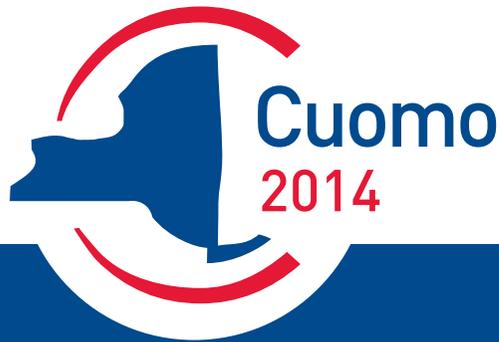


Moving the *New*
New York Forward



Andrew M. Cuomo

Moving the *New* NY Forward

Governor Andrew M. Cuomo

Moving the *New NY* Forward

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Introduction

A Record of Success

When Andrew Cuomo ran for governor in 2010, he explained that we were at a crossroads: We could either change course or continue on our path of decline. We needed to transform the state's economy and get New Yorkers back to work. We needed to wrest power away from the special interests and return it to the people. We needed to get taxes and spending under control and bring order back to the state capitol.

Many pundits predicted it was an impossible task. But Andrew Cuomo believed that if any state could make a comeback, it would be New York. He pledged that under his leadership, the Empire State would once again become the home of economic promise, fairness, and opportunity.

In his first State of the State address he set out a transformational plan to restore New York to greatness. He has worked tirelessly during his tenure to make his ambitious pledge to New Yorkers a reality.

Under Governor Cuomo’s leadership, New Yorkers have begun to witness a renaissance that seemed unimaginable just a few short years ago. Governor Cuomo passed four on-time, balanced budgets, the first of which in 2011 closed a \$10 billion deficit with no new taxes, fees, or gimmicks. Under Governor Cuomo’s leadership, and working cooperatively with the Legislature, the previous four budgets have held state spending growth below two percent—well below the rate of inflation—and represented the lowest rate of spending growth over a four-year period in over 50 years. After four years of responsible fiscal

leadership, Governor Cuomo turned the \$10 billion deficit into a projected \$2 billion surplus. And, as result of Governor Cuomo’s leadership every New



Governor Cuomo passed four on-time, balanced budgets, the first of which in 2011 closed a \$10 billion deficit with no new taxes, fees, or gimmicks.

Yorker pays a lower income tax rate and the middle class has the lowest income tax rates in more than 60 years.

With spending under control, Governor Cuomo

set New York on a course of fiscal stability and that was recognized by all three financial rating agencies as they raised our state’s credit rating for the first time since the 1970’s.

New York has begun to reclaim our place as the progressive capital of the nation with our leadership on marriage equality, sensible gun control legislation, a strong commitment to affordable housing, and our unprecedented investments and innovations in public education at all levels.



As result of Governor Cuomo’s leadership every New Yorker pays a lower income tax rate and the middle class has the lowest income tax rates in more than 60 years.

But more than that, together—working with the Legislature and the People of New York—we have changed the culture of Albany: from dysfunction to performance, from gridlock to action, from a focus on the special interests to serving the people. We have laid the foundation for success.

In the next four years, Governor Cuomo will build on the foundation he laid for a *New New York* and our state will re-emerge as a national leader.

Chapter 1.

Continue to Attack the Property Tax Crisis

Throughout its history, New York State has been a beacon of opportunity and a global center of commerce and innovation. But over time, New York had lost its way. For more than 50 years, through Democratic and Republican administrations, state government spent too much and taxed too much, making our state the tax capital of the nation. We lost our competitive edge as high taxes drove businesses and families out of the state, particularly in Upstate New York.

We reached a crisis point in 2008: with New York at the epicenter of the financial crisis, our economy was in shambles. Over 850,000 New Yorkers were unemployed, the most since the Great Depression. While the crisis mounted, Albany remained hopelessly mired in gridlock. Governor Cuomo took historic steps to get New York's fiscal house back in order.

Getting New York's Fiscal House Back in Order

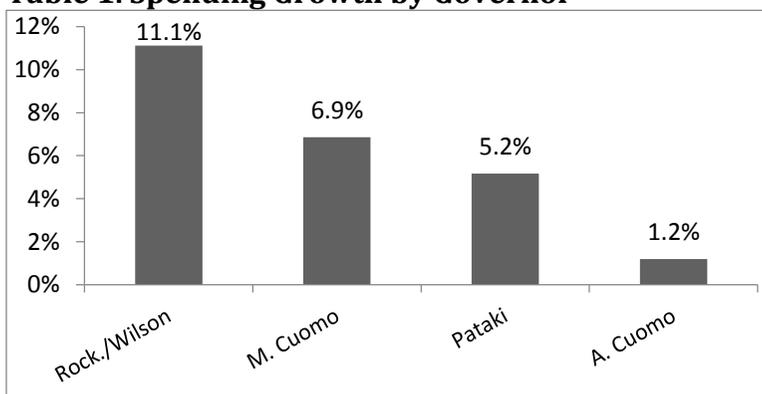
In his inaugural address on January 1, 2011, Governor Cuomo said, "First, we have to start with a new attitude that reflects a new reality: We need to correct decades of decline and billions of dollars in overspending."¹ Before 2011, New York State government had been spending money at a higher rate than inflation and income growth. From 1962-2010, inflation grew at 4.1 percent, income growth at 6.2 percent, and New York State spending at 6.8 percent. Declaring in his first Executive Budget address that "New York State is functionally bankrupt," the Governor set out to enact a tough, disciplined plan to cut expenses and bring state spending to its lowest level in modern history.²

And it worked: Under the Governor's leadership, the state workforce was reduced to its lowest level since Governor Nelson Rockefeller; a landmark series of contract agreements were reached with public employee unions with zero percent increases in pay for three years and increases in health contributions;³ a new pension tier was put in place to save state and local governments \$80 billion over 30 years; and a

transformative reorganization of government was undertaken for the first time since 1927 under Governor Al Smith.

Cutting costs allowed New York State to hold spending growth below two percent for the first time since state government started tracking such statistics.

Table 1. Spending Growth by Governor



Source: NYS Division of the Budget

Under the administrations of Governor Rockefeller and Malcolm Wilson, spending increased at a rate of 11.1 percent. The spending rate under Governor Mario Cuomo was 6.9 percent, and under Governor George Pataki it was 5.2 percent. Governor Andrew Cuomo's efforts to control costs enabled the state to spend at a rate of 1.2 percent over his first four years in office.

With spending at historic lows, Governor Cuomo set out to tackle one of the root causes of New York's anti-business mentality: our status as the tax capital of the nation. He started with property taxes—the number one tax in New York State, raising more revenue than income taxes—and a crushing burden that for years has driven businesses and homeowners out of the Empire State.

New York's High Property Taxes: Not a New Problem

It comes as no surprise to many of New York's homeowners that our state's property taxes are among the highest in the nation. Since his days as New York's Attorney General, Andrew Cuomo has been sounding the alarm bell on the state's ballooning property taxes and as Governor; he has taken dramatic action to bring relief to homeowners.

By total dollars paid, three of the four highest property taxes are in New York State: Westchester County is #1, Nassau County #2, and Rockland County is #4. By percentage of home value, 12 of the top 15 nationwide are in Upstate New York. In fact, the

property tax is the number one tax in New York, raising \$51 billion in revenue annually, while income taxes raise \$40 billion.

At the root of the problem is the cost and expense of New York's local governments. New York is home to more than 10,500 local governments, from towns and villages, to school districts, fire districts, sewage districts, lighting districts, and much more.⁴ Each of these governments comes with their own bureaucracy supported by the hard-earned dollars of New York's taxpayers. This is not a new problem—in fact then-Governor Franklin D. Roosevelt even discussed the “great waste and duplication” of New York local government:

The public is at last coming to realize that the increase in real estate taxes is due wholly to the increase in the cost of local and not State Government. These taxes on real estate are too high. I make that categorical assertion. By the same token I make the categorical assertion that the cost of Government is too high. The answer to the problem of excessive real estate taxation is reduction in the cost of local government. The answer does not lie in having the State Government collect general taxes and distribute these general taxes in the form of cash to the local

communities for the local expenditures. That is unsound. Local government has in most communities been guilty of great waste and duplication.

— Governor Franklin D. Roosevelt, 1932
State of the State Address

But the state has simultaneously taken steps to reduce the cost to local governments through significant mandate relief.

 Governor Cuomo Passed Unprecedented Mandate Relief	
1.	Pension Reform saving state and local governments \$80 billion over 30 years.
2.	Medicaid Growth Takeover that will save counties and New York City \$1.2 billion over five years.
3.	Medicaid Administration Takeover that will result in greater efficiencies on the local level.
4.	Early Intervention Reforms which will save local governments \$54 million over five years.

Governor Andrew Cuomo: A Record of Fighting to Reduce New York's Property Taxes

When Governor Cuomo ran for office in 2010, he pledged to attack the ballooning costs of New York's property taxes. And he did exactly that. The Governor over the past four years has taken dramatic action to provide relief to New York's homeowners. These actions built on what Andrew Cuomo had begun as Attorney General, including passing the *New NY Government Reorganization and Citizen Empowerment Act*, which for the first time offered New Yorkers an opportunity to vote on dissolving or consolidating their local governments.

Property Tax Cap: An Historic Success

In 2011, Governor Cuomo introduced—and the Legislature passed—the state's first-ever property tax cap, limiting the growth in local property taxes to two percent unless a supermajority of the locality's council approves a higher rate. Since being enacted, the cap has been extraordinarily effective in saving New York homeowners money:

- In year one of the property tax, out of 3,077 local governments and school districts reporting a proposed levy, 84 percent reported a levy within the capped amount. In year two, 98 percent of school districts stayed within the cap, and in year three 97 percent remained within the cap.
- Between 2000-2010, the annual growth rate of New York property taxes was 5.3 percent. The cap succeeded in limiting the average rate to two percent, less than 40 percent of the previous ten-year average.
- The typical annual property tax bill will be nearly \$800 less annually in five years than if taxes had continued to grow at the previous average rate of growth. If the trends continue, by 2017, the typical taxpayer will have saved nearly \$2,300 in local property taxes.

For the first time ever, the tax cap put New York voters at the center of decisions about finding ways for local governments to do more with less, and reducing costs rather than lowering taxes.



Governor Cuomo's tax cap succeeded in limiting property tax levy growth 40 percent of the previous 10-year average.

Property Tax Relief: Designed for Long-Term Restructuring and Tax Reduction

As a result of the Governor Cuomo's fiscal stewardship over the past four years, in 2014 the state is facing its first budget surplus in years. The Governor wants to return this money to New Yorkers to bring much-needed relief to long overburdened taxpayers, as well as use the tax relief to further incentivize local governments to cut costs.

Under Governor Cuomo's \$1.5 billion property tax relief program enacted as part of the 2014-15 budget, New Yorkers this year will receive a check equal to the growth in property taxes only if their local government stays within the two percent property tax cap—essentially freezing taxes for residents of localities that hold to the cap's limit.

Next year, New Yorkers will receive property tax relief if their local government puts forward a plan to reduce their tax burden by three percent over three years. By design, the plan will provide long-term tax relief to New York property owners as well as incentivizing county governments, school districts, and

towns and villages to collaborate and find ways to reduce the property tax burden.

The Governor's efforts are already working to start the discussion on the local level. In September 2014 the *Syracuse Post-Standard* wrote, "People across the state are questioning the need for so many layers of government," citing two towns in Onondaga County:

Combined, the town of Elbridge and the villages of Elbridge and Jordan have six clerks, three highway department supervisors, three lawyers, two fire departments and 15 members of town and village boards. That's a lot of government to pack into a town of 5,900. The village and town halls are located within four miles of each other.⁵

Governor Cuomo's Property Tax Plan: Provide Continued Tax Relief to New York Homeowners

Proposal. Continue the State's Fiscally Responsible Budgeting

You can tax less if you spend within your means. Therefore, Governor Cuomo will continue to stay within his two percent state spending cap.

