over seven percent of all chemical manufacturing employment in the United States.
- The state's advanced manufacturing industry establishments paid a total of more than \$11.6 billion in wages in 2009, or roughly 6.8 percent of New Jersey's total wages.



Health Care Industry Cluster

- The health care industry contributed \$34 billion to New Jersey's Gross Domestic Product (GDP) in 2009, or roughly 7 percent of all state output.
- Health care industry employment is found in three industry groups: ambulatory health care services (44%), hospitals (36%) and nursing and residential care facilities (20%).
- From 1990 through 2010, the health care sector in New Jersey has added 154,800 new jobs, while all other industries combined had a net gain of only 54,600.
- Health care is the only industry that has added jobs in the state every year from 1990 through 2010 while increasing its share of jobholding from 7.5 percent in 1990 to 11.3 percent in 2010.
- The outlook for New Jersey's health care employment is bright. From 2008 through 2018, it is projected that more than 56,000 jobs will be added, an annual increase of 1.3 percent.
- Health care establishment employers paid more than \$21 billion in total wages in 2009, or about 12.2 percent of all wages paid in New Jersey.



Leisure, Hospitality and Retail Industry Cluster

- Leisure, hospitality and retail (LHR) is comprised of four components: retail trade (56.0% of employment), food services/drinking places (29.0%), accommodation (8.0%) and arts/entertainment/recreation (7.0%).
- Many of the businesses within LHR directly and indirectly support the state's tourism industry, the state's 3rd largest industry according to Division of Travel and Tourism.
- LHR represented \$41.7 billion or 8.8 percent of the state's Gross Domestic Product in 2009.
- LHR jobholding totaled 766,410 in 2009, or 24 percent of the state's private sector workforce.
- New Jersey LHR employers paid more than \$20 billion in wages during 2009, or 11.8 percent of the state total.
- Over the past two decades, LHR added nearly 62,000 new jobs in New Jersey or about 28 percent of the state's employment gain since 1990. However, its share of total employment increased only slightly during this period, from 19.5 percent in 1990 to 20.0 percent in 2010.



Green Economy Cluster

- Green describes many of the innovations, industry changes and investments designed to develop an economy and infrastructure that employs more efficient, cleaner, sustainable, environmentally friendly and homegrown energy sources.
- In New Jersey in 2009, the Green economy employed 200,521 workers in three major areas: green energy production/renewable energy (24.5% of employment), energy efficiency – green building/construction/design (68.0%) and environmental remediation/waste management reduction (7.5%).
- In 2009, nearly \$15.5 billion in total wages were paid by employers in New Jersey's Green economy cluster.
- New Jersey has been called the number-one state for renewable energy incentives.
- The Garden State's highly regarded Solar Renewable Energy Certificate (SREC) program lets home and business owners sell clean energy credits to utility companies.
- The federal government recently announced four priority areas for wind projects off the Eastern Seaboard that are being fast-tracked for environmental reviews, one of which is a 550-square mile section off the coast of New Jersey, from Avalon to Barnegat Bay.





Somerset County Business Partnership | 360 Grove Street | Bridgewater, NJ 08807 | 908-218-4300 | www.scbp.org

Somerset County Industry Clusters

Source: US Census Bureau



Somerset County Business Partnership | 360 Grove Street | Bridgewater, NJ 08807 | 908-218-4300 | www.scbp.org

Somerset County, New Jersey

Selected Statistics from the 2007 Economic Census 2007 Economic Sectors

| 2007 NAICS Code & Description | Number of Establishments | Sales, Shipments, Receipts (\$1,000) | Annual Payroll (\$1,000) | Number of Employees |
|----------------------------------|-----------------------------|---|-----------------------------|------------------------|
| 31 Manufacturing | 337 | 6,401,528 | 1,159,684 | 17,673 |
| 33 | | | | |
| 44 Retail Trade | 1,216 | 5,755,996 | 530,297 | 19,972 |
| 45 | | | | |
| 51 Information | 256 | N | 1,390,472 | 12,418 |
| Real Estate & | | | | |
| 53 Rental & Leasing | 304 | 453,264 | 63,870 | 1,592 |
| Professional, Scientific, & | | | | |
| 54 Technical Services | 1,834 | D | D | g |
| Support & Waste Management & | | | | |
| 56 Remediation Svcs | 656 | 901,716 | 439,625 | 11,463 |
| Educational | | | | |
| 61 Services | 131 | D | D | g |
| Health Care & | | | | |
| 62 Social Assistance | 1,081 | 2,016,566 | 793,664 | 19,020 |
| Arts, Entertainment & | | | | |
| 71 Recreation | 153 | 175,488 | 63,262 | 2,520 |
| Accommodations & | | | | |
| 72 Food Services | 712 | 656,131 | 180,021 | 10,739 |
| Other Services (Except Public | | | | |
| 81 Administration) | 713 | 574,140 | 130,355 | 4,064 |

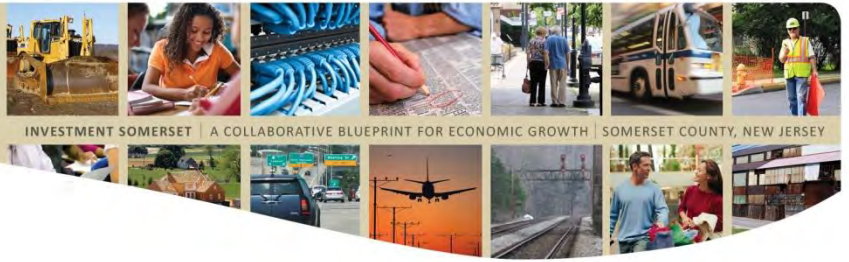
Source: U.S. Census Bureau, 2007 Economic Census

D: Withheld to avoid disclosing data for individual companies; data are included in higher level totals

N: Not available or not comparable

g: 1,000 to 2,499 employees

ADDENDUM 4



ADDENDUM 4: Real Estate

Central New Jersey Commercial, Industrial Real Estate Markets Overview

SOURCE: CASSIDY TURLEY COMMERCIAL REAL ESTATE

Somerset County Commercial, Industrial, Retail Real Estate Vacancy

SOURCE: SOMERSET COUNTY BUSINESS PARTNERSHIP / COSTAR REPORT

Somerset County Selected Housing Characteristics

SOURCE: US CENSUS BUREAU

Somerset County Development, Redevelopment List

SOURCE: SOMERSET COUNTY PLANNING BOARD

Central New Jersey Commercial Office & Industrial Real Estate Markets Overview First Quarter 2013

Source: Cassidy Turley Commercial Real Estate



CENTRAL NEW JERSEY OFFICE

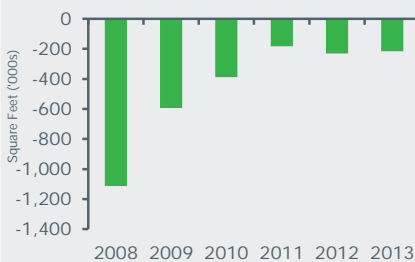
Economic Indicators

| | Q1 13 | Q1 12 |
|---|--------|--------|
| Central NJ* Employment | 1.236M | 1.213M |
| Central NJ** Unemployment | 8.7% | 8.5% |
| U.S. Unemployment (Seasonally Adjusted) | 7.8% | 8.3% |
| U.S. CCI (Quarterly Avg.) | 62.04 | 67.53 |

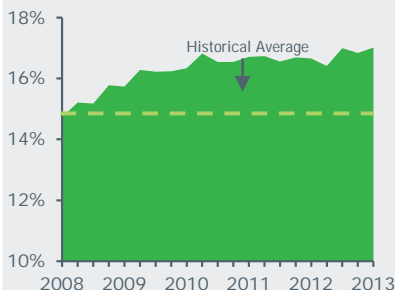
*Edison-New Brunswick/Trenton-Ewing (NJ BLS)

**Hunterdon, Mercer, Middlesex, Monmouth,
Ocean & Somerset Counties (NJ BLS)

Net Absorption



Vacancy Rates



Market Tracker

*Arrows = Current Qtr Trend

▲ Vacancy
17.0%

▼ Net Absorption
(216,077) SF

▼ Deliveries
34,148 SF

▼ Asking Rent
\$23.23 SF

Changing CNJ Office Landscape

It is apparent that the office landscape in New Jersey is changing, whereby existing large office/R&D campuses are no longer in high demand and tenants are seeking efficient floor plans which lend to a more collaborative office environment. With this transition, larger single tenant office campuses with high vacancy rates have recently become a target of investment companies in an effort to redevelop these outdated facilities. A key example of this initiative is the former Bell Laboratories in Holmdel, comprised of approximately 2M SF of space on 473 acres, which is currently part of a redevelopment plan to transform the former R&D campus into a mixed use center for local office, retail, and lifestyle needs. The CNJ market also continues to combat corporate consolidation efforts which is leading to the reduction of the average square footage per employee. In 2010 the U.S. average SF per employee was approximately 225; today it is approximately 175/SF and is expected to reach 150/SF by 2017. The continued negative absorption in the CNJ market has been a product of these changes. In the first quarter of 2013 the market experienced 216,077 SF of negative absorption which pushed the vacancy rate slightly upwards to 17.0% from 16.8% at year end 2012. Average asking rates have stabilized for the most part with a rate of \$23.23/SF, slightly down from \$23.38/SF in Q4 12. Furthermore, positive gains in employment and a reduction in the overall unemployment rate, which remains at a historically high level of 9.3%, is needed to promote the growth of new office-using jobs. NJ employers have added 12,900 jobs (7,100 private and 5,800 public) in February and 44,600 private sector jobs over the past year (February 2012-2013). Overall, NJ employers remain cautiously optimistic as solid jobs reports indicate an upward growth trend however concerns over federal spending and tax policies remain which may effect the pace of business hiring.

On the heels of last quarter's notable market activity which resulted in over 66K SF of positive absorption, the I-78 corridor is experiencing increased interest with a promising amount of tenants in the market, particularly those whose requirements fall within the 75-150K SF range. Recent increased demand is an encouraging precursor to tightening availabilities in the Somerset/ I-78 East submarket as a commitment from any of these potential tenants would further push down vacancy rates, which is currently at 13.4% down from 13.6% in the previous quarter. Impending transactions from this activity will hopefully offset contraction along the I-287 corridor stemming from MetLife's recent announcement that they will be closing their operations in Somerset. MetLife, currently the sole tenant at 300 Davidson Avenue in Somerset, will be vacating the 414,000 SF building as part of a consolidation effort that will affect numerous employees. The relocation process will take place in phases between now and 2015. MetLife is eligible to receive more than \$90 million in incentives as part of an economic development package by opening two new campuses in North Carolina which aims to create 2,600 jobs.

Sale activity this quarter was highlighted by the acquisition of the 800,546 SF Princeton Pike Corporate Center on Lenox Drive in Lawrenceville for \$121M or \$151/SF from Prism Capital Partners to Brandywine Realty Trust. Additionally, the 836,165 SF AT&T complex on Laurel Avenue in Middletown was sold to an undisclosed buyer from Sun Trust Bank for just over \$97M or \$117/SF.

The most notable project under construction in the first quarter is 300 Carnegie Drive in Princeton. The 88,274 SF Class A building is 25% leased and is expected to deliver by Q3 13. Remaining new construction is extremely limited in the CNJ office market with the majority of new projects being smaller Class B properties in the 15,000-20,000 SF range.

Forecast

- Tenants will continue to focus on more efficient office space that encourage employee collaboration in the workplace. Landlords will need to focus on renovating current space to accommodate this change in demand for more open floor plans.
- Corporate relocations and consolidations will continue to put negative pressure on absorption.
- Downward pressure on rents is diminishing, however increases will most likely not occur until vacancy rates approach levels prior to the economic downturn.

Cassidy Turley Office Market Snapshot

Central New Jersey • First Quarter • 2013

| | TOTAL BLDGS | INVENTORY | SUBLET VACANT | TOTAL VACANT | VACANCY RATE | CURRENT NET ABSORPTION | YTD NET ABSORPTION | UNDER CONSTRUCTION | AVERAGE ASKING RATE |
|----------------------------|----------------|--------------------|------------------|-------------------|-----------------|---------------------------|-----------------------|-----------------------|------------------------|
| Featured Submarkets | | | | | | | | | |
| Brunswick/Piscataway/I-287 | 270 | 18,218,168 | 273,776 | 3,770,418 | 20.7% | 6,480 | 6,480 | 15,000 | \$20.84 |
| I-78 West | 64 | 2,322,959 | 8,492 | 429,327 | 18.5% | 39,998 | 39,998 | 0 | \$18.11 |
| Monmouth County | 388 | 15,674,852 | 101,224 | 2,303,737 | 14.7% | (124,457) | (124,457) | 20,525 | \$22.06 |
| Ocean County | 131 | 3,720,998 | 2,877 | 319,175 | 8.6% | 33,192 | 33,192 | 0 | \$20.98 |
| Princeton Area | 510 | 35,559,607 | 207,780 | 5,391,750 | 15.2% | (200,127) | (200,127) | 103,229 | \$24.36 |
| Somerset/I-78 | 208 | 22,767,758 | 256,144 | 3,059,583 | 13.4% | 46,782 | 46,782 | 0 | \$24.93 |
| Woodbridge/Edison | 118 | 9,348,663 | 18,159 | 1,725,177 | 18.5% | 25,487 | 25,487 | 0 | \$27.13 |
| Central NJ Market Totals | | | | | | | | | |
| Class A | 405 | 61,440,718 | 435,016 | 9,837,701 | 16.0% | (127,583) | (127,583) | 88,274 | \$25.86 |
| Class B | 1,247 | 44,792,745 | 314,258 | 8,237,847 | 18.4% | (88,494) | (88,494) | 50,480 | \$19.67 |
| CENTRAL NJ TOTAL | 1,652 | 106,233,463 | 749,274 | 18,075,548 | 17.0% | (216,077) | (216,077) | 138,754 | \$23.23 |

Key Lease Transactions Q1 13

| PROPERTY | SF | TENANT | TRANSACTION TYPE | SUBMARKET |
|------------------------|--------|-----------------------------------|---------------------|---------------------|
| 645 Martinsville Road | 47,965 | Hitachi Power Systems | Lease/ Renewal | Somerset/ I-78 East |
| 508 Carnegie Center | 37,498 | Otsuka | Lease | Princeton Area |
| 343 Thornall Street | 27,376 | Ask.com | Lease | Woodbridge/ Edison |
| 1460 Livingston Avenue | 24,946 | Princeton House Behavioral Health | Extension | Princeton Area |
| 100 Connell Drive | 24,411 | Crawford Inc. | Lease | Somerset/ I-78 |
| 302 Carnegie Center | 22,671 | Wells Fargo | Lease | Princeton |

Key Sales Transactions Q1 13

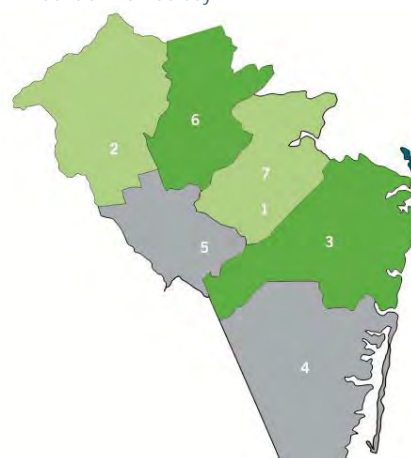
| PROPERTY | SF | BUYER | PRICE | SUBMARKET |
|--|---------|--|---------------|-----------|
| 2200 Lenox Drive | 800,546 | Brandywine Realty Trust/ AG-Prism NJPP 100 Lenox LLC | \$121,000,000 | Princeton |
| 200 South Laurel Avenue (AT&T Complex Bldg. A-D) | 921,835 | Sun Trust Bank/ Undisclosed Buyer | \$107,799,935 | Monmouth |
| 600-619 Alexander Road | 97,447 | Behringer Harvard REIT/ Ivy Equities | \$9,600,000 | Princeton |

About Cassidy Turley

Cassidy Turley is a leading commercial real estate services provider with more than 3,700 professionals in more than 60 offices nationwide. The company represents a wide range of clients—from small businesses to Fortune 500 companies, from local non-profits to major institutions. The firm completed transactions valued at \$22 billion in 2012, manages 455 million square feet on behalf of institutional, corporate and private clients and supports more than 28,000 domestic corporate services locations. Cassidy Turley serves owners, investors and tenants with a full spectrum of integrated commercial real estate services—including capital markets, tenant representation, corporate services, project leasing, property management, project and development services, and research and consulting. Cassidy Turley enhances its global service delivery outside North America through a partnership with GVA, giving clients access to commercial real estate professionals in 65 international markets. Please visit www.cassidyturley.com for more information about Cassidy Turley.

Office Submarkets

Central New Jersey



1. Brunswick / Piscataway / I-287
2. I-78 West
3. Monmouth County
4. Ocean County
5. Princeton Area
6. Somerset / I-78
7. Woodbridge / Edison

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CENTRAL NEW JERSEY INDUSTRIAL

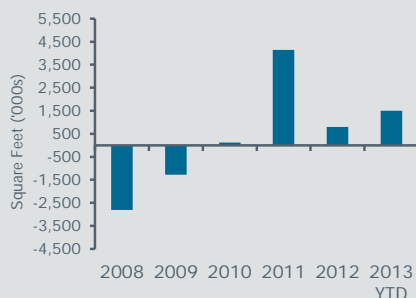
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| | Q1 13 | Q1 12 |
|---|--------|--------|
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| Central NJ** Unemployment | 8.7% | 8.5% |
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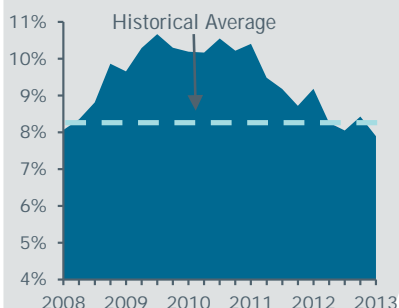
*Edison-New Brunswick/Trenton-Ewing (NJ BLS)

**Hunterdon, Mercer, Middlesex, Monmouth,
Ocean & Somerset Counties (NJ BLS)

Net Absorption



Vacancy Rates



Market Tracker

*Arrows = Current Qtr Trend

▼ Vacancy
7.9%

▲ Net Absorption
1,497,756 SF

▼ Deliveries
0 SF

▲ Asking Rent
\$4.43 NNN

Big Boxes Changing the CNJ Industrial Market

Momentum has kicked into full gear in Central New Jersey and the industrial market is benefitting from the continued increased activity among big box warehouse users, particularly along the Turnpike corridor. The first quarter produced 1,497,756 SF of positive absorption which brought the vacancy rate down to 7.9% from 8.4% at year end 2012. This quarter's impressive market activity surpasses the annual net absorption of 2012. Additionally, the average asking rate increased for the first time since 2010 to \$4.43/SF up from \$4.22/SF in the previous quarter. With increased leasing velocity and growing demand over the past two years, vacancy rates now back to levels that have not been seen since 2007. The uptick in market activity can be attributed to numerous factors, including value pricing, low interest rates, availability of tax credits/grants through state incentive programs, as well as an increase in retail sales.

Looking forward, there is a promising amount of tenants in the CNJ market, most of which are looking for occupancy within the next 90 days. Increasing competition and tightening availabilities are creating a sense of urgency in the market which is enticing tenants to act upon pending deals. Also, the market buzz created by Amazon and other e-commerce companies has led to increased demand for new development, big-box distribution facilities. Demand is expected to be high throughout 2013 based on the combination these market drivers.

The Exit 12 submarket emerged as the top performer in the first quarter evidenced by 876,705 SF of positive demand, which caused the vacancy rate to significantly drop to 7.2% from 12.3% in the previous quarter. A major catalyst of this increased market activity was the sale of 301 Blair Road and 275 Omar Avenue (967,330 SF total), which was sold to C&S Wholesale Grocers to KTR Capital Partners for \$48,000,000. The 565,405 SF warehouse at 301 Blair Road is rumored to be leased to Amazon as one of their new fulfillment centers, in addition to their proposed 1.2 M SF site in Robbinsville.

Other notable lease transactions were concentrated along the turnpike corridor, which continues to capture the majority of big box transactions. Highlighted lease transactions for the quarter include Delonghi's 167, 152 SF lease at 141 West Manor Way, an undisclosed tenant 144,000 SF lease at 25 South Middlesex Avenue, Global Logistics and Distribution's 100,000 SF lease at 100 Middlesex Avenue, Alpi USA's 94,000 SF lease at 9 Brick Plant Road, and Atomic Box's 93,280 SF lease at 201-207 Mac Lane. Investment sale activity in Q1 was also primarily concentrated in Middlesex County along the Turnpike Corridor. Sales of note include the aforementioned sale of 301 Blair Road and 1 Barnes & Noble Way (1,145,200 SF) which was sold to CenterPoint Properties for \$83M.

Contraction in the pharmaceutical industry remains an area of concern, particularly in the western region of CNJ, and is expected to put negative pressure on absorption rates. As patents expire and research trends shift from chemical to biochemical research, and from massive R&D facilities to consolidated lab/research layouts, less square footage is needed throughout the industry. One key example is the closure of the 1.1M SF Sanofi Aventis Pharmaceutical R&D campus located at 1041 Route 202/206 in Bridgewater. However, on a positive note, the vacancy in the R&D campus was offset in Q1 by Ashland Chemical's 198,440 SF lease at one of the existing buildings. Ashland plans to use the new space to fill the laboratory and office needs of its specialty ingredients unit that is relocating from Wayne. This transaction included assistance from state incentive and grant programs which encourage business retention in the state.

Forecast

- Looking forward to 2013, E-Commerce is expected to be a major driver of warehouse demand as well as new development for distribution facilities.
- Speculative development is resurging in the market.
- Available tax credits and incentive programs coupled with increased retail sales will encourage tenants to act upon opportunities in the market.
- Buildings along the Turnpike Corridor up through the Meadowlands will continue to be a hot commodity for investment purchases. Buildings in ancillary markets need to be aggressively priced in order to be attractive to buyers.

Cassidy Turley Industrial Market Snapshot

Central New Jersey • First Quarter • 2013

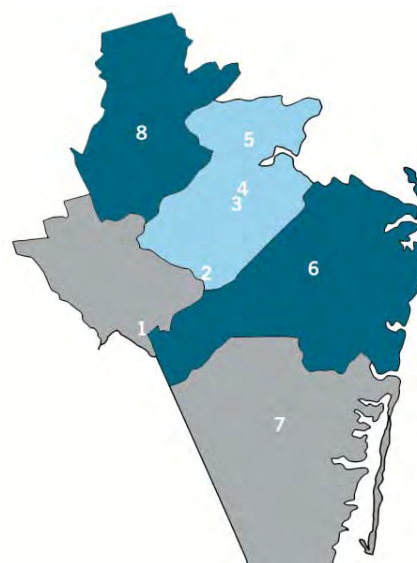
| FEATURED SUBMARKETS | TOTAL BLDGS | INVENTORY | SUBLET VACANT | TOTAL VACANT | VACANCY RATE | CURRENT NET ABSORPTION | YTD NET ABSORPTION | UNDER CONSTRUCTION | AVERAGE ASKING RATE |
|-------------------------|--------------|--------------------|----------------|-------------------|--------------|------------------------|--------------------|--------------------|---------------------|
| Exit 7A | 112 | 12,081,092 | 0 | 2,039,646 | 16.9% | 196,502 | 196,502 | 0 | \$5.00 |
| Exit 8A | 295 | 57,907,368 | 1,141,729 | 7,331,066 | 12.7% | (300,212) | (300,212) | 750,000 | \$5.17 |
| Exit 9 | 296 | 22,266,619 | 322,362 | 2,827,974 | 12.7% | 416,394 | 416,394 | 0 | \$3.30 |
| Exit 10 | 451 | 44,643,842 | 237,515 | 4,792,605 | 10.7% | 359,980 | 359,980 | 0 | \$5.55 |
| Exit 12 | 203 | 17,022,458 | 6,700 | 1,222,375 | 7.2% | 876,705 | 876,705 | 232,000 | \$5.32 |
| Western Route 287 | 443 | 25,156,942 | 84,092 | 1,708,041 | 6.8% | 156,981 | 156,981 | 0 | \$6.06 |
| Monmouth County | 500 | 19,978,984 | 7,100 | 1,538,728 | 7.7% | (24,990) | (24,990) | 0 | \$6.50 |
| Ocean County | 258 | 11,375,127 | 74,263 | 631,225 | 5.5% | 45,216 | 45,216 | 0 | \$6.30 |
| Somerset County | 460 | 27,521,401 | 22,400 | 2,158,618 | 7.8% | (137,986) | (137,986) | 0 | \$5.79 |
| CENTRAL NJ TOTAL | 3,407 | 279,846,692 | 780,177 | 22,090,921 | 7.9% | 1,497,756 | 1,497,756 | 982,000 | \$4.43 |

Asking rents converted to Triple Net

* Market statistics may vary from previous quarter as submarkets were reevaluated and updated for accuracy

Industrial Submarkets

Central New Jersey



Key Lease Transactions Q1 13

| PROPERTY | SF | TENANT | TRANSACTION TYPE | SUBMARKET |
|---------------------------|---------|-----------------------------------|------------------|-----------|
| 301 Blair Road | 565,405 | Amazon (Unofficial) | Lease | Exit 12 |
| 141 West Manor Way | 167,152 | Delonghi | Lease | Exit 7A |
| 25 South Middlesex Avenue | 144,000 | Undisclosed | Lease | Exit 8A |
| 301 Cottontail Lane | 110,708 | Barrett Distribution | Lease | Somerset |
| 100 Middlesex Avenue | 100,000 | Global Logistics and Distribution | Lease | Exit 12 |
| 9 Brick Plant Road | 94,000 | Alpi USA | Lease | Exit 9 |
| 201-207 Mac Lane | 93,280 | Atomic Box | Lease | Exit 10 |

Key Sales Transactions Q1 13

| PROPERTY | SF | SELLER/BUYER | PRICE | SUBMARKET |
|----------------------------------|-----------|---|--------------|-----------|
| 1 Barnes & Noble Way | 1,145,200 | CBRE Global Investors/ CenterPoint Properties | \$83,000,000 | Exit 8A |
| 301 Blair Road & 275 Omar Avenue | 967,330 | C&S Wholesale Grocers/ KTR Capital Partners | \$48,000,000 | Exit 12 |

- | | |
|------------|--------------------|
| 1. Exit 7A | 5. Exit 12 |
| 2. Exit 8A | 6. Monmouth County |
| 3. Exit 9 | 7. Ocean County |
| 4. Exit 10 | 8. Somerset County |

About Cassidy Turley

Cassidy Turley is a leading commercial real estate services provider with more than 3,700 professionals in more than 60 offices nationwide. The company represents a wide range of clients—from small businesses to Fortune 500 companies, from local non-profits to major institutions. The firm completed transactions valued at \$22 billion in 2012, manages 455 million square feet on behalf of institutional, corporate and private clients and supports more than 28,000 domestic corporate services locations. Cassidy Turley serves owners, investors and tenants with a full spectrum of integrated commercial real estate services—including capital markets, tenant representation, corporate services, project leasing, property management, project and development services, and research and consulting. Cassidy Turley enhances its global service delivery outside North America through a partnership with GVA, giving clients access to commercial real estate professionals in 65 international markets. Please visit www.cassidyturley.com for more information about Cassidy Turley.

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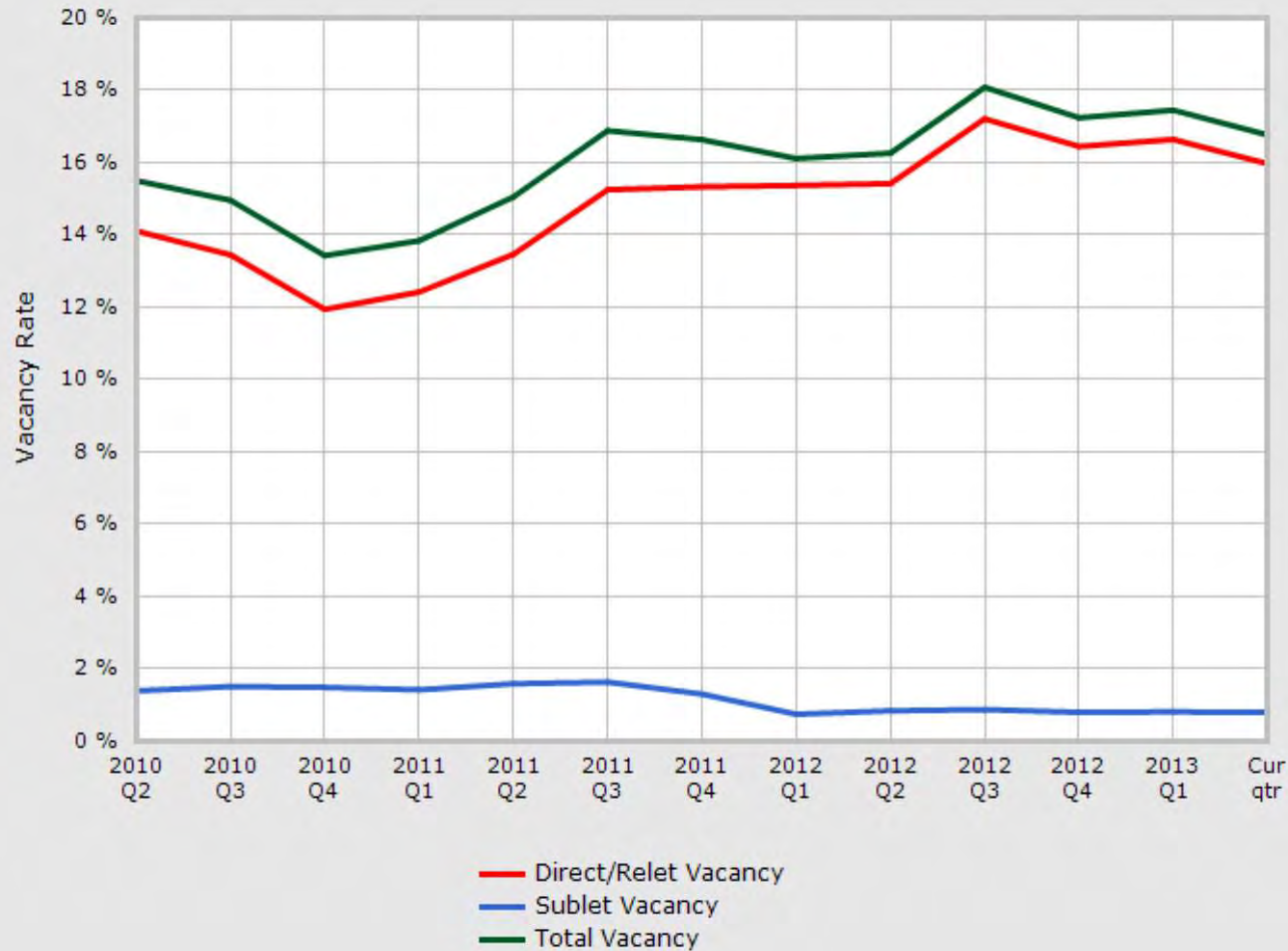
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Commercial Office, Industrial & Retail Real Estate Vacancy Report

Source: Somerset County Business Partnership/CoStar Report

Somerset County, NJ Office Vacancy Report

Vacancy Rates



occupancy

| | | |
|-----------------|-------------|-----|
| Existing Bldgs: | 430 | |
| # Spaces: | 574 | |
| Existing RBA: | 25,627,861 | |
| Vacant: | <4,294,999> | 17% |
| Occupied: | 21,332,862 | 83% |
| Leased: | 21,640,490 | 84% |

availability

| | | |
|---------------|-------------|-----|
| Vacant Avail: | 4,180,358 | 16% |
| Total Avail: | 5,869,962 | 23% |
| Direct Avail: | 4,904,368 | 19% |
| Sublet Avail: | 964,310 | 4% |
| Average Time: | 37.4 Months | |

leasing activity

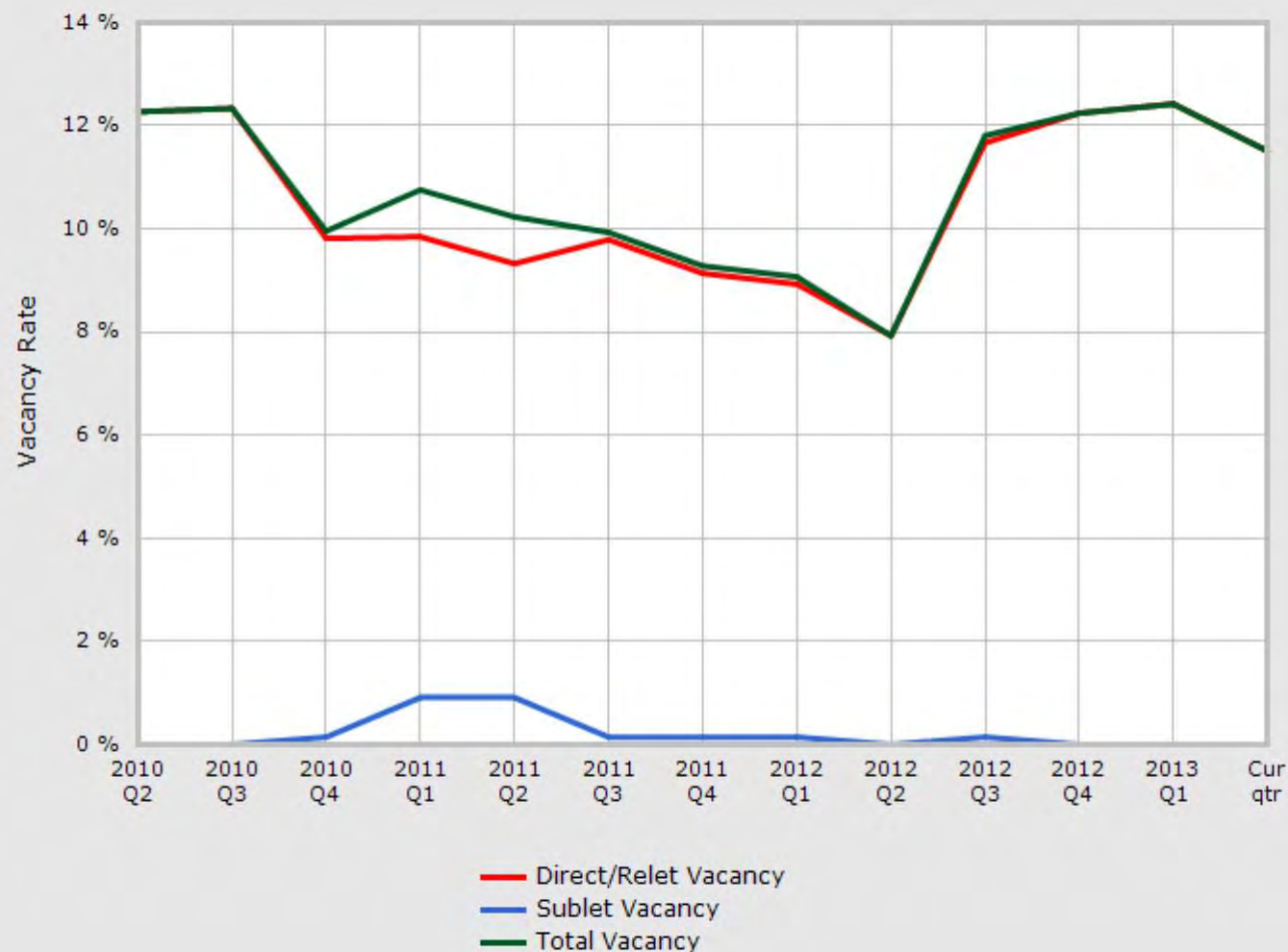
| | | |
|-----------------|---------|----|
| Leasing YTD: | 229,085 | 1% |
| Net Absorp YTD: | 212,046 | 1% |