Proposal. *Extend the Property Tax Cap*

The Governor's property tax cap has delivered billions of dollars in relief to New York homeowners. The cap is set to sunset in 2015, and it must be extended so we can continue to protect New York taxpayers.

Proposal. *Create a \$500 Million Fund to Encourage Localities to Cut Costs in Order to Reduce Property Taxes*

In addition to extending the property tax cap, Governor Cuomo will launch a \$500 million fund to incentivize and reward local governments for shared services and consolidation that lead to property tax reductions. While Governor Cuomo and the Legislature took steps to reduce property taxes last year by giving taxpayers living in jurisdictions where local leaders present plans for three percent of costs over three years direct property tax relief, this plan will provide additional financial incentives for local governments that permanently enact these cost-saving plans. A matching bonus will be provided to residents as a further incentive to get involved and encourage their

local elected officials to find ways to reduce costs as a way to reduce property taxes even further.

Proposal. Organize a Summit of Local Leaders to Discuss Best Practices to Develop Tax Saving Plans

Local leaders across New York State have already taken steps to see how costs can be reduced.⁶ Building upon the success of previous summits that brought together state officials, industry experts, and local leaders, Governor Cuomo will host a *Local Government Efficiency Summit* for local elected officials to share best practices, hear ideas about initiatives that have worked in other jurisdictions, and work together with state officials and planning experts to find ways to make local government more efficient.

Chapter 2.

New York is Working

Cutting taxes for all New Yorkers and for businesses was one small part of Governor Cuomo’s plan for job creation and revitalization of the state’s economy. To complement this approach, the Governor replaced the state’s fragmented and unfocused economic development structure with a cohesive bottom-up approach. In addition, the Governor’s innovative programs have created economic growth across and throughout the state, from Montauk



New York has the most jobs in our history: 7.6 million.

to Niagara Falls and from Binghamton to Plattsburgh (a list of significant accomplishments are found in the Appendix).

A Record of Success

In 2011, Governor Cuomo launched ten *Regional Economic Development Councils* (REDCs), enabling each region of the state to build on its strengths and chart its own economic destiny. To help invigorate economic growth, Governor Cuomo replaced top-down development strategies with an approach that empowers stakeholders from labor, business, and academia in each of ten regions to develop long-term strategic plans based on each region's specific priorities and unique resources.

State agency resources and regulations were realigned to support the Regional Councils and eliminate barriers to economic development. In the first three rounds of REDC competition, more than \$2 billion has been awarded for job creation and community development projects that will result in creation and retention of more than 100,000 jobs, and up to \$750 million will be awarded through the 2014 process.



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New York, in addition to its rich historical attractions, is home to many niche industries including tourism, beverages, and dairy, which support tens of thousands of jobs in local communities across the state. Recognizing this unique opportunity, Governor Cuomo put in place an economic strategy that has sought to help these industries grow and expand. At the center of this strategy is a series of summits, which have brought industry leaders, business owners, and state agency heads together to cut barriers to growth, reduce red tape, and find ways for the state to support the continued expansion of these vital industries.

- **Growing Tourism.** As an economic engine, tourism directly supports nearly 500,000 jobs and generates tens of billions of dollars in

revenue for New York businesses. Under Governor Cuomo's leadership, the state has expanded efforts to support the tourism industry including a \$60 million tourism campaign—the largest state investment in tourism in decades.

- **Encouraging Agriculture.** New York is now the yogurt capital of the United States, with the number of processing plants more than doubling since 2000 and the amount of milk used increasing from 158 million pounds to 1.2 billion pounds. Governor Cuomo hosted New York's first Yogurt Summit to support further growth of the industry and help dairy farmers increase milk production, better manage the large amount of waste produced by cows, and save money on energy costs by turning waste into a renewable source of energy.
- **Support for the Beverage Industry.** Supported by the state's robust agriculture sector, the beverage industry has been growing rapidly in New York. The Governor hosted two summits to bring the farm-based beverage sector together with agricultural producers and government officials to support the continued growth of wineries, breweries, distilleries, and cideries. These summits produced new legislation to enable beverage producers to open restaurants and expand their markets, and a new marketing campaign to bring New York beverages to consumers nationwide.

Buffalo Billion

Few regions in New York suffered as much as Western New York following the nationwide loss in manufacturing jobs. Yet for generations, Western New York has been practically ignored by Albany. Since taking office, Governor Cuomo has put an unprecedented focus on revitalizing the economy of Buffalo and Western New York. At the heart of these efforts, he committed a \$1 billion investment in the Buffalo regional economy to create thousands of jobs and spur new investment and economic activity.



The Upstate unemployment rate dropped from 8.4% last year to 6.4% -the single biggest one-year drop in recorded history.

The *Buffalo Billion* initiative, announced in January 2012, was a major step toward turning the tide on years of economic decline and population loss in the City of Buffalo. In keeping with the Governor's commitment to regional economic development, the

Regional Economic Development Councils partnered with The Brookings Institution, McKinsey & Company, and the University at Buffalo's Regional Institute (UBRI) on the effort. With its completion, Governor Cuomo's investment of \$1 billion in the region is expected to leverage a total direct private investment in excess of \$10 billion, and create or retain over 6,000 direct jobs and 5,000 indirect jobs.

Governor Cuomo is investing \$750 million to build Buffalo High Tech Manufacturing & Innovation Hub at Riverbend, a cutting-edge facility for high tech and green energy businesses at a former Brownfield site in Buffalo. State investments will establish site infrastructure and fund equipment loans for the SolarCity Corporation—a world-leading clean-energy company—which will invest more than \$5 billion in developing one gigawatt of annual solar production, representing the largest solar panel construction plant in the Western Hemisphere.

The Buffalo Niagara Institute for Advanced Manufacturing Competitiveness is a state-of-the-art facility managed by EWI, a nationally renowned non-profit manufacturing innovation organization, assisting in commercializing applied research, improving

operational efficiency, enabling entry into new markets, and advancing skills of the existing workforce in manufacturing. And the state is investing \$50 million in Buffalo Medical Innovation and Commercialization Hub—a partnership among CNSE, AMRI, and Buffalo-Niagara Medical Campus in a state-of-the-art facility for research, development, and testing for drug screening, pharmaceutical development, technology optimization, business attraction, workforce training, and bioinformatics that will leverage \$200 million from private industry.

The New York Genome Medicine Network connects the University at Buffalo and IBM Watson Group as a partner with the New York Genome Center in Manhattan, a \$135 million facility backed by 12 leading medical institutions, the Partnership Fund for New York City and other industry partners to accelerate advances in genomic medicine into clinical care.

Casino Gaming

New York is surrounded by states with casino gambling facilities, drawing millions of dollars in spending out of the Empire State each year. The

Governor championed a successful constitutional amendment authorizing casinos on the November 2013 ballot, enabling four resort destination gaming facilities to be located in Upstate New York, and helping draw visitors to experience all that Upstate has to offer.

Proposal. \$1.5 Billion Upstate Revitalization Fund: Replicate the Success of the Buffalo Billion

Before Governor Cuomo took office, upstate cities faced significant economic and population challenges. For decades, the economic base of many upstate cities eroded due to the loss of manufacturing. This resulted in the upstate economy lagging behind the rest of the state and nation.

Cities in Upstate New York need coordinated plans and new resources to fulfill physical infrastructure needs, achieve targeted job creation, and maintain a high quality of life that will sustain their populations.

With the City of Buffalo's economy rebounding on the heels of the Buffalo Billion, it shows that the Governor's programs are working. It is time for the state to focus greater attention on other upstate areas in

need of community and economic revitalization. To coordinate this effort, Governor Cuomo will launch the *Upstate Revitalization Fund (URF)*, a new initiative that will build on the proven framework and best practices established from the Buffalo Billion initiative to replicate its enormous success.

The URF will inject \$1.5 billion of state resources to drive the revitalization of communities, job growth, and population sustainability in major upstate urban centers. Instead of focusing on one city, the URF will target its investment to a set of economically distressed upstate metropolitan areas. The URF will invest in both catalytic infrastructure projects as well as quality of life initiatives to make Upstate New York a better place to live, work, and visit.

The Upstate Revitalization Fund will combine the existing expertise and structure of the REDCs with successful elements of the Buffalo Billion to develop regional investment plans that identify existing assets, highlight needs and recommended investment areas.

Upstate cities have experienced a common decline over recent decades, but both the specific challenges they face and the optimal solutions vary widely. Accordingly, a range of project types will be

eligible for funding under the URF initiative. Awards will be primarily made as grants, but existing tax credits and loan programs may supplement or replace certain awards wherever appropriate. Awards for major infrastructure projects will be limited to those with a catalytic impact on community revitalization.

Strengthen Small Businesses

New York is home to more than two million small businesses across the state.⁷ Together, these businesses make up 99 percent of all employers in the state and employ half of our private sector workforce.⁸ The importance of the health and strength of our small business sector to the statewide economy cannot be understated.



Together, small businesses make up 99 percent of all employers in the state and employ half of our private sector workforce.

Proposal. Hold a Small Business Summit

Summits allow stakeholders from industry and government to come together to identify challenges and opportunities facing a specific sector and map out a path for government to provide needed assistance and help create jobs and grow investment. To build on this successful model, Governor Cuomo will host a *Small Business Summit* that cuts across different industry sectors to focus on issues and opportunities similar to the typical small business proprietor. The Summit will bring together small business owners, financial institutions, support industries, and government stakeholders to help facilitate access to capital, reduce regulatory barriers, and grow employment and investment at our smallest—but most critical—places of business. Small businesses constitute the backbone of our state’s economy and government must do everything it can to help this segment of our economy grow and thrive.

Proposal. Create the New York Business Assistance Team to Help Small Businesses Start and Grow

The state must make it as easy as possible for a new business to open its doors and grow. Governor Cuomo will launch the *New York Business Assistance Team (NYBAT)* to provide hands-on assistance that helps small businesses get started and existing businesses grow. NYBAT staff will serve as a personal concierge for each business owner and will liaise on the business' behalf with state agencies, local government entities, and nonprofits to deliver the highest level of assistance. Staff will also collaborate and coordinate service delivery with FuzeHub and the 24 Small Business Development Centers across the state.

Proposal. Create a NYS Chief Small Business Officer

In recognition of the importance of the New York's small business sector, Governor Cuomo will appoint the state's first Chief Small Business Officer. This position will be responsible for inter-agency coordination of all existing and new policies that impact creation and growth of New York small businesses.

Chapter 3.

Rebuilding NY

One of Governor Cuomo’s key priorities when taking office was to restore New York’s aging physical infrastructure. Much of New York’s essential physical plant—its roads and bridges, its mass transit systems, its ports and airports, its electrical grid and its water and sewer systems—had been neglected for too long, and were in need of vital repairs or replacement. The demands of the 21st-century economy were being stymied not just by a 20th-century infrastructure, but by a 20th-century way of doing business, and this had to change. Along with making the necessary financial commitments to infrastructure, Governor Cuomo has led the way in embracing innovative building and financing mechanisms and, as a result, has transformed the way New York builds and maintains the networks that are the lifeblood of its growth.

Design-Build

Design-build is a project delivery tool that allows complex projects to combine design and construction into one bid and contract, thereby reducing procurement time and cost as well as bringing private sector innovation and efficiency to public sector projects. The results of New York State's shift to a design-build model have been stark and immediate: fewer cost overruns, speedier completion of major projects, and the creation of thousands of new jobs. A total of 10 project contracts have been awarded as design-build since 2011, saving the state an estimated \$1.575 billion and 258 months of savings.

The most notable example of the success of design-build has been the *New NY Bridge*. After years of discussion and delay, the replacement of the Tappan Zee Bridge is actually moving forward. On track to be completed in less than five years from the start of formal construction, the *New NY Bridge* will be one of the nation's largest construction projects to be completed in such a short time. Even more importantly, as a result of design-build, the total estimated cost of

the *New NY Bridge* project is \$3.9 billion, far less than initially expected.



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NY Works

In his first term, Governor Cuomo created the *NY Works Task Force*, which revolutionized the process of financing major capital projects by substantially unifying the capital planning process and successfully delivering cost-effective infrastructure projects, now built quickly and on-budget. Through intense cross-agency coordination, a relentless focus on project delivery, and the use of innovative contracting methods, to date, the Task Force has directed nearly \$1.8 billion into more than 700 critical state infrastructure projects, creating more than 25,000 direct jobs. Many of these projects are multi-year projects on which work

continues. One hundred percent of these projects are on time and on budget.

In June 2013, the Task Force released New York State's first-ever 10-year Statewide Capital Plan, coordinating—for the first time ever—\$174 billion in existing capital investment dollars across 47 state agencies and authorities. This strategic, forward-looking plan breaks down the old silo-based approach to capital investment and better leverages existing investments, which will allow the speedier completion of major infrastructure projects throughout the state while providing key savings to New York taxpayers.

NY Green Bank

Not satisfied with the rate of clean energy development in New York, the Governor launched the \$1 billion *New York Green Bank*—the nation's largest—as part of his effort to dramatically increase the deployment of innovative clean energy technologies. Traditional programs that rely on government subsidies funded by utility ratepayers and taxpayers to stimulate investment in clean energy—while important for establishing a foundation for more industry and

consumer acceptance of new technologies—are simply unsustainable and are insufficient to achieve deployment of such technologies to their full potential. The purpose of the Green Bank is to stimulate private sector financing and accelerate the transition to a more cost-effective, resilient, and clean energy system.

In 2014, the NY Green Bank started accepting proposals from private sector lenders, investors, and industry participants that facilitate the financing of creditworthy clean-energy projects in New York State.

Eligible proposers include energy service companies, developers, equipment manufacturers, or others that provide equipment, materials and/or services related to renewable energy and energy efficiency projects, as well as financial institutions or other third-party



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capital providers that are financing, or intending to finance, such projects. Projects to be supported by the Green Bank can include a broad range of commercially

proven technologies, including solar, wind, and other renewable energy generation technologies; residential and commercial/industrial energy efficiency measures; electricity load reduction; on-site clean generation, and similar projects that support the state’s clean energy objectives.

Airport Modernization

New York’s airports remain the gateways to the state. JFK and LaGuardia alone host an estimated 20 million travelers a year, supporting approximately 350,000 jobs, \$18 billion in wages, and nearly \$50 billion in economic activity. But both have consistently been rated among the worst airports in the country in terms of design and overall passenger experience.⁹

Under Governor Cuomo, both airports have seen significant upgrades, including the opening of the new \$1.4 billion Delta terminal at JFK.¹⁰



***JFK and LaGuardia support approximately
350,000 jobs, \$18 billion in wages.***

Creating a 21st-Century Infrastructure for a 21st-Century Economy

Sustaining New York's infrastructure will remain a key pillar of Governor Cuomo's second term. New York State will build on some of its significant accomplishments by expanding those efforts, including extending design-build authority to all state agencies. In addition, in the next four years, Governor Cuomo will undertake a number of major new transformative infrastructure projects.

Proposal. *Create the NY Infrastructure Bank*

Building upon the success of NY Works, Governor Cuomo will establish the *NY Infrastructure Bank*, which will provide a new self-sustaining source of funding for major infrastructure projects. Seeded with potential revenue sources such as the bank settlements or other one-time cash infusions, the Infrastructure Bank will be a new financing and project management vehicle empowered to deploy alternative project delivery methods and leverage private investment to deliver large-scale, complex, strategic infrastructure

projects vital to the state's future success. It will find efficient and appropriate mechanisms for financing those projects, including low-interest loans and leveraging private capital and it will take a creative, entrepreneurial approach to identifying the multiple sources of revenue that will be needed. The Bank will have the ability to make direct loans to projects, provide loan guarantees, and issue pre-development and gap-closing grants. It will be able to co-finance with other public and private lenders and investors and have the ability to combine federal, state, local, and private funds to finance projects.

Proposal. Extend Design-Build

In 2011, the Governor proposed—and the Legislature passed—an expansion of the use of design-build authority in New York State to several state agencies including the Department of Transportation and the Office of Parks, Recreation and Historic Preservation that is set to sunset this year. A total of 10 project contracts have been awarded as design-build since 2011, saving the state an estimated \$1.575 billion and 258 months of time. The success of design-build

speaks for itself: From the *New NY Bridge*, now well underway, to the soon-to-begin *New Kosciuszko Bridge*, New Yorkers have already seen the benefits that come with utilizing innovative delivery mechanisms to save tax dollars and speed the completion of projects. Now is the time to extend the authority to all state agencies. By employing the design-build model, every New York State agency will be able to bring private sector innovation to project delivery, thereby enabling them to propose and pursue new ways of expediting projects at a lower cost to taxpayers.



A total of 10 project contracts have been awarded as design-build since 2011, saving the State an estimated \$1.575 billion and 258 months of time. The success of design-build speaks for itself.

Proposal. Reinvent our Major Transportation Transit Networks, Including the MTA and Our Airports

We also must reimagine and transform our major transportation hubs, such as the MTA and our airports, which are vital to economic growth. Plans for these projects will be unveiled over the course of the next several weeks.

Chapter 4.

Global NY

N

ew York State is not only a vital part of the national economy, but benefits from being home to an international city downstate, as well as bordering with Canada upstate.

Global NY is an initiative launched to enhance the international competitiveness of New York businesses and attract companies from around the world to invest in the Empire State.



New York State has the 16th largest economy in the world and ranks second in the nation in academic research and development investment. It is also home to the headquarters of 54 of the world's Fortune 500 companies, the most among all states.

New York State businesses have much to offer to the global market. A crucial component of the success for businesses within New York is the opportunity to trade goods and services to all available consumers. In this vein, Governor Cuomo is working to encourage the export of New York goods and services through several initiatives.

The state also has much to offer as a location for foreign businesses to start or expand. The variety of our natural and physical resources will be promoted more readily through the Global NY initiative to encourage the importing of foreign goods, services, and relocation of businesses from outside of the United States into New York.

Proposal. Create Global NY Export/Import Development Fund

Governor Cuomo will be creating a \$35 million *Global NY Development Fund* to exponentially improve opportunities for imports/exports in the New York State economy. The Global NY Development Fund will provide grants and loans to help small- and medium-sized businesses based in the state, looking to do

business in New York, seeking cross-border trading, or global expansion with financing to grow and compete.

Program options will include:

- A **\$25 million lending program** targeted to small businesses that have had difficulty accessing credit markets, providing loans to help companies develop capacity to enter new markets. Empire State Development will operate the program in partnership with more than 20 private lenders across the state to leverage at least \$50 million in total small business lending;
- A **\$10 million grant fund** to additionally provide up to \$25,000 in grants to small- and medium-sized firms to develop export capacity through the design and implementation of export marketing plans, website translation, product adaptation, market certification, and other services needed by smaller companies to better compete in the global economy; and
- **Partnership with the Export/Import (Ex-Im) Bank of the United States** will help connect credit-worthy small businesses with additional available export financing. The program will provide short-term loans of up to \$500,000.

Proposal. Trade Missions to Boost the New York Economy

To help promote this new and improved New York State import/export market, Governor Cuomo and representatives from the New York State business community will be making a total of five trade missions to Mexico, Canada, Italy, China, and Israel. These trips will allow our companies to explore new exporting and international investment opportunities, and will reach a global audience with the message that there has never been a better time than now to invest in or do business with New York State.

Chapter 5.

NY Innovates

Governor Cuomo’s economic development policies have been driving industry cluster development by encouraging the key collaborations that help innovation clusters grow and deepen. Innovative businesses thrive on knowledge and new ideas, so they are constantly forming new partnerships with universities, inventors, the venture capital community, and other businesses, especially potential suppliers and customers. By supporting innovation, Governor Cuomo has fostered industry cluster development as well.

A New Paradigm for Innovation

Governor Cuomo’s economic development strategies have focused on leveraging innovation whether it be creating the Innovation Network to help entrepreneurs and startup companies to expand and grow or NYSUNY 2020 and NYCUNY 2020 which

anchors colleges and universities as regional economic engines. Governor Cuomo will continue building upon the successes of the state's innovation economy and cluster-based investments through enhancements to existing successful efforts like STARTUP NY and the introduction of several new programs that will focus on high-tech and innovation economy clusters and the indicators of success in these areas such as workforce development, R&D, entrepreneurship, and venture capitalism.

STARTUP NY

Governor Cuomo's STARTUP NY is a game-changing initiative that is transforming State University of New York (SUNY) campuses and other education institutions across the state into tax-free communities that attract new businesses, venture capital, start-ups, and investments from across the world by offering new businesses the opportunity to operate completely tax-free—including no income tax for employees and no sales, property or business tax—while also partnering with the world-class higher education institutions in the SUNY system.

STARTUP NY builds on the strengths of New York's higher education institutions by encouraging businesses to take advantage of the research capabilities, academic programming, and job training initiatives that are part of the state's college campuses. While the program is just beginning, it has already driven \$63 million in new investment and 1,300 new jobs.

Innovation Hot Spots

Governor Cuomo's *Innovation Hot Spots* competition fosters innovation by offering start-ups valuable business support services to help commercialize academic research and promote further collaboration between business and academia. The Western New York, Finger Lakes, Southern Tier, Central New York, and North Country regions were selected to each receive up to \$250,000 annually in state financial support to expand their provision of industry-accepted best practice direct technical and business support assistance to young firms. A \$50 million *Innovation Venture Capital Fund* also provides critical seed and early-stage funding for new business formation,

facilitating the transition from ideas and research to the development of marketable products.

Investing in Nanotechnology

The cornerstone of Governor Cuomo's university-energized economic development strategy was a joint \$4.4 billion investment with five international technology companies, including IBM and Intel, making New York the international center of next-generation computer chip technology, based on the success of the state's pioneering support for the SUNY College of Nanoscale Science and Engineering, which recently merged with the SUNY Institute of Technology in Utica to become the SUNY Polytechnic Institute.

This strategy has since expanded along a *Nano Corridor* extending from Albany westward to Nano Utica, a \$125 million, 250,000-square-foot Computer Chip Commercialization Center; to Nanotechnology Innovation and Commercialization Excelsior in Salina and the Central New York Hub for Emerging Nano Industries in Onondaga County, which uses nanotechnology to drive innovations and create jobs in the computer generation imagery and animation

industry; and further west to Rochester, where the Smart System Technology & Commercialization Center offers the largest array of world-class micro-electromechanical systems-related solutions in the industry, and where the New York Power Electronics Manufacturing Consortium, a group of over 100 companies including GE, IBM, Sematech among them, is working with SUNY on the development and manufacture of the next generation of materials used on semiconductors—\$135 million in state funds provided to CNSE for facilities leveraging \$365 million in private funds and know-how to support personnel, equipment and process flow, tool installation, facilities and materials for a total 5-year investment of \$500 million.

Proposal. *Expand STARTUP NY*

With 55 colleges and universities throughout the state now participating in the STARTUP NY program, the program is clearly resonating with New York’s academic and research leaders, as well as companies all across the country. To further capitalize on this game-changing initiative Governor Cuomo proposes several

enhancements and programs under STARTUP NY, including:

- Permit REDCs to submit master STARTUP plans for the regions that request additional space eligible for the STARTUP program.
- Create a safe haven for innovative, cutting-edge companies to open their doors. The state and its partners will work with these companies to adjust their business model to meet regulatory frameworks and companies will work with the state to adjust our regulations and laws.
- Provide additional, performance-based compensation to university presidents based, in part, on the success of their STARTUP sites.