Direct Gross Rent

| | |
|---------------|-------------------|
| Office range: | \$7.51-\$35.76/yr |
| Office Avg: | \$21.77/yr |

Somerset County, NJ Industrial/Flex Vacancy Report

Vacancy Rates



occupancy

| | | |
|-----------------|-------------|-----|
| Existing Bldgs: | 279 | |
| # Spaces: | 121 | |
| Existing RBA: | 20,922,967 | |
| Vacant: | <2,407,544> | 12% |
| Occupied: | 18,515,423 | 88% |
| Leased: | 18,730,067 | 90% |

availability

| | | |
|---------------|-------------|-----|
| Vacant Avail: | 2,192,900 | 10% |
| Total Avail: | 2,872,781 | 14% |
| Direct Avail: | 2,872,781 | 14% |
| Sublet Avail: | 0 | 0% |
| Average Time: | 31.3 Months | |

leasing activity

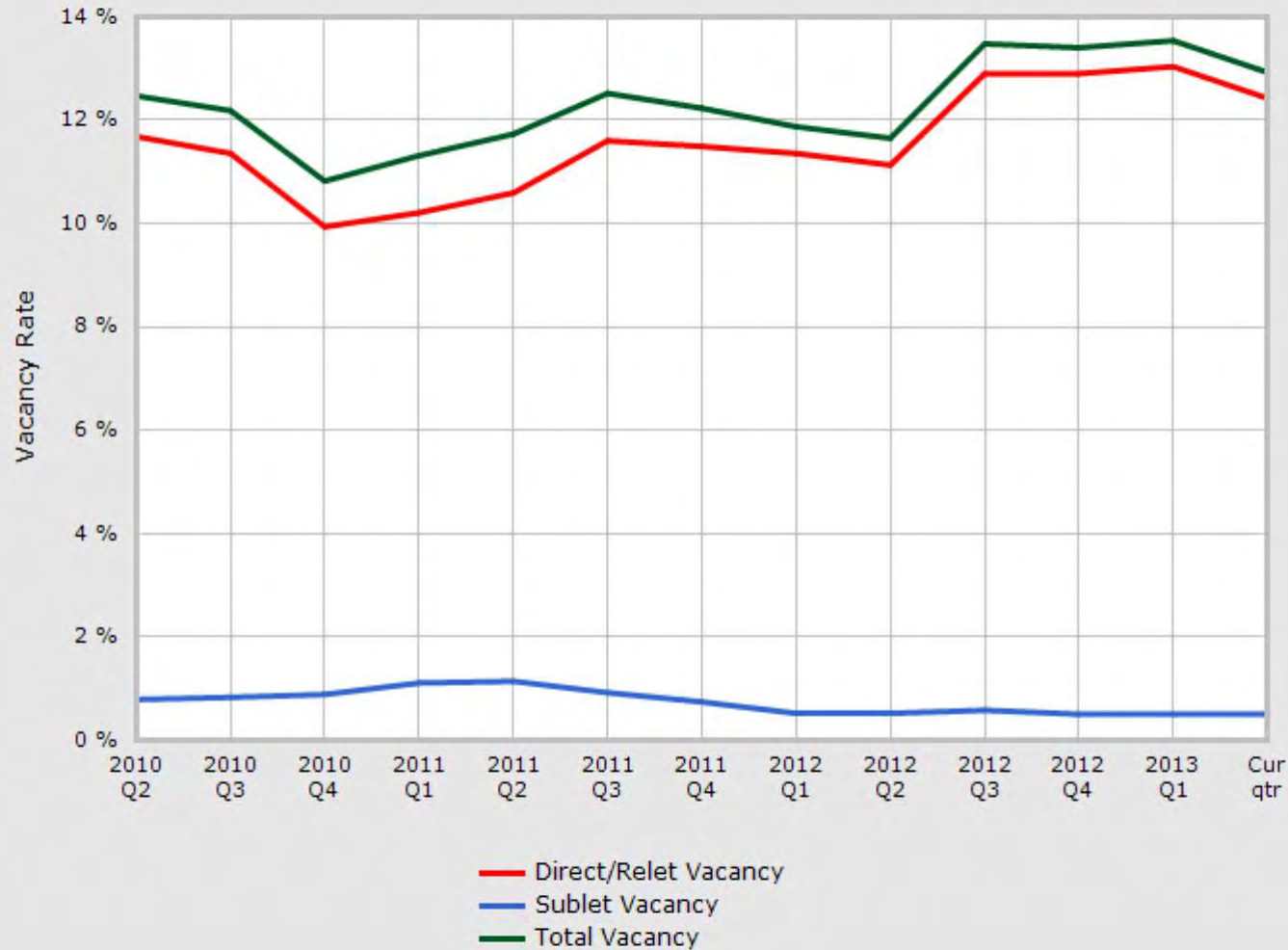
| | | |
|-----------------|---------|----|
| Leasing YTD: | 592,940 | 3% |
| Net Absorp YTD: | 135,135 | 1% |

Direct Triple Rent

| | |
|-------------|-------------------|
| Whse range: | \$3.50-\$14.00/yr |
| Whse Avg: | \$5.24/yr |

Somerset County, NJ Retail Vacancy Report

Vacancy Rates



occupancy

| | | |
|-----------------|-------------|-----|
| Existing Bldgs: | 1818 | |
| # Spaces: | 1075 | |
| Existing RBA: | 63,282,185 | |
| Vacant: | <8,177,605> | 13% |
| Occupied: | 55,104,580 | 87% |
| Leased: | 55,793,849 | 88% |

availability

| | | |
|---------------|-------------|-----|
| Vacant Avail: | 7,794,412 | 12% |
| Total Avail: | 10,583,911 | 17% |
| Direct Avail: | 9,489,289 | 15% |
| Sublet Avail: | 1,091,482 | 2% |
| Average Time: | 34.2 Months | |

leasing activity

| | | |
|-----------------|---------|----|
| Leasing YTD: | 959,650 | 2% |
| Net Absorp YTD: | 395,324 | 1% |

Direct Gross Rent

| | |
|---------------|-------------------|
| Office range: | \$7.51-\$35.76/yr |
| Office Avg: | \$21.77/yr |



Somerset County Business Partnership | 360 Grove Street | Bridgewater, NJ 08807 | 908-218-4300 | www.scbp.org

Somerset County, NJ Selected Housing Characteristics

Source: US Census Bureau

Somerset County, New Jersey Selected Housing Characteristics

Selected Housing Characteristics

| | Estimate | Margin of Error | Percent | Margin of Error |
|--------------------------|----------|--------------------|---------|--------------------|
| HOUSING OCCUPANCY | | | | |
| Total housing units | 121,030 | +/-250 | 121,030 | (X) |
| Occupied housing units | 113,514 | +/-767 | 93.80% | +/-0.6 |
| Vacant housing units | 7,516 | +/-683 | 6.20% | +/-0.6 |
| | | | | |
| Homeowner vacancy rate | 1 | +/-0.2 | (X) | (X) |
| Rental vacancy rate | 13.8 | +/-1.8 | (X) | (X) |

| | Estimate | Margin of Error | Percent | Margin of Error |
|---------------------------|----------|--------------------|---------|--------------------|
| UNITS IN STRUCTURE | | | | |
| Total housing units | 121,030 | +/-250 | 121,030 | (X) |
| 1-unit, detached | 71,228 | +/-860 | 58.90% | +/-0.7 |
| 1-unit, attached | 18,943 | +/-643 | 15.70% | +/-0.5 |
| 2 units | 6,559 | +/-538 | 5.40% | +/-0.4 |
| 3 or 4 units | 4,569 | +/-373 | 3.80% | +/-0.3 |
| 5 to 9 units | 5,342 | +/-439 | 4.40% | +/-0.4 |
| 10 to 19 units | 7,260 | +/-555 | 6.00% | +/-0.5 |
| 20 or more units | 6,875 | +/-489 | 5.70% | +/-0.4 |
| Mobile home | 254 | +/-81 | 0.20% | +/-0.1 |
| Boat, RV, van, etc. | 0 | +/-123 | 0.00% | +/-0.1 |

| | Estimate | Margin of Error | Percent | Margin of Error |
|-----------------------------|----------|--------------------|---------|--------------------|
| YEAR STRUCTURE BUILT | | | | |
| Total housing units | 121,030 | +/-250 | 121,030 | (X) |
| Built 2005 or later | 2,454 | +/-225 | 2.00% | +/-0.2 |
| Built 2000 to 2004 | 8,164 | +/-544 | 6.70% | +/-0.4 |
| Built 1990 to 1999 | 23,294 | +/-850 | 19.20% | +/-0.7 |
| Built 1980 to 1989 | 23,557 | +/-835 | 19.50% | +/-0.7 |
| Built 1970 to 1979 | 13,377 | +/-622 | 11.10% | +/-0.5 |
| Built 1960 to 1969 | 16,468 | +/-732 | 13.60% | +/-0.6 |
| Built 1950 to 1959 | 13,867 | +/-718 | 11.50% | +/-0.6 |
| Built 1940 to 1949 | 6,272 | +/-510 | 5.20% | +/-0.4 |

INVESTMENT SOMERSET

A BUSINESS DRIVEN
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FOR
SOMERSET COUNTY, NJ

Somerset County Business Partnership | 360 Grove Street | Bridgewater, NJ 08807 | 908-218-4300 | www.scbp.org

| | | | | |
|-----------------------|--------|--------|--------|--------|
| Built 1939 or earlier | 13,577 | +/-636 | 11.20% | +/-0.5 |
|-----------------------|--------|--------|--------|--------|

| ROOMS | Estimate | Margin of Error | Percent | Margin of Error |
|---------------------|----------|-----------------|---------|-----------------|
| Total housing units | 121,030 | +/-250 | 121,030 | (X) |
| 1 room | 885 | +/-196 | 0.70% | +/-0.2 |
| 2 rooms | 1,332 | +/-230 | 1.10% | +/-0.2 |
| 3 rooms | 9,172 | +/-658 | 7.60% | +/-0.5 |
| 4 rooms | 14,825 | +/-809 | 12.20% | +/-0.7 |
| 5 rooms | 17,814 | +/-920 | 14.70% | +/-0.8 |
| 6 rooms | 17,643 | +/-750 | 14.60% | +/-0.6 |
| 7 rooms | 16,899 | +/-739 | 14.00% | +/-0.6 |
| 8 rooms | 17,777 | +/-794 | 14.70% | +/-0.7 |
| 9 rooms or more | 24,683 | +/-864 | 20.40% | +/-0.7 |
| Median rooms | 6.4 | +/-0.2 | (X) | (X) |

| BEDROOMS | Estimate | Margin of Error | Percent | Margin of Error |
|---------------------|----------|-----------------|---------|-----------------|
| Total housing units | 121,030 | +/-250 | 121,030 | (X) |
| No bedroom | 1,087 | +/-206 | 0.90% | +/-0.2 |
| 1 bedroom | 12,844 | +/-659 | 10.60% | +/-0.5 |
| 2 bedrooms | 30,676 | +/-1,016 | 25.30% | +/-0.8 |
| 3 bedrooms | 35,646 | +/-1,012 | 29.50% | +/-0.8 |
| 4 bedrooms | 32,059 | +/-976 | 26.50% | +/-0.8 |
| 5 or more bedrooms | 8,718 | +/-519 | 7.20% | +/-0.4 |

| HOUSING TENURE | Estimate | Margin of Error | Percent | Margin of Error |
|---|----------|-----------------|---------|-----------------|
| Occupied housing units | 113,514 | +/-767 | 113,514 | (X) |
| Owner-occupied | 90,376 | +/-1,065 | 79.60% | +/-0.7 |
| Renter-occupied | 23,138 | +/-838 | 20.40% | +/-0.7 |
| | | | | |
| Average household size of owner-occupied unit | 2.88 | +/-0.02 | (X) | (X) |

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| | | | | |
|--|------|---------|-----|-----|
| Average household size of renter-occupied unit | 2.45 | +/-0.05 | (X) | (X) |
|--|------|---------|-----|-----|

| YEAR HOUSEHOLDER MOVED INTO UNIT | Estimate | Margin of Error | Percent | Margin of Error |
|----------------------------------|----------|-----------------|---------|-----------------|
| Occupied housing units | 113,514 | +/-767 | 113,514 | (X) |
| Moved in 2005 or later | 23,762 | +/-920 | 20.90% | +/-0.8 |
| Moved in 2000 to 2004 | 31,860 | +/-953 | 28.10% | +/-0.8 |
| Moved in 1990 to 1999 | 31,565 | +/-921 | 27.80% | +/-0.8 |
| Moved in 1980 to 1989 | 12,078 | +/-560 | 10.60% | +/-0.5 |
| Moved in 1970 to 1979 | 6,604 | +/-485 | 5.80% | +/-0.4 |
| Moved in 1969 or earlier | 7,645 | +/-451 | 6.70% | +/-0.4 |

| VEHICLES AVAILABLE | Estimate | Margin of Error | Percent | Margin of Error |
|------------------------------|----------|-----------------|---------|-----------------|
| Occupied housing units | 113,514 | +/-767 | 113,514 | (X) |
| No vehicles available | 5,797 | +/-553 | 5.10% | +/-0.5 |
| 1 vehicle available | 33,113 | +/-951 | 29.20% | +/-0.8 |
| 2 vehicles available | 50,891 | +/-1,088 | 44.80% | +/-0.9 |
| 3 or more vehicles available | 23,713 | +/-840 | 20.90% | +/-0.7 |

| HOUSE HEATING FUEL | Estimate | Margin of Error | Percent | Margin of Error |
|--------------------------|----------|-----------------|---------|-----------------|
| Occupied housing units | 113,514 | +/-767 | 113,514 | (X) |
| Utility gas | 91,349 | +/-1,110 | 80.50% | +/-0.9 |
| Bottled, tank, or LP gas | 1,202 | +/-224 | 1.10% | +/-0.2 |
| Electricity | 9,444 | +/-683 | 8.30% | +/-0.6 |
| Fuel oil, kerosene, etc. | 10,808 | +/-624 | 9.50% | +/-0.5 |
| Coal or coke | 14 | +/-21 | 0.00% | +/-0.1 |
| Wood | 268 | +/-118 | 0.20% | +/-0.1 |
| Solar energy | 0 | +/-123 | 0.00% | +/-0.1 |
| Other fuel | 291 | +/-104 | 0.30% | +/-0.1 |
| No fuel used | 138 | +/-74 | 0.10% | +/-0.1 |
| | | | | |

| SELECTED CHARACTERISTICS | Estimate | Margin of Error | Percent | Margin of Error |
|--------------------------------------|----------|-----------------|---------|-----------------|
| Occupied housing units | 113,514 | +/-767 | 113,514 | (X) |
| Lacking complete plumbing facilities | 271 | +/-122 | 0.20% | +/-0.1 |
| Lacking complete kitchen facilities | 657 | +/-202 | 0.60% | +/-0.2 |
| No telephone service available | 3,301 | +/-438 | 2.90% | +/-0.4 |

| OCCUPANTS PER ROOM | Estimate | Margin of Error | Percent | Margin of Error |
|---------------------------|----------|-----------------|---------|-----------------|
| Occupied housing units | 113,514 | +/-767 | 113,514 | (X) |
| 1.00 or less | 111,876 | +/-804 | 98.60% | +/-0.3 |
| 1.01 to 1.50 | 1,229 | +/-248 | 1.10% | +/-0.2 |
| 1.51 or more | 409 | +/-154 | 0.40% | +/-0.1 |

| VALUE | Estimate | Margin of Error | Percent | Margin of Error |
|------------------------|----------|-----------------|---------|-----------------|
| Owner-occupied units | 90,376 | +/-1,065 | 90,376 | (X) |
| Less than \$50,000 | 689 | +/-189 | 0.80% | +/-0.2 |
| \$50,000 to \$99,999 | 1,071 | +/-207 | 1.20% | +/-0.2 |
| \$100,000 to \$149,999 | 1,737 | +/-260 | 1.90% | +/-0.3 |
| \$150,000 to \$199,999 | 2,820 | +/-348 | 3.10% | +/-0.4 |
| \$200,000 to \$299,999 | 14,098 | +/-654 | 15.60% | +/-0.7 |
| \$300,000 to \$499,999 | 34,165 | +/-993 | 37.80% | +/-0.9 |
| \$500,000 to \$999,999 | 30,057 | +/-794 | 33.30% | +/-0.8 |
| \$1,000,000 or more | 5,739 | +/-382 | 6.40% | +/-0.4 |
| Median (dollars) | 432,900 | +/-4,782 | (X) | (X) |

| MORTGAGE STATUS | Estimate | Margin of Error | Percent | Margin of Error |
|----------------------------------|----------|-----------------|---------|-----------------|
| Owner-occupied units | 90,376 | +/-1,065 | 90,376 | (X) |
| Housing units with a mortgage | 68,201 | +/-1,130 | 75.50% | +/-0.8 |
| Housing units without a mortgage | 22,175 | +/-759 | 24.50% | +/-0.8 |

| SELECTED MONTHLY OWNER COSTS (SMOC) | Estimate | Margin of Error | Percent | Margin of Error |
|--|----------|--------------------|---------|--------------------|
| Housing units with a mortgage | 68,201 | +/-1,130 | 68,201 | (X) |
| Less than \$300 | 35 | +/-37 | 0.10% | +/-0.1 |
| \$300 to \$499 | 226 | +/-77 | 0.30% | +/-0.1 |
| \$500 to \$699 | 592 | +/-132 | 0.90% | +/-0.2 |
| \$700 to \$999 | 1,538 | +/-246 | 2.30% | +/-0.4 |
| \$1,000 to \$1,499 | 5,663 | +/-490 | 8.30% | +/-0.7 |
| \$1,500 to \$1,999 | 9,881 | +/-569 | 14.50% | +/-0.8 |
| \$2,000 or more | 50,266 | +/-1,066 | 73.70% | +/-1.0 |
| Median (dollars) | 2,590 | +/-32 | (X) | (X) |

| | | | | |
|---|--------|--------|--------|--------|
| Housing units without a mortgage | 22,175 | +/-759 | 22,175 | (X) |
| Less than \$100 | 13 | +/-21 | 0.10% | +/-0.1 |
| \$100 to \$199 | 135 | +/-87 | 0.60% | +/-0.4 |
| \$200 to \$299 | 132 | +/-63 | 0.60% | +/-0.3 |
| \$300 to \$399 | 341 | +/-115 | 1.50% | +/-0.5 |
| \$400 or more | 21,554 | +/-727 | 97.20% | +/-0.7 |
| Median (dollars) | 998 | +/-15 | (X) | (X) |

| SELECTED MONTHLY OWNER COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME (SMOCAPI) | Estimate | Margin of Error | Percent | Margin of Error |
|---|----------|--------------------|---------|--------------------|
| Housing units with a mortgage (excluding units where SMOCAPI cannot be computed) | 68,070 | +/-1,140 | 68,070 | (X) |
| Less than 20.0 percent | 19,277 | +/-750 | 28.30% | +/-1.0 |
| 20.0 to 24.9 percent | 11,483 | +/-671 | 16.90% | +/-1.0 |
| 25.0 to 29.9 percent | 9,492 | +/-668 | 13.90% | +/-0.9 |
| 30.0 to 34.9 percent | 7,153 | +/-546 | 10.50% | +/-0.8 |
| 35.0 percent or more | 20,665 | +/-959 | 30.40% | +/-1.2 |
| | | | | |
| Not computed | 131 | +/-97 | (X) | (X) |

INVESTMENT SOMERSET

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| | | | | |
|---|--------|--------|--------|--------|
| Housing unit without a mortgage (excluding units where SMOCAPI cannot be computed) | 22,076 | +/-759 | 22,076 | (X) |
| Less than 10.0 percent | 5,720 | +/-405 | 25.90% | +/-1.6 |
| 10.0 to 14.9 percent | 4,445 | +/-385 | 20.10% | +/-1.7 |
| 15.0 to 19.9 percent | 2,765 | +/-306 | 12.50% | +/-1.4 |
| 20.0 to 24.9 percent | 2,364 | +/-298 | 10.70% | +/-1.3 |
| 25.0 to 29.9 percent | 1,590 | +/-260 | 7.20% | +/-1.1 |
| 30.0 to 34.9 percent | 1,125 | +/-203 | 5.10% | +/-0.9 |
| 35.0 percent or more | 4,067 | +/-443 | 18.40% | +/-1.8 |
| | | | | |
| Not computed | 99 | +/-47 | (X) | (X) |

| GROSS RENT | Estimate | Margin of Error | Percent | Margin of Error |
|----------------------------|----------|--------------------|---------|--------------------|
| Occupied units paying rent | 22,225 | +/-837 | 22,225 | (X) |
| Less than \$200 | 208 | +/-92 | 0.90% | +/-0.4 |
| \$200 to \$299 | 172 | +/-79 | 0.80% | +/-0.4 |
| \$300 to \$499 | 337 | +/-128 | 1.50% | +/-0.6 |
| \$500 to \$749 | 1,094 | +/-218 | 4.90% | +/-0.9 |
| \$750 to \$999 | 3,224 | +/-360 | 14.50% | +/-1.7 |
| \$1,000 to \$1,499 | 9,861 | +/-713 | 44.40% | +/-2.5 |
| \$1,500 or more | 7,329 | +/-563 | 33.00% | +/-2.1 |
| Median (dollars) | 1,252 | +/-28 | (X) | (X) |
| | | | | |
| No rent paid | 913 | +/-200 | (X) | (X) |

| GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME (GRPI) | Estimate | Margin of Error | Percent | Margin of Error |
|--|-----------------|----------------------------|----------------|----------------------------|
| Occupied units paying rent (excluding units where GRPI cannot be computed) | 22,089 | +/-832 | 22,089 | (X) |
| Less than 15.0 percent | 2,924 | +/-420 | 13.20% | +/-1.8 |
| 15.0 to 19.9 percent | 2,881 | +/-362 | 13.00% | +/-1.5 |
| 20.0 to 24.9 percent | 3,079 | +/-379 | 13.90% | +/-1.7 |
| 25.0 to 29.9 percent | 2,497 | +/-363 | 11.30% | +/-1.6 |
| 30.0 to 34.9 percent | 2,015 | +/-390 | 9.10% | +/-1.7 |
| 35.0 percent or more | 8,693 | +/-594 | 39.40% | +/-2.2 |
| | | | | |
| Not computed | 1,049 | +/-217 | (X) | (X) |



Somerset County Business Partnership | 360 Grove Street | Bridgewater, NJ 08807 | 908-218-4300 | www.scbp.org

Somerset County Development, Redevelopment List

Source: Draft Somerset County Wastewater Management Plan
Maps, Somerset County Planning Board

SOMERSET COUNTY DEVELOPMENT AND REDEVELOPMENT LIST

| MUNICIPALITY/ PROJECT | RESIDENTIAL # DU (#affordable) | OFFICE Sq. Ft. | COMMERCIAL Sq. Ft. | INDUSTRIAL Sq. Ft. | PUBLIC/INST. Sq. Ft. |
|--|-----------------------------------|----------------------------|----------------------------|-----------------------|--|
| BEDMINSTER TOWNSHIP | | | | | |
| State Public Works Rt. 202-206 * | | Office Research | | | |
| BOUND BROOK BOROUGH | | | | | |
| Bound Brook is a designated Transit Village by NJDOT & NJ Transit. Green Brook Flood Control Project is a 24 year work in progress. Bound Brook Redevelopment Area includes all 4 below: | | | | | |
| Bolmer/ DPW Redevelopment Brownfields | 87 | | | | |
| Historic Main Street | 151 | | Parking Deck | | |
| Downtown/ West End Redevelopment Area | 370 | 239,000 | 113,000 | -143,000 | |
| Tea Street Redevelopment | 96 32 Built, 64 Incomplete | | Shoprite and Mall built | | |
| BRANCBURG TOWNSHIP | | | | | |
| Fox Hollow II | 120 (28) | | | | |
| Vollers Tract | 400 (100) | | | | |
| Midland Adult Services | 18 (18) | | | | |
| River Trace | 48 (6) | | | | |
| Triangle | 120 (120) | | | | |
| BRIDGEWATER TOWNSHIP | | | | | |
| Eden Wood Redevelopment | 234 | | | | |
| Sixth Ave. Redevelopment Area, originally proposed 6 affordable units | - | | | | Ball Fields |
| Route 28 Assoc. | 51 (10) | | | | |
| Village at Bridgewater II | 14 (6) | | | | |
| Hobbs town | 8 (8) | | | | |
| Township Sponsored E-Main | 91 (91) | | | | |
| HILLSBOROUGH TOWNSHIP | | | | | |
| Belle Mead GSA Redevelopment Area 369 acres | | Research & Development, | | Light Industrial | 319 acres for Open Space/ Passive Rec. |
| Sunnymeade Road Landfill 10 acres | | Research & Development | | Light Industrial | |

SOMERSET COUNTY DEVELOPMENT AND REDEVELOPMENT LIST

| MUNICIPALITY/ PROJECT | RESIDENTIAL # DU (affordable) | OFFICE Sq. Ft. | COMMERCIAL Sq. Ft. | INDUSTRIAL Sq. Ft. | PUBLIC/INST. Sq. Ft. |
|---|------------------------------------|-------------------|-------------------------------------|-----------------------|---|
| GREEN BROOK TOWNSHIP | | | | | |
| Dev. Zone I | 125 (40) | | | | |
| B. Cygna, Inc. | 10 (2) | | | | |
| Inclusionary Dev. Z. 2 | 125 (25) | | | | |
| FRANKLIN TOWNSHIP Churchill-Millstone Redevelopment formerly Renaissance 2000 reflects the 3 projects below. | | | | | |
| Renaissance Commercial Along Route 27 | (36 affordable) | | 21,000 | | |
| Berry Street Commons | 600 | | 150,000 | | |
| Office/ Professional along Hamilton Street | | | Transitional Office/Professional | | |
| The following are 3 D & R Canal Brownfield Sites slated for cleanup and reuse. | | | | | |
| Onka Bus Company Redevelopment Area | | | | | Open Space/ Historic Pres. |
| Laurie Rubber Site Redevelopment Area | | | | | Open Space |
| Canal Rd/ Old Georgetown Site Redevelopment Area | | | | | Historic Pres. - 2 Residences |
| MANVILLE BOROUGH | | | | | |
| Rustic Valley and Claremont Super Fund Site cleanup complete. Waiting for approve of redevelopment proposal by USEPA. | | | | | |
| Rustic Valley Mall Redevelopment Area | | | Retail | | Community Center |
| Claremont Section | Senior Housing, Townhouses, Ap. | | | | Green Space |
| MILLSTONE BOROUGH | | | | | |
| Millstone Rehabilitation Area | Restore and Raise Hist. Bld. | | | | Ecological Tourism |
| Van Cleef | 96 (17) | | | | |
| MONTGOMERY TOWNSHIP | | | | | |
| Skillman Village Redevelopment Area, (North Princeton Develop. Center) | Residential | Office | Retail | | High School Constructed, Open Space |
| Texaco Station Redevelopment Area Rt 206 & 518 | | | | | Road Access Loop |
| NORTH PLAINFIELD BOROUGH | | | | | |
| Old Mill Rehab. Site Not Designated | | Office | Retail | | |

SOMERSET COUNTY DEVELOPMENT AND REDEVELOPMENT LIST

| MUNICIPALITY/ PROJECT | RESIDENTIAL # DU (affordable) | OFFICE Sq. Ft. | COMMERCIAL Sq. Ft. | INDUSTRIAL Sq. Ft. | PUBLIC/ INST. |
|---|--|---------------------------|-------------------------------|-------------------------------|--------------------------|
| RARITAN BOROUGH | | | | | |
| IRD 4 Site 51 10 | 51 (10) | | | | |
| IRD 2 | 40 (8) | | | | |
| Willow Walk | 363 (73) | | | | |
| Tillmant Street | 25 (5) | | | | |
| Somerville Borough | | | | | |
| West Main Street Redevelopment Area (Landmark Mall & Post Office | 325 | 60,000 | 150,000 | | |
| East Central CBD Redevelopment Area | 200 | 100,000 | 50,000 | | |
| Kirby Avenue Redevelopment Area 26 acres | 263 | 65,000 | | | |
| Station and Landfill Redevelopment Area, 157 acres with Rail | 1,200 | 155,000 | 100,000 | | |
| SOUTH BOUND BROOK BOROUGH | | | | | |
| GAF Redevelopment Area | 152 Residential Completed | | Canal Crossing - 23,000 | | |
| WARREN TOWNSHIP | | | | | |
| Dubois Road Redevelopment Area, *9.7 acre | | | | | |
| WATCHUNG BOROUGH | | | | | |
| Weldon Quarry Redevelopment | | 320,000 | 464,000 | | |
| Mount Saint Mary's Academy | 247 (50) | | | | |
| Liccardi Ford | 90 (18) | | | | |
| Villa Dominico | 42 (8) | | | | |
| Borough Sponsored | 46 (46) | | | | |
| *Designated a Site in Need of Redevelopment, But No Redevelopment Plan | | | | | |

Sources:

Draft Somerset County Wastewater Management Plan Maps (Affordable Housing and Redevelopment), Somerset County Planning Board; Redevelopment in Somerset County, Current Status and Lessons Learned, Somerset County Planning Board April 2011; A Snapshot on Redevelopment, Somerset County Planning Board, PowerPoint by Bernie Navatto, Jr. Chairman, May 26, 2011

ADDENDUM 5



ADDENDUM 5: Economic Development in Somerset County

Visioning Sessions Economic Strategies Priority Areas of Focus

SOURCE: SOMERSET COUNTY BUSINESS PARTNERSHIP

Strategic Project Inventory

SOURCE: SOMERSET COUNTY BUSINESS PARTNERSHIP

Somerset County Long-Term Economic Development Plan

SOURCE: WADLEY DONOVAN GUTSHAW CONSULTING

New Jersey Economic Development Authority Programs, Services

SOURCE: NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY



Visioning Sessions Economic Strategies Priority Areas of Focus

Source: Somerset County Business Partnership

A Comprehensive Economic Development Strategy supported by the U.S. Economic Development Administration and conducted by the Somerset County Business Partnership in cooperation with the Somerset County Board of Chosen Freeholders.

| Short Title | Vision Focus Area | Statement | Connections |
|----------------------|--|---|---|
| Business Resources | Business related resources and services are developed for the attraction and retention of industries and companies consistent with the infrastructure, buildings, and workforce assets of the region. | <ul style="list-style-type: none"> Communicating demographic changes, changing economic conditions, and business drivers would assist local and regional policy makers in their decision making process with respect to land use, zoning, incentives, and resources. An investment in regional, national, and international business attraction marketing efforts, in partnership with Choose NJ, would improve Somerset County's competitiveness in attracting industries that have a high likelihood of establishing operations in the County. An investment in demographic and statistical analysis would allow Somerset County, NJ to be more "visible" to companies and site location consultants. A focus on targeted entrepreneurial businesses would facilitate the delivery of resources to relocating and expanding businesses. | <ul style="list-style-type: none"> Regulatory burden Re-use of properties Workforce delivery |
| Re-use of Properties | Re-use of major properties, office complexes, and industrial facilities will occur in a way that serves the growth of targeted industries and the needs of business for competitive, efficient, and functional facilities. | <ul style="list-style-type: none"> Identification and prioritization of major properties for re-use will allow for the development and delivery of new and existing incentives and resources to facilitate productive occupancy. Access by tenants to NJ Clean Energy Programs will help improve energy efficiency and reduce energy consumption in leased office and industrial spaces. A localized vision for increasing the efficiency of existing properties, supported by benchmark data, will connect regional goals with State and Federal priorities. Existing occupied and vacant commercial buildings are made more competitive through energy conservation and efficiency upgrades and incentives. | <ul style="list-style-type: none"> Business resources Regulatory burden Workforce delivery Commuting resources Electric, water & sewer distribution infrastructure |

| Short Title | Vision Focus Area | Statement | Connections |
|---------------------------|--|--|---|
| Regulatory Burden | The regulatory burden on business is reduced through simplified, consistent, efficient, and customer oriented permitting and approval processes. | <ul style="list-style-type: none"> • An investment in technology at the local and regional level will provide management information systems to evaluate performance and help eliminate inconsistencies in the application and approvals process. • A regulatory environment focused on targeted industries; including emerging, entrepreneurial, and agricultural businesses will facilitate the growth of desired industries. • A better understanding of demographic and economic drivers, combined with appropriate management information systems, will promote an understanding of local land use, planning, and zoning tools as incentives for private sector economic investment. • Streamlined, timely, skilled technical review of permit applications associated with alternative energy and energy/conservation projects will result in cost savings, promote growth of the energy industry and consumer demand. | <ul style="list-style-type: none"> • Business resources/ Targeted industry attraction • Re-use of properties |
| Workforce Delivery | Workforce training and educational resources and incentives are focused on the future needs of the employer. | <ul style="list-style-type: none"> • Collaboration and partnership between institutes of higher education, vocational and technical training, and the business community will help transform the workforce development system into a workforce delivery system based on the future human resource needs of the employer. • Leveraging the resources of the local and state workforce training and development systems will facilitate the delivery of qualified individuals to employers while providing a focus on employment based outcomes. | <ul style="list-style-type: none"> • Business resources • Regulatory burden • Commuting & transportation resources |

| Short Title | Vision Focus Area | Statement | Connections |
|---|--|--|--|
| Workforce Delivery (cont.) | | <ul style="list-style-type: none"> A focus on the changing nature of employment, including entrepreneurship and 1099 income will leverage the human resources assets of Somerset County, NJ. Connections with desired targeted industries including emerging, entrepreneurial, and agricultural businesses will provide unique employment growth opportunities. | |
| Commuting & Transportation Resources | Road, bridge and mass transit investments are made in a way that furthers job growth, private sector economic investment and efficient employee commuting. | <ul style="list-style-type: none"> Utilizing job creation and private sector economic investment metrics will help prioritize the use of limited public resources in planning infrastructure investments. Defining and targeting audiences with the highest need for and highest likelihood to use alternative commuting resources will result in more efficient access between population and employment centers. A new model for soliciting private sector input on transportation plans and infrastructure investments will help insure a job creation and economic investment focus. Stable Federal and State funding resources will advance needed transportation projects. Available funding should match the improvement and maintenance needs of the transportation system | <ul style="list-style-type: none"> Re-use of properties Workforce delivery |
| Hazard Mitigation | | <ul style="list-style-type: none"> Investments in protections from flooding and other natural disasters will mitigate negative impacts on commerce and economic activity. Comprehensive stormwater management and flood mitigation strategies can reduce property losses and risks to businesses and residents. | <ul style="list-style-type: none"> Re-use of properties Regulatory burden Quality of life |

| Short Title | Vision Focus Area | Statement | Connections |
|-------------------------|-------------------|---|--|
| Quality of Life | | <ul style="list-style-type: none"> A diversity of housing options, particularly housing that reflects demographic, socio-economic, cultural, and lifestyle changes is important to our community. The diversity of our communities and the availability of cultural amenities are an important component of Somerset County, NJ as a place for businesses and their employees. The County's "green infrastructure" comprised of parks and openspace, rivers, streams, ridges, natural ecosystems, rural and agricultural landscapes are valued by the county's residents and businesses and make the county an attractive place to live and work. Economic revitalization, the clean-up and re-use of contaminated sites, and the restoration of damaged environmentally sensitive areas are mutually supportive and beneficial activities in the terms of achieving environmental sustainability, economic growth and quality of life goals. | |
| Tourism Promotion | | <ul style="list-style-type: none"> Deploying resources necessary to conduct special, high attendance events will reduce local road and highway impacts. Targeted tourism promotion activities will leverage local hospitality industry assets and increase economic activity in the region. | <ul style="list-style-type: none"> Commuting & transportation resources |
| Agriculture Development | | <ul style="list-style-type: none"> Enhanced agri-tourism business opportunities for preserved farms will help insure long term use of the properties consistent with the public investment. Deployment of technologies and greater connections with educational institutions will enhance business operations on preserved farms and help insure long term use of the properties consistent with the public investment. A broader flexible regulatory view of farms as unique business enterprises will contribute to increase commercial activity. | <ul style="list-style-type: none"> Business resources Regulatory burden Tourism promotion |

| Short Title | Vision Focus Area | Statement | Connections |
|---------------------------------|-------------------|--|--|
| Agriculture Development (cont.) | | <ul style="list-style-type: none"> The expansion of agricultural infrastructure and supply/demand linkage systems will help farms response to changing market forces and opportunities. Establish a multi-season local strategy and infrastructure to enhance the availability of food year-round and mitigate the long-distance transportation of out-of-season foodstuffs. | <ul style="list-style-type: none"> |