Proposal. Regional Innovation Cluster Program (RICP)

“Wall Street” was adopted as shorthand for finance due to New York City’s position as a global finance center. Similarly, the San Francisco Bay Area became known as “Silicon Valley” due to the large share of silicon chip manufacturing in the region. In the same vein, Governor Cuomo’s *Regional Innovation Cluster Program* will seek to create new and grow existing industry clusters across New York.

The RICP will be a competitive process in which selected regions are awarded grants to strengthen the national and global competitive position of strategic industries in New York's regions. Each REDC will submit a strategic plan that highlights and targets a single economic cluster, providing evidence as to why the region is well positioned to grow this cluster, what types of resources are most needed to increase its competitive standing, and the expected impact of the desired resources on the cluster in terms of growing private sector investment, jobs and exports.

All 10 REDCs will compete to be a designated a program recipient by submitting their cluster strategic plan.

Funding will be awarded based on factors that include the cluster's potential existing strengths, strategic plan, and the expected return or cost-effectiveness of the economic impact projected from the fulfillment of funding requests.

Proposal. *Expand Innovation Funding: the New NY Venture Capital Fund and Start-Up Company Capital Funding*

Governor Cuomo will renew New York's commitment to turning big ideas into big businesses by

making additional funding available for New York-based start-ups.

The *New York State Innovation Venture Capital Fund* (NYSIVCF), proposed by Governor Cuomo, was established to support technology commercialization in New York State by making equity investments in high-growth technology companies that leverage the state's industrial and cluster strengths. Governor Cuomo proposes doubling the fund from the current \$50 million. The increased fund will target a portion of its investments in companies associated with STARTUP NY, Hotspots, and the proposed Regional Innovation Cluster Program.

Additionally, New York has a unique opportunity to help small and start-up businesses access the significant amount of capital that resides within this state by enacting intrastate "crowdfunding." Governor Cuomo will work to implement crowdfunding in New York, providing an opportunity to invigorate the state economy by creating jobs and revitalizing communities and industries that have been deprived of capital resources. Crowdfunding allows businesses that fall into the "funding gap" to access the capital necessary for them to grow. This may include companies that are too

early stage for angel or venture capital investment, or reside outside of the typical portfolios of such investment groups. Specifically, crowdfunding may offer significant opportunities for minority and women entrepreneurs, as well as entrepreneurs located in Upstate New York, who have historically been underserved by traditional lending and investment vehicles.

Proposal. Scaling Up Manufacturing and Commercialization

To advance New York's commercialization efforts in the manufacturing industry, Governor Cuomo will propose the *Center for the Advancement of Additive Manufacturing (3D Printing)*. Building upon NYSERDA's NY-BEST model, the state should establish an additive manufacturing center and consortium to ensure New York is at the forefront of this industry. The Center will serve as an expert resource to companies seeking assistance to grow their businesses through access to financing, research capabilities, potential partners, technology developers, and other resources.

Proposal. Create Supply Chain Support for Small and Medium-Sized Enterprises

Supply chain development is a key gap in New York's economic development efforts and the proposals below have the potential to generate significant benefits for small and medium firms throughout New York.

- **Small and Medium-Sized Enterprise (SME) Supplier Development Fund.** As small companies get plugged into the supply chain of large companies, financial issues often arise. Large companies may take up to 90 days to pay suppliers, and this lag time hurts smaller businesses who are unable to buy necessary supplies and make payroll while fulfilling a large purchase order. This fund would help SMEs bridge the gap created by the pay lag and companies would repay loans at a low interest rate, making this a revolving fund. Loans of up to 50 percent of the purchase order could be made through partner lending institutions.
- **Supply Chain Partnership with IBM.** Work with IBM's Supplier Connection to develop a program that prepares SMEs to be suppliers to large companies. Large companies have minimum standards and expectations that must be met before they will work with a small company. Small companies are often unaware of these operating standards and generally need assistance to address them to become competitive. As outsourced work is brought back

to the United States, there is an opportunity to create competitive supplier opportunities for NY SMEs by assisting them in meeting competitive standards and becoming suppliers to larger corporate buyers.

Chapter 6.

Training a Modern Workforce

New York State achieved an historic economic recovery during Governor Cuomo’s first term in office. With the Governor’s leadership and aid of innovative job creation policies, over 500,000 private sector jobs were created since 2011, giving the state the second highest net job growth of any state in the nation since the recession.¹¹ New York State has more private sector jobs now than in any time in our history.¹² While New York is expected to continue this growth and add more than 840,000 jobs between 2010 and 2020, the majority of these jobs will require at least a high school or bachelor’s degree.¹³ In fact, the unemployment rate is two times higher for those without any higher education experience and 69 percent of New York’s jobs will require postsecondary education by 2020.¹⁴

We must ensure that we are preparing our students for these jobs. There is too much sunlight between our current workforce development system



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and our employers. We can no longer guess at what skills employees need to fill available jobs and advance in their current fields. New York must stay ahead of the curve by ensuring our high schools and higher education institutions are training people for the jobs our economy demands today and tomorrow.

Modernize Our Community College System: Next Generation NY Job Linkage Program

In 2013, Governor Cuomo launched the *Next Generation NY Job Linkage* program to modernize and realign our education system to train students to succeed in today's high-skills economy. The program

has two main components: (a) build regional partnerships with employers and Regional Economic Development Councils to train for unfilled and high-demand jobs; and (b) provide certain funds to community colleges based upon success. As is evident from the shrinking number of unemployed New Yorkers, this program is beginning to pay dividends.

Job Linkage ensures that students graduating from community colleges have the skills they need to compete for and succeed in the jobs of today and tomorrow. The program partners community colleges with regional employers to gain an understanding of what jobs employers are seeking to fill and what skills students need to have to succeed in their job roles. The program also provided \$5 million in performance-based incentive funding to reward community colleges that graduate students who achieve successful academic performance and job placement outcomes.

Proposal. *Expand the Next Generation NY Job Linkage Program*

New York is home to industries where employment demand is high and growing. The

importance of training and education programs to help prepare workers for these high-demand jobs cannot be overstated. To continue to meet this demand, Governor Cuomo will expand the Job Linkage Program to engage the Regional Economic Development Councils, large regional employers, industry associations, Career and Technical Educational High Schools (CTEs) and four-year public higher education institutions. We will ensure that alternative pathways for graduation for CTE students, when approved by the State Board of Regents, will be responsive to local needs. The state will establish regional industry-specific “sector centers” across the state to understand what skills and competencies industry requires today and tomorrow and to ensure that SUNY and CUNY schools are tailoring their academic programs to these needs.¹⁵

Governor Cuomo will expand the size of the Job Linkage Program and will award incentive funding to colleges that develop certificate and degree programs tailored to sector needs. Partnerships between two- and four-year institutions will be encouraged and rewarded. Building capacity also requires that faculty have the tools they need to teach the most current curricula.

Governor Cuomo will also ensure that CTEs are eligible for expanded Jobs Linkage Program funding. When alternative pathways for graduation for CTE students are approved by the State Board of Regents, Governor Cuomo will direct funding to CTE programs that demonstrate strong linkages to local employers and graduate students who are employed upon completion, or enroll in linked programs at community colleges. This program will ensure the existence of stronger pathways to success for CTE students immediately entering the workforce or moving on to a two- or four-year college.

Proposal. Expanding Partnerships Between K-12, Higher Education, and Employers: Triple the Number of State Early College High Schools

In our high-skills economy, students need more than a high school diploma to succeed in the workforce. Experts estimate that by 2020, nearly two in three jobs will require education or training beyond high school and roughly 30 percent will need workers who have an associate's degree or other post-secondary training but

do not have a bachelor's degree—creating a major opening for skilled workers in technical fields.¹⁶ Preparing students for these well-paying, stable jobs will require partnerships between high schools, colleges, and regional employers. Over the last four years, Governor Cuomo has made New York State the national leader in this education transformation through the statewide Pathways in Technology Early College High School (P-TECH) initiative.

P-TECH is a partnership that starts when students are in ninth grade and leads directly from high school to college to employment.¹⁷ Within six years, participating students graduate with:

- College credit that they begin earning in high school, leading to an associate's degree from a community college or four-year university at no cost to the student's family;
- Mentoring and internships with a regional STEM employer; and
- Commitment that they are first-in-line for a job with the employer after graduating.

P-TECH began as a partnership between IBM and New York City and in 2013, Governor Cuomo made New York the first state to take P-TECH statewide. This fall,

the first 16 NYS P-TECH programs opened their doors across the state. Next year, up to 10 more P-TECH programs will follow.

Governor Cuomo will triple the number of P-TECH and other early college high school programs by 2016. In addition, he will continue to prioritize these opportunities to at-risk students and the economic sectors with the greatest needs for skilled workers.

***Proposal. Streamline New Education Program
Approval to Meet Workforce Needs***

In today's global economy, the skills that employers require of their employees may change on a yearly or even monthly basis. We need to ensure that our institutions of higher education can respond to employer demands and adapt their curriculum and degree programs to meet the needs of growing sectors. To ensure responsiveness and alignment to the private sector, Governor Cuomo will propose changes to streamline and speed the process to approve and register programs and degrees at higher education institutions. Due to the rapidly evolving economy, it can no longer take two years for a new degree program

approved. Such delays have slowed New York’s ability to compete in the Global Economy and therefore it is absolutely critical that the state streamline the current ineffective process.

Proposal. Make Experiential Learning a Graduation Requirement

To gain employment after graduation, it is no longer sufficient for a student to simply attain a degree or certificate in a specific field. Rather, students must also demonstrate work readiness and prior relevant experience to prospective employers. Experiential learning such as cooperative education (“co-op”) and internships provide a win-win-win for New York’s business, colleges, and—most importantly—students. Businesses get to host students for what are essentially extended interview periods to find future employees while increasing productivity at decreased labor costs. In addition, enhanced connections between employers and educational institutions can help ensure that curricula are inclusive of the skills students need to succeed on the job.

Therefore, Governor Cuomo will push to make sure experiential learning is a mandatory requirement of college graduation.

For students, the chances of employment after graduation are promising: 95 percent of co-op students find jobs immediately upon graduation and more than 60 percent of co-op students nationally accept permanent jobs from their co-op employers.¹⁸ Most importantly, giving students undergraduate work experiences increases the chances that they will work, stay, and live in New York State in the future.



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Proposal. Tax Credits for Small Business and Startup Companies that Offer Internships

To increase the number of opportunities for college students to complete internships during their

degree program, Governor Cuomo proposes the creation of a centralized statewide internship administration program that can warehouse internship opportunities, help connect students to the right opportunities, and coordinate the credentialing and credited portion of an internship. Moreover, to help ensure that students have internship options, Governor Cuomo will propose tax credits to new small businesses and startups that hire students as paid interns.

Chapter 7.

Putting Students First in K-12 Education

When Governor Cuomo took office in 2011, New York State’s education system was mired in bureaucracy, inefficiency, and inadequate performance. While taxpayers invested more in our schools than in any other state in the country, students were not benefiting. In fact, even as spending skyrocketed, New York’s students trailed their peers across the country—ranking in the bottom-half of all states in reading and math,¹⁹ and graduating barely one in three students ready for college-level work.²⁰

Governor Cuomo’s strategy to get New York’s education system back on track was a clear and powerful commitment: Put Students First. And in order to fulfill that promise, over the past four years the Governor has replaced a culture of complacency with a culture of performance.

This fundamental shift is now delivering real results for students: competitive grants have replaced unaccountable spending; partnerships with employers are giving our students the skills they need to succeed; and high-quality early childhood education is available to tens of thousands of additional children and families. The state has moved forward with new, higher standards to prepare all students for college and careers in the 21st-century. The graduation rate is improving.²¹ And the special interests no longer control our children's future.