Strategic Project Inventory

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|----|-------------|---------------------------------|---|--|---|--------------------------------|--------------|--------------------------------------|---------------|---------------|--------------------|---|-------------------|---|---|
| 1 | Sort-Matrix | Sort-Strategy or Implementation | Project Title | Submitted By | Title | Company | City | Municipality | Perm Jobs Exp | Temp Jobs Exp | Project Start Date | Duration | Cost Estimate | Notes | Partners |
| 2 | AG | Implementation | "Connecting Farmers with their Consumer" | Mark Kirby | Chairman | Agriculture Sub-committee | Somerville | | | | | 1-2 years | \$10,000-\$15,000 | Create an educational component to agritourism, which would teach farmers how to connect with their consumer to enhance their businesses. This component would also teach farmers how to market to consumers via the media. | SCADB and Somerset County Board of Agriculutre |
| 3 | AG | | "Ag In Action" | Mark Kirby | Chairman | Agriculture Sub-committee | Somerville | | | | | 6-9 months | \$10,000.00 | Multi-county workshop, to be held in June 2013 at the Suydam Farm (County-preserved farm), displaying the many various aspects of farming, including planning, planting, agritourism opportunities and education. The location of the event will assist in high | Somerset County Board of Agriculture |
| 4 | AG | | "Integrating Farm Management Software into Agricultral Operations" | Mark Kirby | Chairman | Agriculture Sub-committee | Somerville | | | | | 1 year (after obtaining individual software packages) | \$15,000-\$20,000 | Work with a Farm Management Software company (Farmworks) to obtain a discount on software packages, which could be distributed to a pilot group of software, pending their enrollment in a series of training courses. The results of their usage could be reco | SCADB |
| 5 | AG | | "Attracting Youth into the Farming Industry" | Mark Kirby | Chairman | Agriculture Sub-committee | Somerville | | | | | 1 year start-up, with annually reoccurring input from the SCADB | \$20,000.00 | SCADB will work with Somerset County Vo-Tech and RVCC regarding the feasibility of expanding or introducing agricultural curriculum, linking students with local farmers and nurseries for internships and/or apprenticeships. The SCADB would also encourage t | SCADB, Vo-Tech and RVCC |
| 6 | AG | | "SCADB Webinar Series for Farmers and Municipal Officals" | Mark Kirby | Chairman | Agriculture Sub-committee | Somerville | | | | | 1-2 years | \$20,000.00 | Create a series of webinars and/or electronic publications that educate municipal officials and farmers on current regulations, and offer strategies and recommendations as to how municipalities can work with farmers to ease the regulatory burden on farmer | SCADB |
| 7 | AG | | "Multi-Season Agricultural Showcase" | Mark Kirby | Chairman | Agriculture Sub-committee | Somerville | | | | | 1-2 years | \$15,000-\$25,000 | Obtain a plot of land on County-preserved open space/parkland where the SCADB can showcase different types of farming across various seasons. Having this plot in a publically-owned space will allow many people to view it, and learn from it. Display signs | SCADB, Somerset County 4H and Somerset County Park Commission |
| 8 | AG | | Somerset Cty. Food Hub Feasibility Sty & Implementation | Tim Taylor & Paul Smith, Duke Farms Foundation | Executive Director & Senior Projects Director | Duke Farms Foundation | Hillsborough | One Suitable Site in Somerset County | 20-30 | 50 | 2013 | | \$1-3 Million | A Food Hub is a physical facility and facilitated network that brings together producers and consumers by providing marketing, networking and coordination expertise. The facility can include refrigeration, washing, packing and transport facilities as we | |
| 9 | BR | | Establish a demographic/econom ic network, host annual forum to communicate trends & new data, and provide hands-on workshops on how to access and utilize data | Bernard Navatto Jr. | Chairman | Somerset County Planning Board | Somerville | | | | | | \$100,000.00 | | SCPB |
| 10 | BR | | Develop a joint clearing-house for demographic, economic and other data and GIS map resources via a web-based portal | Bernard Navatto Jr. | Chairman | Somerset County Planning Board | Somerville | | | | | | \$100,000.00 | | SCPB and SCBP |

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|----|----|---------|---|--|---|--|--------------|-------------------------|-----------|-----------|-------|---------|----------------|--|------------------------|
| 11 | BR | | Identify targeted industries and establish industry-specific taskforces to remove barriers for growth and retention | Bernard Navatto Jr. | Chairman | Somerset County Planning Board | Somerville | | | | | | \$200,000.00 | | SCBP |
| 12 | BR | | Prepare policy plan to identify top economic drivers and how local land use, zoning and regulations can be modified to address changes | Bernard Navatto Jr. | Chairman | Somerset County Planning Board | Somerville | | | | | | \$300,000.00 | | SCBP |
| 13 | BR | | Somerset Cty. Metropolitan Statistical Area | Tim Taylor & Paul Smith, Duke Farms Foundation | Executive Director & Senior Projects Director | Duke Farms Foundation | Hillsborough | Princeton to Morristown | *See Note | *See Note | 2013 | | | While the purpose of creating the Metropolitan Statistical Areas (MSA) was not meant to confer public programs or the allocation of Federal Funds they non-the-less do. These non-statistical unintended consequences are exactly why it is apparent to us the | |
| 14 | HM | Project | Main Street Streetscape Improvements | Gary Garwacke | Administrator | Borough of Manville | Manville | Manville | 1 | | | | \$1,650,000.00 | 55,000sf @ \$30/psf | |
| 15 | HM | Project | Flood Shelter Improvements | Gary Garwacke | Administrator | Borough of Manville | Manville | Manville | 1 | | | | \$600,000.00 | | |
| 16 | HM | Project | North Main St. Underpass Pump Station | Gary Garwacke | Administrator | Borough of Manville | Manville | Manville | 1 | | | | \$500,000.00 | | |
| 17 | HM | Project | Relocate DPW Facility | Gary Garwacke | Adminstrator | Borough of Manville | Manville | Manville | 1 | 1 | 41153 | 1 year | \$3,150,000.00 | Demolish existing: 150,000, purchase land: 5,000,000, Construct new \$2,500,000 (20,000sf @ 125/psf) | |
| 18 | HM | Project | Flood Elevations | Gary Garwacke | Administrator | Borough of Manville | Manville | Manville | 1 | 1 | 41153 | 1 Year | \$5,000,000.00 | Severe repetitive loss properties (40 at \$125,000) | |
| 19 | HM | Project | Flood Buyouts | Gary Garwacke | Adminstrator | Borough of Manville | Manville | Manville | 1 | 1 | 41153 | 1 Year | ##### | Severe repetitive loss properties (40 at \$250,000) | |
| 20 | HM | Program | Army Corps of Engineers Millstone River Study | John Maddocks | Vice President, Economic Development | Somerset County Business Partnership | Bridgewater | Manville | 1 | 1 | 41153 | 1 Year | \$4,000,000.00 | | |
| 21 | HM | | Disaster resilient infrastructure improvements at the NJ Transit rail station including a commuter & central business district parking facility | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | ##### | Disaster Resilience Improvements at the NJ Transit Rail Station and Parking Lot Facilities. | NJ Transit/Bound Brook |
| 22 | QL | Program | Cultural Arts Center in the Town Center | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | | |
| 23 | QL | | Raritan Riverfront Recreational Center | Donald Christensen | Chairman | Raritan Economic Development Committee | Raritan | Raritan Borough | 15 | 30 | 41410 | 3 Years | \$500,000.00 | Our beautiful portion of the Raritan River was once teeming with pleasure boats, providing recreation for residents and visitors alike. Now that the river is undergoing a major clean-up, and the Raritan Riverfront is being revitalized, we should finally | |
| 24 | QL | | John Basilone Museum, Library and Theater | Donald Christensen | Chairman | Raritan Economic Development Committee | Raritan | Raritan Borough | 35 | 50 | 41649 | 4 Years | \$5,000,000.00 | The memories and artifacts of one of WWII's greatest and most decorated war heroes are isolated in an upstairs area of the old Raritan public library. There is a wealth of history that is going unrecognized because of this limited space. HBO, Steven Spie | |
| 25 | QL | | Raritan Riverfront Visitors Center | Donald Christensen | Chairman | Raritan Economic Development Committee | Raritan | Raritan Borough | 10 | 25 | 41465 | 2 Years | \$750,000.00 | The Rutgers/Bloustein recommendation for Orlando Drive, Raritan called for the existing Duke Farms "Castle" building to be converted to a riverfront visitor's center. What a great idea. We are hopeful that Duke Farms will eventually turn this structure a | |

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|----|----|---------|---|--|---|--|--------------|--|-----|-----|-------|-----------------|-----------------|--|---|
| 26 | QL | | Undertake an assessment of County's housing stock to identify demand gaps | Bernard Navatto Jr. | Chairman | Somerset County Planning Board | Somerville | | | | | | \$100,000.00 | | CJHRC |
| 27 | QL | | Target missing greenway segments and complete network | Bernard Navatto Jr. | Chairman | Somerset County Planning Board | Somerville | | | | | | \$50 million | | SCPC |
| 28 | QL | | Somerset Cty. Regional Shooting Range | Tim Taylor & Paul Smith, Duke Farms Foundation | Executive Director & Senior Projects Director | Duke Farms Foundation | Hillsborough | Hillsborough | 8 | 25 | 2013 | 1 Year | \$3 Million | Move the existing outdoor shooting range indoors, into one of the vacant concrete block buildings in the GSA Depot. The one used to house the mercury stockpile would be an excellent candidate. As part of the overall plan to commercialize that area it wou | |
| 29 | QL | | Regional Community Center of Somerset County | Rose Evans | Chair | Regional Center Partnership of Somerset County | Somerville | Regional Center of Somerset County (Raritan, Somerville Boroughs; Bridgewater Twp) | n/a | n/a | | Short to Medium | \$100,000 | The Regional Center Strategic Master Plan recommends a regional community center be provided as a forum for regional arts, cultural and recreation events centrally located to mass transit connections. This project relates to the CEDS Vision Focus Areas c | |
| 30 | RB | Program | Create Consistency with State Occupancy Regulations | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Hillsborough currently enforces continuing certificate of occupancy requirements that exceed State requirements | |
| 31 | RB | | Explore the design and deployment of a county and municipal on-line land development application and construction permit submission and tracking system | Bernard Navatto Jr. | Chairman | Somerset County Planning Board | Somerville | | | | | | \$300,000.00 | | SCPB and Municipal Managers |
| 32 | RB | | Encourage public and private sector entities to use Portfolio Manager and similar accounting systems to benchmark and measure energy savings resulting from the implementation of improvements and renewable energy | Michael Burke | Chairman | Energy Sub-committee | Somerville | | | | | | \$275,000 (Low) | Portfolio Manager is an interactive energy management tool that allows you to track and assess energy and water consumption across your entire portfolio of buildings in a secure online environment. It is used to identify opportunities for energy efficien | Somerset County Business Partnership - Sustainable Somerset Committee |
| 33 | RU | Program | Rustic Mall Redevelopment Area | Gary Garwacke | Administrator | Borough of Manville | Manville | Manville | 1 | | | | \$750,000.00 | | |
| 34 | RU | Project | Green Seam Restoration & Greenway Connection (Landfill) | Colin Driver | Director of Economic Development | Borough of Somerville | Somerville | Borough of Somerville | 460 | 150 | 41428 | 1 year | \$18 million | a.Critical component of Station and Landfill Redevelopment Project b.Remediates and restores the tributary of the Raritan River and surrounding area (approximately 41 acres) bisecting the Station and Landfill area. i.Eliminate contaminates entering | |
| 35 | RU | Project | Station Road (Landfill) | Colin Driver | Director of Economic Development | Borough of Somerville | Somerville | Borough of Somerville | 460 | 50 | 41428 | 6 Months | \$16 million | a.Critical component of Station and Landfill Redevelopment Project b.Will link communities to the south and south west of this location directly to the NJT Station and parking areas c.Will reduce vehicular traffic during peak hours from local roads | |

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|----|----|---------|--|--------------------|---|--|--------------|-----------------------|-----|-----|-------|---|----------------|---|---|
| 36 | RU | Project | Wetlands Parkway (Landfill) | Colin Driver | Director of Economic Development | Borough of Somerville | Somerville | Borough of Somerville | 460 | 50 | 41428 | 6 Months | \$16 million | a.Critical component of Station and Landfill Redevelopment Project b.Will link communities to the west and north of this location directly to the NJT Station and parking areas c.Will reduce vehicular traffic during peak hours from local roads and st | |
| 37 | RU | Project | Davenport Street Bridge/Tunnel (Landfill) | Colin Driver | Director of Economic Development | Borough of Somerville | Somerville | Borough of Somerville | 460 | 150 | 41428 | 12 months | \$17.4 million | a.Critical component of Station and Landfill Redevelopment Project b.Will link the Borough | |
| 38 | RU | | Renaissance Redevelopment Area | John Maddocks | Vice President, Economic Development | Somerset County Business Partnership | Bridgewater | Franklin Township | 0 | | | | | | |
| 39 | RU | | West End Avenue Redevelopment Area | John Maddocks | Vice President, Economic Development | Somerset County Business Partnership | Bridgewater | Somerville | 0 | | | | | | |
| 40 | RU | | NJ DOT Yard | John Maddocks | Vice President, Economic Development | Somerset County Business Partnership | Bridgewater | Bedminster | 0 | | | | | Designated redevelopment area | |
| 41 | RU | Program | Veterans Administration Supply Depot | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Upgrade uses | |
| 42 | RU | | 500 Willow Road Redevelopment | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | 20 acre redevelopment parcel | |
| 43 | RU | Program | Columbia Lumber Site Redevelopment | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Redevelopment of the NJ DOT owned Columbia Lumber site at Route 206 and Old Camplain Road post Route construction | |
| 44 | RU | | Central Jersey Airport Commercial Development | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Pursue commercial business park development around the Central Jersey Airport | |
| 45 | RU | Project | Relocate Hillsborough Elementary School | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Create commercial development opportunity within the Town Center by moving a public use. | |
| 46 | RU | | The Corner Mall Environmental Investigation & Clean Up | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | | |
| 47 | RU | | Defense Logistics Proptert Incubator | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | | |
| 48 | RU | | GSA Bellemead Depot Data Center | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | | |
| 49 | RU | | American Cyanamid Superfund Site | Takeena Deas | American Cyanamid Superfund Site Remedy | Sustainable Somerset Committee of the SCBP | Bridgewater | Bridgewater | 200 | 350 | 41365 | 8-10 years (potential completion by 2020) | \$200 Million | The Site is approx. 435 acres located south of the NJT rail line and adjacent to the Raritan River. The site-wide remedy, exceeding \$200 million, could result in 350 temporary engineering, construction and support jobs of varying duration over 8-10 years | |
| 50 | RU | | Raritan Open Air Market | Donald Christensen | Chairman | Raritan Economic Development Committee | Raritan | Raritan Borough | 15 | 20 | 41348 | 2 Years | \$500,000.00 | The Borough of Raritan has been approached by NOFA-NJ, a farming organization that is linked with Duke Farms and the U.S. Dept. of Agriculture, to create a wholesale and/or retail market in Raritan. Future farmers will be cultivating their skills on land | |
| 51 | RU | | Transit Village | Donald Christensen | Chairman | Raritan Economic Development Committee | Raritan | Raritan Borough | 100 | 60 | 41435 | 5 Years | \$1,000,000.00 | Numerous people have commented that Raritan's economy could greatly benefit from the creation of an attractive transit village surrounding our charming, but very under-utilized rail station. Raritan is truly becoming a desirable destination, yet rail visi | |
| 52 | RU | | Redevelopment of Old Shopping Centers | Gene Strupinsky | Business Advocate | Hillsborough Township | Hillsborough | Hillsborough | 100 | | | | | Help in idetifying state (NJEDA, etc.) and/or other sources of financial aid or incentives that would make the redevelopment of these properties (i.e. - Hillsborough Plaza , Kmart shopping center, etc.) attractive to the property owners or potential buyer | |
| 53 | RU | | Town Center - Route 206 South Properties | Gene Strupinsky | Business Advocate | Hillsborough Township | Hillsborough | Hillsborough | 500 | | | | | Help in identifying potential developers who would assemble and develop the properties while simultaneously helping to identify potential anchor tenants who would lease the developed property. | |

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|----|----|---|---|----------------------------------|----------------------------|---|-----------------------------|--------------|----|-------------------------|-------|----------|--------------------------|--|--|
| 54 | RU | | Norfolk Southern Lehigh Line Train Station | Gene Strupinsky | Business Advocate | Hillsborough Township | Hillsborough | Hillsborough | 50 | | | | | This is not part of the West Trenton Line project but was one of the options considered as a result of the Flemington Route 202 Corridor Study done through Walter Lane | |
| 55 | RU | | Golf Driving Range | Wendell Knight,LMSW., CSWM | Chief Executive Officer | MTI INTEGRATED BUSINESS DEVELOPMENT, INC. | Lyons /Bernards Township | Somerset | 15 | to be determi ned | 41218 | on going | \$450,000.00 | The Golf Driving Range and Learning Center is a full service natural grass golf facility (46,000) square foot golf tee line, on site PGA professional, kid's summer golf clinics and a full service golf pro shop. It is our intent that we would develop this | |
| 56 | RU | | Develop a set of criteria and data bases that allow County to identify candidate sites for reuse on a reoccurring basis | Bernard Navatto Jr. | Chairman | Somerset County Planning Board | Somerville | | | | | | \$200,000.00 | | SCPB and SCBP |
| 57 | RU | | Establish one or more Innovation Districts or Corridors through a partnership with higher education institutions, business and government through targeted clustering of businesses, institutions, ideas and people for job growth and innovation | Bernard Navatto Jr. | Chairman | Somerset County Planning Board | Somerville | | | | | | \$200,000.00 | | SCPB, SCBP, RVCC, NJBAC |
| 58 | RU | | Create an interdisciplinary re- positioning resource team to help with visioning and implementation for targeted properties | Bernard Navatto Jr. | Chairman | Somerset County Planning Board | Somerville | | | | | | \$500,000.00 | | SCPB and SCBP |
| 59 | RU | | Establish a revolving brownfield incentive program to faciliate start-up and on-going clean-up/re-use activities | Bernard Navatto Jr. | Chairman | Somerset County Planning Board | Somerville | | | | | | \$10 million | | SCIA |
| 60 | RU | | Offer County improvement Authority financing for commercial energy audits and ESCO strategies to implement energy conservation measures for older commercial buildings | Michael Burke | Chairman | Energy Sub- committee | Somerville | | | | | | \$ 1 Million (Medium) | An energy audit is an inspection, survey and analysis of energy flows for energy conservation in a building, process or system to reduce the amount of energy input into the system without negatively affecting the output(s). This project involves the prov | County Improvement Authority |
| 61 | RU | | Create a green technology business attraction program | Michael Burke | Chairman | Energy Sub- committee | Somerville | | | | | | \$1.25 Million (high) | This project involves establishing a countywide green business attraction strategy that involves an assessment of the existing green business economic base, identified targeted green industries and defines programs and initiatives that will attract targe | Somerset County Business Partnership and RVCC |

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|----|----|----------|---|---------------------|----------------------------------|------------------------------|--------------|-----------------------|-----|-----|-----------|--------------|----------------------------------|---|--|
| 62 | RU | | Build a pilot "Eco-Industrial Park" | Michael Burke | Chairman | Energy Sub-committee | Somerville | | | | | | \$500,000 - \$1 Million (medium) | An eco-industrial park (EIP) is an industrial park in which businesses cooperate with each other and with the local community in an attempt to reduce waste and pollution, efficiently share resources (such as information, materials, water, energy, infrastr | Somerset County Business Partnership |
| 63 | RU | | Create an "Energy Opportunity Zone" for piloting comprehensive energy system improvements | Michael Burke | Chairman | Energy Sub-committee | Somerville | | | | | | \$750,000 (Medium) | An Energy Opportuntiy Zone is a parcel-specific geographic are designated by local governments and approved by the state where ordinances and resolutions were passed granting waivers abatements or exemptions from specific state and local taxes in exchange | Somerset County Planning Board |
| 64 | RU | | Disaster resiliency and economic enhancement through site acquisition of property contiguous to the Brook Theater | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$2,000,000.00 | Continue revitalization efforts to support the Brook Theater Cultural Center activities. | Bound Brook |
| 65 | RU | | Hamilton Street Business District - Development of Town Square or Town Center | Donna Vieiro | Deputy Township Manager | Township of Franklin | Somerset | Franklin Township | | | Immediate | 2 years plus | | Hamilton Street between Baier Avenue and DeWald Avenue. The Township of Franklin has identified a parcel of vacant land that is centrally located within the business district and could ideally serve as a town center or town square for this important comme | |
| 66 | TC | Program | Cultural Connections Duke Farms (Landfill) | Colin Driver | Director of Economic Development | Borough of Somerville | Somerville | Borough of Somerville | 460 | 100 | 41437 | 2 Years | \$5.4 Million | a.It is envisaged the Landfill Green Seam in addition to connecting to the Raritan River Green way will ultimately connect to the Duke Farms Estate a regional ecological and land stewardship resource i.This link will facilitate an easy direct link to t | |
| 67 | TC | Project | Route 206 Signage | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Replace deteriorating crossroads signage | |
| 68 | TC | Project | Route 206 Signage | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Replace deteriorating crossroads signage | |
| 69 | TC | Project | Roycefield Road Extension to Route 202 | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | | |
| 70 | TC | Project | Brown Avenue Extension | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | provide access to industrial areas of Roycefiled Road, facilitating commercial development | Tim Taylor & Paul Smith, Duke Farms Foundation |
| 71 | TC | Program | Town Center Streetscape Plans | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | | |
| 72 | TC | Program | Route 206 Traffic Study | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Assess the impacts of Route 206 By-pass improvements post construction. | |
| 73 | TC | | West Trenton Line | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | | |
| 74 | TC | Activity | Route 206 By-pass Contract B Funding | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | | |
| 75 | TC | Activity | Route 206 15N Funding | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | | |
| 76 | TC | | Town Center Circulation Plan | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Plan, design, engineer, and cosntruct access roads to serve the Town Center area | |
| 77 | TC | | Triangle Road Sidewalks | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Provide pedestrian access tp Promenade Mall at southwest corner of Triangle Road/Route 206 | |
| 78 | TC | | Widen Griggstown Causeway | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Increase capacity between Hillsborough and Franklin | |
| 79 | TC | | Amwell Road Bridge | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Expand capacity of on Amwell Road near Route 206 By pass | |
| 80 | TC | | Wayfinder Signage | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Criteria and standards for wayfinder signage | |
| 81 | TC | | Suburban Bus Terminal at Transit Redevelopment District | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | | |

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| 82 | TC | | Establish Permanent Bus Stops | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | | |
| 83 | TC | | Reexamine the Somerset County's Capital Plan Handbook | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$25,000.00 | Review of the Handbook to ensure economic development and job creation measures are included the project ranking system. | Somerset County Planning and Engineering Divisions |
| 84 | TC | | Restoration of Passenger Service on the West Trenton Line | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | ##### | New rail service along the West Trenton line with stations in Mercer County and in Hillsborough and Montgomery. | NJ Transit |
| 85 | TC | | Central Jersey Raritan Valley Transit Study | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | High | Improvements to and extension of the Raritan Valley Line. | NJ Transit |
| 86 | TC | | Trans Hudson Rail Capacity | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | High | Additional rail tunnels to provide access to an expended Penn Station in Manhattan. | NJ Transit |
| 87 | TC | | Increase Service on Existing Rail and Bus Lines | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | High | Expansion of existing NJ Transit Rail and Bus Service and Somerset County Bus Service. | NJ Transit/Somerset County |
| 88 | TC | | One Seat Ride to NY Penn Station on the Raritan Valley Line | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | High | System improvements and equipment to allow Raritan Valley Rail line trains to travel directly New York Penn Station. | NJ Transit |
| 89 | TC | | Route 202 Corridor Transit Improvements: Bus Service Between Flemington and Somerville | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | ##### | New bus service between the Somerville Train Station and Flemington-Liberty Village during peak hours and between Flemington-Liberty Village and the Port Authority Bus Terminal in Manhattan in the off peak hours. | NJ Transit |
| 90 | TC | | Route 202 Corridor Transit Improvements: Bus Service Between Flemington and Newark Liberty Airport | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | ##### | New peak service and midday service between Flemington-Liberty Village and Newark Liberty Airport. | NJ Transit |
| 91 | TC | | Route 202 Corridor Transit Improvements: Extension of the Raritan Valley Line to Flemington | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | ##### | Extension of Raritan Valley Rail Line service to Flemington | NJ Transit |
| 92 | TC | | Examine the Feasibility of Trolley Service Along Major Travel Corridors | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$500,000.00 | Study of the feasibility of creating trolley service along major corridors to link downtowns and employment centers. | Somerset County |
| 93 | TC | | Health Corridor Bus Service Feasibility Study | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$500,000.00 | Modeled after the successful 665 NJ Transit service severing the new Princeton Medical Center, this study would look at creating a similar service to serve the Somerset Medical Center and other concentrations of medical facilities in the County. | NJ Transit/Somerset County |
| 94 | TC | | Last Mile Connector Bus Services Feasibility Study | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$500,000.00 | A study that would look at office/commercial corridors that currently have no transit service but where new transit service could spur reuse/redevelopment and promote additional investment in the corridor. | NJ Transit/Somerset County |
| 95 | TC | | Bus Rapid Transit Corridors Feasibility Study | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$500,000.00 | Analysis of access and mobility improvements along corridors that have high levels of bus service or corridors that could benefit from new service would be examined. | NJ Transit/Somerset County |
| 96 | TC | | RVCC/Tech Corridor Bus Service Feasibility Study | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$500,000.00 | The concept is to start linking an existing and emerging high technology corridor and area with RVCC and future to spur expanded interaction between both uses. | NJ Transit/Somerset County |

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| 97 | TC | | Post County and State Transportation Improvement Plans on the County Website. | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$25,000.00 | Post various transportation improvement projects and capital plans on the website and provide mechanisms to provide feedback. | Somerset County Planning |
| 98 | TC | | Route 22 Sustainable Corridor | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | ##### | Safety and capacity improvements to improve mobility on a 2 mile section of Route 22. Includes a new ramp from Route 202/206N to I287 South. | Somerset County |
| 99 | TC | | I287 Eaton Avenue Interchange Improvements | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | ##### | Interchange improvements to reduce congestion and improve safety at the Easton Avenue/I287 Interchange. | NJDOT |
| 100 | TC | | Raritan River Crossings Needs Assessment Study | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$500,000.00 | Examination of alternatives for new crossings of the Raritan River to Middlesex County. | Somerset County |
| 101 | TC | | Diamond Hill Road Interchange | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | High | Completion of missing ramps and safety improvements at the interchange. | NJDOT |
| 102 | TC | | Route 27 Corridor Improvements | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | High | Safety and capacity improvements to accommodate all modes of travel in the corridor. | NJDOT |
| 103 | TC | | Port Reading Secondary Grade Crossing Elimination | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | High | Elimination of the at grade crossing of the Port Reading Secondary at Main Street in Bound Brook and relocation of track to the existing grade separated rail structure. | Somerset County |
| 104 | TC | | Easton Avenue Corridor Improvements | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | High | Safety and capacity improvements to accommodate all modes of travel in the corridor. | Somerset County |
| 105 | TC | | Orchard Road Connector | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | ##### | Extension of Orchard Road to Route 518 including a new bridge over the Bedens Brook. | Somerset County |
| 106 | TC | | West County Drive | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$1,400,000.00 | Extension of West County Drive to Route 202 to alleviate congestion at Old York Road/Route 202 intersection. | Somerset County |
| 107 | TC | | River Road Realignment | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$1,500,000.00 | Elimination of several severe curves to improve safety. | Somerset County |
| 108 | TC | | Route 206/Route 518 Intersection Improvements | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | Medium | Construction of a series of loop roads to reduce congestion and improve safety at the Route 206/Route 518 intersection. | NJDOT/Montgomery |
| 109 | TC | | Intelligent Transportation Systems Improvements | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | Medium | Technology improvements to maximize the efficiency of the transportation system. This may include traffic signal upgrades and traffic monitoring systems to reduce delays and congestion. | NJDOT/Somerset County |
| 110 | TC | | Route 287/202/206 Interchange Improvements | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | ##### | Improvements to the interchange complex to reduce congestion and improve safety. | NJDOT |
| 111 | TC | | Somerset County Alternative Fuel Vehicle Demonstration Program | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | Low | Program to test various alternative fuel vehicles for use in the county's various operations. Electric vehicles and charging stations would be evaluated with CNG fueled vehicles. | Somerset County |
| 112 | TC | | Route 202 and First Avenue Improvements | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$6,500,000.00 | Intersection Improvements to reduce severe congestion problems. | NJDOT |
| 113 | TC | | Somerset Cty. North/South Transporation Hub | Tim Taylor & Paul Smith, Duke Farms Foundation | Executor Director & Senior Projects Director | Duke Farms Foundation | Hillsborough | Princeton to Morristown | 12 | 12 | 2013 | 18 Months | \$5 Million | Develop a transportation system that would provide public access along the north-south axis that otherwise is not easily accessible by the general public. There exists good public transportation east-west but none along the north-south corridor. There are | |
| 114 | TC | | Expand evening and weekend service on DASH - short term | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 115 | TC | | Create weekday, peak period last mile shuttle from Somerville to Route 202 office parks - mid term | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |

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| 116 | TC | | Develop new bus route from N. Brunswick to RVCC via Somerville- short term | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 117 | TC | | Expand the NJ TRANSIT 605 bus from Princeton to Somerville - mid term | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 118 | TC | | Create rapid transit system along Easton Avenue – long term | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 119 | TC | | Create shuttles between rail stations and tourism destinations – short term | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 120 | TC | | Create inter-regional bus service between Somerville and Flemington via Route 202 | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 121 | TC | | Advocate for expanded commuter rail between Hunterdon, Somerset, Union and Essex | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 122 | TC | | Advocate for expanded commuter rail between Mercer, Somerset, Union, and Essex | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 123 | TC | | New Weekday Peak Hour Express Bus Service between Eastern PA and the US 22, I-78, US 202 & I-287 Employment Corridors in Somerset County (I-78 Corridor Study) – STRATEGIES A & B | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 124 | TC | | New Weekday Peak Hour Express Bus Service between the NJ 31 Corridor in Hunterdon County and US 22, I-78, US 202 & I-287 Employment Corridors in Somerset County (I-78 Corridor Study) - STRATEGIES A & B | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |

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| 125 | TC | | New Weekday Peak Hour Express Bus Service between Flemington and Somerville/Bridgewater/Raritan - Route 202/Route 22 Corridors (Somerset/Hunterdon Route 202 Study & Flemington Transit Study) | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 126 | TC | | New Daily Express Bus service from Flemington to Newark-Penn Station/Newark via Newark Liberty International Airport via the US 202 Corridor and Somerville RR Station (Flemington Transit Study) | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 127 | TC | | New Weekday Peak Hour Express Bus Service from Montgomery/Hillsborough Township to New York via the US 206 Corridor (Flemington Transit Study) | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 128 | TC | | New Weekday Peak Hour Express Bus Service from Hillsborough Township (2 park & rides) to New York | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 129 | TC | | Feasibility assessment of bus rapid transit service along the Route 202 corridor – NJ TRANSIT is lead agency (STRATEGIES A, B, C, D) | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 130 | TC | | H. Feasibility assessment of bus rapid transit feeder service along the Easton Avenue Corridor - NJTRANSIT is lead agency | | | NJ Transit | Bridgewater | | | | | | | | |
| 131 | TC | | New daily local/regional bus service from the Morristown RR Station to the Somerville RR Station via the US 202/206 Corridors. | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |

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| 132 | TC | | New daily local/regional bus service from Flemington/Liberty Village in Hunterdon County to the Somerville RR Station via the US 202 Corridor. | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 133 | TC | | Feasibility assessment of new daily local bus route(s) from Plainfield to Bridgewater via Somerville and the NJ 28 Corridor – NJ TRANSIT | | | NJ Transit | Bridgewater | | | | | | | | |
| 134 | TC | | Feasibility assessment of new weekday & Saturday local bus route(s) from Dunellen RR Station to New Brunswick RR Station via the Piscataway (Centennial Avenue) employment corridor – NJ TRANSIT is lead (STRATEGIES A, B, C, D) | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 135 | TC | | Feasibility assessment of new daily local bus route between Plainfield and Branchburg (RVCC) via the US 22 Corridor (North Plainfield, Green Brook, Bridgewater, Somerville) | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 136 | TC | | New daily local/regional bus route(s) from New Brunswick RR Station to Somerville & Branchburg (RVCC) via the NJ 27 & County Route 514 (Amwell Road) Corridors in Franklin Township | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 137 | TC | | New weekday local bus route from Hillsborough Township to Branchburg (RVCC) via Somerville/US 206 Corridor | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |

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| 138 | TC | | New daily local bus service between Clinton Township and Bridgewater Township (Bridgewater Commons Mall) via the US 22 Corridor and Somerville | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 139 | TC | | Expansion of the daily NJT 605 bus service from Montgomery Township to Somerville RR Station via Hillsborough/US 206 Corridor | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 140 | TC | | Expansion of the Somerset County DASH to include more frequent and/or new weekday daytime, evening and weekend service | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 141 | TC | | Expansion of Somerset Count SCOOT to include more frequent and/or new weekday daytime, evening and weekend service | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 142 | TC | | Expansion of Somerset County CAT to include more frequent and/or new weekday daytime, and evening service | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 143 | TC | | 4 new weekday peak hour first/last mile shuttles from Summit or Lyons, Basking Ridge, Bernardsville rail stations to employment destinations along I-78 & I-287 corridors in Somerset County | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |

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| 144 | TC | | 4 new weekday peak hour first/last mile shuttles from Bound Brook, Bridgewater, Somerville, Raritan, N. Branch rail stations to employment destinations along the US 22, NJ 28, US 202 & I-287 employment corridors (Making Connections Circulation Plan Update | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 145 | TC | | 4 new weekday peak hour first/last mile shuttles from destinations in Montgomery and Hillsborough Twps. to the proposed Belle Mead and Hillsborough Stations on the West Trenton line (W. Trenton Line Station Area Design) - STRATEGIES A & B | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 146 | TC | | Park and Ride Somerville Circle Shopping Center | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 147 | TC | | Park and Ride Somerset Shopping Center | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 148 | TC | | Park and Ride Branchburg – US 202 Park & Ride | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 149 | TC | | Park and Ride Bridgewater Commons Mall | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 150 | TC | | Park and Ride Bridgewater Town Center | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 151 | TC | | Park and Ride Hillsborough Promenade | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 152 | TC | | Park and Ride Hillsborough Town Center (US 206 Bypass) | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 153 | TC | | Park and Ride Montgomery Twp. – proposed Belle Mead RR Station | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 154 | TC | | Park and Ride Somerville RR Station | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |

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| 155 | TC | | Park and Ride Warren Township at I-287 Exit 33 or Exit 36 | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 156 | TC | | Park and Ride Franklin Township – near I-287 & Davidson Avenue, Worlds Fair Drive, Cedar Grove Lane | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 157 | TC | | Transit Hub Somerville RR Station | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 158 | TC | | Transit Hub Bound Brook RR Station | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 159 | TC | | Raritan RR Station | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 160 | TC | | Transit Hub Bridgewater Commons Mall | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 161 | TC | | Transit Hub RVCC in Branchburg | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 162 | TC | | Transit Hub Franklin Township – Davidson Avenue Corridor | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 163 | TC | | Transit Hub North Plainfield/Green Brook | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 164 | TC | | Purchase of 35 new commuter buses | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 165 | TC | | Purchase of 30 new transit buses | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 166 | TC | | Purchase of 24 new shuttle buses | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 167 | TC | | Vehicle GPS/Announcements /APC | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 168 | TC | | Base station support | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 169 | TC | | Expansion of existing Somerset County facility to support up to 75 additional buses | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 170 | TC | | New trains to support any rail expansion proposals | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 171 | TC | | Traffic signal priority along key state and county road corridors | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 172 | TC | | Real time travel information within Somerset County | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 173 | TC | | Initial rebranding of local Somerset County Transit | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |
| 174 | TC | | Website support for new and expanded transportation initiatives | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | | | | | | | | |

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| 175 | TC | | Social media campaign for new and expanded transportation initiatives | Donnie Allison | Exective Director | RideWiseTMA | Bridgewater | 10/11/2012 | | | | | | | |
| 176 | TC | | Napoleon Court/ Atrium Drive Connection and Associated Roadway Improvements | Donna Vieiro | Deputy Township Manager | Township of Franklin | Somerset | Franklin Township | | | | | | World's Fair is an important collector road the provides access to one of the Township's light industrial zones. It also provides access to Easton Avenue and provides access from Route I-287. A number of years ago the traffic signal at the World's Fair | |
| 177 | TC | | Hamilton Street Business District - Parking Needs Assessment & Implementation | Donna Vieiro | Deputy Township Manager | Township of Franklin | Somerset | Franklin Township | | | Immediate | 6 months | | The Hamilton Street Business District has identified a crucial need for public parking. This older commercial area is densely populated by numerous small businesses whose sites do not contain adequate on-site parking facilities. The business improvement d | |
| 178 | TC | | Hamilton Street Business District - Establishment of Transit Hubs | Donna Vieiro | Deputy Township Manager | Township of Franklin | Somerset | Franklin Township | | | Immediate | 1 year | | Establishment of transit hubs in conjunction with Somerset County Transportation Department. The County of Somerset has provided transportation services for a number of years. Recently, this has expanded through most of the business improvement District. | |
| 179 | TP | | Create a Historic Towns of Somerset/Main Street Network to publicize and market attractions and activities | Bernard Navatto Jr. | Chairman | Somerset County Planning Board | Somerville | | | | | | 150,000.00 | | SCC&HC and Tourism Council |
| 180 | TP | | "Enhancing Equine Operations with NJ's Tourism Industry" | Mark Kirby | Chairman | Agriculture Sub-committee | Somerville | | | | | 2-3 years | 5,000.00 | Strengthen the equine industry in Somerset County by connecting it to the already booming tourism and racing industry in New Jersey. Local hay and grain farmers could be connected with equine farmers, and race horse owners to provide feed for these show a | SCADB, with assistance from Rutgers Equine Management Center |
| 181 | TP | | Television and its effect on Somerset County Tourism | Jackie Morales | Director of Tourism | Somerset County Business Partnership | Bridgewater | | | | | | 150,000.00 | It is a well-documented fact that tourism is an economic engine for fiscal growth and sustainability for any chamber or DMO. To secure and increase visitations to the County from business travelers and consumer tourists, it is imperative to develop a co | |
| 182 | TP | | Television and its effect on Somerset County Tourism | Jackie Morales | Director of Tourism | Somerset County Business Partnership | Bridgewater | | | | | | 150,000.00 | It is a well-documented fact that tourism is an economic engine for fiscal growth and sustainability for any chamber or DMO. To secure and increase visitations to the County from business travelers and consumer tourists, it is imperative to develop a co | |
| 183 | WS | | Homestead Road Sewer Service | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Include commercial properties on Homestead Road in Service Service Delivery Area | |
| 184 | WS | | Raritan Millstone Water Treatment Plant: Flood Protection Improvements | Suzanne Chiavari | Vice President - Engineering | New Jersey American Water Co | Voorhees | Bound Brook | 0 | 150 | 41183 | 42735 | Construction to be bid 2014 | New Jersey American Water Company's Raritan Millstone Water Treatment Plant (RMWTP) is located at the confluence of the Raritan and Millstone Rivers. The plant is one of two major water supply and treatment facilities serving over 200,000 | |
| 185 | WS | | SRVSA Regional Domestic Wastewater Treatment Plant Expansion | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | Medium | Expansion of existing regional treatment plant to accommodate increased wastewater flows from new development and redevelopment within the Upper Raritan and Northeast Water Quality Management Planning Areas. | SRVSA |
| 186 | | | Weston Landfill Redevelopment | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | | |
| 187 | | | Sunnymead Landfill Redevelopment | Gene Strupinsky | Business Advocate | Township of Hillsborough | Hillsborough | Hillsborough | 0 | | | | | Clean up and Redevelopment of a 10 acre landfill | |

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|-----|---|---|--|----------------------------|-------------------------|---|---------------------------|----------|----|------------------|-------|----------|----------------------|---|---|
| 188 | | | E- RECYCYLING AND ASSET MANAGEMENT | Wendell Knight,LMSW., CSWM | Chief Executive Officer | MTI INTEGRATED BUSINESS DEVELOPMENT, INC. | Lyons, /Bernards Township | Somerset | 50 | to be determined | 41246 | on going | \$800,000.00 | MTI IBD, INC. proposes to develop an e-waste brokering service to local government, commercial, institutional and industrial clients and to expand with the planned development of a process facility to accommodate material handling, remanufacturing and ref | |
| 189 | | | Building Administration Infrastructure and Operation Capital | Wendell Knight,LMSW., CSWM | Chief Executive Officer | MTI INTEGRATED BUSINESS DEVELOPMENT, INC. | Lyons, /Bernards Township | Somerset | 8 | to be determined | 41218 | on going | \$350,000.00 | In order for the job coaching, and job development to continue to benefit our veterans clients, the organization must be infused with a grant. The administration is in need of a fund developer, clerical support, job developer and a fiscal staff. Again, | |
| 190 | | | Undertake a pilot community net metering project to analyze and create net metering programs across a large industrial park or mixed use project | Michael Burke | Chairman | Energy Sub-committee | Somerville | | | | | | \$1 Million (medium) | Net metering is a popular and administratively simple policy option for neighborhoods and communities. Net metering allows electric customers who generate their own electricity using solar energy (or other forms of renewable energy) to bank excess electri | Somerset County Business Partnership |
| 191 | | | Offer public buildings and/or partner with private owners to pilot and trial programs for new energy technology and efficiency systems | Michael Burke | Chairman | Energy Sub-committee | Somerville | | | | | | \$500,000 (Medium) | Establish program and standards (LEED). Identify financing options and incentives for participation. Select sites, enter into implementation agreements with private and public sector owners, document and share results (energy and cost savings, pay-back | Somerset County Energy Council |
| 192 | | | Host an Annual Infrastructure Summit | Bernard Navatto Jr. | Chairman | Infrastructure Sub-Committee | Somerville | | | | | | \$10,000.00 | Annual update on major transportation and infrastructure projects in the County and engagement of the private sector to identify transportation needs. | Somerset County Planning/Somerset County Business Partnership |



Somerset County Business Partnership | 360 Grove Street | Bridgewater, NJ 08807 | 908-218-4300 | www.scbp.org

Somerset County, NJ Long Term Economic Development Plan Phase 1

Source: Wadley Donovan Gutshaw Consulting

Somerset County, NJ

Long Term Economic Development Plan Phase 1 Report/ Feasibility Analysis

June 16, 2009

Table of Contents

Section 1.0: Executive Summary

Section 2.0: Emerging Industries Feasibility Analysis

- Section 2.1: Background/Objectives
- Section 2.2: Somerset County Strengths
- Section 2.3: Emerging Industries – Guiding Principals/
Best Fits for Somerset County
- Section 2.4: Emerging Industry Descriptions
- Section 2.5: Top Three Emerging Industries for Somerset County
- Section 2.6: Pertinent Higher-Education Programs Supporting the
Top Three Emerging Industries
- Section 2.7: Recommendations
- Section 2.8: Next Steps
 - Map Exhibit A: Somerset County and 20-Mile Radius
 - Exhibit 2.1: Emerging Industries – Synergy Matrix

Section 3.0: Statistical Support Exhibits

1.0 Executive Summary

1.1 Objectives and Approach

1. Wadley-Donovan-Gutshaw Consulting, LLC (WDGC) and Biggins Lacy Shapiro & Company (BLS) were engaged by the Somerset County Business Partnership to develop a two-phased approach to identify and foster growth in emerging industries (industries of the future) appropriate for Somerset County. The project is sponsored by the Somerset County Board of Chosen Freeholders.
2. The Emerging Industry Campaign is designed to:
 - Ensure Somerset County's role in capital formation and job generation of industries driving the next wave of growth
 - Create economic diversity as a hedge against global business dynamics; thereby strengthening the local tax base and keeping taxes down for Somerset County residents
 - Provide attractive and exciting employment opportunities and enhancing the quality of life for Somerset County residents
 - Foster a critical mass in industries of the future, making it easier to recruit companies in targeted sectors
 - Maximize the effectiveness of public, private, and academic communities to support economic growth
 - Capitalize on the county's impressive locational resources and human capital base
3. This Emerging Industries Feasibility Analysis represents Phase One of the two-phased approach and its tasks include:
 - Identifying the six realistic growth industries
 - Ascertaining the feasibility for the industries to succeed
 - Selecting the three final growth industry targets for Somerset County
4. WDGC applied a balanced approach to match the trends in emerging technologies and industries of the future with Somerset County's key industrial and occupational attributes. Elements of the approach include:

- Focusing on economic sectors that typically serve national and global markets, as opposed to local markets which have the least employment multiplier effect
 - Concentrating on broad industry sectors, as dependence on narrower subsectors is risky from an economic development standpoint, as unanticipated, but viable, activities may “fall below the radar screen”
 - Upon examining prominent studies and diverse informational sources, there was a convergence on roughly ten industry sectors that experts (i.e., government, academic, and investors) believe constitute the fastest growing industries in the U.S.
 - WDGC evaluated the most dominant industry sectors and growth trends in Somerset County to best match resident skills and educational characteristics
 - To ensure a viable strategy that will likely succeed, the county must have a solid base of existing companies/employment from which targeted industries of the future could spawn
5. Six selected emerging industries have viability in fostering high-quality economic growth:
- Biotech
 - Information Technology
 - Nanotechnology
 - Geospatial Technology
 - Laser Applications
 - Alternative Energy

1.2 Top Three Emerging Industries

1. Somerset County’s dominant economic pillars are in life sciences, telecommunications, insurance, finance, and professional services.
2. The three selected emerging industries have synergy with these pillars and provide diverse technical and professional employment opportunities.
3. The top three finalist activities represent the “best fits” for Somerset County:
 - Sufficiently focused for development of meaningful pro-active measures, but broad enough to protect against “all eggs in one basket”
 - Best utilization of the existing skills base (e.g., professional, scientific, technical, business management, financial)
 - Draw upon components of the existing industry base that have potential to spin-off new economic activities

- Are supported by secondary and post-secondary educational resources
 - Offer attractive/exciting employment opportunities
 - Provide greater economic diversity
 - Have a likelihood of generating a meaningful number of jobs over the next 5-10 years
4. The recommended emerging industry finalists are:
- Nanotech/Biotech – sometimes referred to as Bio-Nanotechnology:
 - ◆ Manipulation of bio-particles at the nanoscale
 - ◆ Application of nanotech to biotech will create major medical breakthroughs
 - Bio-related Information Technology – sometimes referred to as Bioinformatics:
 - ◆ Application of information technology to the biotech industry
 - ◆ Involves gaining an understanding of biological processes by utilizing mathematical and computing models
 - ◆ Represents an intersection of biology, computer science, and information technology
 - Geospatial Technology – includes all aspects of Geographic Information Systems (GIS) and applies to a wide variety of activities, including: utilities, telecommunication, transportation/logistics, education, construction, defense/homeland security, and federal, state and local government land-use and planning functions

1.3 Recommendations

1. WDGC recommends that the three aforementioned sectors be adopted as Somerset County's industries of the future initiative.
2. Activate Phase Two of the study to:
 - Develop a workable gameplan
 - Secure buy-in/participation by stakeholders
 - Estimate requisite funding
 - ◆ Amount
 - ◆ Sources
 - Determine an expanded role for the Partnership
 - Create metrics to monitor the strategy's success

3. Even before completion of Phase Two, begin exploratory investigation of several action measures including:
 - Creating a science/research business park (perhaps on the former landfill site)
 - Establishing an industries of the future business incubator
 - ◆ Would essentially comprise a re-branding of the proposed Life Sciences incubator previously recommended by the Partnership
 - ◆ Ideally, the incubator should be among those sanctioned by the New Jersey Commission on Science and Technology
 - Begin a process to identify the most promising entrepreneurs related to the three target industries among displaced workers in Somerset County (especially from the pharmaceutical and IT industries)
 - Developing a local network of angel investors
 - Encouraging Raritan Valley Community College to assume a leading role (e.g., creating a national center for the advancement of geo-spatial technology)
4. Within current budget limits, promote Somerset County as an epicenter for each of the three future industries.

2.0 Emerging Industries

Feasibility Analysis

2.1 Background/Objectives

1. The Somerset Business Partnership is charged with fostering high-quality economic growth in Somerset County.
2. To foster Smart Growth, the Partnership has traditionally engaged in activities such as:
 - Business Retention
 - Targeted Business Recruitment
 - Business Expansion Assistance
 - Tourism Development
 - Life Sciences Industry Growth
3. While these activities have generated success for Somerset County, a new initiative is being advanced to ensure future economic vitality, extending the Smart Growth concept to generate higher and better quality jobs in emerging industries – industries of the future.
4. This emerging industries campaign is designed to:
 - Ensure a role for Somerset County in the capital formation and job generation of industries that will drive the next wave of growth in the U.S.
 - Create greater economic diversity, minimizing any negative impacts from global business dynamics; thereby strengthening the local tax base and keeping taxes down for Somerset County residents
 - Provide attractive/exciting employment opportunities – enhancing the quality of life for Somerset County residents
 - Build a critical mass in industries of the future, making it easier to recruit companies in targeted sectors
 - Maximize the effectiveness of the public, private, and academic communities to support economic development and job creation
 - Capitalize on the county's impressive locational resources including its human capital base

5. Wadley Donovan Gutshaw Consulting, LLC (WDGC) and Biggins Lacy Shapiro & Company (BLS) developed a two-phased approach to identify and foster growth in emerging industries. This effort builds, in part, on the Somerset County Life Sciences Center initiative undertaken by the Somerset County Business Partnership to improve the climate for the life sciences industries in the county. The initiative was supported by earlier analyses and recommendations developed by BLS.

- Phase One: identifies six realistic growth industries and ascertains the feasibility of each sector to succeed in Somerset County – with three industries selected as final targets
- Phase Two: establishes a game-plan for developing these emerging industries, including a financial estimate of the costs and economic benefits to the county of engaging in a proactive strategy to grow the three emerging industries

6. This feasibility report:

- Highlights Somerset County's most compelling locational strengths
- Identifies and describes six emerging industries that are compatible with Somerset County's key attributes
- Presents the top three emerging industries that will foster economic growth
- Describes essential next steps to support development of industries of the future

7. The Emerging Industries Feasibility Analysis contains the following subsequent discussion elements:

- Somerset County Strengths (Section 2.2)
- Emerging Industries: Guiding Principals/Best Fits for Somerset County (Section 2.3)
- Emerging industry Descriptions (Section 2.4)
- Top Three Emerging Industries for Somerset County (Section 2.5)
- Pertinent Higher-Education Programs Supporting the Top Three Emerging Industries (Section 2.6)
- Recommendations (Section 2.7) and Next Steps (Section 2.8)

Map Exhibit A follows this report section and depicts the Somerset County boundary and the 20-mile commute radius from the juncture of I-287, Routes 202/206, and Route 22 – the approximate geographic center of the county. Also following this section is the Emerging Industry Synergy Matrix (Exhibit 2.2) depicting the applicability of emerging industries to Somerset County's dominant industries.

Statistical support exhibits are contained in Section 3.0 of this analysis.

2.2 Somerset County Strengths

1. Salient population characteristics include (refer to Exhibit 3.1):
 - The 20-mile commute radius (from the I-287/US-22 intersection) captures 1.78 million residents – five times the county population (330,000)
 - Projected county population growth (2008 to 2013) exceeds state and national averages (6% county vs. 2% NJ and 5% U.S.)
 - Projected growth in age 16-20 year cohort is six times the national average (12% county vs. 2% U.S.). Additionally, the age 21-34 year cohort is projected to expand at twice the national rate (6% county vs. 3% U.S.), boding well for the future supply of trainable workers
 - Strong core of experienced workers in the age 35-54 year cohort (34% county vs. 29% U.S.)
 - Favorable educational characteristics with 47% of the population attaining bachelors degrees or higher (27% bachelors; 17% masters; 3% doctorate), considerably exceeding state and national trends
 - Workers within the region are willing to commute 30 minutes or more for job opportunities (42% county vs. 34% U.S.); thus, increasing the supply of workers that would potentially commute to a Somerset County job location. There are also opportunities to intercept Somerset County workers commuting outside the county
2. The county's key labor force characteristics include (refer to Exhibit 3.2):
 - Somerset County contains a labor force of 179,000, expanding to 948,000 within the 20-mile commute radius. The workforce supply for a Somerset County job site extends to six New Jersey counties, including Middlesex (91%), Hunterdon (76%), Union (67%), Morris (43%), Mercer (16%), and Essex (3%)
 - Employment in the county expanded by nearly 17,000 net jobs between 2000 and 2008, reflecting the proactive efforts of the Business Partnership in both job retention and creation
 - The county has a high concentration of working age residents holding jobs (82% county vs. 76% U.S.); however, WDGC determined that nearly 28,000 workers are underemployed (hold jobs for which they may be overqualified), and these residents may welcome challenging and better-paying job opportunities. Within the 20-mile commute radius, a total of 158,000 residents are considered to be underemployed

- Somerset County's unemployment rate averaged 4.1% in 2008, below the state and U.S. averages (5.5% and 5.8% respectively); by February 2009, however, the county's unemployment rate climbed to 6.9%, remaining below state and national norms (8.8% and 8.1%, respectively). Job creation remains a critical challenge at the local and state level
 - Somerset County has a broad talent base due to the dominance of higher-skilled and higher-paying industry sectors, such as: professional, scientific, and technical services; finance, insurance and real estate; educational and health services; and information services
 - Dominant occupations in the county center on professional, technical, and managerial positions, with employment in these broad groupings totaling over 50%. Production-related occupations continue to employ over 14,000 residents, just over 8.3% of total employment
3. Other Somerset County strengths include:
- Geographic positioning midway between New York and Philadelphia, enabling focus of entrepreneurial talent and venture capital from both major metropolitan areas
 - Strong corporate base, especially biotech, health care, IT, insurance, consulting, telecom, and manufacturing (a stronger industry component than expected)
 - Good depth and breadth of higher-educational institutions
 - Supportive statewide resources (e.g., New Jersey Commission on Science and Technology)
 - Favorable quality of life, including access to recreational and cultural amenities

2.3 Emerging Industries: Guiding Principals / Best Fits for Somerset County

1. The challenge for the WDGC/BLS team is to identify among a wide variety of economic activities those that:
- appropriately match the skills and educational characteristics of Somerset County and the region
 - provide suitable salaries/wages conforming to the region's higher cost-of-living environment
 - build upon the existing industry base
 - can be successfully supported by the region's educational resources
 - meet the county's economic development and environmental/ecological objectives

2. A balanced approach was necessary to match the field of emerging technologies/industries with Somerset County's industrial and occupational attributes.
 - WDGC relied upon a number of informational sources to identify industries of the future. We focused on sectors that typically serve national or global markets, as opposed to local industries which have the least employment multiplier effect. In addition, we concentrated on broad industries, as dependence on a narrower subsector is risky from an economic development standpoint
 - Upon examination of prominent studies, there was a convergence on roughly ten industrial sectors that experts (i.e., government, academic, and investors) believe will constitute the fast growing industries in the U.S. The task then became to ascertain Somerset County's most prominent locational assets, especially talent pool. We then proceed to select six potentially favorable industries which, upon further research, are reduced to three
 - Informational sources utilized by WDGC for the industries of the future analysis included:
 - ◆ U.S. Department of Energy, Office of Industrial Technologies
 - ◆ Salary.com
 - ◆ Henderson Global Investors
 - ◆ U.S. Bureau of Labor Statistics (high growth jobs/industries of future)
 - ◆ Encyclopedia of Emerging Industries
 - ◆ Career One Stop
 - ◆ Journal of Product Innovation Management
 - ◆ Inc: Top Industries of the Future
 - ◆ ONet Resource Center
 - ◆ MIT (Innovation Impact)
 - Research sources for Somerset County data and trends included:
 - ◆ U.S. Department of Commerce, County Business Patterns
 - ◆ U.S. Bureau of Labor Statistics
 - ◇ Occupational Employment
 - ◇ Industry Employment
 - ◆ U.S. Department of Education (2- and 4-year college graduates by school and curriculum)
 - ◆ New Jersey Department of Labor and Workforce Development occupational projections

- ◆ Studies prepared by BLS to support the Somerset County Business Partnership initiated Life Sciences Center
 - ◆ Economic Development Agency websites:
 - ◇ Somerset County Business Partnership
 - ◇ New Jersey Economic Development Authority
 - ◇ PS&G
 - ◆ Internet search to identify pertinent industry associations in New Jersey
 - ◆ Review of New Jersey colleges/universities to identify pertinent research programs/ collaborations
 - ◆ New Jersey Commission on Science and Technology
 - ◆ Demographic/labor force trend data from private sources (e.g., Claritas)
 - ◆ Commercial/industrial real estate market reports
 - ◆ Review of baseline information supplied by Somerset County Business Partnership
 - ◆ WDGC's experience as corporate location advisors
3. Somerset County industries were evaluated at the most detailed level of analysis (6 digit NAICS codes) and ranked by total employment within each dominant industry sector. The most dominant industry sectors (excluding retail and hospitality) are (refer to Exhibit 3.3):
- Management of Companies and Enterprises (employing 24,940): activities centered on corporate, subsidiary, and regional offices
 - Professional, Scientific and Technical Services (employing 19,940): activities include marketing, R&D in physical/engineering/life sciences, computer programming, engineering, management consulting, computer systems design, other computer-related services, logistics consulting, and other scientific and technical consulting
 - Health Care (employing 18,760): dominant employers are general medical and surgical hospitals, and medical laboratories
 - Finance and Insurance (employing 16,630): activities include insurance (life, property and casualty, health and medical, and brokerage), banking, securities, real estate, international trade financing, portfolio management, and investment banking
 - Wholesale Trade (employing 14,200): this broad occupational group is dominated by pharmaceuticals, computers/peripherals/software, electronics parts, ophthalmic goods, industrial machinery and equipment, medical/dental/hospital equipment, and other chemical products

- Manufacturing (employing 12,260): this sector includes pharmaceutical preparations, plastics, in-vitro diagnostic substances, semiconductor and related devices, surgical appliances/supplies, cosmetics, photo film/paper/plate/chemicals, machining, fasteners, electro-medical and electrotherapeutic, radio/TV/broadcasting/wireless equipment, and surgical and medical instruments
 - Information (employing 10,420): largest employers include wired and wireless telecommunications carriers, periodicals/book publishing, data processing/hosting/related services, cable providers, software development/publishing, and telecom resellers
4. WDGC also examined New Jersey Department of Labor and Workforce Development industry growth projections through 2016 for Somerset County and the surrounding seven-county region. Projections indicate growth in the above sectors (see Exhibit 3.3); however, modest employment declines were projected in several industries including:
- Finance and Insurance: direct life insurance; property and casualty; securities brokerage; and investment banking and securities
 - Manufacturing: pharmaceutical preparations (minimal decline of 80 workers)
 - Information: wired telecommunications carriers; periodicals publishing; and book publishing
5. WDGC selected six emerging industries that show a close relationship to dominant Somerset County industry sectors. The Emerging Industries–Synergy Matrix (Exhibit 2.2 following this report section) encapsulates these relationships. The six broad industry sectors that represent a “good fit” for Somerset County are:
- Biotech
 - Information Technology
 - Nanotechnology
 - Geospatial Technology
 - Laser Applications
 - Alternative Energy

2.4 Emerging Industries Descriptions

Biotech

1. Definition: The application of engineering and technology to life sciences. The industry includes the use of biological processes, organisms, or systems to produce products intended to improve human life quality.
2. Biotech is a diverse industry sector and includes:
 - Pharmaceuticals
 - Medical Devices/Equipment
 - Agriculture/Horticulture
 - Veterinary Science
 - Information Technology
 - Nanotechnology
3. Biotech products have a 10-15 year life cycle extending from R&D through manufacturing/distribution. Activities can occur within stages of this continuum:
 - Conception
 - Formation
 - Growth
 - Maturity
4. In 2005, there were 1,400+ biotech-related companies, employing 800,000 people in the U.S. Biotech employment is expected to grow at least 3% per annum over the next 10 years.
5. Somerset County is uniquely situated relative to the region's educational institutions:
 - 7,800 annual graduates from life science degree programs within 20-miles of Somerville: 1,600 associates; 4,000 bachelors; and 2,200 masters and post-graduates
 - An additional 13,000 annual life science graduates in remainder of New Jersey
6. Somerset County has a strong existing life sciences employment base, dominated by large pharmaceutical manufacturing firms, including:
 - Ethicon (pharma mfg) – 2,500
 - J&J Products (equipment & supplies mfg) – 1,800
 - Schering-Plough (pharma mfg) – 1,600

- Sanofi-Aventis (pharma mfg) – 1,500
 - Ortho-Clinical Diagnostics (bio-products mfg) – 1,000
 - Ortho Biotech (pharma mfg)
 - Alpharma (pharma mfg)
 - Catalent (pharma mfg)
 - Conva Tec (pharma mfg)
7. In addition to these legacy pharmaceutical firms, the county also hosts other life sciences operations involved in pharma manufacturing, biological product manufacturing, R&D, and consulting, including such firms as:
- I3 (pharma consulting)
 - In Ventiv Health (biotech products and consulting)
 - Life Sciences Research (pharma and life sciences R&D)
 - KALI Labs (laboratories and consulting)
 - Med Pointe Pharmaceuticals (laboratories)
 - IM Clone Systems (biological product R&D)
 - Life Cell Corp (bio products mfg)
 - Proximare (pharma consulting)
8. New Jersey is among the nation's leaders in life sciences and biotech, supported by strong public and private industry groups:
- New Jersey Commission on Science and Technology:
 - ◆ Supporting technology commercialization, entrepreneurial technology business support, and research collaborations
 - ◆ 12 technology incubators (but none in Somerset County)
 - ◆ Seed fund for incubator companies
 - ◆ University collaboration services including Edison Innovation Zones
 - Bio New Jersey (based in Bridgewater):
 - ◆ Industry advocacy group focused on public policy, education and networking
 - ◆ Holds various education/networking forums
 - ◆ Works cooperatively with NJEDA to promote New Jersey as a biotech cluster

- HealthCare Institute of New Jersey (HINJ):
 - ◆ Trade association for the research-based pharmaceutical and medical technology industry in the state
 - ◆ Founded in 1997, HINJ strives to raise awareness, understanding, and public support for the industry
 - ◆ Institute seeks to advance the development and implementation of sound public health and business policies supporting the interests in New Jersey
 - ◆ Has over 30 members including many Somerset County-based pharmaceutical and technology employers
9. The New Jersey Commission on Science and Technology recently announced that the state is trying to redirect some of the funds previously directed toward stem cell research to building-up the clinical trials capacity in the state.
- ◆ New Jersey will anchor its future life-science effort on hosting clinical trials for drugs under development
 - ◆ According to BioRegion News (May 29, 2009), the initiative calls for building on the base of medical schools and other research institutions by working with them to expand the number of facilities in the state capable of hosting clinical trials
 - ◆ The commission seeks to work with UMDNJ, Robert Wood Johnson Medical School, UMDNJ Newark and Camden, and many hospitals. The state's time frame to develop additional trials capacity is indicated at three to five years
 - ◆ Somerset County-based facilities (e.g., Somerset Medical Center and Memorial Sloan Kettering Cancer Center) represent key resources to support the clinical trials capacity initiative:
 - ◇ Somerset Medical Center: nationally accredited, 355-bed regional medical center offering a variety of comprehensive emergency, medical/surgical and rehabilitation services
 - ◇ Memorial Sloan-Kettering Cancer Center: the Basking Ridge center provides comprehensive outpatient cancer care in a new, state-of-the-art facility. Clinical trials are also available to patients at this location
10. Biotech development is being initiated in a number of U.S. and international locations, and New Jersey needs to remain competitive by offering strong industry support:
- ◆ There are presently biotech clusters in: San Diego, Boston, Raleigh-Durham, San Jose, Seattle, Washington, DC, Philadelphia, San Francisco, Oakland, and Las Angeles

- ◆ Biotech development is also being pursued by other locations (up and comers in the biotech field) such as: Madison, WI; Orange County, CA; St. Louis, MO; Pittsburgh, PA; and Denver-Boulder, CO, among others
- ◆ Biotech clusters are emerging in Australia, Brazil, Canada, China, France, India, Israel Japan, Malaysia, Scotland, Singapore, Spain, Sweden, and Denmark

11. This sector has strong national and international competition, necessitating development of unique research and development specialties.

Information Technology (Infotech)

1. Definition: The study, design, development, implementation, support or management of computer-based information systems, particularly software applications and computer hardware.
2. Infotech is an industry sector that is extremely diverse. Roughly 90% of all infotech employment is embedded in broader business enterprises (e.g., financial services, manufacturing, logistics, health care, biotech, and consulting).
3. Infotech is merging with other disciplines such as biotech (creating an industry sector referred to as bioinformatics) and nanotech. For example, the speed required to bring drugs and therapies to the market depends on swift and precise product discovery and development, as well as prompt and effective regulatory review. Adoption of innovative electronic information technology by biotech companies can be a major catalyst for these processes.
4. The federal government has prioritized the streamlining of health care information to enable cost savings and efficiencies.
5. Employment over the next 10 years is expected to increase by 3% per annum despite off-shoring trends. The catalyst for this industry is the persistent evolution of technology and the needs of business to integrate these resources to enhance productivity and expand market opportunities.
6. Somerset County has excellent proximity to the region's educational institutions:
 - 1,440 annual graduates in Computer Science degree programs within 20-miles of Somerville: 210 associates; 830 bachelors; 400 masters and post graduates
 - An additional 2,400 annual Computer Science graduates in remainder of New Jersey
7. Computer programming and systems design firms are present in Somerset County:
 - Cegedim (custom programming) – 725
 - Mslnet LLC (system design) – 400

- Chem Network Processing Services (software, datamining, processing) – 274
 - Cyberthink (system design) – 250
 - Software Int'l Inc. (custom programming) – 150
 - MarketRx com (custom programming) – 145
 - Anadigics (semiconductor and related device mfg) – 139
 - Boden Services (custom programming) – 110
8. No New Jersey-specific industry groups specializing in information technology and computer science were uncovered. There may be opportunity to form state-based chapters of national or international associations, including:
- Information Technology Association of America (11,000 members)
 - Association of Information Technology Professionals (focused on leadership opportunities, professional and personal growth)
 - Computing Technology Industry Association (has international focus National Apprenticeship System):
 - ◆ International focus on promoting industry standards, growing professional expertise, and IT skills education
 - ◆ National Apprenticeship System sponsor
9. While other national/international cities have already developed strong computer hardware and software development clusters, including such locations as San Jose, CA; Seattle, WA; Boston, MA; and Austin, TX. The high concentration of pharmaceutical and life science-related firms generates good synergy for the ongoing merger of biotech and infotech.

Nanotechnology (Nanotech)

1. Definition: The field of science/technology concerning the control of matter on an atomic and molecular scale. Nanotech generally deals with structures 100 nanometers or smaller (one nanometer=one billionth of a meter), and involves developing materials and devices within that size.
2. Nanotech continues to evolve and applications are extremely diverse, ranging from novel extensions of conventional device physics, to completely new approaches based on molecular sub-assembly, developing new materials with dimensions on the nanoscale.