Under Governor Cuomo's leadership, the past state budget includes an additional \$1.1 billion increase, bringing state education funding to its highest level ever.

Governor Cuomo is championing reinvestment in New York classrooms. In the last three years, the Governor has increased funding for education by \$2.9 billion. The most recent state budget includes an additional \$1.1 billion increase, bringing state education funding to its highest level ever.

Stronger Accountability in Our Schools

Governor Cuomo understands that the most important factor in improving education is the extraordinary work, dedication, and skill of teachers. Under the Governor's leadership, New York implemented one of the nation's strongest systems for evaluating teachers and principals based on whether their students are actually learning—the first essential step towards ensuring that all students have access to effective teachers and that dedicated professionals can be recruited, retained, and recognized.



New York's teacher evaluation law had been in place since 2010, but not a single school district actually followed the law until Governor Cuomo tied state funding to compliance—now 100 percent of New York schools have implemented a teacher and principal evaluation system.

Although New York's teacher evaluation law had been in place since 2010, not a single school district actually followed the law until Governor Cuomo tied

state funding to compliance. Within a year of Governor Cuomo's incentivizing measures, more than 99 percent of school districts had adopted a teacher evaluation system.²² Currently, 100 percent of New York schools have implemented a teacher and principal evaluation system. As a result, while other states remained stuck in place, New York put an end to the delay tactics standing in the way of ensuring an excellent teacher is in every classroom.²³ New York now has the opportunity to build on this success by continuing to strengthen teacher and principal evaluations.

Increased Opportunities for Learning

High-quality early childhood education is a proven strategy for increasing student success over the course of their lives, decreasing the need for special education, improving high school graduation rates,



The Governor's \$340M investment in full-day pre-k in 2014 was more than the entire rest of the nation invested in expanding pre-kindergarten in the prior year combined.

reducing teenage delinquency and crime, and generating long-term economic opportunity.²⁴ Over the last two years, Governor Cuomo has made historic investments in improving the quality of New York’s pre-k classrooms and dramatically expanding the number of children who can participate in full-day pre-k programs. In fact, the Governor’s \$340 million investment in full-day pre-k in 2014 was more than the entire rest of the nation invested in expanding pre-kindergarten in the prior year *combined*.²⁵

In addition, the Governor’s competitive grant program has increased time for teaching and learning by at least 25 percent in nine school districts including Syracuse, Yonkers, Utica and New York City’s districts—improving New York’s global competitiveness.²⁶ And recognizing that schools in the poorest communities face unique and extraordinary challenges, Governor Cuomo has invested in transforming dozens of schools into *Community Schools* that turn academic buildings into community hubs that provide critical health, human services, job training and other supports to children and their families.

Governor Cuomo’s policies have also protected and expanded choice for parents and students in high-

performing public charter schools. In New York State, charter schools deliver academic gains equal to the equivalent of an average of 36 extra days of school in reading and 79 extra days of school in math.²⁷ The Governor provided higher and predictable funding to support charter schools and guaranteed facility access to charter schools in New York City—where real estate is a special challenge for new charter schools—while simultaneously strengthening the Comptroller’s power to audit charters schools.

Raising the Bar While Protecting Students

Today’s students will be competing for jobs and college admission slots with peers not just from neighboring towns, but also from students across the country and the world. Higher standards ensure our students have the knowledge and skills to succeed and instill a love of learning and develop strong critical thinking skills are both a basic responsibility and a smart economic development policy. That’s why a bipartisan effort of governors, state education commissioners, teachers and other experts worked together to develop the Common Core.

But implementing higher standards, like the Common Core, means a big change for our schools, and getting it right means protecting students during the transition. Governor Cuomo has strongly opposed unnecessary testing and over-testing, championing a new state law that eliminates standardized “bubble tests” in kindergarten, first and second grades, and that limits the amount of class time that can be used for standardized tests and standardized test prep for third through eighth graders. In addition, the Governor made sure that results from new tests will not appear on students’ transcripts or permanent records until students, parents, and teachers have more time to build confidence and shift to higher standards.

Continuing the Commitment to Students

Over the next four years, Governor Cuomo will continue to transform New York’s education system—putting students first and improving performance—by continuing to increase investments in public education, better preparing students for 21st-century careers, continuing to reward effective teachers, implementing

performance management, and expanding partnerships between educators and employers.

Proposal. Continue to Increase Investments in Public Education

Westchester County has the highest property taxes in the nation,²⁸ and across New York State there is far too much reliance on property taxes—and their resulting burden on homeowners—to fund local schools.²⁹ Over the last four years, Governor Cuomo has provided relief to New York homeowners by shifting the state’s strategy for increasing school funding away from regressive local property taxes and towards the state’s income tax, which the Governor made even more progressive.

Governor Cuomo’s landmark property tax cap has put a sharp limit on annual property tax hikes by generally limiting tax increases to two percent or the rate of inflation, whichever is less. For the 2014-2015 school budgets, more than 96 percent of school districts proposed budgets that stayed within this limit.³⁰ In addition, earlier this year, the Governor enacted a historic tax freeze that encourages school districts to

find more efficient ways to operate and rewards taxpayers with savings.

At the same time, Governor Cuomo has increased the state's investment in education, improving equity while improving the fairness in how we fund New York's schools. The Governor has prioritized education investment as the state recovered from the national recession, enacting budgets that increased funding for education by \$2.9 billion over the last three years. State funding for education is now greater than at any point in New York State's history.

Over the next four years, Governor Cuomo will continue to ensure that investing in our schools is a top budget priority. In increasing education funding, the Governor will fulfill the key investment principles of funding programs that increase performance and results, and addressing inequity by directing the most resources to the communities with the greatest needs.

Proposal. Recognize and Reward the Most Effective Teachers: Expand the Master Teacher Program

Governor Cuomo knows that the success of our education system depends on excellent teachers and

leaders in our schools. Every parent knows that nothing is more important to our children's education than having a skilled and caring teacher at the front of the classroom and nothing is more harmful than a teacher who does not have the knowledge or skills to help our children learn.

Out of respect for the critical role of teachers and to enhance the teaching profession, Governor Cuomo has made teacher excellence a centerpiece of his education policy. In addition to the evaluation system described earlier, the Governor launched a Master Teacher initiative focused on recognizing and rewarding the best math and science teachers throughout the state.

In partnership with SUNY and Math for America, the program creates a statewide network of the highest-performing STEM (Science, Technology, Engineering and Math) teachers that are dedicated to sharing expertise with peers and attracting the brightest students to careers in STEM. Through participation in the Master Teacher Program, selected teachers receive \$15,000 stipends annually over four years.

The Master Teacher Program currently includes more than 300 STEM teachers from across the state

who are committed to engaging in professional development work in addition to their regular school responsibilities. Master Teachers meet regularly to participate in activities that lead to individual and collective professional growth and work with their peers and with new teachers to help them develop into highly effective classroom teachers.³¹

Governor Cuomo will expand the Master Teacher Program to recognize and reward excellent teachers in areas beyond STEM. In particular, the expanded Master Teacher program will focus on excellence in teaching in critical areas like special education, English Language learners and schools that serve high proportions of low-income students.

Proposal. Create the PERFORM System—Public Education Results for Management

The two statistics we tend to focus on the most in our education system are 1) how much we spend, and 2) the results for our students. Governor Cuomo’s goal is to maximize the impact of our investment in order to achieve even better outcomes for students. Just as the Governor launched *Open NY* to bring transparency to

state government decisions and spending, it is time to see how school districts are spending public funds and how their investment and management decisions impact student achievement.

The bedrock of New York State's *PERFORM—Public Education Results for Management*—system will be complete transparency on how funds are used, making it possible for parents, educators and policy-makers to see and compare budgets at the school and district levels. The performance management system will also focus on key performance indicators including but not limited to:

- Student learning results;
- Rigorous and relevant courses and learning opportunities;
- Resource allocation and equity;
- Efficiency and shared services;
- Teacher effectiveness, placement, recruitment, and retention;
- School and district leadership; and
- Student attendance, suspensions and serious incidents.

In addition to being an important tool for education leaders, PERFORM will give parents a state-of-the-art, easy-to-access look at how their tax dollars are being invested and the results in their children's schools.

Chapter 8.

A More Affordable Higher Education

There has been a lot of attention paid nationally to the question of the value of higher education. With college costs rising and graduation rates declining, pundits continue to debate whether college is “worth it.”³²

New York’s public university systems—the State University of New York (SUNY) and the City University of New York (CUNY)—serve over one million students at a combined 88 campuses across the state. Through the NYSUNY 2020 and NYCUNY 2020 competitive grant programs and STARTUP NY, Governor Cuomo has been harnessing the resources of the state’s universities as drivers of economic revitalization while continuing to ensure high-quality, affordable public education is available to every New Yorker.

New York has among the highest quality education in the world with SUNY, CUNY, and various independent and private universities. SUNY and CUNY

are the most affordable systems of higher education in the northeast and are in the lowest quartile for resident tuition nationally.³³ Nevertheless, many students are failing to complete college on time, which increases their debt. And of course, it is not just about completing college, it is how successful a graduate is getting a job after graduating. Governor Cuomo has taken on post-graduation employment through initiatives such as the Next Generation NY Job Linkage Program. It is critical that as we shore up connections between higher education in the workforce that we also improve graduation rates to get our graduates into rewarding careers as soon as possible.

Table 2. Public Higher Education Graduation Rates		
	4-year graduation rate	2-year graduation rate
SUNY	47.2%	11.7%
CUNY	20.0%	3.0%
National Public	32.1%	7.7%

Source: *New York State Education Department and the Integrated Postsecondary Education Data System*

Paving the Road to On-Time Completion

Part of the key to college affordability is ensuring that students graduate on time. According to a report



An extra year in a bachelor's program can cost students and their families a projected \$65,000 in combined costs of forgone salary and added tuition, fees, and other costs of college attendance.

published by the Federal Reserve Bank of New York, an extra year in a bachelor's program can cost students and their families a projected \$65,000 in combined costs of forgone salary and added tuition, fees, and other costs of college

attendance.³⁴ Governor Cuomo will work to address the issues that prevent students from graduating on time in order to curtail the added financial burden that comes with extra years of college.

Proposal. Enact the Get on Your Feet Loan Forgiveness Program

Governor Cuomo wants to make it possible for young people who graduate from college to manage the burden of their student loans when they are starting out in their careers. Although SUNY and CUNY offer among the lowest tuition in the nation, currently, the average New York student graduates college with a four-year degree saddled with more than \$25,000 in student loans.³⁵ Mounting student debt makes it difficult for recent graduates to deal with the everyday costs of living, which often increases the amount of credit card and other debt they must take on in order to survive.

Therefore, Governor Cuomo will propose the *Get on Your Feet Loan Forgiveness Program* which will allow New York residents who graduate from college and continue to live in the state to pay little or nothing on their student loans for the first two years out of school if their income is not high enough to cover their student debt burden without significant financial hardship.

Governor Cuomo's program will supplement a new federal program that ties the amount borrowers pay on their student loans to the amount of their income in order to make it easier for college graduates

to manage their student loan payments. For students who attend colleges in New York State and continue to live in the state following graduation, participate in the new federal Pay As You Earn (PAYE) income-based loan repayment program and earn less than \$50,000 annually, New York State will cover 100 percent of their student loan payments for two years so they are not overwhelmed with debt repayments while they are working to get launched in the job market.³⁶ For those with incomes between \$50,000 and \$60,000 a year, the state will contribute a portion of the student's loan obligation on a sliding scale until income reaches \$60,000.

For example, consider a young woman who graduates with \$20,000 in student loans and earns a starting salary of \$35,000 per year. She would need to pay \$2,554 per year on her student loans under a traditional 10-year repayment program, but the income-based loan repayment feature of the PAYE program reduces this amount to \$1,225, which the Get on Your Feet Loan Forgiveness Program will cover. By providing the help she needs so she will not have to make payments on her student loans for the first two years after college, Get on Your Feet Loan Forgiveness

Program will greatly assist her while she finds a job and get settled in life as a young college graduate in New York State. In addition to helping the student directly, the Get on Your Feet Loan Forgiveness Program encourages students to attend college in New York State and to stay in New York State following their graduation.