3. As of mid-2008, the Project on Emerging Nanotechnologies claims that over 600 nanotech products exist, with three to four new applications hitting the market weekly. Among the many applications are:

- Medicine: (diagnostics, drug delivery, tissue engineering)
- Chemistry and environment (chemical catalysis, fluid and particle filtration)
- Energy (reduction of energy consumption, increased efficiency of energy production, renewable energy systems, battery recycling)
- Information and Communications (memory storage, semiconductor devices, optoelectronic devices, displays, quantum mechanics-based computers)
- Heavy Industry (aerospace materials, steel and aluminum refining, vehicle manufacturing)
- Consumer Goods (production, processing, safety and packaging of food, household items, optics, textiles, cosmetics)

4. New Jersey offers significant support to the Nanotech sector:

- The New Jersey Commission on Science & Technology provides grants and initiatives (training and assistance, incubators, and the manufacturing extension program) to assist emerging technology firms
- The University Tech Transfer program fosters university collaboration and includes the following institutions: Rutgers, NJIT, UMDNJ, Princeton, and Stevens Tech
- The Nanotechnology: Assets and Opportunities for New Jersey report prepared in 2006, indicates that nanotech programs are in place at the following universities:
 - ◆ Rutgers: 100 faculty, 300 graduate students, and 100 post-graduate students involved in nanotech research from eight academic departments. Focus areas included: nanostructures, nanoelectronics, biomaterials, energy applications, quantum electronics, and simulation modeling
 - ◆ NJIT: over 20 faculty, 12 graduate students, and 6 post-docs involved in nanotech research in six academic departments. Focus areas included: advance characterization, nanomaterial synthesis, nanoparticulate process technology, nanoelectronics, bio-nano, energy applications, and manufacturing
 - ◆ Princeton: 24 faculty, 50 graduate students, and more than 10 post-docs involved in nanotech research. Princeton has extensive support from over 200 academic, industry, and government lab collaborators and has strong research focus in thin-film electronics and large area nano, nano-imprint lithography, microfluidics and condensed matter, and ultrafast lasers

- ◆ Stevens Institute of Technology: 25 faculty, 22 graduate students, and eight post-docs in five academic departments. Focus areas include: nanoscale processes, nanocomposites, nanomaterials, MEMS/NEMS devices, nano-bio, environmental nanotech, and the environmental fate, transport, and toxicological impacts of organic/inorganic nanoparticles
 - ◆ Rowan: eight faculty and five graduate students involved in nanotech research from five academic departments. Areas of focus include: nano-lithography, nano-magnetics, and nanomaterials
 - NJ Nanotech Consortium:
 - ◆ Now part of Alcatel-Lucent USA Inc. located in Murray Hill (Union County)
 - ◆ Flagship operation is the Bell Labs nanofabrication facility available to industrial and academic partners
 - ◆ The Consortium facilitates access to Bell Labs scientists and researchers and equipment (full toolset) to carry out basic and applied nanotech research while offering a path to commercialization
5. Nanotech has directly applicable to Somerset County's existing pharmaceutical, biotech, and telecommunications firms. Startup companies could be directed to either the Bell Labs facility or to a life sciences incubator established in Somerset County.

Geospatial Technology

1. Definition: A system of hardware, software, data, people, organizations, and institutional arrangements for collecting, storing, analyzing, and disseminating information about areas of the earth. This technology addresses all aspects of Geographic Information Systems (GIS).
2. Industry sectors utilizing geospatial technologies include utilities, energy, telecommunications, transportation/logistics, education, construction, defense/homeland security, and state/local planning and land-use applications. Industry growth remains dependent upon business adoption based on the added-value geospatial technology provides.
3. The uses of geospatial technology are diverse, and estimates show the market for this technology is expanding at an annual rate of nearly 35%, with the commercial subsector expanding at an annual rate of 100%.

4. Somerset County is well-situated to draw college/university graduates:
 - 400 annual graduates in geography-related degree programs from colleges/universities within 20-miles of Somerville: 40 associates; 250 bachelors; 110 masters and post-graduates
 - Very few geography graduates at institutions outside of the immediate region: just 40 associates and 50 bachelors graduates
5. The county contains large telecommunications firms and a small GIS-related employment cluster:
 - Telecommunications:
 - ◆ AT&T
 - ◆ Avaya
 - ◆ Verizon Wireless
 - ◆ Qualcomm
 - ◆ Cellco Partnership
 - GIS-related:
 - ◆ Spatial Data Logic (GIS for municipalities)
 - ◆ BOC Group, Murray Hill, Union County (gas industry supply chain logistics)
 - ◆ Shoreline American (engineering services)
 - ◆ Civil Solutions (GIS Systems)
 - ◆ Loral Skynet Corp (satellite communications services)
6. There is recognition of the geospatial industry sector at national and state levels:
 - The Employment Training Administration (ETA) has invested \$8.4 million in the geospatial industry nationwide
 - Coalition of Geospatial Organizations – Urban and Regional Information Systems Association:
 - ◆ Professional and educational association promoting the effective and ethical use of spatial information and information technologies
 - ◆ Supports public sector GIS and IT professionals in the U.S., Canada, and worldwide

- National Center for Geographic Information and Analysis:
 - ◆ Independent research consortium dedicated to basic research and education in geographic information science and its related technologies
 - ◆ Member institutions include: the University of California, Santa Barbara; the University of Buffalo; and the University of Maine
 - ◆ Most of the consortiums funding (approximately \$5 million annually) is provided by the National Science Foundation
 - New Jersey Geographic Information Network (NJGIN):
 - ◆ Maintained by New Jersey Office of Information Technology, Office of GIS
 - ◆ Current version of GIS launched in 2008 and serves as a clearinghouse for geospatial data, information, educational events, job opportunities
 - ◆ Somerset County is an NJGIN Partner
7. The National Geospatial-Intelligence Agency (NGA) is a Department of Defense combat support agency and member of the national intelligence community. The NGA develops imagery and map-based intelligence solutions for defense, homeland security, and navigational safety. The agency provides research grants to academic institutions across the U.S. Princeton University received funding in the past; however, no New Jersey institutions are included on the latest program participant lists.
8. There are very few locations that have identified geospatial/GIS as a target industry despite the sector's growth and diverse utilization. Among geospatial industry development initiatives are:
- Southern Mississippi: coursework is offered at the University of Mississippi and the University of Southern Mississippi. The University of Southern Mississippi received a \$1.6 million federal grant (Geospatial Technology Apprenticeship Project) to develop apprenticeship standards for geospatial technicians. Mississippi targets the geospatial industry for statewide economic development
 - Rancho Santiago Community College District – Geospatial User Sector Skills Mapping: partnering with Orange County Workforce Investment Board, St. Louis Community College, Orange County Transit Authority, and The University of Southern Mississippi - \$190,000 federal grant to identify necessary geospatial skills and curriculum
 - Wm. F. Gooding Advanced Skills Center, York, PA: \$990,000 federal grant to establish a geospatial technology education center to support user focused applications. Multiple partners, including workforce investment boards, high schools, colleges, and universities, are involved in this initiative

- Institute for Geographic Information Systems Studies, Charlotte, NC and Nashville, TN: \$2 million federal grant to provide training infrastructure
 - Geospatial Information and Technology Association, Aurora, CA and Washington, DC: \$700,000 grant to define the economic and career opportunities in the geospatial technology sector
9. Educational requirements for developing this sector include:
- High School: college prep emphasizing the sciences
 - Two-year and Associates: degrees in photogrammetry, remote sensing, surveying, GIS
 - Four-year: same programs as above, and imbedded in geography, geology, marine science, and urban planning. Internships are key to developing interest and experience
10. This industry sector is a natural for Somerset County with heavy emphasis on curriculum at the community college level, with educational continuity provided by other colleges/universities in the region.

Laser Applications

1. Definition: Laser (Light Amplification by Stimulated Emission of Radiation) is a narrow, extremely focused, powerful beam of monochromatic light that can be used for a wide variety of functions. Applications include:
- Medical Devices/Equipment
 - Military/Defense
 - Aerospace
 - Electronics
 - Machine Processing
 - Cosmetic Treatments
 - Construction
 - Telecommunications
2. The laser applications industry grew quickly in the mid-2000's, partly driven by the emphasis on homeland security and advances in medical applications. Blue laser technology (as used in Blu-ray discs) is one of the latest breakthroughs will drive the next generation of high-capacity optical-storage. Blue laser is also used for longer lasting, more energy efficient lights; in large-scale, high-precision video displays, and in extremely accurate medical instrumentation.

3. Laser development still has a long way to go. Laser communications technology is still in its infancy for military and aerospace applications that call for extended range, security and portability. Commercial laser communications systems currently lack the attributes necessary to assist ground and air forces in battle environments. Communication using broad bandwidth laser can be intercepted, necessitating the continued development of new optical technologies.
4. Alcatel-Lucent USA Inc. (Bell Labs), headquartered in Murray Hill, Union County, is a leader in laser technology:
 - Focusing on new communications technologies, the company has generated more than 26,000 patents since 1925 (3,000 in 2007)
 - Plays a pivotal role in inventing or perfecting key communications technologies, including lasers and fiber-optic communications systems
5. Laser developers have a presence in New Jersey:
 - EMCORE, with facilities in Somerset, develops analogue and digital laser technology for energy and communications applications
 - Allied Signal conducts research and development in laser and photonics at its laboratories in Morristown
 - Laser Energetics, Inc. conducts research, development, engineering, manufacturing of UV, Visible and IR laser technology at its Mercerville site
6. Laser technology developers located outside of New Jersey include:
 - Coherent, Inc. (Santa Clara, CA) and Candela Corporation (Wayland, MA) are prominent laser manufacturers specializing in medical and dental markets
 - BioLase Technology (Irvine, CA)
 - PhotoMedix Inc. (Montgomeryville, PA)
 - Nortel Networks (locations in the US, Canada and overseas)
 - Motorola/Symbol Technologies, Inc. (Holtsville, NY and Schaumburg, IL)
7. New Jersey universities offering programs in laser and photonic development include: Princeton, Rutgers, NJIT, Stevens Tech, and Rowan.
8. Engineering skills are strong in the region:
 - 2,035 annual graduates from Engineering degree programs within 20-miles of Somerville: 150 associates; 1,060 bachelors; and 825 masters and post graduates
 - An additional 2,900 annual engineering graduates in remainder of New Jersey: 290 associates; 1,360 bachelors; and 1,250 masters and post graduates

- Raritan Valley Community College and the Somerset County Technology Institute offer associates degree programs in engineering, and credits may transfer to state colleges and universities
9. There were no New Jersey-specific industry groups with a laser specialty uncovered. Among the most prominent international associations focused on laser/optoelectronics is the Optoelectronics Industry Development Association, based in Washington, DC. The Association:
- Provides reports and market data for the optoelectronics industry
 - Serves as an industry voice to government and academia
 - Acts as liaison with other optoelectronics industry associations worldwide
 - Provides a network for the exchange of ideas and information
 - Enables the establishment of special interest groups dedicated to specific missions in particular markets or technologies

Alternative Energy

1. Definition: Alternative energy refers to any source of usable energy intended to supplement or replace conventional energy sources such as fossil fuels.
2. Based on New Jersey's available resources, the U.S. Department of Energy identifies the following alternative energy resources as potential sources of renewable energy in the state:
 - Biomass: The targeted key biomass resource for New Jersey is feedstock. Feedstocks are classified into five general categories: forest residues, mill residues, agricultural residues, urban wood wastes, and crops. New Jersey has fair biomass resource potential
 - Geothermal: New Jersey has low-to-moderate temperature resources that can be tapped for direct heat or for geothermal heat pumps. Electricity generation, however, is not possible with these resources
 - Solar: Two types of collectors are designed for various geographies:
 - ◆ Concentrated collectors focus and track the sun's energy (like a magnifying glass)
 - ◆ More favorable for New Jersey are flat-plate collectors. These are typically fixed in a tilted position correlated to the latitude of the location allowing the collector to best capture the sun. Southern New Jersey is best situated for flat plate solar collection

- Wind Power: the highest resources are found along the Atlantic Ocean and Delaware Bay coastal areas, and on the ridges of western and northwestern New Jersey. Additionally, small wind turbines may have applications in Somerset County and other areas of the state. Notably:
 - ◆ Wind turbines are presently generating electric power at a land-based site in Atlantic City
 - ◆ The state Board of Public Utilities is working with PSE&G, New Jersey's largest energy provider, to develop an offshore wind farm near Atlantic City. The project is expected to generate 1,000 megawatts by 2013 and 3,000 megawatts by 2020
 - ◆ Private developers are examining the feasibility of constructing an offshore wind farm off the coast of Ocean City, 10-miles south of Atlantic City
 - Landfill Methane: According to the Environmental Protection Agency's Landfill Methane Outreach Program, there is ample opportunity for energy-producing projects at landfills in New Jersey. Power from landfill methane exceeds solar power generation in New Jersey, with methane used for heating and other direct uses. Notably:
 - ◆ Landfill methane powers generators that produce 83 megawatts of electricity in New Jersey
 - ◆ More than half of the methane produced and captured in New Jersey is used
 - ◆ Projects are in operation at more than 20 New Jersey landfills, under construction at three, and possibly eight other sites
3. New Jersey's strongest alternative energy assets – particularly biomass from urban feedstocks, solar (southern New Jersey) and windpower (offshore), and landfill methane – may provide opportunities for research and development, advanced manufacturing, and installation and servicing in support of these resources.
 4. Additional activities within the alternative energy cluster would include:
 - Alternative vehicle fuels
 - Fuel cell technologies
 5. Alternative energy is a strong emerging industry that would potentially be supportable in Somerset County, resulting from:
 - The presence of exceptional educational resources in the region – Rutgers and Princeton presently offer extensive coursework and research and development opportunities in alternative energy applications, including catalysis and fuel cell, energy storage, and solar cell technologies

- Raritan Valley Community College may have the flexibility to develop technical programs in wind power and solar cell installation and maintenance, as well as other related technologies
6. There appears to be no existing Somerset County employers engaged in this industry sector.
 7. New Jersey's energy master plan is committed to ambitious goals through 2020, including:
 - Generating 30% of its electricity from renewable resources
 - Cutting overall energy consumption by 20%
 - Reducing emissions of carbon dioxide and other heat-trapping gases by 25%
 8. Furthering the state's alternative energy goals, there may be opportunity to encourage state support in developing alternative energy economic development initiatives (e.g., R&D, advanced manufacturing, and technical training) in Somerset County.

2.5 Top Three Emerging Industries for Somerset County

1. The six selected emerging industries all have viability in fostering high-quality economic growth in the county. Choice of the three final emerging industry targets includes:
 - Sufficiently focused to development of meaningful pro-active measures, but broad enough to protect against "all eggs in one basket" syndrome
 - Best utilization of the existing skills base (e.g., professional, scientific, technical, business management, and financial)
 - Drawing upon components of the existing industry base that have potential to spin-off new economic activities
 - Effective technical support from Somerset County and the region's secondary and post-secondary educational resources
 - Offering attractive/exciting employment opportunities for today's workers and tomorrow's emerging college and university graduates
 - Providing greater economic diversity
 - Likelihood of generating a meaningful number of jobs over the next 5-10 years
2. Somerset County's dominant economic pillars are life sciences, telecommunications, insurance, finance, and professional services. The three selected emerging industries offer synergy with these dominant pillars, and provide diverse employment options in technical and professional skillsets.

3. The recommended emerging industry finalists (two are related) are:

- Nanotech/Biotech

- ◆ Nanotech/biotech is a growing industry that offers promise for product development in medicine, pharmaceuticals, and chemistry
- ◆ Often referred to as the “Holy Grail of Biotech”
- ◆ Somerset County has the resources to become nationally recognized as a nanotech/biotech leader
- ◆ Strong opportunity to utilize two area medical centers (e.g., Somerset Medical Center and Memorial Sloan-Kettering Cancer Center) for clinical testing of new products and technologies
- ◆ Activities within this industry would include: diagnostics, drug delivery systems, molecular/cellular/nanosystem bioengineering, biomaterials, tissue engineering, nanostructured materials, engineered enzymes, medically programmable nanomachines, nanorobotics, nanobiosensors

- Bio-related Information Technology

- ◆ Bioinformatics is the application of information technology to the field of molecular biology. It involves the creation and advancement of databases, algorithms, computational and statistical techniques, and theory to solve problems arising from the management and analysis of biological data
- ◆ Advancements in information technology are also required by the pharmaceutical industry to speed the process of product discovery and development
- ◆ There may also be a niche for firms developing new software and systems to streamline the storage and dissemination of patient health care information
- ◆ Few areas in the country can match Somerset County’s base of IT and biotech

- Geospatial Technology

- ◆ Applies to a diverse industry sectors including utilities, telecommunications, transportation/logistics, education, construction, defense/homeland security, and state and local governments
- ◆ Draws from a broad range of education and skill levels, ranging from two-year technical programs to advanced computer science and engineering disciplines

- ◆ Would utilize students completing coursework at Raritan Valley Community College and Somerset County Technology Institute
 - ◆ Raritan Valley Community College and Somerset County could create a national center for geospatial technology and hence brand the county/college as an epicenter of the industry
4. Notably, both the nanotech/biotech and the info tech recommendations are heavily flavored with life sciences targets. Emerging companies in these fields would be ideal candidates for the Somerset County Life Sciences Center.

2.6 Pertinent Higher-Education Programs Supporting the Top Three Emerging Industries

1. Nanotech/Biotech

- Rutgers University:
 - ◆ Center for Nanomaterials Research
 - ◆ Center for Nanomaterials Science (engineering specialty within the school of Engineering)
 - ◆ Laboratory for Nanostructured Materials Research
 - ◆ Institute for Advanced Materials, Devices, and Nanotechnology Drug Delivery Systems
 - ◆ Biotechnology Center for Agriculture and the Environment
- Princeton University:
 - ◆ Center for Complex Materials (NSF-funded Materials Science and Research Center)
 - ◆ Lewis-Sigler Institute for Integrative Genomics (innovative research at the interface of modern biology and quantitative sciences, including physics, chemistry and computer science)
 - ◆ Princeton Neuroscience Institute
 - ◆ Imaging and Analysis Center (mid-infrared technologies for health and the environment)
- New Jersey Institute of Technology:
 - ◆ Biomedical Engineering: stem cell applications in tissue regeneration, vision and neural engineering, bioMEMS, motion analysis and rehabilitation engineering, biomaterials, and biopolymers

- ◆ Center for Applied Genomics
- ◆ The Medical Device Concept Laboratory
- Rowan University:
 - ◆ Materials Research at Rowan University (new \$45 million Science Hall with 22 state-of-the-art laboratories, including nanotech capabilities)
- University of Medicine & Dentistry of New Jersey–Graduate School of Biomedical Sciences:
 - ◆ Biomaterials and Biomedical Engineering (courses offered at Newark and Piscataway campuses)
 - ◆ Signal Transduction and Cytokines (courses offered at Newark, Piscataway and Stratford campuses)
 - ◆ Cell Cycle/Cell Differentiation, Cell-Cell/Cell-Matrix Interaction, (courses offered at Newark, Piscataway and Stratford campuses)
 - ◆ UMDNJ/Robert Wood Johnson Medical School–DNA Core Facility (Piscataway)
 - ◆ Other areas of research include: Molecular Modeling; Gene Expression/Transcription; Gene Therapy; Membrane Transport; and Molecular Modeling; and Stem Cell Research and Regenerative Medicine
- Stevens Institute:
 - ◆ Chemical Engineering and Materials Science: coursework in biomaterials for bacteria-resistant implantable devices
- Raritan Valley Community College coursework:
 - ◆ Biotechnology
 - ◆ Chemical Laboratory Technology
 - ◆ Chemistry
 - ◆ Engineering Science

2. Bio-related Information Technology

- Rutgers University:
 - ◆ Center for Computational and Integrative Biology
 - ◆ Center for Advanced Biotechnology Research
 - ◆ Center for Advanced Information Processing
 - ◆ Center for Computational Biomedicine Imaging and Modeling
 - ◆ Institute for Biostatistics
 - ◆ Research Collaboratory for Structural Bioinformatics

- Princeton University:
 - ◆ Lewis-Sigler Institute for Integrative Genomics (innovative research at the interface of modern biology and quantitative sciences, including physics, chemistry and computer science)
 - ◆ Program in Integrative Information, Computer, and Application Science (includes medical-related computer simulation)
- New Jersey Institute of Technology:
 - ◆ ProjectFusion: technologies to support community system (including life sciences data) with applications to protect privacy and maintain security
 - ◆ Center for Applied Mathematics and Statistics: mathematical biology
 - ◆ Data and Knowledge Engineering Laboratory: data mining, bioinformatics, computational biology
- University of Medicine & Dentistry of New Jersey–Graduate School of Biomedical Sciences:
 - ◆ Informatics Institute of the University of Medicine and Dentistry (IAIMS)
 - ◆ Bioinformatics (courses offered at Newark, Piscataway and Stratford campuses)
- Kean University:
 - ◆ Computational Biology: Parallel Tree Matching for Scientific Problems (research)
 - ◆ Computational Chemistry: Screening of Molecules for Spontaneous Thermal Resolution (research)
 - ◆ Degrees and courses in Computer Science, Information Systems, and Information Technology
- Raritan Valley Community College coursework:
 - ◆ Computer Programming
 - ◆ Computer Science
 - ◆ Information Systems and Technology
 - ◆ Management Information Systems

3. Geospatial Technology

- Rutgers University:
 - ◆ Grant F. Walton Center for Remote Sensing and Spatial Analysis
 - ◆ GIS Research Center (Office of Continuing Education)

- Princeton University:
 - ◆ Center for Information Technology Policy
 - ◆ Geospatial Information Center
- New Jersey Institute of Technology:
 - ◆ Geoenvironmental Engineering Laboratory
 - ◆ Communication and Signal Processing
 - ◆ Wireless Networking and Internet Security
 - ◆ Transportation, Economic and Land Use Systems (TELUS)
- Kean University coursework:
 - ◆ Earth Sciences (bachelors and masters degree programs)
 - ◆ Degrees and courses in Computer Science, Information Systems, and Information Technology
- Somerset County Technology Institute coursework:
 - ◆ Computer Technology
- Raritan Valley Community College coursework:
 - ◆ Computer Science
 - ◆ Information Systems and Technology
 - ◆ Geography

2.7 Recommendations

Somerset County Life Sciences Center/Research Park Development

1. Build upon the Somerset County Business Partnership initiated Somerset County Life Sciences Center concept. The Center is supported by feasibility analyses prepared by BLS in 2006 and 2007 on the design of a life sciences business development center and recommendations advanced by these studies.
2. New Jersey Commission on Science and Technology (along with sponsoring educational institutions) supports 12 technology incubators; but none are located in Somerset County.

3. A life sciences center (including a technology incubator) is necessary:
 - ◆ Oriented toward the selected emerging industries
 - ◆ Might be a joint venture with a private developer, the Somerset Business Partnership, Rutgers University, and Raritan Valley Community College
 - ◆ If possible, locate the Somerset County Life Sciences Center in a technology research park. Earlier analyses indicated that an incubator can require as little as 25,000 to 50,000 square feet of space on one or two floors of an existing office building or in an existing flex park. Positioning the incubator in a technology research park would benefit by providing proximate space for business expansion and to foster the growing business cluster
 - ◆ Ideally, the research park would be designated an Edison Innovation Zone
 - ◆ Consider seeking funding from NJCST for a comprehensive feasibility study
4. Potential locations for the research park and Somerset County Life Sciences Center:
 - ◆ Former landfill site (preferred orientation)
 - ◆ Raritan Valley Community College excess property
 - ◆ General Services Administration Belle Mead Depot site (369 acres)
5. For maximum appeal, the Life Sciences Center and research park should be U.S. Green Building Council LEED certified.
6. We believe that an industries of the future incubator (with wet lab space) and a technology research park are essential ingredients to successfully implement an industries of the future strategy.

Stakeholder Collaboration

1. To ensure success of the Life Sciences Center initiative it will be essential to gain the cooperation and proactive assistance of key stakeholders in Somerset County, as well as at the state level.
2. WDGC would strongly suggest that the following entities be approached for their cooperation in furthering the county's job creation and economic development objectives:
 - New Jersey Economic Development Authority
 - New Jersey Commission on Science and Technology
 - Nanotech/Biotech and Bio-related Information Technology:
 - ◆ Bio New Jersey
 - ◆ HealthCare Institute of New Jersey (HINJ)
 - ◆ New Jersey Nanotech Consortium (Alcatel-Lucent USA)

- ◆ Somerset Medical Center
- ◆ Memorial Sloan-Kettering Cancer Center
- Geospatial (GIS):
 - ◆ New Jersey Geographic Information Network (NJGIN)
 - ◆ New Jersey Office of Information Technology, Office of GIS
- Secondary and Post-Secondary Educational Institutions – explore inroads and opportunities with applicable professors/teachers and research centers (refer to pertinent higher educational programs previously identified):
 - ◆ Rutgers University
 - ◆ Princeton University
 - ◆ New Jersey Institute of Technology
 - ◆ University of Medicine and Dentistry of New Jersey
 - ◆ Stevens Institute
 - ◆ Kean University
 - ◆ Raritan Valley Community College
 - ◆ Somerset County Technology Institute
 - ◆ Somerset County Public Schools
- Selected life sciences and information technology employers

Expanded Partnership Resources

1. The Somerset County Life Sciences Center initiative will require a significant expansion of financial and staffing resources.
2. Resources will be necessary to:
 - Incubator development
 - Workforce development
 - Industry targeted incentives
 - Promotional and marketing activities
 - Staff additions where required
3. Economic costs and benefits of the Life Sciences Center initiative would be developed in Phase Two of the county's economic growth strategy

Venture Capital

1. The attraction of venture capital is imperative for the Somerset County Business Partnership in collaboration with key stakeholders to bring new industries to fruition.
2. Venture capital attraction efforts necessarily include:
 - Expanding venture capital contacts and their awareness of activities taking place in Somerset County
 - Develop a strong and reliable angel venture capital network
 - Target and create relationships with venture capitalists in the corridor extending from New York City to Philadelphia, including Princeton-based entities
 - Must develop the incubator to serve as a center for idea generation enabling local entrepreneurs to air and test the viability of new concepts
 - Advisable to develop a small seed capital fund to be disseminated by the county on a case-by-case basis

Displaced Worker/Entrepreneur

1. A displaced worker and entrepreneur support program is a major ingredient for success. In Ann Arbor and Detroit, Michigan for example, dramatic constriction in the automobile industry has displaced talented engineers and professionals, and some have emerged as leaders in alternative energy, fuel cell, and electric vehicle development.
2. Strong effort is necessary to identify and nurture potential entrepreneurs who will be advancing new business ventures as a result of downsizing in the legacy pharmaceutical industry.
3. Among activities supporting displaced workers and entrepreneurs are:
 - Skills/aptitude screening
 - Counseling, coaching and guidance services
 - Educational opportunities – training/retraining programs at Raritan Valley Community College and/or other colleges in the region
 - Networking introductions
 - Assistance in locating/securing funding sources
 - Product marketing and publicity support

Managing Expectations

1. Job creation represents a mid- to long-range effort, thus overnight success is unlikely and expectations must be managed appropriately.
2. The growth initiative requires a flexible strategy that works toward the goal of creating high value jobs well into the future.
3. Nevertheless, metrics will be required to measure program success (e.g., a realistic expectation may be 1% per annum job growth in pertinent occupations).

Branding/Marketing

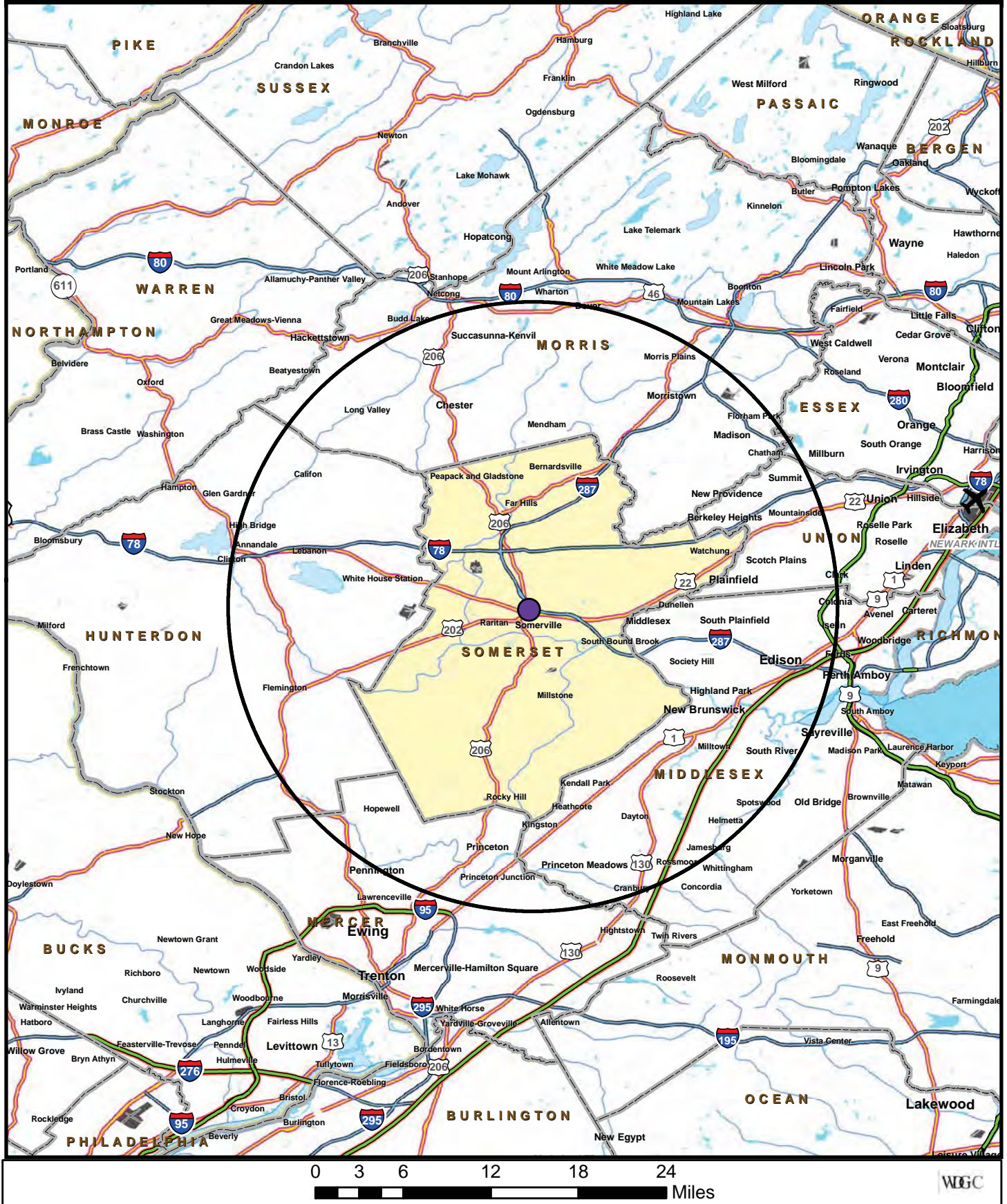
1. Branding requires a proactive game plan to establish Somerset County as a developing player and ultimately leader in the three selected emerging industries.
2. The goal of the branding effort is to position Somerset County as synonymous with the target industry: for example, when one thinks about the geospatial industry, Somerset County's dominance in the industry is foremost.
3. In the short- to mid-term, it is not necessary to recruit emerging industries from out-of-state, but to convince the region's entrepreneurs that Somerset County is the place to grow your business. As the emerging industry cluster strengthens, the recruitment potential grows.