Proposal. *Create the New York State Finish in Four Completion Program*

Governor Cuomo will create the *New York State Finish in Four College Completion Program* to greatly improve graduation rates. Modeled off other successful programs, the New York State Finish in Four Completion Program will allow students to save money and finish on time by following a clear roadmap for their academic career with the help of a dedicated advisor.³⁷

Under the program, all SUNY and CUNY campuses will be required to offer first-time, full-time students targeted supports that have been proven to help them complete on time. Universities and colleges make a pledge to:

- Provide sufficient academic and financial advising and tutoring support;
- Offer adequate sections of required courses;
- Help students secure seats in classes; and
- Transparently track students' progress to keep them on course toward completion.

At the same time, students pledge to:

- Choose a major by the end of their fourth semester and follow a detailed academic plan;
- Enroll in at least 15 credit hours per semester;³⁸
- Register on-time for courses each semester;
- Seek regular academic and financial advising; and
- Actively engage in career exploration.

If students sign a Finish in Four pledge when they enroll freshman year and stay on track with the program and its requirements and do not complete their degree in eight semesters, their college will cover tuition costs for their remaining coursework.

As a result, all students at New York's public higher education institutions will be guaranteed the

supports they need to graduate on time and will not have to shoulder the costs of additional college coursework through no fault of their own. Governor Cuomo will also explore making a similar completion program available to first-time, full-time community college students who enter prepared for credit-bearing coursework in their first semester.

Institutions that take the Finish in Four pledge will be eligible for implementation grant funding to support the hiring of additional faculty to enhance individualized advising services and offer more course sections.

Proposal. Create Community College Community Schools to Coordinate Services for Students

New York's community colleges serve some of the state's most disadvantaged students and communities, and are more likely than four-year institutions to serve part-time nontraditional students who are trying to balance work, family, and other obligations with their education. As reported recently, these students face tremendous education challenges because of the challenges they face just to survive.³⁹ In

order to support the unique needs of these students and help them persist through degree completion, they need to offer much more than diverse course options and academic advising.

In 2013, Governor Cuomo launched the Community Schools program to bring coordinated community services into school buildings to support K-12 students and their families. Now, the Governor proposes to do the same for community college students and their families.

This program will empower colleges with particularly distressed student populations to expand and provide child and elder care services, transportation, health care services, family counseling, and employment assistance, all of which will provide wraparound supports for students and their families. Through this approach, students will have the tools and supports they need to persist and graduate, both in and out of the classroom.

Governor Cuomo will work to identify at least six community colleges at SUNY and CUNY to serve as pilots for this initiative to bring healthcare to campus, assist students with transportation, provide additional

resources for child/elder care, and augment existing academic and career development supports.

Chapter 9.

Finally Bridge the Digital Divide

In today's world, internet connectivity is no longer a luxury—it is a necessity. Businesses need the internet for e-commerce, students need it to take Advanced Placement courses online, and rural residents need it to communicate with their doctors. Broadband is as vital a resource as running water and electricity to New York's communities and it is absolutely critical to the future of our economy, schools, and safety.

Proposal. Pass the \$2 Billion Smart Schools Investment to Transform NY's Classrooms

To transform our classrooms from the classrooms of yesterday to the classrooms of tomorrow, we must make strategic investments in digital learning. We must encourage schools to connect to high-speed broadband and incorporate equipment such as

interactive whiteboards, laptops, desktops, tablets, and high-speed broadband.

These new technologies will give every child the opportunity to learn at his or her own pace and acquire the skills they need to succeed in the 21st-century economy. Additionally, improvements in technology can be used to increase the frequency of communication between parents and teachers, give access to a range of learning resources, and offer teachers further assistance and training through online venues.

To outfit schools and classrooms for the 21st-century, help teachers teach and students achieve, and ensure that New York's students graduate with the skills they need to succeed, Governor Cuomo called for a \$2 billion "Smart Schools" investment in education technology to be brought before voters in November 2014.

Should voters approve the bond, school districts can leverage available funds to provide technology upgrades that will transform teaching and learning for the 21st century. Districts can connect to the internet at the speeds they need to download cutting-edge resources and e-textbooks; personalize and differentiate instruction for students; facilitate

increased interaction among students, teachers, parents, and administrators; and help students acquire the skills they need to compete in tomorrow's economy.

Proposal. Achieve Statewide Universal High Speed Broadband by Creating the \$500M New NY Broadband Fund

While school connectivity is essential, internet access cannot and should not stop at the school door. It is essential for New Yorkers to be able to connect to high-speed broadband whether at school, home, or a place of business.

Today, too many New Yorkers lack access to broadband or only have access at speeds that lag behind our competitors in the global economy.

The statistics are troubling:

- 1.1 million New Yorkers cannot get access to broadband at minimum speeds defined by the state (6 Mbps/1.5 Mbps), speeds that are already too slow and out of date.
- 2.5 million New Yorkers cannot get access to broadband at 25 Mbps, and 88 percent of the unserved are upstate (everything outside of NYC and LI).

- 4.6 million New Yorkers cannot get access to broadband at 100 Mbps.
- 4,000 businesses cannot get access to broadband at minimum speeds defined by the state (6 Mbps/1.5 Mbps).
- 55,000 businesses cannot get access to broadband at 25 Mbps.
- 113,000 businesses cannot get access to broadband at 100 Mbps—the minimum speed economic experts say is needed for real economic growth.

To close this unacceptable digital divide, Governor Cuomo will make the largest and most ambitious public investment in universal broadband deployment in the country through the creation of a \$500 million *New NY Broadband Fund* that will give high-speed internet access to every New Yorker by 2018.

This investment will build on Governor Cuomo's record of success in broadband expansion in unserved and underserved rural areas. Since 2010, the state has spent nearly \$70 million to expand broadband access across New York and this investment has opened doors to new economic, social, and educational opportunities

for our unserved and underserved communities. These investments were made through the *Connect NY Broadband Grant Program* as well as the Regional Economic Development Council grant award process. Taken together, these investments will bring broadband service to approximately 160,000 households, 8,500 businesses, and 400 anchor institutions.

Operational elements of the fund include:

- Public/private sector partnerships and a required private sector match of at least 1:1.
- The ability of the state to recoup some of its investment through return on loans and investments made.
- Unprecedented broadband speeds up to 100Mbps in most places.
- Regional, ground-up planning with the help of the Regional Economic Development Councils.
- Streamlined state permitting and processes, dig-once and make-ready policies and uniform state agency procedures.

This unprecedented and unparalleled investment will create jobs and investment to ensure

New York's position as an economic powerhouse in the 21st-century global economy and support education, public safety, healthcare, and government.

Chapter 10.

Progressive Vision for the Future

New York State has a proud history and tradition of leading the nation in progressive ideals and reforms. In 2011, New York passed the Marriage Equality Act, and became the largest and most influential state in the nation to extend full marriage equality to same-sex couples. For Governor Cuomo, the fight for marriage equality was never just a struggle for rights and benefits under the law. It was about providing same-sex couples the equal ability to protect and care for one another, the equal freedom to express their lifelong commitment to each other, and the equal dignity of having their relationships recognized by the state they call home. Its passage helped restore New York's reputation as a progressive leader in our nation.

During his first term, Governor Cuomo has advocated other progressive policies to ensure equity in the areas of housing and employment as well as

initiated programs to protect vulnerable populations. Governor Cuomo knows that the success of New York must be judged on how we support our most vulnerable populations. That is why under the Governor's leadership, the state preserved a total of \$457 million in federal Supplemental Nutrition Assistance Program (i.e. food stamps) benefits for approximately 300,000 vulnerable households in New York and accessed an additional \$50 million in heat subsidies.

In addition, the Governor secured an increase in child care subsidy funding to nearly \$800 million to address the widespread need among low-income working families for affordable child care, benefitting approximately 223,000 children in the state.

- **Protecting People with Special Needs.** Governor Cuomo proposed and signed into law an initiative to create the *Justice Center for the Protection of People with Special Needs*, which transformed how the state protects the more than one million New Yorkers under the care or jurisdiction of state agencies, including over 200,000 children and adults with disabilities who reside in state operated or licensed residential programs.
- **Fighting Hunger.** In order to combat hunger and ensure the availability of fresh food throughout

the state, Governor Cuomo created the *FreshConnect* program that brings fresh food from New York farms to underserved communities across New York. He created the *New York State Anti-Hunger Task Force* to bring together experts, advocates, and state and local officials to develop and implement recommendations to combat hunger and improve access to locally grown and produced fresh foods. The Governor also ended the fingerprinting requirement for all food stamp applicants and recipients in order to reduce the stigma long associated with this process.

- **Rental Assistance for People Living with HIV/AIDS.** The Governor created a new affordable housing program for low-income New Yorkers living with HIV/AIDS. The program provides rental assistance for New Yorkers who are permanently disabled by HIV/AIDS so that they pay no more than 30 percent of their income toward their rent.
- **Office for New Americans.** Under Governor Cuomo, New York launched a series of efforts to help immigrants contribute to the economy and become a part of the Empire State. The Office's 27 neighborhood-based Opportunity Centers help New Americans learn English, prepare for the U.S. citizenship exam, and start and grow businesses. Additionally, the Governor issued an Executive Order requiring all state agencies that provide direct services to the public to offer free interpretation and translation services to all New Yorkers.

Proposal. Pass the Women's Equality Act

In 1848, the women's suffrage movement was born in Seneca Falls, New York. But over the years, New York has fallen behind in its role as a progressive leader on women's rights. Today, statistics show that women in New York State are not treated equally to men.⁴⁰ In the spring of 2013, Governor Cuomo introduced ambitious and transformative legislation to address gender inequality, and almost two years later, the struggle against this pervasive discrimination continues.

The Governor remains deeply committed to advancing sweeping legislative reform to overcome discrimination against women. In years past, New York has served as a model for gender equality and fairness. Governor Cuomo's plan will return the state to its rightful place as a national leader on women's equality.

Shatter the Glass Ceiling: Achieve Pay Equity

It is well established that women are paid less than men in the workplace. This wage disparity places women at an economic disadvantage, prevents them from reaching their full potential, and prevents the state

workforce from maximizing its talent pool. The significant gender wage gap across all levels of education and occupations in New York State is proof that the current protections against pay discrimination are inadequate. The Governor remains committed to strengthening the current law by (a) limiting the justifications for paying men and women differently; (b) prohibiting employers from terminating or retaliating against employees who share wage information; and (c) increasing liquidated damages to 300 percent of the underpayment liability. Governor Cuomo's proposal will provide greater protection against wage disparity than that offered by any of New York State's neighbors, and will solidify New York's place as a progressive leader for women's rights.

End Family Status Discrimination

Women with children are less likely to be recommended for hire and promoted and, in most cases, are offered less in salary than similarly situated men. Currently, state law protects against family status discrimination in housing, but not employment. The Governor remains committed to amending state law to

prohibit employers from denying work or promotions to workers simply because they have children. By amending the law, New York will lead the nation by example in becoming the fifth state in the nation—and the first in the tri-state area—to protect workers against discrimination in the workplace based on family status.

Stop Sexual Harassment in All Workplaces

Sexual harassment disproportionately affects women in the workplace. However, those working for employers with fewer than four employees cannot file a complaint with the state, because small employers are currently exempt from the provisions of state law that prohibit harassment. The Governor remains committed to amending the law to protect workers from sexual harassment regardless of the size of the workplace. Under the Governor’s proposal, an employee of any business—large or small—may file a complaint for sexual harassment.

Stop Pregnancy Discrimination Once and For All

While pregnancy is not a disability, some pregnancies can result in impairment requiring accommodation. In order to adequately protect the rights of pregnant workers, the Governor continues to pursue the creation of a specific protection in the Human Rights Law requiring employers to provide reasonable accommodations for pregnancy-related conditions, unless doing so would create an undue hardship. While the Division of Human Rights has interpreted the sex and disability protections of the Human Rights Law to encompass pregnancy-related conditions, recent court decisions have contributed to the already considerable confusion as to the availability and extent of this protection. Once amended, New York State law will serve as a model for all other states in the nation seeking to protect pregnant women from discrimination in the workplace.

Allow for the Recovery of Attorneys' Fees in Employment and Credit and Lending Cases

Employment and credit and lending discrimination disproportionately impacts women. Under existing law, an individual cannot recover attorneys' fees for employment and credit and lending discrimination cases even after proving discrimination at trial. In order to ensure that victims of employment and credit and lending discrimination—most of whom are women—have an opportunity to vindicate their rights, the Governor will continue to aggressively pursue an amendment to the law to include a provision for reasonable attorneys' fees for successful litigants in sex discrimination cases.

Better Position the State to Address Source of Income Discrimination

The majority of households in New York with housing choice vouchers, including section 8 vouchers, are headed by women. Many of those households suffer discrimination by landlords who are unwilling to rent to voucher holders. The Governor's commitment to better

understand the extent and impact of source of income discrimination is unwavering. Accordingly, the Governor will continue to press for the creation of a task force to study the impact of source of income discrimination on women, so that the state is in a better position to ensure every family's ability to secure safe and decent housing.

Stop Housing Discrimination for Victims of Domestic Violence

Discrimination against victims of domestic violence is almost always discrimination against women. Under current state law, victims of domestic violence have no protection from discrimination in housing. As a result, landlords can evict victims of domestic violence under zero-tolerance policies, citing the violence of a household member, guest, or other persons under the victim's "control." The Governor remains committed to amending the Real Property Law to prohibit discrimination against domestic violence victim status in housing, as well as allow for the filing of civil actions in response to violations. Further, the Governor proposes to create a defense to an eviction proceeding

that such proceeding is unlawfully based on a person's domestic violence victim status.

Protect Victims of Domestic Violence by Strengthening Order of Protection Laws

To protect victims of domestic violence, and ensure that they are able to secure much needed Order of Protection, the Governor is committed to his proposal to amend the law to allow for the development and establishment of a pilot program in family courts for the remote petitioning and issuance of temporary orders of protection by audio-visual means. The Governor's proposal would make New York State one of the first states in the nation to use video-conference technology to ensure that trauma, fear, and intimidation will not prevent the abused from obtaining an Order of Protection.

Strengthen Human Trafficking Laws

Human trafficking is a crime that exploits vulnerable individuals through force, fraud, or coercion. In both sex and labor trafficking, victims are made to act

against their will and, in many cases, are forced or coerced into committing crimes. For victims of sex trafficking, who are almost always women, the crime is often prostitution. While New York has one of the most comprehensive anti-human trafficking laws in the country, the Governor remains committed to strengthening the existing law by (a) raising penalties for sex trafficking and labor trafficking; (b) providing an affirmative defense to a charge of prostitution or loitering that the defendant's actions was a result of being a victim of sex trafficking or compelled prostitution; (c) improving the school zone prostitution law; (d) increasing penalties for compelling or profiting from prostitution of a minor; and (e) creating three new aggravating patronizing offenses where the person patronized is a minor. The Governor's proposal will deter human trafficking, make prosecution and enforcement more effective, and solidify New York State's status as a leader among the states in the nation in protecting vulnerable individuals subject to exploitation.

Protect Freedom of Choice

In *Roe v. Wade*, 410 U.S. 113 (1973), the United States Supreme Court ruled that the Constitution protects a woman's right to terminate her pregnancy when necessary to protect her health or life. While New York was one of the first states to grant women the right to choose prior to *Roe*, New York did not update its laws after *Roe* to include rights now protected under federal law. The Governor is steadfast in his belief we must update New York's law to protect a woman's right to choose by codifying the *Roe v. Wade* decision into state law. By amending New York's law in this regard, the Governor will align our laws with existing federal law, and protect a woman's right to choose.

Protect Students from Sexual Violence on College Campuses

One in five women will be a victim of sexual assault during her college career and, according to the U.S. Department of Justice, fewer than five percent of rapes of college students are reported to law enforcement.⁴¹ Sexual assault and violence on college campuses cause immeasurable trauma to victims,

threatening every student's right to a safe living environment and undermining their ability to succeed. Sexual assault cannot and should not be tolerated.

Governor Cuomo strongly believes that colleges and universities must take all possible precautionary steps to prevent sexual violence from occurring on their campuses. To that end, the Governor proposed a series of reforms and asked as a starting point that the State University of New York (SUNY) adopt a resolution setting forth a comprehensive, system-wide, uniform set of sexual assault



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prevention and response practices at its 64 campuses. The SUNY Board of Trustees, working in partnership with Governor Cuomo, passed the resolution unanimously. Already a national leader in sexual assault prevention and response, SUNY's codification of model policies will continue to ensure that students are informed and protected, while being a testing ground

for practices that can then be implemented across the state and nation.

Governor will take this blueprint and work with others, including Senator Kirsten Gillibrand—a national leader on this issue—to pass a state law requiring the following of all colleges in New York State:

- Adopting of a uniform Sexual Assault Victims' Bill of Rights to notify and assist victims of sexual assault of their right to contact campus, local and/or state law enforcement, and to widely publicize the Bill of Rights to all students and distribute it to victims;
- Adoption of a single definition of affirmative consent as a clear, unambiguous, and voluntary agreement between the participants to engage in specific sexual activity, and shall widely disseminate this definition to the college/university community;
- Adoption of a uniform sexual assault student reporting amnesty policy;
- In coordination with the state, to conduct statewide coordinated training, including training by University Police and State Police, mandatory to the fullest extent possible, on best practices for campus response and investigation plans and

victim sensitivity, and training by expert statewide officials for college administrators and adjudicators on preventing and addressing sexual violence and how to improve compliance with existing federal laws;

- In coordination with the state, to undertake a statewide public awareness campaign, to increase awareness among college students, high school students, and parents of individual safety and prevention techniques as well as the importance of bystander intervention in any unsafe situation;
- Adopting a uniform Confidentiality and Reporting Protocol; and
- All colleges to conduct a uniform campus climate assessment.

Proposal. Increase MWBE Opportunities to 30 percent

Under Governor Cuomo’s leadership, New York State has made great strides in increasing equal opportunity in contracting for Minority and Women-owned Business Enterprises (MWBE). In October 2014, the Governor announced that statewide MWBE

utilization, which was 10 percent when he took office in 2011, met and exceeded 25 percent for the first time in the program’s history, equating to approximately \$2 billion in contracts to MWBE firms during the state’s 2013-2014 Fiscal Year—the highest amount nationwide. The Governor remains committed to his vision of expanding MWBE participation in state contracting, and has now set a 30 percent MWBE utilization goal—the most ambitious goal in the nation.

The state’s success is due to an aggressive multi-pronged strategy to remove barriers to grow and increase utilization of MWBE firms in both commodities and services. First, the

Governor established a MWBE Team to explore ways to expand MWBE participation in state contracting. The team included elected officials, academics and members of the administration.

Second, the state

launched the new State Contract System in October 2012. During its first six months, the system quickly



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became the preeminent vehicle to provide transparency and compliance to effectively monitor agency spending with MWBEs. Third, by streamlining certification procedures, the Division of Minority and Women's Business Development increased the pool of certified MWBEs, adding 2,123 firms between January 2011 and January 2014, and eliminated an application backlog. Finally, small business and MWBE contractors leveraged \$40 million in surety bonding capacity as a result of training, credit facilitation, and surety bond collateral support.

Proposal. Pass the DREAM Act

Throughout our nation's history, New York State has served as a beacon for immigrants: the Statue of Liberty and Ellis Island in the New York City harbor serve as symbols of the central role that the state has played in welcoming immigrants and honoring their contribution to our culture and economy. The Governor strongly believes that the state should continue this tradition by supporting the New York State DREAM Act, which will support the advancement of undocumented

immigrants by enabling them to apply for state college tuition assistance.

Proposal. *Raise the Minimum Wage*

During Governor Cuomo's first term, he signed legislation into law increasing the state's minimum wage law to better align it with the cost of living. As a result of the Governor's leadership, the minimum wage will be raised from \$7.25 to \$9.00 over the course of three years. The Governor believes that a reasonable minimum wage is the only way to improve the standard of living for workers, reduce poverty, encourage fair and more efficient business practices, and ensure that the most vulnerable members of the workforce can contribute to the economy. Accordingly, the Governor remains deeply committed to pursuing further proposals that would expedite the increase or enhance the minimum wage going forward.

Proposal. *Create the Office of Faith-Based Community Services*

Governor Cuomo will establish the *Office of Faith-Based Community Services* to assist and maximize

community and faith-based organizations in providing education, health, workforce training, food programs and social services to communities—especially those most in need.

The Office will be housed under the Governor’s new State Nonprofit Coordinating Unit—a Unit dedicated to improving coordination and opportunities for all nonprofits in New York State.

Faith-based organizations are often on the front lines of providing critical services to families across New York and the state needs to maximize the efforts of these organizations to provide services to those in need.

The Office of Faith-Based Services will, among other things:

- Work with the State Nonprofit Coordinating Unit to help faith-based organizations with grant opportunities as well as provide assistance in completing grant applications.
- Help faith-based organizations work with government agencies in order to maximize resources and opportunities to provide services in their community.
- Identify best practices in providing community services.

- Organize an annual meeting for networking and other opportunities.
- Work with Empire State Development to help and encourage development of faith-based businesses.

Proposal. *Expand NY Youth Works*

In 2012, Governor Andrew M. Cuomo announced the launch of *NY Youth Works*, a statewide program to combat the unacceptably high unemployment rates among inner city youth in communities across New York. The initial launch of the program included \$25 million in tax credits for businesses that hire unemployed and disadvantaged youth and \$62 million to support job-training programs. In 2012, the program incentivized 1,270 New York businesses to hire 12,866 at-risk young people across the state.

With the Governor's leadership, in the spring of 2014, funding for the tax credits provided to businesses for the tremendously successful Youth Works program was expanded to \$10 million annually for four years, ending in 2018.

Governor Cuomo remains committed to helping the youth in New York's inner cities obtain employment

and is unwavering in his belief that that these young people should play a central role in New York's economy. To further enhance the success of the program, the Governor will work to provide an additional funding for at-risk youth in inner cities to ensure that Youth Works participants are appropriately equipped to succeed in the job.

Proposal. Expand the Unemployment Strike Force to the Top Ten Highest Areas of Unemployment

Unemployment is down in every region of the state and the overall rate stands at 6.2 percent, the lowest since late 2008. Last year represented the single biggest one-year drop in the unemployment rate in upstate New York in recorded history. Nevertheless, some communities in the state remain plagued by high unemployment.

Governor Cuomo believes that all New Yorkers should be able to contribute to the state's economy, and he demonstrated this commitment in May of 2014 by announcing the creation of an *Unemployment Strike Force*, a new multi-pronged campaign to target areas of the state with the highest unemployment rate and boost

employment. In partnership with Empire State Development, the State Department of Labor, and others, the campaign is designed to strategically focus on areas with the highest unemployment, which in the spring of 2014 were the Bronx, Jefferson, Lewis, and Kings Counties.

Take, for example, the Bronx. The Unemployment Strike Force has helped 4,000 Bronx residents get jobs and unemployment has dropped 2.3 percent (from August 2013 to August 2014) to under double digits for the first time since 2008. This targeted/coordinated effort is working.