2.8 Next Steps

1. Tie-up any loose ends on Phase One
2. Position a Phase One public announcement
3. Re-confirm the Phase II implementation effort

Map Exhibit A

SOMERSET COUNTY AND 20-MILE RADIUS (I-287/US-22)



Emerging Industries - Synergy Matrix Somerset County, NJ

Exhibit 2.1

Page 1 of 2

| | | | Emerging Industries | | | | | |
|---|---------------|--|---|---|---|---|--|---|
| | | | <u>Biotech</u> | <u>Info Tech</u> | <u>Nanotech</u> | <u>Geospatial</u> | <u>Laser</u> | <u>Alternative Energy</u> |
| | | | Pharma Medical Devices <i>Nanotech</i> <i>Info Tech</i> Veterinary Science Agriculture | Health Care Pharma/Biotech Fin/Insurance Svcs Manufacturing Logistics | Pharma/Biotech Chem/Environmental Information/Telecom Energy Heavy Industry Consumer Goods | State/local Gov Telecom Energy Trans/Logistics Education Defense Construction | Health Care Telecom Electronics Defense Construction Energy | Biomass - Urban Feedstock Fuel Cell Solar Cell Wind Power Landfill Methane Geothermal |
| Broad Applications: <i>Bold=Applications Targeted for Somerset County</i> | | | | | | | | |
| Dominant Industries in Somerset County (NAICS) | # Empl | | | | | | | |
| NAICS 55: Mgmt of Companies & Enterprises | 27,010 | | | | | | | |
| Corp, Subsidiary, and Regl Offices (551114) | 26,690 | | | X | | | | |
| NAICS 54: Prof, Scientific & Technical Svcs | 21,080 | | | | | | | |
| Marketing Consulting Svcs (541613) | 3,650 | | X | X | X | X | X | X |
| R&D in Physical, Eng, & Life Sciences (541710) | 1,000-2,499 | | X | X | X | X | X | X |
| Custom Computer Programming Svcs (541511) | 2,990 | | | X | | X | | |
| Engineering Svcs (541330) | 1,960 | | X | X | X | X | X | X |
| Admin & General Mgmt Consulting (541611) | 1,440 | | X | X | X | X | X | X |
| Computer Systems Design Svcs | 1,380 | | | X | | X | | |
| Other Computer Related Svcs (541519) | 750 | | | X | | X | | |
| Process, Dist, & Logistics Consulting (541614) | 500 | | | X | | X | | |
| Other Scientific & Tech Consulting (541690) | 310 | | X | X | X | X | X | X |
| NAICS 62: Health Care | 19,160 | | | | | | | |
| General Med & Surgical Hospitals (622110) | 2,500-4,999 | | X | X | | | X | |
| Medical Laboratories (621511) | 950-1,200 | | X | X | X | | X | |
| NAICS 52: Finance & Insurance | 15,600 | | | | | | | |
| Direct Life Insurance (524113) | 2,500-4,999 | | | X | | | | |
| Property & Casualty (524126) | 3,540 | | | X | | X | | |
| Commercial Banking (522110) | 1,660 | | | X | | | | |
| Securities Brokerage (523120) | 1,410 | | | X | | | | |
| Real Estate Credit (522292) | 500-999 | | | X | | X | | |
| International Trade Financing (522293) | 500-999 | | | X | | | | |
| Direct Health & Medical Insurance (524114) | 500-999 | | | X | | | | |
| Insurance Agencies & Brokerages (524210) | 740 | | | X | | X | | |
| Portfolio Management (523920) | 520 | | | X | | | | |
| Investment Banking & Securities (523110) | 250-499 | | | X | | | | |
| NAICS 42: Wholesale Trade | 17,120 | | | | | | | |
| Drugs & Druggist Sundries (424210) | 4,580 | | X | | X | | | |
| Computers, Peripherals, and Software (423430) | 1,900 | | | X | | | | |
| Other Electronics Parts (423690) | 1,640 | | X | X | X | | X | X |
| Ophthalmic Goods (423460) | 600 | | X | | | | X | |
| Med, Dental, Hospital Equipment (423450) | 450 | | X | | X | | X | |
| Industrial Machinery & Equipment (423830) | 400 | | X | | X | | X | X |
| Other Chemical Products (424690) | 330 | | X | | X | | X | X |

Emerging Industries - Synergy Matrix Somerset County, NJ

Exhibit 2.1

Page 1 of 2

| | | | Emerging Industries | | | | | |
|--|---------------|--|---------------------|-----------|----------|------------|-------|--------------------|
| | | | Biotech | Info Tech | Nanotech | Geospatial | Laser | Alternative Energy |
| NAICS 31-33: Manufacturing | 11,900 | | | | | | | |
| Pharma Preparation (325412) | 1,960 | | X | | X | | X | |
| Plastics (3261) | 1,000-2,499 | | X | | X | | | |
| In-Vitro Diagnostic Substances (325413) | 500-999 | | X | | | | | |
| Semiconductor & Related Devices (334413) | 500-999 | | | X | | | | |
| Surgical Appliance & Supplies (339113) | 500-999 | | X | | X | | X | |
| Cosmetics (325620) | 250-499 | | X | | X | | X | |
| Photo Film, Paper, Plate, & Chem (325992) | 250-499 | | X | | | | | |
| Machine Shop (332710) | 250-499 | | | | | | X | X |
| Bolt, Nut Screw, Rivet, Washer (332722) | 250-499 | | | | | | X | X |
| Electromedical & Electrotherapeutic (334510) | 250-499 | | X | | X | | X | |
| Radio, TV, Broadcasting, Wireless Equip (334220) | 470 | | | X | | X | | |
| Surgical & Medical Instruments (339112) | 100-249 | | X | | X | | X | |
| NAICS 51: Information | 10,120 | | | | | | | |
| Wired Telecom Carriers (517110) | 2,500-4,999 | | | X | X | X | X | |
| Cellular & Other Wireless Telecom (517212) | 1,000-2,499 | | | X | X | X | X | |
| Periodicals Publishing (511120) | 1,060 | | | X | | | | |
| Data Proc, Hosting, & Related Svcs (518210) | 770 | | | X | X | | X | |
| Cable & Other Subscription Providers (515210) | 250-499 | | | X | | X | X | |
| Book Publishers (511130) | 420 | | | X | | | | |
| Software Publishers (511210) | 360 | | | X | | X | | |
| Telecom Resellers (517310) | 100-249 | | | X | | X | X | |
| Internet Publishing/Broadcasting (516110) | 20-99 | | | X | | | | |
| Satellite Telecom (517410) | 20-99 | | | X | X | X | X | |
| Cable Distribution (517510) | 20-99 | | | X | X | | X | |
| Web Search Portals (518112) | 20-99 | | | X | | | | |

3.0 Statistical Support Exhibits

| Exhibit | Title |
|------------|--|
| 3.1 | Population Characteristics |
| 3.2 | Labor Force Characteristics |
| 3.3 | Dominant Industries in Somerset County |
| 3.4 | Employment by Industry – Target Activities |
| 3.5 | Employment by Occupation – Target Activities |
| | (a) Biotechnology |
| | (b) Information Technology |
| | (c) Geospatial |
| 3.6 | Educational Resources |

Population Characteristics Somerset County, NJ

Exhibit 3.1

| | Somerset County, NJ | I-287/US 22 Intersect 20-mile Radius | New Jersey | U.S. |
|-------------------------------------|--------------------------------|---|-------------------|--------------|
| Population | | | | |
| 1990 | 240,360 | 1,505,079 | 7,730,188 | 248,709,873 |
| 2000 | 297,490 | 1,692,134 | 8,414,350 | 281,421,906 |
| 2008 | 329,942 | 1,782,703 | 8,770,273 | 304,141,549 |
| 2013 | 349,641 | 1,831,963 | 8,957,464 | 319,161,431 |
| % Change | | | | |
| 2000-2008 | 10.9% | 5.4% | 4.2% | 8.1% |
| Projected 2008-2013 | 6.0% | 2.8% | 2.1% | 4.9% |
| Ethnic Diversity | | | | |
| White | 66.0% | 63.2% | 62.6% | 66.9% |
| African American | 8.8% | 10.2% | 13.8% | 12.8% |
| Native American | 0.2% | 0.3% | 0.4% | 1.2% |
| Asian | 13.6% | 13.6% | 8.2% | 5.0% |
| Hispanic | 12.4% | 13.6% | 16.0% | 15.2% |
| Age | | | | |
| Median Age | | | | |
| 2008 | 39.6 | 38.7 | 38.6 | 36.7 |
| 2013 | 41.3 | 40.2 | 40.0 | 37.7 |
| Age Distribution, 2008 | | | | |
| Less than 16 | 22.1% | 21.2% | 20.9% | 21.6% |
| 16-20 | 6.0% | 6.8% | 6.7% | 7.2% |
| 21-34 | 14.8% | 16.5% | 17.2% | 18.9% |
| 35-54 | 33.8% | 31.8% | 30.7% | 28.6% |
| 55-64 | 11.6% | 11.5% | 11.3% | 11.0% |
| Greater than 65 | 11.7% | 12.2% | 13.2% | 12.7% |
| Projected Change in Age, 2013 | | | | |
| Less than 16 | 1.3% | -0.5% | -1.4% | 2.9% |
| 16-20 | 11.9% | 3.8% | 1.0% | 1.7% |
| 21-34 | 6.3% | 2.2% | 1.4% | 2.6% |
| 35-54 | -4.2% | -5.2% | -4.4% | -0.4% |
| 55-64 | 25.7% | 18.6% | 16.4% | 17.5% |
| Greater than 65 | 21.1% | 14.4% | 12.2% | 14.9% |
| Education (2008) | | | | |
| % of Adult Population with: | | | | |
| Less Than 9th Grade | 4.3% | 5.1% | 6.6% | 7.5% |
| Some HS, No Diploma | <u>6.1%</u> | <u>7.7%</u> | <u>11.3%</u> | <u>11.9%</u> |
| Total No High School Diploma | 10.4% | 12.8% | 17.9% | 19.4% |
| HS Diploma Only | 21.1% | 24.7% | 29.4% | 28.4% |
| Some College/Associates | <u>21.5%</u> | <u>21.4%</u> | <u>23.0%</u> | <u>27.7%</u> |
| Total HS/Some College/Assoc. | 42.6% | 46.1% | 52.4% | 56.1% |
| Bachelors | 27.6% | 24.2% | 18.8% | 15.8% |
| Masters/Professional | 16.8% | 14.5% | 9.8% | 7.9% |
| Doctorate | <u>2.7%</u> | <u>2.4%</u> | <u>1.2%</u> | <u>1.0%</u> |
| Total 4-Year and Above | 47.1% | 41.1% | 29.8% | 24.7% |
| Median Years Education | 15.0 | 13.8 | 13.2 | 13.1 |
| Income | | | | |
| Per Capita, 2008 | \$44,637 | \$40,016 | \$32,816 | \$25,933 |
| Median Household | | | | |
| 2008 | \$92,604 | \$84,794 | \$67,290 | \$50,170 |
| 2013 | \$102,942 | \$94,008 | \$74,402 | \$56,072 |
| Earning <\$35,000 | 14.2% | 17.2% | 25.1% | 34.4% |
| Earning >\$75,000 | 60.3% | 55.8% | 44.4% | 30.6% |
| % Below 25,000 | 9.0% | 11.1% | 17.0% | 23.4% |
| Commutation | | | | |
| Average Commute (min) | 32.6 | 33.0 | 32.4 | 27.8 |
| Worked at Home | 3.7% | 3.4% | 2.8% | 3.3% |
| Less than 15 minutes | 20.9% | 23.6% | 23.9% | 27.8% |
| 15-29 minutes | 33.1% | 30.4% | 31.3% | 34.9% |
| 30-44 minutes | 21.0% | 19.7% | 19.6% | 18.8% |
| 45-59 minutes | 9.6% | 9.3% | 9.2% | 7.4% |
| 60+ minutes | 11.8% | 13.8% | 13.3% | 7.8% |

Labor Force Characteristics Somerset County, NJ

Exhibit 3.2

| | Somerset County, NJ | I-287/US 22 Intersect 20-mile Radius | New Jersey | U.S. |
|--|--------------------------------|---|-------------------|--------------|
| Labor Force (2008) | | | | |
| Working Age Pop (Ages 16-64) | 218,246 | 1,186,962 | 5,779,288 | 199,899,811 |
| Civilian Labor Force ³ | 178,939 | 948,077 | 4,461,108 | 152,210,512 |
| Employed | 171,603 | 902,602 | 4,215,747 | 143,382,302 |
| Unemployed | 7,336 | 45,475 | 245,361 | 8,828,210 |
| Rate | 4.1% | 4.8% | 5.5% | 5.8% |
| Latest Rate Available (Feb '09) | 6.9% | 7.7% | 8.8% | 8.1% |
| Labor Force (2000) | | | | |
| Working Age Pop (Ages 16-64) | 195,051 | 1,112,424 | 5,432,335 | 182,157,374 |
| Civilian Labor Force | 158,912 | 888,980 | 4,193,145 | 137,668,798 |
| Employed | 154,780 | 860,851 | 4,037,999 | 132,162,046 |
| Unemployed | 4,132 | 28,129 | 155,146 | 5,506,752 |
| Rate | 2.6% | 3.2% | 3.7% | 4.0% |
| Labor Force % Change (2000-2008) | | | | |
| Working Age Population | 11.9% | 6.7% | 6.4% | 9.7% |
| Civilian Labor Force | 12.6% | 6.6% | 6.4% | 10.6% |
| Employed | 10.9% | 4.9% | 4.4% | 8.5% |
| Unemployed | 1.5% | 1.6% | 1.8% | 1.8% |
| Pop-to-Job-Growth Index (00-08) | | | | |
| | 1.4 | 1.8 | 2.0 | 1.6 |
| Labor Force Participation (Ages 16-64) | | | | |
| Total 2008 | 82.0% | 79.9% | 77.2% | 76.1% |
| Total 2000 | 81.5% | 79.9% | 77.2% | 75.6% |
| Underemployed Pool, 2008 | | | | |
| | 27,768 | 158,124 | 802,020 | 26,599,868 |
| Industry Employment (2008) ¹ | | | | |
| Manufacturing | 15.7% | 14.2% | 12.0% | 14.0% |
| Wholesale Trade | 4.0% | 4.2% | 4.4% | 3.6% |
| Retail Trade | 9.3% | 10.0% | 11.3% | 11.7% |
| Transportation and warehousing | 3.7% | 5.1% | 5.9% | 5.2% |
| Information | 7.7% | 5.9% | 4.4% | 3.1% |
| Finance / Insurance/ Real Estate | 11.0% | 10.4% | 8.9% | 7.0% |
| Public Administration | 15.2% | 14.1% | 11.5% | 9.3% |
| Professional / Scientific / Technical Svcs. | 11.9% | 11.0% | 8.1% | 5.9% |
| Educational & Health Services | 17.3% | 18.8% | 19.8% | 19.8% |
| Arts/ Entertainment/ Recreation | 1.3% | 1.2% | 2.1% | 1.8% |
| Accommodation/ Food Services | 3.2% | 3.8% | 4.8% | 6.0% |
| Admin / Support / Waste Mgmt. | 3.1% | 3.1% | 3.3% | 3.4% |
| Other Services (Excl. Public Admin) | 3.6% | 3.9% | 4.4% | 4.8% |
| Occupational Employment (2008) ² | | | | |
| Management, Business, Financial | 23.4% | 19.6% | 15.8% | 13.7% |
| Management (excl. farm) | 27,226 | 117,012 | 435,781 | 12,623,777 |
| Business Operations Specialists | 6,525 | 28,311 | 104,980 | 3,057,221 |
| Financial Specialists | 6,528 | 31,228 | 119,204 | 3,195,355 |
| Professional | 27.9% | 26.9% | 22.5% | 20.3% |
| Architecture/Engineering | 5,277 | 21,885 | 81,540 | 3,025,741 |
| Computer & Mathematical | 11,354 | 55,156 | 158,281 | 3,591,727 |
| Healthcare practitioners and technical | 8,276 | 43,348 | 204,128 | 6,655,653 |
| Education/ Library | 10,031 | 55,998 | 249,280 | 8,114,269 |
| Community/ Social Services | 2,006 | 11,299 | 57,544 | 2,130,574 |
| Legal | 3,286 | 15,730 | 57,955 | 1,548,916 |
| Life / Physical / Social Science | 4,346 | 20,267 | 50,647 | 1,322,576 |
| Sales & Office | 25.1% | 26.8% | 28.4% | 26.7% |
| Sales & Related | 19,050 | 97,870 | 488,536 | 16,267,915 |
| Office & Administrative | 24,559 | 144,170 | 704,652 | 22,136,272 |
| Service | 9.0% | 10.3% | 13.6% | 14.6% |
| Healthcare support occupations | 1,800 | 10,457 | 77,078 | 2,790,874 |
| Protective service occupations | 2,503 | 16,234 | 98,581 | 2,841,587 |
| Food prep. & serving related | 4,325 | 27,586 | 164,999 | 6,759,089 |
| Building & grounds cleaning & maint. | 3,426 | 19,782 | 117,334 | 4,613,594 |
| Personal care and service occupations | 3,615 | 19,090 | 112,507 | 4,005,604 |
| Construction, Extraction, and Maintenance | 6.1% | 6.4% | 7.8% | 9.5% |
| Construction and extraction occupations | 5,892 | 31,401 | 186,060 | 7,941,868 |
| Maintenance/ Installation/ Repair | 4,605 | 26,082 | 142,031 | 5,690,429 |
| Production | 8.3% | 10.0% | 11.9% | 14.4% |
| Production Occupations | 7,853 | 48,450 | 255,545 | 11,960,869 |
| Transportation & Material Moving | 6,559 | 42,015 | 243,210 | 8,717,637 |
| All Government Employment | 10.5% | 12.2% | 13.9% | 14.6% |

Footnotes

- 1) Industries omitted: Utilities, Mining, Construction, Agriculture, Fisheries, Hunting, Management.
- 2) Occupations omitted: construction, education, training, farming, fishing & forestry.

| | Number Employed | | | Projected Employment (est.) | |
|--|-----------------|-------------|---------------|-----------------------------|--------------------------------|
| | 2000 | 2006 | % Chg '00-'06 | 2008 | General Trend Trend '06-'08 |
| <u>NAICS (code & description)</u> | | | | | |
| NAICS 55: Mgmt of Companies & Enterprises | 12,290 | 24,940 | 103% | 27,010 | ↑ |
| Corp, Subsidiary, and Reg'l Offices (551114) | 12,120 | 24,640 | 103% | 26,690 | ↑ |
| NAICS 54: Prof, Scientific & Technical Svcs | 16,550 | 19,940 | 20% | 21,080 | ↑ |
| Marketing Consulting Svcs (541613) | 300 | 3,450 | 1050% | 3,650 | ↑ |
| R&D in Physical, Eng, & Life Sciences (541710) | 640 | 1,000-2,499 | 56%+ | 1,000-2,499 | ↑ |
| Custom Computer Programming Svcs (541511) | 2,120 | 2,830 | 33% | 2,990 | ↑ |
| Engineering Svcs (541330) | 2,470 | 1,850 | -25% | 1,960 | ↑ |
| Admin & General Mgmt Consulting (541611) | 740 | 1,360 | 84% | 1,440 | ↑ |
| Computer Systems Design Svcs | 3,080 | 1,310 | -57% | 1,380 | ↑ |
| Other Computer Related Svcs (541519) | 500-999 | 710 | -- | 750 | ↑ |
| Process, Dist, & Logistics Consulting (541614) | 100 | 470 | 370% | 500 | ↑ |
| Other Scientific & Tech Consulting (541690) | 180 | 290 | 61% | 310 | ↑ |
| NAICS 62: Health Care | 15,920 | 18,760 | 18% | 19,160 | ↑ |
| General Med & Surgical Hospitals (622110) | 1,000-2,499 | 2,500-4,999 | -- | 2,500-4,999 | ↑ |
| Medical Laboratories (621511) | 500-999 | 950-1,200 | 1%+ | 950-1,200 | ↑ |
| NAICS 52: Finance & Insurance | 17,100 | 16,630 | -3% | 15,630 | ↓ |
| Direct Life Insurance (524113) | 1,000-2,499 | 2,500-4,999 | 1%+ | 2,500-4,999 | ↔ |
| Property & Casualty (524126) | 5,000-9,000 | 3,770 | -25%+ | 3,540 | ↓ |
| Commercial Banking (522110) | 1,260 | 1,660 | 32% | 1,660 | ↔ |
| Securities Brokerage (523120) | 2,670 | 1,500 | -44% | 1,410 | ↓ |
| Real Estate Credit (522292) | 300 | 500-999 | 67%+ | 500-999 | ↑ |
| International Trade Financing (522293) | no data | 500-999 | -- | 500-999 | ↔ |
| Direct Health & Medical Insurance (524114) | 250-499 | 500-999 | 1%+ | 500-999 | ↑ |
| Insurance Agencies & Brokerages (524210) | 690 | 740 | 7% | 740 | ↔ |
| Portfolio Management | 190 | 520 | 174% | 520 | ↔ |
| Investment Banking & Securities (523110) | 1,000-2,499 | 250-499 | -50%+ | 250-499 | ↓ |
| NAICS 42: Wholesale Trade | 13,050 | 14,200 | 9% | 17,120 | ↑ |
| Drugs & Druggist Sundries (424210) | 2,270 | 3,800 | 67% | 4,580 | ↑ |
| Computers, Peripherals, and Software (423430) | 1,750 | 1,580 | -10% | 1,900 | ↑ |
| Other Electronics Parts (423690) | 1,270 | 1,360 | 7% | 1,640 | ↑ |
| Ophthalmic Goods (423460) | 20-99 | 500 | 400%+ | 600 | ↑ |
| Med, Dental, Hospital Equipment (423450) | 330 | 370 | 12% | 450 | ↑ |
| Industrial Machinery & Equipment (423830) | 950 | 400 | -58% | 400 | ↔ |
| Other Chemical Products (424690) | 90 | 270 | 200% | 330 | ↑ |
| NAICS 31-33: Manufacturing | 16,990 | 12,260 | -28% | 11,910 | ↓ |
| Pharma Preparation (325412) | 2,500-4,999 | 2,020 | -19+ | 1,960 | ↓ |
| Plastics (3261) | 1,000-2,499 | 1,000-2,499 | -- | 1,000-2,499 | ↔ |
| In-Vitro Diagnostic Substances (325413) | 500-999 | 500-999 | -- | 500-999 | ↔ |
| Semiconductor & Related Devices (334413) | 500-999 | 500-999 | -- | 500-999 | ↔ |
| Surgical Appliance & Supplies (339113) | 1,000-2,499 | 500-999 | -1%+ | 500-999 | ↔ |
| Cosmetics (325620) | 500-999 | 250-499 | -1%+ | 250-499 | ↔ |
| Photo Film, Paper, Plate, & Chem (325992) | 250-499 | 250-499 | -- | 250-499 | ↔ |
| Machine Shop (332710) | 260 | 250-499 | -1%+ | 250-499 | ↔ |
| Bolt, Nut Screw, Rivet, Washer (332722) | 100-249 | 250-499 | 1%+ | 250-499 | ↔ |
| Electromedical & Electrotherapeutic (334510) | 100-249 | 250-499 | 1%+ | 250-499 | ↔ |
| Radio, TV, Broadcasting, Wireless Equip (334220) | 100 | 470 | 370% | 470 | ↔ |
| Surgical & Medical Instruments (339112) | 20-99 | 100-249 | 1%+ | 100-249 | ↔ |

**Dominant Industries
Somerset County, NJ**

Exhibit 3.3

Page 2 of 2

| | Number Employed | | | Projected Employment (est.) | |
|---|-----------------|-------------|---------------|-----------------------------|--------------------------------|
| | 2000 | 2006 | % Chg '00-'06 | 2008 | General Trend Trend '06-'08 |
| <u>NAICS (code & description)</u> | | | | | |
| <i>NAICS 51: Information</i> | 15,150 | 10,420 | -31% | 10,130 | ↓ |
| Wired Telecom Carriers (517110) | 5,000-9,000 | 2,500-4,999 | -1%+ | 2,500-4,999 | ↔ |
| Cellular & Other Wireless Telecom (517212) | 1,000-2,499 | 1,000-2,499 | -- | 1,000-2,499 | ↔ |
| Periodicals Publishing (511120) | 500-999 | 1,090 | 9%+ | 1,060 | ↓ |
| Data Proc, Hosting, & Related Svcs (518210) | 500-999 | 790 | -- | 790 | ↔ |
| Cable & Other Subscription Providers (515210) | 1,220 | 250-499 | -80%+ | 250-499 | ↔ |
| Book Publishers (511130) | 1,000-2,499 | 430 | -55%+ | 420 | ↓ |
| Software Publishers (511210) | 560 | 360 | -36% | 360 | ↔ |
| Telecom Resellers (517310) | 0-19 | 100-249 | 400%+ | 100-249 | ↔ |
| Internet Publishing/Broadcasting (516110) | no data | 20-99 | -- | 20-99 | ↔ |
| Satellite Telecom (517410) | 100-249 | 20-99 | -1%+ | 20-99 | ↔ |
| Cable Distribution (517510) | 110 | 20-99 | -1%+ | 20-99 | ↔ |
| Web Search Portals (518112) | no data | 20-99 | -- | 20-99 | ↔ |

Employment by Industry

Somerset County, NJ

Exhibit 3.4

| <u>Target Activities/Related Industries</u> | <u>Somerset County, NJ</u> | |
|---|----------------------------|----------------------------|
| | <u># Employed, '08</u> | <u>% of Total Employed</u> |
| Biotech | | |
| Med/Diagnostic Labs (6215) | 1,480 | 0.9% |
| Health Care (62-not incl 6215) | 17,680 | 10.2% |
| Med Equipment & Supplies Mfg (3391) | 830 | 0.5% |
| Testing Labs (54138) | 110 | 0.1% |
| Misc Scientific Svcs (54169) | 310 | 0.2% |
| Scientific R&D (5417) | 2,660 | 1.5% |
| Veterinary Svcs (54194) | 270 | 0.2% |
| Drug Wholesaling (4242) | 4,580 | 2.6% |
| Medical Insurance (524114) | 500-999 | 0.3-0.5% |
| Med Equipment Wholesaling (423450) | 450 | 0.3% |
| Public health Admin (92312) | no data | -- |
| Pharma & Medicine Mfg (32541) | 2,600 | 1.5% |
| Precision Instrument Repair (8112) | <u>340</u> | <u>0.2%</u> |
| Subtotal: | 31,810-32,309 | 18.4%-18.7% |
| Information Technology | | |
| Technical Schools (61151) | 150 | 0.1% |
| Computer Training (61142) | 70 | 0.0% |
| Business Svcs Centers (56143) | 60 | 0.0% |
| Computer Svcs (5415) | 5,380 | 3.1% |
| Office Machine Rental (53242) | 10 | 0.0% |
| Data Processing Svcs (5182) | 770 | 0.4% |
| Computer/SoftwareWholesaling (42343) | 1,900 | 1.1% |
| Computer Repair (811212) | 180 | 0.1% |
| Computer Mfg (334111) | 60 | 0.0% |
| Comp Storage Devise Mfg (334112) | no data | -- |
| Comp Terminal Mfg (334113) | no data | -- |
| Other Comp Peripherals (334119) | 60 | 0.0% |
| Magnetic & Optical Media Mfg (3346) | 10 | 0.0% |
| Software Publishing (5112) | <u>350</u> | <u>0.2%</u> |
| Subtotal: | 9,000 | 5.2% |
| Geospatial | | |
| Engineering Svcs (54133) | 1,960 | 1.1% |
| Geophysical/Surveying/Mapping (54136) | no data | -- |
| Surveying/Mapping, exc Geo (54137) | 150 | 0.1% |
| Testing Labs (54138) | 110 | 0.1% |
| Scientific R&D (5417) | 2,660 | 1.5% |
| Comm Equip Repair (811213) | 70 | 0.0% |
| Other Electronic Equip Repair (811219) | 190 | 0.1% |
| Comm Equip Mfg (3342) | 360 | 0.2% |
| Navigational Equip Mfg (3345) | 360 | 0.2% |
| Missile/Space Vehicle Mfg (33641) | 10 | 0.0% |
| Telecommunications (517) | 6,460 | 3.7% |
| Electrical Goods Wholesalers (4236) | 2,130 | 1.2% |
| Precision Instrument Repair (8112) | 340 | 0.2% |
| Radio/TV Broadcasting (5151) | 170 | 0.1% |
| Cable TV (5152) | <u>360</u> | <u>0.2%</u> |
| Subtotal: | 15,330 | 8.9% |

Employment by Occupation - Biotech Somerset County, NJ

Exhibit 3.5(a)

| Target Activities/Related Occupations | EEO Code | Somerset County, NJ | | 20-Mile Radius | |
|---------------------------------------|----------|---------------------|---------------|----------------|----------------|
| | | Employed (est) | | Employed (est) | |
| | | 2008 | 2013 | 2008 | 2013 |
| Professional | | | | | |
| Biologists | 19-1020 | 60 | 85 | 1,120 | 1,185 |
| Chemical Engineers | 17-2041 | 100 | 100 | 410 | 410 |
| Chemists | 19-2030 | 1,060 | 1,085 | 3,390 | 3,355 |
| Dieticians | 29-1031 | 50 | 50 | 360 | 360 |
| LPN's | 29-2061 | 830 | 905 | 3,860 | 4,145 |
| Materials Engineers | 17-2131 | 0 | 0 | 70 | 70 |
| Medical Managers | 11-9111 | 310 | 335 | 1,580 | 1,665 |
| Medical Scientists | 19-1040 | 260 | 285 | 1,440 | 1,565 |
| Biomedical Engineers | 17-2031 | 50 | 50 | 130 | 130 |
| Natural Science Managers | 11-9121 | 160 | 185 | 1,030 | 1,075 |
| Pharmacists | 29-1051 | 260 | 285 | 1,680 | 1,815 |
| RN's | 29-1111 | 4,480 | 4,805 | 18,960 | 20,265 |
| Veterinarians | 29-1131 | 100 | 100 | 320 | 350 |
| Physicians | 29-1060 | 700 | 700 | 4,150 | 4,390 |
| Dentists | 29-1020 | 50 | 50 | 850 | 870 |
| Mathematicians | 15-2000 | 110 | 135 | 1,080 | 1,105 |
| Optometrists | 29-1041 | 50 | 50 | 280 | 280 |
| Physical Scientists | 19-2099 | 100 | 100 | 260 | 260 |
| Podiatrists | 29-1081 | <u>0</u> | <u>0</u> | <u>240</u> | <u>240</u> |
| Subtotal: | | 8,730 | 9,305 | 41,210 | 43,535 |
| Technical | | | | | |
| Biology Techs | 19-4021 | 10 | 35 | 1,350 | 1,425 |
| Chemical Techs | 19-4031 | 410 | 435 | 1,730 | 1,765 |
| Clinical Lab Techs | 29-2010 | 320 | 370 | 1,490 | 1,600 |
| Diagnostic Techs | 29-2030 | 360 | 385 | 2,240 | 2,365 |
| Engineering Techs | 17-3020 | 450 | 450 | 2,430 | 2,420 |
| Health Diagnostic Techs | 29-2050 | 530 | 605 | 2,590 | 2,925 |
| Medical Assistants | 31-909X | 430 | 505 | 2,630 | 3,065 |
| Medical Records Techs | 29-2071 | 50 | 50 | 450 | 480 |
| Lab Techs | 51-9080 | 0 | 0 | 170 | 170 |
| Misc. Health Techs | 29-2090 | 50 | 50 | 800 | 830 |
| Physicians Assistants | 29-1071 | 60 | 85 | 180 | 205 |
| Dental Assistants | 31-9091 | 540 | 640 | 1,940 | 2,230 |
| Food Techs | 19-4011 | 0 | 0 | 50 | 50 |
| EMT's | 29-2041 | 260 | 285 | 1,170 | 1,215 |
| Occupational Therapists | 29-1122 | 60 | 85 | 560 | 625 |
| Respiratory Therapists | 29-1126 | 50 | 50 | 500 | 500 |
| Statistical Assistants | 43-1111 | <u>50</u> | <u>50</u> | <u>190</u> | <u>190</u> |
| Subtotal: | | 3,630 | 4,080 | 20,470 | 22,060 |
| Production | | | | | |
| Chemical Processing Machine Ops | 51-1112 | 250 | 250 | 1,030 | 990 |
| Packaging Machine Ops | 51-9111 | 1,570 | 1,495 | 7,130 | 6,915 |
| Packers | 53-7064 | 1,590 | 1,440 | 11,970 | 11,110 |
| Instrument Repair | 49-9060 | 50 | 50 | 520 | 540 |
| Weighers | 43-5111 | 100 | 100 | 680 | 650 |
| Control Valve Repair | 49-9010 | 0 | 0 | 110 | 110 |
| Production Helpers | 51-9198 | 790 | 765 | 5,020 | 5,005 |
| Material Handlers | 53-7062 | 2,820 | 2,745 | 24,730 | 24,325 |
| Industrial Truck & Tractor Ops | 53-7051 | 780 | 730 | 6,010 | 5,860 |
| Inspectors | 51-9061 | 1,140 | 1,115 | 4,380 | 4,195 |
| Metal & Plastic Machine Lay-Out | 51-4192 | 0 | 0 | 0 | 0 |
| Machine Feeders | 53-7063 | 150 | 150 | 1,750 | 1,630 |
| Machinists | 51-4041 | 250 | 250 | 2,130 | 2,010 |
| Machine Maintenance | 49-9043 | 100 | 100 | 630 | 630 |
| Molders-Metal & Plastics | 51-4070 | 150 | 150 | 1,080 | 960 |
| Molders-Other | 51-9195 | 50 | 50 | 100 | 100 |
| Production Clerks | 43-5061 | 112 | 292 | 2,042 | 2,212 |
| Shipping & Receiving Clerks | 43-5071 | 1,450 | 1,450 | 7,250 | 7,250 |
| Stock Clerks | 43-5081 | 2,250 | 2,125 | 12,840 | 12,195 |
| Tool & Die | 51-4111 | <u>150</u> | <u>150</u> | <u>490</u> | <u>470</u> |
| Subtotal: | | 13,752 | 13,407 | 89,892 | 87,157 |
| Total (three categories): | | 26,112 | 26,792 | 151,572 | 152,752 |

Employment by Occupation - Information Technology

Somerset County, NJ

Exhibit 3.5(b)

| Target Activities/Related Occupations | EEO Code | Somerset County, NJ | | 20-Mile Radius | |
|---------------------------------------|----------|---------------------|------------|----------------|--------------|
| | | Employed (est) | | Employed (est) | |
| | | 2008 | 2013 | 2008 | 2013 |
| Professional | | | | | |
| Comp & Info Systems Managers | 11-3021 | 720 | 770 | 3,810 | 3,990 |
| Comp Control Prog & Ops | 51-4011 | 250 | 250 | 510 | 470 |
| Hardware Engineers | 17-2061 | 60 | 85 | 960 | 1,025 |
| Programmers | 15-1021 | 3,050 | 3,050 | 8,930 | 8,690 |
| Analysts-Comp Systems & Data | 15-1051 | 1,480 | 1,680 | 6,560 | 7,320 |
| Software Engineers-Applications | 15-1031 | 1,540 | 1,890 | 8,850 | 10,460 |
| Software Engineers | 15-1030 | 630 | 705 | 3,820 | 4,225 |
| Database Administrators | 15-1061 | 200 | 200 | 1,530 | 1,710 |
| Network Analysts | 15-1081 | 920 | 1,095 | 3,150 | 3,715 |
| Operations Research | 15-2031 | 0 | 0 | 350 | 350 |
| Logisticians | 13-1081 | 160 | 185 | 690 | 775 |
| Mathematicians | 15-2000 | <u>110</u> | <u>135</u> | <u>1,080</u> | <u>1,105</u> |
| Subtotal: | | 9,120 | 10,045 | 40,240 | 43,835 |
| Technical | | | | | |
| Computer Operators | 43-9011 | 330 | 280 | 1,400 | 1,190 |
| Support Specialists | 15-1041 | 870 | 920 | 4,770 | 4,950 |
| Repairers | 49-2011 | 150 | 150 | 1,820 | 1,880 |
| Data Keyers | 43-9021 | 540 | 515 | 2,440 | 2,295 |
| Network/Comp Systems Admin | 15-1071 | <u>740</u> | <u>840</u> | <u>4,090</u> | <u>4,540</u> |
| Subtotal: | | 2,630 | 2,705 | 14,520 | 14,855 |
| Total (two categories): | | 11,750 | 12,750 | 54,760 | 58,690 |

Employment by Occupation - Geospatial

Somerset County, NJ

Exhibit 3.5(c)

| <u>Target Activities/Related Occupations</u> | <u>EEO Code</u> | <u>Somerset County, NJ Employed (est)</u> | | <u>20-Mile Radius Employed (est)</u> | |
|--|-----------------|---|---------------|--|---------------|
| | | <u>2008</u> | <u>2013</u> | <u>2008</u> | <u>2013</u> |
| Physicists | 19-2012 | 0 | 0 | 120 | 120 |
| Space Scientists | 19-2021 | 0 | 0 | 50 | 50 |
| Communications Equip Ops | 43-2099 | 0 | 0 | 30 | 30 |
| Computer Hardware Engineers | 17-2061 | 60 | 85 | 960 | 1,025 |
| Computer Control Prog/Ops | 51-4011 | 250 | 250 | 510 | 470 |
| Computer Operators | 43-9011 | 330 | 280 | 1,400 | 1,190 |
| Programmers | 15-1021 | 3,050 | 3,050 | 8,930 | 8,690 |
| Analysts-Comp Systems & Data | 15-1051 | 1,480 | 1,680 | 6,560 | 7,320 |
| Software Engineers-Applications | 15-1031 | 1,540 | 1,890 | 8,850 | 10,460 |
| Software Engineers-Systems | 15-1032 | 630 | 705 | 3,820 | 4,225 |
| Computer Support Specialists | 15-1041 | 870 | 920 | 4,770 | 4,950 |
| Data Keyers | 43-9021 | 540 | 515 | 2,440 | 2,295 |
| Database Administrators | 15-1061 | 200 | 200 | 1,530 | 1,710 |
| Electrical Engineers | 17-2070 | 300 | 300 | 820 | 820 |
| Electronic Assemblers | 51-2223 | 340 | 315 | 2,230 | 1,945 |
| Electronic Repairers | 49-2097 | 50 | 50 | 140 | 140 |
| Engineering Techs | 17-3020 | 450 | 450 | 2,430 | 2,420 |
| Engineering Managers | 11-9041 | 410 | 435 | 1,360 | 1,405 |
| Gological Techs | 19-4041 | 0 | 0 | 0 | 0 |
| Materials Engineers | 17-2131 | 0 | 0 | 70 | 70 |
| Mechanical Engineers | 17-2141 | 310 | 335 | 1,770 | 1,795 |
| Mathematicians | 15-2000 | 110 | 135 | 1,080 | 1,105 |
| Network Administrators | 15-1011 | 0 | 0 | 330 | 350 |
| Network Analysts | 15-1081 | 920 | 1,095 | 3,150 | 3,715 |
| Physical Scientists, Other | 19-2099 | 100 | 100 | 260 | 260 |
| Precision Instrument Repairers | 49-9060 | 50 | 50 | 520 | 540 |
| Telecom Equipment Repairers | 49-2020 | 490 | 465 | 1,840 | 1,725 |
| Telecom Line Repairers | 49-9052 | 150 | 150 | 1,510 | 1,430 |
| Statistical Assistants | 43-9111 | 50 | 50 | 190 | 190 |
| Survey, Carto, Photogrammetrists | 17-1020 | 150 | 150 | 550 | 580 |
| Surveying/Mapping Techs | 17-3031 | 210 | 235 | 500 | 545 |
| Technical Writers | 27-3042 | 160 | 185 | 570 | 615 |
| Urban Planners | 19-3051 | <u>50</u> | <u>50</u> | <u>150</u> | <u>150</u> |
| Total: | | 13,250 | 14,125 | 59,440 | 62,335 |

Educational Resources
Somerset County, NJ

Exhibit 3.6

Page 1 of 2

| | | Total Enrollment | Life Science | | | Computer Science | | | Telecom | | |
|--|--|---------------------------------|--------------|-------|----------|------------------|-------|----------|---------|------|----------|
| County | Institution | Fall 2007 | Assoc | Bach | Masters+ | Assoc | Bach | Masters+ | Assoc | Bach | Masters+ |
| Somerset County | | | | | | | | | | | |
| Somerset | Raritan Valley Community College | 6,629 | 107 | -- | -- | -- | -- | -- | 10 | -- | -- |
| | Somerset County Technology Institute | 430 | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| | Subtotal: | 7,059 | 107 | 0 | 0 | 0 | 0 | 0 | 10 | 0 | 0 |
| Counties in 20-Mile Radius | | | | | | | | | | | |
| Essex | Bloomfield College | 2,056 | -- | 73 | -- | -- | 15 | -- | -- | -- | -- |
| | Caldwell College | 2,306 | 0 | 43 | 17 | -- | 8 | -- | -- | -- | -- |
| | Essex County College | 10,995 | 221 | -- | -- | 17 | -- | -- | 3 | -- | -- |
| | Gibbs College | 1,218 | 37 | -- | -- | 33 | -- | -- | -- | -- | -- |
| | Mountainside Hospital School of Nursing | 140 | 68 | -- | -- | -- | -- | -- | -- | -- | -- |
| | New Jersey Institute of Technology | 8,288 | -- | 16 | 17 | -- | 198 | 275 | -- | -- | -- |
| | Rutgers University-Newark | 10,553 | -- | 355 | 91 | -- | 52 | 1 | -- | -- | -- |
| | Seton Hall University | 9,574 | -- | 294 | 262 | -- | 15 | -- | -- | -- | -- |
| | University of Medicine & Dentistry of NJ | 5,617 | 128 | 322 | 1003 | -- | -- | -- | -- | -- | -- |
| | Mercer | Mercer County Community College | 9,094 | 173 | -- | -- | 27 | -- | -- | 31 | -- |
| Princeton University | | 7,261 | -- | 225 | 151 | -- | 18 | 27 | -- | -- | -- |
| Rider University | | 5,963 | -- | 94 | -- | -- | 24 | -- | -- | -- | -- |
| Saint Francis Med Center School of Nursing | | 65 | 40 | -- | -- | -- | -- | -- | -- | -- | -- |
| The College of New Jersey | | 6,964 | -- | 359 | 22 | -- | 53 | -- | -- | -- | -- |
| Middlesex | Thomas Edison State College | 16,423 | 72 | 184 | -- | -- | -- | -- | 142 | -- | -- |
| | Charles E Gregory School of Nursing | 117 | 66 | -- | -- | -- | -- | -- | -- | -- | -- |
| | DeVry University-New Jersey | 1,382 | -- | -- | -- | 93 | 108 | -- | 51 | 39 | -- |
| | Middlesex County College | 12,097 | 227 | -- | -- | 17 | -- | -- | 41 | -- | -- |
| | Rutgers University-New Brunswick | 34,804 | -- | 1358 | 514 | -- | 237 | 93 | -- | -- | -- |
| Morris | Sanford-Brown Institute | 226 | 44 | -- | -- | -- | -- | -- | -- | -- | -- |
| | College of Saint Elizabeth | 2,044 | -- | 116 | 16 | -- | 6 | -- | -- | -- | -- |
| | County College of Morris | 8,330 | 181 | -- | -- | 18 | -- | -- | 15 | -- | -- |
| | Drew University | 2,630 | -- | 89 | 4 | -- | 11 | -- | -- | -- | -- |
| | Fairleigh Dickinson Univ-College at Florham | 3,463 | -- | 101 | 78 | -- | 10 | -- | -- | -- | -- |
| Union | Kean University | 13,394 | -- | 367 | 58 | -- | 74 | 6 | -- | 21 | 11 |
| | Union County College | 11,672 | 215 | -- | -- | 6 | -- | -- | 1 | -- | -- |
| | Subtotal: | 186,676 | 1,472 | 3,996 | 2,233 | 211 | 829 | 402 | 284 | 60 | 11 |
| Remainder in New Jersey | | | | | | | | | | | |
| Atlantic | Atlantic Cape Community College | 6,922 | 85 | -- | -- | 2 | -- | -- | -- | -- | -- |
| | The Richard Stockton College of NJ | 7,355 | -- | 461 | 46 | -- | 61 | -- | -- | -- | -- |
| Bergen | Bergen Community College | 15,057 | 271 | -- | -- | 26 | -- | -- | 3 | -- | -- |
| | Fairleigh Dickinson University-Metro Campus | 8,658 | 10 | 102 | 117 | -- | 8 | 84 | -- | 1 | -- |
| | Felician College | 2,403 | -- | 40 | -- | -- | 4 | -- | -- | 2 | -- |
| | Hohokus School of Bus & Medical Sciences | 620 | 44 | -- | -- | -- | -- | -- | -- | -- | -- |
| | Holy Name Hospital School of Nursing | 177 | 39 | -- | -- | -- | -- | -- | -- | -- | -- |
| Burlington | Ramapo College of New Jersey | 5,702 | -- | 338 | 10 | -- | 52 | -- | -- | -- | -- |
| | Burlington County College | 8,432 | 143 | -- | -- | -- | -- | -- | 13 | -- | -- |
| | Camden County College | 14,741 | 305 | -- | -- | -- | -- | -- | 47 | -- | -- |
| | Cooper Health Sys Ctr for Allied Health Educ | 49 | 18 | -- | -- | -- | -- | -- | -- | -- | -- |
| | Pennco Tech | 469 | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Cumberland | Rutgers University-Camden | 5,159 | -- | 237 | 26 | -- | 41 | 25 | -- | -- | -- |
| | Cumberland County College | 5,327 | 97 | -- | -- | 11 | -- | -- | -- | -- | -- |
| | Gloucester County College | 6,169 | 101 | -- | -- | 29 | -- | -- | -- | -- | -- |
| | Rowan University | 10,091 | -- | 229 | 48 | -- | 81 | 6 | -- | -- | -- |
| | Hudson County Community College | 7,019 | 113 | -- | -- | 8 | -- | -- | 10 | -- | -- |
| Camden | Micro Tech Training Center | 340 | 5 | -- | -- | -- | -- | -- | -- | -- | -- |
| | New Jersey City University | 8,437 | -- | 194 | 27 | -- | 47 | -- | -- | -- | -- |
| | Saint Peters College | 3,081 | 19 | 60 | 13 | 1 | 14 | -- | -- | -- | -- |
| | Stevens Institute of Technology | 5,241 | -- | 30 | 20 | -- | 34 | 147 | -- | -- | -- |
| | University of Phoenix-Jersey City Campus | 366 | -- | -- | -- | -- | 6 | -- | -- | -- | -- |
| Monmouth | Brookdale Community College | 14,025 | 227 | -- | -- | 19 | -- | -- | 8 | -- | -- |
| | Monmouth University | 6,494 | -- | 140 | 83 | -- | 30 | 10 | -- | -- | -- |
| | Georgian Court University | 3,045 | -- | 108 | 38 | -- | 13 | 1 | -- | -- | -- |
| | Ocean County College | 9,351 | 130 | -- | -- | 9 | -- | -- | 7 | -- | -- |
| | Berkeley College | 3,052 | -- | -- | -- | 8 | -- | -- | -- | -- | -- |
| Passaic | Montclair State University | 16,736 | -- | 455 | 88 | -- | 79 | 24 | -- | -- | -- |
| | Passaic County Community College | 7,493 | 105 | -- | -- | 5 | -- | -- | 3 | -- | -- |
| | William Paterson University of New Jersey | 10,443 | -- | 332 | 51 | -- | 50 | -- | -- | -- | -- |
| | Salem Community College | 1,303 | 21 | -- | -- | 3 | -- | -- | -- | -- | -- |
| | Sussex County Community College | 3,732 | 32 | -- | -- | 6 | -- | -- | -- | -- | -- |
| Warren | Centenary College | 3,028 | -- | 39 | 10 | -- | 14 | -- | -- | -- | -- |
| | Warren County Community College | 1,742 | 25 | -- | -- | -- | -- | -- | -- | -- | -- |
| | Subtotal: | 202,259 | 1,790 | 2,765 | 577 | 127 | 534 | 297 | 91 | 3 | 0 |
| | Total: | 395,994 | 3,369 | 6,761 | 2,810 | 338 | 1,363 | 699 | 385 | 63 | 11 |

**Educational Resources
Somerset County, NJ**

Exhibit 3.6

Page 2 of 2

| County | Institution | Engineering | | | Geography | | | Business | | |
|----------------------------|--|-----------------------|-------|----------|-----------|------|----------|----------|-------|----------|
| | | Assoc | Bach | Masters+ | Assoc | Bach | Masters+ | Assoc | Bach | Masters+ |
| Somerset County | | | | | | | | | | |
| Somerset | Raritan Valley Community College | 13 | -- | -- | -- | -- | -- | 116 | -- | -- |
| | Somerset County Technology Institute | 40 | -- | -- | -- | -- | -- | -- | -- | -- |
| | Subtotal: | 53 | 0 | 0 | 0 | 0 | 0 | 116 | 0 | 0 |
| Counties in 20-Mile Radius | | | | | | | | | | |
| Essex | Bloomfield College | -- | -- | -- | -- | -- | -- | -- | 49 | -- |
| | Caldwell College | -- | -- | -- | -- | -- | -- | -- | 77 | 18 |
| | Essex County College | 18 | -- | -- | 6 | -- | -- | 180 | -- | -- |
| | Gibbs College | -- | -- | -- | -- | -- | -- | 112 | -- | -- |
| | Mountainside Hospital School of Nursing | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| | New Jersey Institute of Technology | -- | 399 | 436 | -- | 108 | 31 | -- | 79 | 121 |
| | Rutgers University-Newark | -- | -- | -- | -- | -- | 2 | -- | 463 | 574 |
| | Seton Hall University | -- | -- | -- | -- | -- | -- | -- | 235 | 242 |
| | University of Medicine & Dentistry of NJ | -- | -- | 14 | -- | -- | -- | -- | -- | -- |
| Mercer | Mercer County Community College | 13 | -- | -- | 12 | -- | -- | 150 | -- | -- |
| | Princeton University | -- | 170 | 183 | -- | 15 | 23 | -- | -- | 17 |
| | Rider University | -- | -- | -- | -- | 3 | -- | 6 | 267 | 148 |
| | Saint Francis Med Center School of Nursing | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| | The College of New Jersey | -- | 49 | -- | -- | -- | -- | -- | 193 | -- |
| Middlesex | Thomas Edison State College | -- | -- | -- | -- | -- | -- | 22 | 210 | 72 |
| | Charles E Gregory School of Nursing | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| | DeVry University-New Jersey | 2 | -- | -- | -- | -- | -- | 50 | 40 | -- |
| | Middlesex County College | 25 | -- | -- | 12 | -- | -- | 196 | -- | -- |
| Morris | Rutgers University-New Brunswick | -- | 440 | 191 | -- | 123 | 52 | -- | 445 | 122 |
| | Sanford-Brown Institute | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| | College of Saint Elizabeth | -- | -- | -- | -- | 3 | -- | -- | 39 | 42 |
| | County College of Morris | 15 | -- | -- | -- | -- | -- | 243 | -- | -- |
| Union | Drew University | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| | Fairleigh Dickinson Univ-College at Florham | -- | -- | -- | -- | -- | -- | -- | 168 | 152 |
| | Kean University | -- | 3 | -- | -- | -- | -- | -- | 405 | 61 |
| | Union County College | 21 | -- | -- | 5 | -- | -- | 131 | -- | -- |
| | | 94 | 1,061 | 824 | 35 | 252 | 108 | 1,090 | 2,670 | 1,569 |
| Ramainder in New Jersey | | | | | | | | | | |
| Atlantic | Atlantic Cape Community College | -- | -- | -- | -- | -- | -- | 194 | -- | -- |
| | The Richard Stockton College of NJ | -- | -- | -- | -- | -- | -- | -- | 331 | 25 |
| Bergen | Bergen Community College | 1 | -- | -- | 7 | -- | -- | 59 | -- | -- |
| | Fairleigh Dickinson University-Metro Campus | -- | 15 | 72 | -- | 4 | 0 | -- | 80 | 201 |
| | Felician College | -- | -- | -- | -- | 0 | 0 | -- | 34 | -- |
| | Hohokus School of Bus & Medical Sciences | -- | -- | -- | -- | 0 | 0 | -- | -- | -- |
| Burlington | Holy Name Hospital School of Nursing | -- | -- | -- | -- | 0 | 0 | -- | -- | -- |
| | Ramapo College of New Jersey | -- | -- | -- | -- | 11 | 0 | -- | 256 | 10 |
| | Burlington County College | 3 | -- | -- | 1 | 0 | 0 | 17 | -- | -- |
| | Camden | Camden County College | 39 | -- | -- | 9 | 0 | 0 | 38 | -- |
| Cumberland | Cooper Health Sys Ctr for Allied Health Educ | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| | Pennco Tech | -- | -- | -- | 8 | -- | -- | -- | -- | -- |
| | Rutgers University-Camden | -- | -- | -- | -- | 7 | -- | -- | 211 | 98 |
| | Cumberland County College | 3 | -- | -- | -- | -- | -- | 38 | -- | -- |
| Gloucester | Gloucester County College | 15 | -- | -- | 3 | -- | -- | 74 | -- | -- |
| | Rowan University | -- | 99 | 10 | -- | 9 | -- | -- | 257 | 29 |
| Hudson | Hudson County Community College | 9 | -- | -- | -- | -- | -- | 56 | -- | -- |
| | Micro Tech Training Center | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| | New Jersey City University | -- | -- | -- | -- | -- | -- | -- | 281 | 2 |
| | Saint Peters College | -- | -- | -- | -- | 5 | -- | 4 | 120 | 98 |
| Monmouth | Stevens Institute of Technology | -- | 187 | 322 | -- | -- | -- | -- | 37 | 426 |
| | University of Phoenix-Jersey City Campus | -- | -- | -- | -- | -- | -- | -- | 26 | -- |
| | Brookdale Community College | 63 | -- | -- | 9 | -- | -- | 366 | -- | -- |
| | Monmouth University | -- | -- | 27 | -- | -- | -- | -- | 260 | 79 |
| Ocean | Georgian Court University | -- | -- | -- | -- | -- | -- | -- | 56 | 74 |
| | Ocean County College | 4 | -- | -- | 4 | -- | -- | 143 | -- | -- |
| Passaic | Berkeley College | -- | -- | -- | -- | -- | -- | 153 | 242 | -- |
| | Montclair State University | -- | -- | -- | -- | 7 | -- | -- | 483 | 110 |
| | Passaic County Community College | -- | -- | -- | -- | -- | -- | 86 | -- | -- |
| Salem | William Paterson University of New Jersey | -- | -- | -- | -- | 10 | -- | -- | 286 | 14 |
| | Salem Community College | 1 | -- | -- | -- | -- | -- | 16 | -- | -- |
| | Sussex County Community College | 4 | -- | -- | -- | -- | -- | 35 | -- | -- |
| | Warren | Centenary College | -- | -- | -- | -- | -- | -- | 176 | 204 |
| | Warren County Community College | -- | -- | -- | -- | -- | -- | 9 | -- | -- |
| | Subtotal: | 142 | 301 | 431 | 41 | 53 | 0 | 1,288 | 3,136 | 1,370 |
| | Total: | 289 | 1,362 | 1,255 | 76 | 305 | 108 | 2,494 | 5,806 | 2,939 |



Somerset County Business Partnership | 360 Grove Street | Bridgewater, NJ 08807 | 908-218-4300 | www.scbp.org

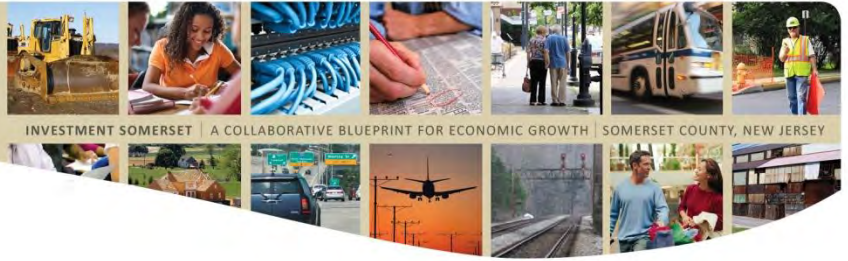
New Jersey Economic Development Authority (NJEDA) Programs and Services

| EDA Products | Overview |
|--|--|
| Bond Financing | The EDA issues conduit tax-exempt private activity bonds, the proceeds of which are used to provide low-interest, fixed-asset loans. Borrowers must meet the eligibility requirements outlined in the Internal Revenue Code (IRC) in order to qualify. Taxable bonds are also available for a wide variety of businesses. Taxable bonds offer similar flexibility in structuring rates and terms but are not subject to the restrictions placed on tax-exempt financing under the IRC. |
| Brownfields and Contaminated Site Remediation Program | A developer in the state in need of financial assistance to clean up and redevelop polluted sites and closed municipal landfills may be eligible to recover up to 75% of approved costs associated with the remediation effort. |
| Business Employment Incentive Program (BEIP) | Annual incentive grants are available to businesses moving to or expanding in New Jersey. Eligible companies must meet minimum Job creation requirements and prove financial viability to qualify for cash grants. |
| Business Retention and Relocation Assistance Grant (BRRAG) | The Business Retention and Relocation Assistance Grant (BRRAG) provides grants of corporate business tax credits to companies that are relocating operations within New Jersey and retaining jobs |
| Business Retention and Relocation Assistance Grant (BRRAG) Tax Credit Certificate Transfer Program | The purpose of this program is to allow businesses in New Jersey with unused amounts of BRRAG tax credits to surrender those credits to other corporations desiring such credits. |
| Clean Energy Solutions ARRA CHP Program | Competitive project-based grants are available to support the development, design and construction of commercial, institutional and industrial entity (including public and not-for-profit entities) combined heat and power projects in New Jersey. |
| Clean Energy Solutions Capital Investment (CESCI) Loan/Grant | Up to \$5 million in interest-free loans and grants is available to commercial, industrial and institutional entities "going green" in New Jersey. Under this program, scoring criteria based on the project's environmental and economic development impact determines the percentage split of loan and grant awarded. Funding can be used to purchase fixed assets, including real estate and equipment, for an end-use energy efficiency project, combined heat and power (CHP or cogen) production facility, or new state-of-the-art efficient electric generation facility, including Class I renewable energy. |
| Economic Redevelopment and Growth (ERG) Grant | ERG provides incentive grants to developers, businesses, and owners to address redevelopment project financing gaps. The program utilizes up to 75% of the incremental increase in certain state and local revenue sources attributed to the project to provide gap financing of up to 20% of the total project cost, paid out over a period of up to 20 years. Redevelopment projects in qualifying areas that have secured a municipal ordinance and demonstrated sufficient net benefits may be eligible for assistance. ERG is available to shovel-ready projects that have not commenced any construction at the site of a proposed redevelopment project prior to submitting an application. In addition, a developer/owner is required to make a minimum capital investment of 20% of the project's total cost. |
| Edison Innovation Angel Growth Fund | Up to \$250,000 in subordinated convertible debt financing is available to technology companies with minimum trailing 12 month commercial revenues of \$500,000 that have received 2:1 match funding from an angel investor or angel group within 90 days prior to application. |
| Edison Innovation Clean Energy Manufacturing Fund | Up to \$3.3 million in grants and loans are available to qualified manufacturers of Class I renewable energy or energy efficiency systems, products or technologies. Funds may be used for project assessment and design, and project construction and operation. |
| Edison Innovation Green Growth Fund (EIGGF) | Technology companies with Class I renewable energy or energy efficiency products or systems that have achieved 'proof of concept' and successful independent beta results, have begun generating commercial revenues, and will receive 1:1 match funding by time of loan closing may be eligible for up to \$1 million in loans with 50%, up to \$500,000, that may be converted to a performance grant. |

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| Edison Innovation Growth Stars Fund | Follow-on funding up to \$500,000 in subordinated convertible debt financing is available to Edison portfolio companies with minimum trailing 12 month commercial revenues of \$2 million that have received 1:1 match funding from an angel investor/group or venture capital firm within 90 days prior to application. |
| Edison Innovation VC Growth Fund | Up to \$500,000 in subordinated convertible debt financing is available to technology companies with minimum trailing 12 month commercial revenues of \$500,000 that have received 1:1 match funding from a venture capital firm within 90 days prior to application. |
| Energy Sales Tax Exemption for Certain Counties | This program provides an energy sales tax exemption for the retail sales of electricity and natural gas and their transport to manufacturing businesses in Salem County. |
| Energy Efficiency Revolving Loan Fund (EE RLF) | The EE RLF offers supplemental financing to New Jersey-based commercial, institutional, or industrial entities (including 501 (c)(3) organizations) that have received an approved Energy Reduction Plan under the New Jersey Board of Public Utilities' Pay for Performance program. Also eligible are those entities participating in the New Jersey Board of Public Utilities' Large Energy Users Pilot Program. |
| Film Production Assistance in New Jersey | Film production companies can receive a 20% tax credit for qualified production costs on their New Jersey Corporate Business or Gross Income Taxes. To be eligible, 60% of the total production expenses, excluding post-production (marketing and advertising), must be spent in New Jersey. Principal photography must begin within 150 days of approval. |
| Fund for Community Economic Development | The Fund of Community Economic Development program provides loans and loan guarantees up to \$750,000 to support community and economic development initiatives in New Jersey's urban centers. |
| Hazardous Discharge Site Remediation Fund (HDSRF) | The NJDEP works with the EDA to provide loans, grants, and matching grants to public, private, and not-for-profit entities for the investigation and/or remediation of known or suspected contaminated sites. |
| Loan Guarantees | The program offers guarantees of up to \$1.5 million of loans provided by other financing sources for working capital or fixed assets when certain criteria are met. |
| Main Street Business Assistance Program | This limited-term program provides financial support to commercial banks in New Jersey to assist in offering loans and guarantees to small and mid-sized businesses and not-for-profit organizations with projects in New Jersey. |
| Municipal Landfill Closure and Remediation Reimbursement Program | An eligible developer seeking financial assistance in the closure, remediation and redevelopment of municipal landfill sites in NJ may be eligible for reimbursement of 75% of the closure or clean up costs. |
| New Jersey Business Growth Fund | Credit-worthy companies with revenues under \$30 million operating in New Jersey that are creating or retaining jobs in New Jersey, may qualify for up to \$2 million through this joint program with PNC Bank. |
| Petroleum Underground Storage Tank Program - Leaking Tanks Commercial & Residential | The Petroleum Underground Storage Tank Program provides grants to business owners/operators and residential property owners who have less than 10 tanks on site and are required by law to upgrade, close, and remediate discharge from those tanks. |
| Petroleum Underground Storage Tank Program - Non-Leaking Tanks Commercial, Residential & Not-for-profit | Grant and loan funding is available to business owners or residential property owners that must upgrade, close, and remediate discharge from petroleum underground storage tanks. Applicant must have less than 10 tanks on site and net worth must not exceed \$2,000,000. |
| Preferred Lender Program | The Preferred Lender Program creates new loan opportunities for the EDA's lending partners by providing below-market interest rates with flexible terms for their commercial and not-for-profit clients in New Jersey. Fast turnaround from approval to closing provides strong incentives for borrowers while the EDA's exposure reduces the lender's risk. |
| Sales and Use Tax Exemption Program | This program allows companies to make purchases for construction and renovation of their new business location without having to pay state sales tax. |
| Small Business Fund | Expedited approvals of loans up to \$300,000, which may be used for fixed assets |

| | |
|---|---|
| | or working capital, are available to credit-worthy small, women, and minority-owned businesses that have been in operation for at least one year and not-for-profit corporations in operation for at least three full years. |
| Statewide Loan Pool | Under the Statewide Loan Pool program, the EDA can participate in or guarantee up to 50% of a bank loan. On fixed asset transactions the EDA maximum loan participation is \$1,250,000 and the maximum guarantee is \$1,500,000 for an overall maximum exposure of \$2,750,000. For working capital, the maximum loan participation is \$750,000 and the maximum guarantee is \$1,500,000 for an overall maximum exposure of \$2,250,000. |
| Technology Business Tax Certificate Transfer Program | Qualified biotechnology and technology companies may be eligible to sell unused net operating losses and R&D tax credits to unrelated profitable corporations for at least 80% of their value, up to a maximum lifetime benefit of \$15 million. |
| Urban Enterprise Zones (UEZ) Energy Sales Tax Exemption | Sales tax exemption on energy and utility services is available to UEZ certified manufacturers with at least 250 full-time employees, 50% of whom are involved in the manufacturing process. |
| Urban Transit Hub Tax Credit Program | Qualified businesses located in Urban Transit Hubs may qualify for tax credits equal to 100% of the qualified capital investment that may be applied against corporation business tax, insurance premiums tax or gross income tax liability. |

ADDENDUM 6



ADDENDUM 6: Somerset County Investment Framework

Somerset County Board of Chosen Freeholders' Resolution of Endorsement

SOURCE: SOMERSET COUNTY BOARD OF CHOSEN FREEHOLDERS

Priority Growth Investment Area (PGIA) and Local Priority Area (LPA) Screening Criteria Results

SOURCE: SOMERSET COUNTY PLANNING BOARD

Somerset County Investment Framework Acreage Summary

SOURCE: SOMERSET COUNTY PLANNING BOARD

**SOMERSET COUNTY PLANNING BOARD
RESOLUTION ENDORSING THE SOMERSET COUNTY INVESTMENT
FRAMEWORK**

WHEREAS the Somerset County Planning Board has a long standing goal of coordinating and integrating State Planning goals with the County Master Plan and its Plan elements; and

WHEREAS, the Somerset County Planning Board has successfully led and facilitated three rounds of Cross Acceptance in successive updates of the State Development and Redevelopment Plan and supported the concept of a State Plan that serves as a policy framework for coordinating the functional plans, programs, regulations and investment decisions among the various state agencies; as well as among the state, regional and local jurisdictional levels; and

WHEREAS, the draft Final State Strategic Plan calls for a transition away from the State Plan Policy Map to a criteria-based system for defining a statewide priority investment framework that identifies areas for growth, alternate growth, limited growth and agriculture and open space preservation; and

WHEREAS, the draft Final State Strategic Plan allows counties and regional planning entities to lead the development of regional Criteria-based Investment Frameworks and assures that the process is “bottom-up” to insure that regional and local planning and investment priorities are considered and addressed; and

WHEREAS, the Somerset County Planning Board has been actively engaged in the development of a set of comprehensive asset maps that illustrate Geographic Information System (GIS) data resources which allows the County Planning Board to effectively apply the new state criteria-based system; and

WHEREAS, the Somerset County Planning Board has actively engaged its municipalities, the Somerset County Business Partnership and other stakeholders through multiple meetings and workshops focused on the development and application of the State criteria-based system, resulting in a customized Somerset County Investment Framework that reflects local conditions and priorities; and

WHEREAS, the Somerset County Planning Board has also posted various documents supporting the County Investment Framework on the County Planning Division website, including Frequently Asked Questions, Screening Criteria and Methodology, Stakeholder Involvement Process reports; PGIA Core and Essential Criteria, PGIA Supplemental Criteria: Housing Density, PGIA Supplemental Criteria: Community Facilities, PPIA Core Criteria, PPIA Supplemental Criteria: Natural Habitat, PPIA Supplemental Criteria: Special Resource Areas, PPIA Supplemental Criteria: Wetlands, PPIA Supplemental Criteria: Surface Water, PPIA Supplemental Criteria: Groundwater, PPIA Supplemental Criteria: Land Use Policy Areas and Draft Final Somerset County Investment Framework Maps; and Acreage Analysis, PGIA and LPA Screening Criteria Results, and PPIA Screening Criteria Results tables; and

WHEREAS, there is a need for the Somerset County Planning Board to take formal action at this time to recognize, endorse and confirm a draft Final Somerset County Investment Framework so it can be integrated into the Somerset County Comprehensive Economic Development Strategy (CEDS), incorporated as a future element of the Somerset County Strategic Master Plan, and provide a geographic framework for other County planning initiatives.

NOW THEREFORE, BE IT RESOLVED that the Somerset County Planning Board does hereby endorse the Draft Final County Investment Framework, dated September 2012, and the core and secondary criteria, methodology and process used to development the same.

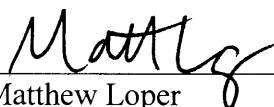
BE IT FURTHER RESOLVED, that the Somerset County Planning Board authorizes the transmittal of the County Investment Framework to the Somerset County Business Partnership to be used as a geographic investment context in the County CEDS and to be incorporated as a future element of the updated County Strategic Plan, which will be subject to the customary public hearing, notices and requirements.

BE IT FURTHER RESOLVED, that the Somerset County Planning Board authorizes the use of the County Priority Investment Framework as the basis of other ongoing and upcoming county planning initiatives.

BE IT FURTHER RESOLVED, that the Somerset County Planning Board recommends the use of an update and amendment process to recognize changes in the criteria-based Investment Framework datasets and local priorities; and the submission of a Final County Investment Framework to the New Jersey State Planning Commission after State adoption of the Final Rules and Procedures for the statewide criteria-based system so the County and its municipalities can be in a preferred position to receive state funding, incentives and regulatory priority considerations.

BE IT FURTHER RESOLVED, that copies of this resolution and the County Investment Framework be provided to all municipal governing and planning bodies in Somerset County, Somerset County Board of Chosen Freeholders, Somerset County Park Commission, adjacent County Planning Boards, Somerset County Business Partnership and the New Jersey Office of Planning Advocacy and New Jersey State Planning Commission.

I, Matthew Loper, Secretary, of the
Somerset County Planning Board do
hereby certify the foregoing is a true
copy of a Resolution adopted by the
Somerset County Planning Board at its
meeting of October 16, 2012.


Matthew Loper

SOMERSET COUNTY PLANNING BOARD
DRAFT FINAL COUNTY INVESTMENT FRAMEWORK
PRIORITY GROWTH INVESTMENT AREA (PGIA) AND LOCAL PRIORITY AREA (LPA) SCREENING CRITERIA RESULTS

| MAP ID. NO. | AREA NAME | MUNICIPALITY | GENERAL ADDRESS | SUPPORTED BY MUNICIPALITY (Y/N) | PGIA OR LPA (Specify) | MEETS STATE CORE PGIA LOCATIONAL CRITERIA (PLEASE SPECIFY TYPE) | ESSENTIAL CRITERIA FOR COUNTY DESIGNATED GROWTH AREAS | | | | | | SUPPLEMENTAL CRITERIA FOR COUNTY DESIGNATED PRIORITY GROWTH INVESTMENT AREAS (MUST MEET HALF) | | | | | | | | | |
|----------------|---|-------------------------------------|---|---------------------------------------|--------------------------|---|--|--|---|---|--|--|---|--|--|--|---|---|--|------------------------------------|---|--|
| | | | | | | | COUNTY DESIGNATED AREA (PLEASE SPECIFY TYPE) | WITHIN AN UPDATED SEWER SERVICE AREA (Y/N) | MINIMAL ENVIRONMENTAL CONSTRAINTS (INCLUDES ADEQUATE UNCONSTRAINED AREAS) (Y/N) | *CONTAINS OR IS WITHIN 1/2 MILE OF A HWY 8/OR TRANSIT CORRIDOR(Y/N) | ZONED FOR NON- RESIDENTIAL OR MIXED-USES (Y/N) | WITHIN A WATER PURVEYOR SERVICE AREA (Y/N) | (CONTAINS OR IS WITHIN 1/2 MILE OF A PASSENGER RAIL STATION (Y/N) | CONTAINS OR IS WITHIN 1/2 MILE OF REGULAR BUS SERVICE (Y/N) | CONTAINS OR IS WITHIN 1/2 MILE OF A STATE HIGHWAY (Y/N) | CONTAINS OR IS WITHIN 1/2 MILE OF AN INTERSTATE INTERCHANGE (Y/N) | SERVED BY AND/OR IS WITHIN 1/2 MILE OF A FREIGHT RAIL SYSTEM (Y/N) | CONTAINS MUNICIPALLY DESIGNATED REDEVELOPMENT AND/OR PLANNED GROETH AREAS | CONTAINS OR IS WITHIN 1/2 MILE OF SUBSTATIONS ASSOCIATED WITH 69 KV ELECTRIC LINES (Y/N) | SERVED BY FIBER OPTICS (Y/N) | CONTAINS, COMPRISES OR IS WITHIN A 10-MILE RADIUS OF A HIGHER EDUCATION FACILITY | CONTAINS OR IS WITHIN 1/2 MILE OF A CONCENTRATION OF HOUSING OPPORTUNITIES, RETAIL AND CIVIC AMENITIES (Y/N) |
| 1 | Bedminster Village Center | Bedminster | US 202 | YES | LPA | YES (Village Center) | NO | YES | YES | YES | YES | YES | YES | YES (SCOOT) | YES | NO | NO | NO | NO | YES | YES | YES |
| 2 | Pluckemin Town Center | Bedminster | US-202/206 | YES | LPA | YES (Town Center) | NO | YES | YES | YES | YES | YES | NO | YES (SCOOT) | YES | YES | NO | YES (DOT Yard Redevelopment Site) | NO | YES | YES | YES |
| 3 | AT&T Campus | Bedminster | AT&T off 202/206 | YES | PGIA | NO | YES (Employment/Technology Node) | YES | YES | YES | YES | YES | NO | YES (SCOOT) | YES | YES | NO | NO | NO | YES | YES | NO |
| 4 | Basking Ridge Downtown | Bernards | South Finley Ave / Maple Ave | YES | LPA | NO | YES (Existing Village Center) | YES | YES | YES | YES | YES | YES | NO | NO | NO | NO | NO | NO | YES | YES | YES |
| 5 | Verizon Center / Exit 30 I-287 | Bernards | N. Maple Ave / Verizon Way - Exit 30 I-287 | YES | LPA | NO | YES (Employment/Technology Node) | YES | YES | YES | YES | YES | NO | NO | YES | YES | NO | NO | NO | YES | YES | NO |
| 6 | Exit 26 I-287 | Bernards | Mt. Airy Rd. | YES | LPA | NO | YES (Employment Node) | YES | YES | YES | YES | YES | NO | NO | NO | YES | NO | NO | NO | YES | YES | NO |
| 7 | Exit 33 I-78 | Bernards | Martinsville/Liberty Corner Rd. | YES | LPA | NO | YES (Employment Node) | YES | YES | YES | YES | YES | NO | NO | NO | YES | NO | NO | NO | YES | YES | YES |
| 8 | Exit 33 I-78 | Warren | Martinsville/Liberty Corner Rd. | YES | PGIA | NO | YES (Employment Node) | YES | YES | YES | YES | YES | NO | NO | NO | YES | NO | NO | NO | YES | YES | YES |
| 9 | Bernardsville Center & Train Station | Bernardsville | US 202 & Mt. Airy Rd. | YES | LPA | YES (Town Center) | NO | YES | YES | YES | YES | YES | YES | NO | YES | NO | NO | NO | NO | YES | YES | YES |
| 10 | The Bound Brooks Joint Town Center | Bound Brook & South Bound Brook | County Rt. Nos. 527, 610, 623, 533, 621 and State Hwy. Route 28/Raritan Waterfront Greenway | YES | PGIA | YES (PA1, Joint Town Center & Bound Brook Transit Village) | NO | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES (Downtown/West End Avenue & Tea Street Area) | YES | YES | YES | YES |
| 11 | Inclone Area | Branchburg | Inclone Dr./Old York Rd. | YES | PGIA | NO | YES (Industrial Park/Employment Node) | YES | YES | YES | YES | YES | NO | NO | YES | NO | NO | NO | NO | YES | YES | NO |
| 12 | RVCC/Easton Tpk. | Branchburg | Easton Tpk./Campus Dr. | YES | PGIA | YES (Higher Education Facility) | NO | YES | YES | YES | YES | YES | NO | YES | YES | NO | NO | NO | NO | YES | YES | YES |
| 13 | Meister Avenue/North Branch Station | Branchburg | Meister Avenue/Industrial Parkway/Chambers Brook Rd/Station Rd | YES | PGIA | NO | YES (Industrial Park/Employment Node) | YES | YES | YES | YES | YES | YES | YES | YES | NO | YES | NO | NO | YES | YES | NO |
| 14 | Route 202/NJ Transit Rail Spur Route 206 Corporate Node | Bridgewater | Route 202 | | PGIA | YES (PA1) | NO | YES | YES | YES | YES | YES | NO | NO | YES | NO | YES | NO | NO | YES | YES | YES |
| 15 | (Sanofi-Aventis) Chimney Rock Interchange Area | Bridgewater | Route 206/Brown Rd | YES | PGIA | NO | YES (Office Node) | YES | YES | YES | YES | YES | NO | YES (SCOOT) | YES | NO | NO | NO | NO | YES | YES | YES |
| 16 | | Bridgewater | Route 22/Chimney Rock Rd. | YES | PGIA | NO | YES (Employment Node) | YES | YES | YES | YES | YES | NO | YES | YES | NO | YES | YES (Chimney Rock Corridor Study, 2000) | YES | YES | YES | YES |
| 17 | Somerset County Regional Center | Bridgewater, Raritan and Somerville | All of Raritan and Somerville, portion of Bridgewater | YES | PGIA | YES (Regional Center & Transit Village) | NO | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES | YES (Somerville - Landmark Shopping Center, Somerville Landfill, East Central Business District and Kirby Avenue; Bridgewater - Sixth Avenue) | YES | YES | YES | YES |
| 18 | Far Hills Village | Far Hills | US 202 | YES | LPA | YES (Village Center) | NO | YES | YES | YES | YES | YES | YES | YES (SCOOT) | YES | NO | NO | NO | NO | YES | YES | YES |
| 19 | East Millstone Village | Franklin | Route 514 and Canal Rd. | YES | LPA | YES (Village Center) | YES | YES | NO | NO | YES | YES | NO | NO | NO | NO | NO | YES (Historic Rehab) | NO | NO | YES | YES |
| 20 | Kingston Village | Franklin | Routes 27 & 603 | YES | LPA | YES (Village Center) | NO | YES | YES | YES | YES | YES | NO | YES | YES | NO | NO | NO | NO | YES | YES | YES |
| 21 | Hamilton Ave/Renaissance Re-devel. | Franklin | Routes 27 & 514 | YES | PGIA | YES (PA1 & Redevelopment Areas) | NO | YES | YES | YES | YES | YES | NO | YES | YES | NO | NO | YES (Renaissance Redevel. Area) | NO | YES | YES | YES |
| 22 | Easton Ave. Corridor | Franklin | Easton Ave. | YES | PGIA | YES (PA1) | NO | YES | YES | YES | YES | YES | NO | YES | YES | YES | NO | NO | NO | YES | YES | YES |
| 23 | Veronica Ave. | Franklin | Veronica Ave. | YES | PGIA | YES (PA1) | NO | YES | YES | YES | YES | YES | NO | YES | YES | NO | NO | NO | NO | NO | YES | YES |
| 24 | Route 287 Ind. Complex | Franklin | Route 287/Davidson Ave. vicinity | YES | PGIA | NO | YES (Major Industrial/Commerce Complex) | YES | YES | YES | YES | YES | NO | YES | NO | YES | NO | NO | YES | YES | YES | YES |
| 25 | Green Brook - Route 22 Corridor | Green Brook | Route 22 | YES | PGIA | YES (PA1) | NO | YES | YES | YES | YES | YES | NO | YES | YES | NO | NO | NO | YES (Partial) | YES | YES | YES |
| 26 | Green Brook Neighborhood Center | Green Brook | Green Brook Road and Washington Avenue | YES | PGIA | YES (PA1) | NO | YES | YES | YES | YES | YES | NO | YES | YES | NO | NO | NO | NO | YES | YES | YES |
| 27 | Hillsborough Town Center, Gateways and TOD | Hillsborough | Amwell Rd/ Route 206 | YES | PGIA | YES (Town Center (transit-ready) | NO | YES | YES | YES | YES | YES | YES (future) | NO | YES | NO | YES | NO | YES | NO | YES | YES |
| 28 | Homestead Rd./206 By-pass Area | Hillsborough | Homestead Rd/Rt. 206 Terminus | YES | PGIA | NO | YES (Industrial/Commerce Area) | YES | YES | YES | YES | YES | YES (future) | NO | YES | NO | YES | NO | NO | NO | YES | YES |
| 29 | VA Depot Area | Hillsborough | Roycefeld & Brown Rds. | YES | PGIA | YES (Closed Military Facility) | NO | YES | YES | YES | YES | YES | NO | NO | YES | NO | YES | NO (Proposed in 2007 County Freight Study) | NO | YES | YES | NO |
| 30 | Glen Gery Quarry/North Hillsborough Industrial Area | Hillsborough | Sunnymead & Hamilton Rds. | YES | LPA | NO | YES (Emerging Industrial/Commerce Area) | YES | NO | YES | YES | YES | NO | NO | YES | NO | YES | YES (Sunnymead Land Fill) | NO | NO | YES | NO |
| 31 | Manville Town Center | Manville | Main St., J.F.K. Blvd, Camplain Rd. | YES | PGIA | YES (PA1 & Town Center) | NO | YES | YES | YES | YES | YES | NO | YES (SCOOT) | YES | NO | YES | YES (Rustic Mall) | NO | YES | YES | YES |
| 32 | Millstone Village | Millstone | Rts. 514 & 533 | YES | LPA | YES (Village Center) | NO | YES | YES | NO | YES | YES | NO | NO | NO | NO | NO | YES (Main St. Redevel. Area) | NO | NO | YES | YES |
| 33 | North Plainfield Town Center | North Plainfield | Somerset St., Rt. 22 | YES | PGIA | YES | NO | YES | YES | YES | YES | YES | YES | YES | YES | NO | NO | NO | NO | YES | YES | YES |
| 34 | Rocky Hill Village | Rocky Hill | Routes 518 & 605 | YES | LPA | YES (Village Center) | NO | YES | YES | YES | YES | YES | NO | YES | YES | NO | NO | NO | NO | yes | YES | YES |
| 35 | Warren Town Center | Warren | Washington Valley / Mtn. Blvd. Corridor - continues into Watchung | YES | LPA | YES (Town Center) | NO | YES | YES | NO | YES | YES | NO | NO | NO | NO | NO | NO | NO | YES | YES | YES |
| 36 | Mt. Bethel Employment Area | Warren | Mt. Bethel Rd. & King George Rd. to I-78 / Dubois Rd. | YES | PGIA | NO | YES (Employment Node/Commercial Corridor and Redevelopment Site) | YES | YES | YES | YES | YES | NO | NO | NO | YES | NO | YES (Knitting Mill) | NO | YES | YES | NO |
| 37 | Watchung Village Center | Watchung | Mountain Blvd. | YES | LPA | YES (Town Center) | NO | YES | YES | NO | YES | YES | NO | NO | NO | NO | NO | NO | NO | YES | YES | YES |
| 38 | Weldon Quarry Redevelopment Area | Watchung | Valley Rd. / Bonnie Burn Rd. | YES | PGIA | YES (Redevelopment Area) | NO | YES | YES | YES | YES | YES | NO | YES | YES | YES | NO | YES | NO | YES | YES | YES |
| 39 | Watchung Highway Retail Corridor | Watchung | Rt. 22 | YES | PGIA | YES (PA1) | NO | YES | YES | YES | YES | YES | NO | YES | YES | NO | NO | NO | NO | YES | YES | YES |

Notes: The draft boundaries delineating these areas are shown on the County's draft "Priority Investment Area Framework Map" and are subject to further refinement based on municipal review and recommendations.
Initial identification of PGIA's and LPAs was performed by County Planning Staff using the GIS datasets corresponding to each screening criteria. The results were then reviewed and refined by municipal planning officials.
LPAs include existing villages that may or may-not meet the eligibility requirements for PGIA designation, and where PGIA designation is not supported.
The GIS datasets used to perform this pre-screening analysis are available at the Somerset County Planning Board.
***In order to meet this "Essential" Criteria, one of the first 5 transportation-related "Supplemental" Criteria must be met.**
The State-Identified Priority Industry Clusters may be added as a Screening Criteria once their geography has been defined. Planning Area 1 as defined in the 2001 State Plan Policy Map was utilized. "Scale" thresholds may also be defined in the future and become part of the Screening Criteria. Changes in the criteria resulting from the State rulemaking process may alter the PGIA/LPA results.
Somerset County's Core PGIA Criteria include: 1) Former State Plan Policy Map- Planning Area 1, 2) Previously and/or currently Designated and Existing Centers, 3) Higher Education facilities, 4) Municipally-Designated Areas in Need of Redevelopment, 5) NJDOT Certified Transit Village, and 6) Lands within Closed Military Facilities.

Source: Somerset County Planning Board
Date: Revised 10/2012

**SOMERSET COUNTY PLANNING BOARD
DRAFT FINAL COUNTY INVESTMENT FRAMEWORK**

ACREAGE ANALYSIS

| | Total Acres | PGIA | | PPIA | | LPA | | AGIA | | LGIA | |
|---------------------|-------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
| | | Total Acres | % of Mun. | Total Acres | % of Mun. | Total Acres | % of Mun. | Total Acres | % of Mun. | Total Acres | % of Mun. |
| Bedminster | 16,875.45 | 0.00 | 0% | 15,878.97 | 94% | 639.00 | 4% | 213.89 | 1% | 143.59 | 1% |
| Bernards | 15,569.55 | 0.00 | 0% | 5,439.58 | 35% | 788.00 | 5% | 7,212.84 | 46% | 2,129.13 | 14% |
| Bernardsville | 8,264.62 | 0.00 | 0% | 2,588.70 | 31% | 823.00 | 10% | 343.18 | 4% | 4,509.74 | 55% |
| Bound Brook | 1,084.70 | 990.63 | 91% | 94.07 | 9% | 0.00 | 0% | 0.00 | 0% | 0.00 | 0% |
| Branchburg | 12,970.74 | 2,011.00 | 16% | 6,170.28 | 48% | 0.00 | 0% | 4,577.95 | 35% | 211.51 | 2% |
| Bridgewater | 20,699.65 | 5,580.33 | 27% | 3,398.01 | 16% | 0.00 | 0% | 11,137.11 | 54% | 584.20 | 3% |
| Far Hills | 3,149.28 | 0.00 | 0% | 2,757.70 | 88% | 65.42 | 2% | 63.04 | 2% | 263.12 | 8% |
| Franklin | 29,997.86 | 4,096.28 | 14% | 16,163.99 | 54% | 136.12 | 0% | 9,279.87 | 31% | 321.60 | 1% |
| Green Brook | 2,820.03 | 366.85 | 13% | 522.68 | 19% | 0.00 | 0% | 1,710.78 | 61% | 219.72 | 8% |
| Hillsborough | 35,280.74 | 2,252.71 | 6% | 23,818.24 | 68% | 499.02 | 1% | 8,429.92 | 24% | 280.85 | 1% |
| Manville | 1,567.59 | 1,334.24 | 85% | 233.35 | 15% | 0.00 | 0% | 0.00 | 0% | 0.00 | 0% |
| Millstone | 443.70 | 0.00 | 0% | 142.66 | 32% | 301.04 | 68% | 0.00 | 0% | 0.00 | 0% |
| Montgomery | 20,788.47 | 0.00 | 0% | 12,244.95 | 59% | 0.00 | 0% | 4,715.34 | 23% | 3,828.18 | 18% |
| North Plainfield | 1,805.08 | 1,676.53 | 93% | 128.55 | 7% | 0.00 | 0% | 0.00 | 0% | 0.00 | 0% |
| Peapack & Gladstone | 3,696.37 | 0.00 | 0% | 2,544.31 | 69% | 0.00 | 0% | 1,143.67 | 31% | 8.39 | 0% |
| Raritan | 1,297.84 | 1,232.64 | 95% | 65.20 | 5% | 0.00 | 0% | 0.00 | 0% | 0.00 | 0% |
| Rocky Hill | 397.33 | 0.00 | 0% | 133.58 | 34% | 117.99 | 30% | 145.76 | 37% | 0.00 | 0% |
| Somerville | 1,500.93 | 1,405.85 | 94% | 95.08 | 6% | 0.00 | 0% | 0.00 | 0% | 0.00 | 0% |
| South Bound Brook | 473.25 | 382.41 | 81% | 90.84 | 19% | 0.00 | 0% | 0.00 | 0% | 0.00 | 0% |
| Warren | 12,573.13 | 801.28 | 6% | 2,112.60 | 17% | 246.62 | 2% | 9,338.12 | 74% | 74.51 | 1% |
| Watchung | 3,867.28 | 464.52 | 12% | 133.34 | 3% | 70.52 | 2% | 3,167.68 | 82% | 31.22 | 1% |
| | | | | | | | | | | | |
| County Totals | 195,123.59 | 22,595.27 | 12% | 94,756.68 | 49% | 3,686.73 | 2% | 61,479.15 | 32% | 12,605.76 | 6% |

Notes: Priority Growth Investment Areas (PGIA), Priority Preservation Investment Areas (PPIA), Local Priority Areas (LPA)
Alternate Growth Investment Areas (AGIA), Limited Growth Investment Areas (LGIA)

Prepared by Somerset County Planning Board, December 2012

ADDENDUM 7



ADDENDUM 7: Case Statements

Case Statement for Economic Adjustment Assistance in Somerset County, New Jersey

PRESENTED TO: US ECONOMIC DEVELOPMENT ADMINISTRATION

SOURCE: SOMERSET COUNTY BUSINESS PARTNERSHIP

Case Statement for Davenport Street Extension Local Investments-Regional Benefits

SOURCES: SOMERSET COUNTY BUSINESS PARTNERSHIP, SOMERVILLE BOROUGH

Case Statement

for

Economic Adjustment Assistance in
Somerset County, New Jersey

presented to

The United States Economic Development Administration

consistent with

Federal Funding Opportunity: FY 2012 Disaster Relief Opportunities,
the Public Works and Economic Development Act of 1965, and
Major Federally Declared Disasters DR-4021 and DR- 1954



 Somerset County
Business Partnership

August 16, 2012
Somerset County Business Partnership
360 Gove Street
Bridgewater, New Jersey 08807
Contact: John Maddocks
(908) 218-4300

Introduction

The County of Somerset, New Jersey (the County) seeks United States Economic Development Administration (USEDA) investments consistent with Federal Funding Opportunity (FFO) “FY 2012 Disaster Relief Opportunity” and the Public Works and Economic Development Act of 1965.

Specifically, the County, in collaboration with municipal partners, is seeking USED A Economic Adjustment Assistance that will help our communities compete economically. Proposed strategy and implementation projects have been identified by our communities that will mitigate future potential losses and allow the community to recover more quickly from future disasters.

The region qualifies for USED A investments under the FY 2012 Disaster Relief Opportunities FFO based upon major Federally declared disaster numbers DR-4021 issued 31 August 2011 and DR-1954 issued 4 February 2011; Hurricane Irene and Winter Storms respectively.

USED A investments will help the region respond to the severe economic distress resulting from these natural disasters. The County is seeking preliminary concurrence from the USED A regarding priority project submissions before proceeding with the grants.gov process.

Background

In preparing this Case Statement the Somerset County (NJ) Business Partnership (SCBP), as the recognized county-wide economic development agency and with the advice and guidance of the Board of Chosen Freeholders of the County of Somerset, New Jersey, has worked with municipalities in our region to determine their greatest technical, infrastructure, economic development, and disaster resiliency needs.

An inventory of individual community needs was compiled by the SCBP and is included as part of this Case Statement. This inventory of needs has been discussed with senior leadership at the County and reviewed for consistency with local and regional strategies, 13 CFR Chapter III Part 307-Economic Adjustment Investment Assistance, and the FY 2012 Disaster Relief Opportunity FFO.

Consistency with Comprehensive Economic Development Strategies

The County is currently in the process of developing an USED A supported Comprehensive Economic Development Strategy (Investment No.: 01-86-14026). With the concurrence of the local Comprehensive Economic Development Strategy Committee all Economic Adjustment Assistance projects submitted by individual municipalities for inclusion in this Case Statement have been added to our draft Strategic Project Inventory for the Somerset County, NJ Comprehensive Economic Development Strategy.

Economic Need and Environmental Sustainability

All of the projects identified in this Case Statement address economic needs in an environmentally sustainable manner. Environmental sustainable is not an option, as the communities represented in this report are historically the most severely impacted during natural disasters. Our communities seek to mitigate future business and economic impacts of natural disasters through targeted investments.

Local Capacity

The County has a significant record of identifying projects that are feasible and ready for implementation. The County's investments in land use master planning, water and sewer infrastructure planning, transportation planning, and disaster response planning provides the framework for efficient project identification and implementation.

In recognition of the County's abilities, the State of New Jersey has entered into agreements designating the County of Somerset, New Jersey as the lead agency for major improvements to State owned highway infrastructure; the Chimney Rock Road Route 22 Interchange Improvements and the Route 22 Sustainable Corridor Plan Long-term Improvements.

In the aftermath of Hurricane/Tropical Storm Floyd in 1999, the County of Somerset, New Jersey directly administered nearly \$12,000,000 in USED A investments for infrastructure improvements to mitigate future impacts of flooding and increase job creation and economic opportunities in our most severely affected communities.

Collaboration

All projects documented in this Case Statement were developed through discussions with local elected and appointed officials. These discussions took place in the context of the FY 2012 Disaster Relief Opportunity FFO, and focused on investments that make the community, and more specifically the business community, more resilient to future events. Proposed projects have been reviewed for consistency with existing local, county, and regional strategies and focus on fostering economic growth.

Urgency

Many of the projects identified in this Case Statement are the result of active strategic community, redevelopment, and hazard mitigation planning that have languished for lack of adequate funding. Implementation of these projects will result in reduced future impacts of disasters in support of economic growth.

Conclusion

The projects proposed in this Case Statement meet the guidelines, spirit, and intent of the FY 2012 Disaster Relief Opportunity FFO.

As facilitators of a collaborative approach to disaster recovery and economic growth, the Somerset County Business Partnership looks forward to discussing priority investment needs with representatives of US Economic Development Administration.

The County of Somerset, New Jersey in collaboration with our local, regional, and statewide partners are prepared to proceed with formal applications through the grants.gov process pending discussions with USED A Region 2 staff , and we thank you for consideration of our submission.

Economic Adjustment Assistance Investments

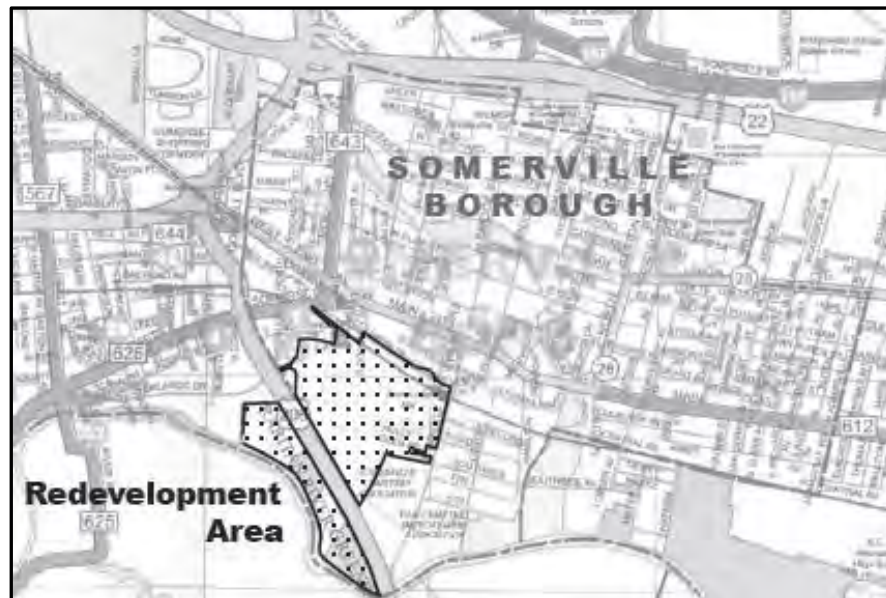
| Strategy Grants | | |
|-----------------|--|-------------|
| Location | Title & Description | Investment |
| County-wide | CEDS refinement to include CEDS development in targeted municipalities and geographic areas | \$200,000 |
| County-wide | CEDS refinement to include economic development led workforce delivery strategies focused on collaborative implementation | \$200,000 |
| County-wide | CEDS refinement to include Tourism industry analysis and implementation strategies | \$100,000 |
| Manville | Market and industry research and analysis and redevelopment planning to facilitate redevelopment of the Rustic Mall superfund site | \$150,000 |
| Manville | Disaster resiliency planning related to the US Army Corps of Engineers Millstone River Flood Control Study | \$4,300,000 |

| Implementation Grants | | |
|-----------------------|---|--------------|
| Location | Title & Description | Investment |
| Bound Brook | Disaster resilient infrastructure improvements at the NJ Transit rail station including a commuter & central business district parking facility | \$10,000,000 |
| Bound Brook | Disaster resiliency and economic enhancement through site acquisition of property contiguous to the Brook Theater | \$2,000,000 |
| Bound Brook | Public services disaster resiliency improvements to the Recreation/Community Center for use as a flood shelter | \$500,000 |
| Bound Brook | Infrastructure improvements for streetscapes and signage within the downtown Central Business District | \$500,000 |
| Bound Brook | Public services infrastructure improvements to create pedestrian access to the Raritan River greenway for commercial, cultural, and recreational purposes | \$2,250,000 |
| Manville | Disaster resiliency infrastructure improvements to include a storm water pump station at Main Street | \$750,000 |
| Manville | Public services and disaster resiliency investment to relocate Public Works facility outside of a flood plain | \$4,425,000 |
| Manville | Public services disaster resiliency improvements to VFW Flood Shelter | \$725,000 |
| Manville | Infrastructure improvements to Main Street downtown/CBD streetscape | \$1,925,000 |
| Manville | Site acquisition of Rustic Mall and contiguous of properties to facilitate redevelopment and productive re-use of the superfund site | \$4,835,000 |
| Somerville | Infrastructure improvements creating access to and stimulating redevelopment of the 160 acre Somerville Landfill | \$17,400,000 |
| Somerville | Infrastructure improvements creating State highway access to and stimulating redevelopment of the 160 acre Somerville Landfill | \$32,250,000 |
| Somerville | Infrastructure investments creating connections between the Somerville Landfill and the Duke Farms tourism and cultural attraction | \$5,375,000 |
| Somerville | Disaster resiliency greenway and environmental improvements within the Somerville Landfill redevelopment area consistent with overall site development planning | \$18,124,000 |

Davenport Street Extension Local Investments-Regional Benefits

**A Case Statement for Collaborative Investment to Further the
Somerville Landfill & Station Area Redevelopment Project
Borough of Somerville, Somerset County, New Jersey**

June 2012



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I. Introduction

The Borough of Somerville, Somerset County, New Jersey seeks to engage partners in furthering productive re-use of the former Somerville Landfill property and the surrounding area as designated in the adopted “*Somerville Station & Landfill Area Redevelopment Plan*”. This redevelopment effort represents the single greatest opportunity for Transit Oriented Development in New Jersey today.

By engaging in this effort, partners will contribute to important regional environmental, economic, and employment outcomes as a model for future activities.

II. Regional Economic and Environmental Outcomes

Rehabilitation of the Somerville Landfill and the surrounding area will return this brownfield to productive re-use through mixed-use “community” Transit Oriented Development that will include passive and active recreation uses.

Construction outcomes include:

- 2,500 construction jobs
- \$140 million in construction payroll
- \$101 million in construction materials purchases

Post Construction outcomes include:

- 460 new jobs
- \$20.6 million in post-tax payroll
- \$89 million in personal expenditures
- \$88.7 million in annual personal expenditures
- \$9.1 million annually in Property Ordinary Applicable Taxes (OAT)
- \$3.3 million annually in Borough revenue after expenses if Tax Abatement utilized
- 800 new transit oriented residential units
- Up to 400+ additional residential units within a half mile of the station

Environmental outcomes include:

- Re-use and redevelopment of a brownfields site
- 40 acres for environmental education, walking, biking, and general public spaces
- Bio-remediation of storm water and contaminated ground water
- Closure of the former borough sanitary landfill
- Clean-up and redevelopment of former CRR of NJ rail yards
- Linkages with regional greenways

III. Regional Overview

The Somerville Landfill & Station Area redevelopment is the largest “ready to build” passenger rail served site in the State of New Jersey. The site is also within the designated Somerset County Regional Center consistent with the NJ State Development and Redevelopment Plan. Key linkages to the Station will add to the regional benefits stemming from current Federal and State infrastructure investments such as the Route 22 corridor improvements in Bridgewater and the Route 206 by-pass project in Hillsborough, both currently under construction.

The creation of the Somerville Landfill Vision and Redevelopment Plans was funded by grants or the direct contributions of NJ TRANSIT, the New Jersey Department of Community Affairs–Office of Smart Growth, the New Jersey Department of Transportation and the County of Somerset- Economic Development Incentive Program (EDIP).

The 2,700-acre Duke Farms Estate, immediately adjacent to the Somerville redevelopment re-opened to the public in May 2012 and has proved to be a great visitor attraction. The \$50 million Duke Farms Endowment will benefit directly from the planned linkages to the rail station by providing quick, efficient transportation to this regional destination while minimizing road travel throughout the regional highway system.

Somerville, the seat of Somerset County, is located at the center of transportation in central New Jersey. In addition to the New Jersey Transit (NJT) Raritan Valley line within the Landfill Redevelopment Area, NJT and private bus lines travel State Route 28, the Borough's Main Street. US State Routes 22 and 206 form the northern and western boundaries of the Borough respectively, while federal interstate highways 78 and 287 intersect within two miles to the north.

The 160 acre Somerville Landfill & Station Area redevelopment zone includes public and private lands extending from the Somerville Railway Station to the Raritan River. It is bisected by Route 206 with the lands to the south west of being wetlands and flood plains. The adopted Redevelopment Plan addresses the redevelopment of the larger area (114+/- acres) east of 206 extending to the Railway Station. Detailed maps are on the Borough web site.

Results of environmental investigations show limited environmental impacts from the former landfill with the major element affecting the site being ground water contamination. In October 2011 the NJ DEP approved a remedial action work plan for the area designated "the green seam". This 40-acre area of wetlands and a stream bi-sects the redevelopment area and will be rehabilitated by the Borough into active and passive recreation. Recreational amenities will include walking and biking trails and environmental and ecological educational stations. In December 2011, the Borough of Somerville submitted a Hazardous Discharge Site Remediation Fund (HDSRF) grant application to the NJ DEP for \$5.0 million to commence work on this estimated \$15 million rehabilitation. To date no decision of award has been received.

The Borough is agreeable to sub-dividing the site if a developer makes a proposal for specific locations that are consistent with the redevelopment plan. The Borough has also worked with the Somerset County Business Partnership to determine if an emerging technologies center is viable use for a portion of the site and if so where.

IV. Regional Accomplishments

The Borough of Somerville has proactively and successfully positioned itself as a "downtown" destination. It is important to note that the Borough was the 2nd community in New Jersey to take advantage of the New Jersey Business Improvement District Act, once again demonstrating leadership at the local level. This positioning has helped the Borough successfully compete against regional malls and highway corridor retail. The Downtown Somerville Alliance (DSA), the borough's district management corporation, successfully sought and received designation under the Main Street New Jersey program.

Part of the Borough's pro-active approach to Transit Oriented Development has been the aggressive management of redevelopment efforts in and around the core Main Street area designed to link Main Street seamlessly to the Landfill redevelopment area. Accomplishments include:

- A \$28 million dollar private investment for construction of a 70,000 square foot "world-class" Shoprite supermarket opened in September 2011
- A \$1.5 million private investment to construct the new South Davenport Street, which is the critical connector to the bridge/tunnel that will connect the economic centers within the borough
- A \$600,000 public investment for the reconstruction of Division Street into a pedestrian friendly multi-use area linking Main Street to the NJT rail station this amount included a \$100,000 Transit Village grant from NJ DOT
- Encouraged developer "in-fill" development on Main Street and Division Street. This has resulted in the creation of new retail and residential spaces with additional projects awaiting approval

V. Required Support

As enumerated in Section II. (Regional Economic and Environmental Outcomes) of this report, a creative view in the deployment of resources to further redevelopment of the Somerville Landfill will serve the region, the local community, and the participating partners. Municipal and County staff have identified some significant connections with regional, state, and federal programs that could be used to supplement the significant investment made at the local level. State and federal agency support will result in productive resource of the property and be a significant accomplishment for all collaborative partners. Estimated investments include:

- \$17,400,000 for the Davenport Street Extension to connect economic centers
- \$32,250,000 for highway connections construction linking the rail station to state highways and improving neighboring community connections
- \$5,375,000 to enhance connections with educational and cultural resources (Duke Farms, Wallace House and Old Dutch Parsonage)
- \$18,124,000 to construct environmental protection and education resources (the Green Seam), connecting to the Somerset County Greenway and Borough Peters Brook Greenway

These investments are more fully detailed in Addendum 1 of this report.

VI. Summary of Commitments to Date

The Borough of Somerville, the County of Somerset, New Jersey, the New Jersey State Department of Environmental Protection and New Jersey Transit have made significant investments totaling over \$21,819,000. These investments are:

- \$500,000 for Engineering concept design (tunnel/bridge)
- \$639,000 for Green seam restoration and engineering design
- \$180,000 for Public visioning to define the effective re-use of a former municipal sanitary landfill (Somerville Landfill) and adjacent area located adjacent to downtown Somerville
- \$16 million by New Jersey TRANSIT for reconstruction of the Somerville Railway station in 2011
- Over \$4.5 million dollars for the Remedial Investigation and development of an "approved" Remedial Action Work plan for this area.

Environmental investigation and testing was funded through grants for Somerset County EDIP and the New Jersey Department of Environmental Protection through the HDSRF grant program.

VII. Transit Oriented Development (TOD) Accomplishments

The Borough pursued and was designated the 22nd Transit Village in the state by the New Jersey Department of Transportation.

This designation confirms the Borough's commitment to revitalizing and redeveloping the area around the transit facility into compact, mixed-use neighborhoods with a strong residential component, including:

- Adopting TOD redevelopment plan(s) and TOD zoning ordinances
- Adopting transit-supportive site design guidelines Adopting transit-supportive architectural design guidelines Adopting transit-supportive parking regulations
- Including affordable housing in the transit village district
- Providing a safe, accessible bicycle and pedestrian environment
- Identifying and installing "Place making" elements in and around transit station
- Encouraging annual community events and celebrations
- Sponsoring arts, entertainment and cultural events

The Borough and NJ TRANSIT have entered into a Memorandum of Understanding (MOU) that defines the roles, expectations and responsibilities of both partners throughout the project. While the Redevelopment of this area is a Borough initiative, NJ TRANSIT is a partner in this project; they are the largest landowner with the exception of the Borough. The Somerville rail station has been identified by NJ TRANSIT as the most important on the Raritan Valley Line and much of the initial construction will be on NJ TRANSIT property.

VIII. Brownfields Redevelopment Accomplishments

The borough successfully petitioned the New Jersey Department of Environmental Protection (NJ DEP) in 2009 to designate the Somerville Landfill & Station Area Redevelopment Area a Brownfield Development Area, one of thirty-one in New Jersey. This designation allows the Borough and the NJ DEP work collaboratively in planning the site remediation and eventual productive re-use of this brownfield area.

Environmental investigation and testing was previously funded through grants from the Somerset County Economic Development Incentive Program and the New Jersey Department of Environmental Protection HDSRF grant program.

In October 2011 the NJ DEP approved a remedial action work plan for the area designated "the green seam". This 40-acre area of wetlands and a stream bi-sects the redevelopment area and will be rehabilitated by the Borough into active and passive recreation, including walking and biking trails that will include environmental and ecological educational stations. In December 2011, the Borough of Somerville submitted a HDSRF grant application to the NJ DEP for \$5.0 million to commence work on this estimated \$15 million rehabilitation. To date no decision of award has been received.

The Borough has determined that it will seek additional grant funding to pursue the construction of some of the required infrastructure needed on the site; this includes the construction of major connector roads and the Green Seam.

IX. Conclusion

The Somerville Landfill & Station Area Redevelopment Plan will connect existing population, employment and economic centers with a new economic center of activity via the Davenport Street Extension.

The Davenport Street Extension will connect US State Route 28 (Main Street, Somerville) with a redeveloped brownfield property, providing public access to passive and active recreational amenities.

The Somerville Landfill redevelopment will be consistent with the overall development patterns in the Borough, and the Davenport Street Extension will provide a critical link across an existing barrier (the Raritan Valley Rail line) which presently precludes effective access.

No longer can resources dedicated to regional job creation and private sector economic investment operate independent of one another. The creative targeting of agency resources towards a common goal is critical. Resources of the North Jersey Transportation Planning Authority, New Jersey Department of Transportation, the Federal Highway Administration, the United States Environmental Protection Agency, the United States Department of Housing and Urban Development, and others, must be targeted at the productive re-use of this important property.

Collaborative and coordinated investments leading to the productive re-use of the Somerville Landfill property will have important regional employment, transportation, and community benefits. This Case Statement defines the required support.

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Case Statement to Further the Somerville, NJ Landfill Station Area Redevelopment Project
June 2012

| Project | | | Cost | Notes |
|---------------------------------|--------------------------|----------|----------------------|--|
| Davenport Street Bridge/Tunnel | | | | This component of the project will link the residential and commercial districts of the region which are currently divided by the NJ Transit Raritan Valley rail line. |
| | Concept Development | Complete | 500,000.00 | |
| | Engineering Plans | | 800,000.00 | |
| | ROW Acquisition | | 100,000.00 | |
| | Construction | | 16,000,000.00 | |
| | TOTAL | | 17,400,000.00 | |
| State Highway Connections | | | | This component of the project will provide access to the site from Route 206, a major regional north-south commuter and commercial route. |
| | Concept Development | | 900,000.00 | |
| | Engineering Plans | | 1,350,000.00 | |
| | ROW Acquisition | | NA | |
| | Construction | | 30,000,000.00 | |
| | TOTAL | | 32,250,000.00 | |
| Cultural Connections-Duke Farms | | | | This component of the project will link new residential and commercial areas with the significant cultural attraction, the Duke Estate. |
| | Concept Development | | 150,000.00 | |
| | Engineering Plans | | 225,000.00 | |
| | ROW Acquisition | | | |
| | Construction | | 5,000,000.00 | |
| | TOTAL | | 5,375,000.00 | |
| Greenway Connections | | | | This component of the project will result in an on-site environmental education resource, connect that resource with existing regional greenways, and result in the protect significant environmental resources. |
| | Concept Development | | In Rem Invest | |
| | Engineering Plans | Complete | 124,000.00 | |
| | Land Acquisition | | 3,000,000.00 | |
| | Construction/Remediation | | 15,000,000.00 | |
| | TOTAL | | 18,124,000.00 | |