The Governor will continue his work to ensure that every New Yorker who wants a job can find one, and proposes to expand the Unemployment Strike Force by institutionalizing the partnership, expanding the number of communities to be included, and dedicating additional funding for training programs.

Proposal. Create More Affordable Housing

Recognizing the affordable housing crisis facing the state, the Governor launched \$1 billion *House NY* program to create thousands of affordable units across

New York. The largest investment in affordable housing in more than 15 years, House NY will preserve thousands of Mitchell-Lama units, extending affordability for another 40 years.

In addition, during the Governor's first term in office, the state enacted the strongest reforms to the state's rent laws in 40 years, providing protections for one million rent-regulated tenants and dramatically decreasing the number of units leaving the system. The Governor also created the *Tenant Protection Unit* to proactively audit and investigate landlord wrongdoing and take strong action against abusive landlords.

Governor Cuomo will continue to expand affordable housing opportunities, including using funding available under legal settlements.

Proposal. End Discrimination in Public Schools

Governor Cuomo believes that all New Yorkers should be able to attend school without fear of discrimination or harassment, and to the extent that students are harassed or bullied in school, remedies should be available to them under the New York State Human Rights Law. Indeed, the right to be free from

discrimination in educational institutions is set out as one of the purposes of the Human Rights Law—the oldest anti-discrimination law in the country. However, in a 2012 case involving severe racial bullying of a young girl, the New York State Court of Appeals divested the Division of Human Rights of jurisdiction to investigate complaints in public schools by finding that the definition of “education corporation or association” does not encompass public schools, including public higher education institutions.⁴² As a direct result of the Court of Appeals decision, the Division of Human Rights was forced to dismiss over 70 complaints filed against public schools by victims of discrimination, despite the fact that the Division has asserted jurisdiction over public schools for almost thirty years.⁴³

The decision created an inequality between the rights afforded to students attending public school and those attending private schools in New York State. Specifically, all public school students subjected to bullying, harassment, or other discrimination are now denied the right to file a complaint under the Human Rights Law, whereas students attending tax-exempt private, non-sectarian schools—a small fraction of New York State’s students—remain protected. In other

words, private school students still enjoy the very protections that the Court of Appeals denied to public school students: (a) the ability to file complaints against their schools under the Human Rights Law; (b) access to the state’s neutral administrative forum with expertise investigating discrimination matters; and (c) the ability to receive actual compensatory relief for the harms done to them.

Governor Cuomo proposes to amend the Human Rights Law to ensure that students in every school in New York State—both public and private—are afforded equal protections against discrimination.

Chapter 11.

Continue Working to Reform Albany

For far too long, Albany's reputation had been tarnished by scandal and corruption. During his first year in office, Governor Cuomo led the effort to enact the comprehensive Public Integrity Reform Act of 2011, which helped bring accountability, transparency, and integrity back to New York State government. Among its many reforms, the new law requires state officials to make unprecedented disclosure of their income, assets, and outside clients/customers to whom they have provided services or acted to refer or solicit for their firm. The legislation also created a public database of all lobbyists, strengthens lobbying restrictions, and ensures pension forfeiture for public officials who are convicted of a felony related to their office. It also established a new Joint Commission on Public Ethics to oversee the Executive branch, the Legislative branch, and lobbyists.

In 2014, as part of the budget agreement, the

Governor ensured the enactment of tough new anti-bribery and anti-corruption laws, a test of public financing of elections at the state level dedicated to the 2014 Comptroller's race, the establishment of an independent enforcement counsel at the Board of Elections, increased transparency of political contributors to independent expenditure committees, and disclosure of the outside clients or customers of State Legislators who had been referred by registered lobbyists.

Governor Cuomo will continue to fight to reform New York's archaic election laws by improving ballot design, expanding voter registration opportunities, modernizing the ballot process, allowing voters to more easily change party enrollment, and closing the remaining glaring loopholes in New York's laws. The Governor introduced and began fighting for those reforms his first day in office and remains committed to seeing the task completed.

Proposal. Public Financing of Elections

The Governor will continue to fight for the creation of public financing of elections. Now that the

Legislature agrees with the Executive and reform groups that a program of publicly funded statewide elections has a steady funding stream, the Governor will seek to apply the current pilot project for public funding of the Comptroller's race to *all* statewide and legislative races. There is no reason to say no.

Proposal. *Ballot Simplification*

New York's ballots are overly complicated and hard to understand, leading to voter confusion and long lines on Election Day. The Governor's reforms will improve ballot design to ensure ballots are simple and easy to understand.

Proposal. *Expanded Voter Registration Period to Increase Electoral Participation*

In 2012, New York ranked 44th in the nation in voter turnout, with only 54 percent of those eligible to vote turning out to the polls. Contributing to the low turnout rates is the fact that our voter registration lists close 25 days before elections. The Governor's reforms will close voter registration lists 10 days before Election

Day rather than 25 days, allowing a greater window of opportunity for voters to register.

Proposal. Modernizing Affidavit Ballot Process to be More Convenient for Voters

Under current law, if a voter's name does not appear on the voter list, he or she may vote by affidavit ballot. However, the voter's ballot is only counted if they are in the correct election district. The Governor's reforms will ensure that voters who cast an affidavit ballot on Election Day have their votes counted for the offices for which they are eligible to vote even if they are not in the right district.

Proposal. Allow Candidates and Voters to Change Party Enrollment in Timely Manner

Currently, if a voter or candidate decides to register with a political party, their registration is not valid until after the next election. This prevents voters from participating in primaries and bars potential candidates from enrolling in the party whose line they want to run on. The Governor's reforms will end this requirement and instead ensure that a voter's party

registration takes effect three months after the application is received by the Board of Elections.

Proposal. Lower Contribution Limits and Loopholes Closed

New York has some of the highest contribution limits in the nation, allowing a few wealthy donors to drown out any influence of smaller donors. The Governor's reforms will lower contribution limits for all state offices. Contributions to party “housekeeping accounts” will be limited to \$25,000 per year; party committees limited to transfers to candidates of only small donations (less than \$500 per contributor), corporations limited to \$1,000 per year; and the LLC loophole will be closed so that LLCs will be treated as corporations rather than individual contributors.

Proposal. Restrict Personal Use of Campaign Contributions

New York’s laws regarding how campaign funds can be spent are among the most lax in the nation, allowing candidates and former public officials to spend funds on personal expenses with no real connection to

candidacy or public office. Under the Governor's reforms, contributions could be used only for expenses that are directly related to elections or public duties. Expenditures for the exclusive personal benefit of the candidate or office-holder would be prohibited and a long list of expressly prohibited expenditures would be memorialized in statute.

Chapter 12.

A Safer NY

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ontinuing his efforts to make New York a safer place to live and work, Governor Cuomo advanced groundbreaking public safety

legislation and implemented policies that will reduce violence and help better protect all New Yorkers.

Landmark Gun Control

Under Governor Cuomo’s leadership, New York enacted the *Secure Ammunition and Firearms Enforcement (SAFE) Act*, one of the toughest and most comprehensive gun control measures in the nation. The SAFE Act prevents criminals and the dangerously mentally ill from buying guns by—among other things—requiring universal background checks on gun purchases, increasing penalties for illegal gun use, mandating life in prison without parole for anyone who murders a first responder, and strengthening the state’s ban on assault weapons and high-capacity

magazines. The Governor also launched the *Gun-Involved Violence Elimination (GIVE) Initiative* to provide \$13 million to local law enforcement agencies to address gangs and guns using the latest data, technology, and evidence-based strategies.⁴⁴

Safer Roadways

To make our roads safer and save lives, Governor Cuomo has increased penalties for texting while driving—particularly for young and new drivers and established official “Text Stops” on many of New York’s interstate highways.⁴⁵ The Governor also successfully fought for some of the toughest protections in the nation against drivers with a repeat history of alcohol- and drug-related driving convictions.

DNA Databank Expansion

Governor Cuomo led a successful effort to expand the DNA databank, making New York the first state in the nation to require DNA samples from anyone convicted of a felony or Penal Law misdemeanor. The expanded database will help prevent crime, convict the

guilty, and protect and exonerate the innocent. The new law also provides defendants with improved access to DNA testing.

Juvenile Justice Reform

In order to reduce recidivism, Governor Cuomo put in place the *Close to Home* initiative to reduce the number of young people in the state's juvenile justice system and brought New York City youth placed in upstate juvenile justice facilities back to the City to receive educational, mental health, substance abuse, and other service while remaining closer to their families and communities.

Storm Recovery and Resilient Communities

Governor Cuomo continues his efforts to address the long-term needs of victims of Superstorm Sandy, Hurricane Irene, Tropical Storm Lee, and other major storms that have affected New Yorkers, while working to prepare the state for future natural disasters. Much of the state's efforts have been funded by \$30 billion in federal aid that Governor Cuomo fought to obtain for

relief efforts.⁴⁶ The Governor's efforts are focused in three primary areas: assisting in recovery and rebuilding for individuals, businesses, and communities; improving the state's emergency preparedness and response systems; and upgrading the state's infrastructure to better withstand major weather incidents.

To help coordinate these efforts, Governor Cuomo established the *Office of Storm Recovery* to centralize recovery and rebuilding. The office coordinates the spending of approximately \$3.8 billion in federal Community Development Block Grant funding in four main areas: housing, small businesses, infrastructure, and community reconstruction.

The Governor launched a \$17 billion statewide recovery strategy that aims to transform New York's infrastructure, transportation networks, energy supply, coastal protection, weather warning system, and emergency management to better protect New Yorkers from future extreme weather. The strategies include:

- Implementing the largest reconstruction of the state's transit system in 110 years with \$5 billion of federal funds.
- Issuing more than \$315 million to help 6,934

homeowners rebuild their storm-impacted homes. An additional \$314 million has been offered to 764 homeowners across the state to purchase properties that were substantially damaged in the storms.

- Launching the *NY Rising Community Reconstruction Program*, a bottom-up, planning process designed to empower communities that suffered significant damage from any of the three storms.
- Creating a statewide Strategic Fuel Reserve and statewide gas station back-up power on critical routes.
- Hardening the state's electric grid and creating 10 independent community-based electric distributions systems.
- Building new natural infrastructure to protect New York's coastline, and provide advanced flood control for inland waterways.
- Building a state-of-the-art weather detection system to provide early warnings in advance of future severe weather events.
- Training a new Citizen First Responder Corps to make New York residents the best-prepared in the nation to deal with emergencies and disasters.
- Expanding the \$650 million *NY Rising Community Reconstruction Program* to allow

124 communities around the state to create individualized storm resilience plans.

Combatting Terrorism

New Yorkers are all too aware of the threat that global terrorism poses to our state and our nation. We will never forget the World Trade Center attacks: in 1993, when a truck bomb was detonated beneath the building, and then again, on September 11th, 2001, when more than 3,000 innocent people were murdered and the Twin Towers were destroyed. Since that time, some 19 terrorist attacks targeting New York State have been thwarted by the vigilance of law enforcement.

Remaining on heightened alert has become our unfortunate reality, and we must remain vigilant. Governor Cuomo has been keenly focused on continuously evaluating new and emerging threats and enhancing our ability to identify and protect against those threats. The Governor is working closely with federal officials to protect New Yorkers against the threat of global terrorism. Recent trips to Israel and Afghanistan demonstrate his commitment to

understanding the evolving global threats that affect our security here at home.

The Governor has demonstrated his firm commitment that the first and most solemn obligation of a government is to ensure the safety of its people. In September, Governor Cuomo brought together U.S. Department of Homeland Security Secretary Jeh Johnson and New Jersey Governor Chris Christie to launch a regional effort to review and revamp New York and New Jersey's efforts to combat terrorism.⁴⁷

Focusing on the safety of the three million commuters that use the state's mass transit systems each day, the Governor doubled the New York's commitment to *Task Force Empire Shield*, a standing ready-force of National Guard soldiers working shoulder-to-shoulder with our New York City partners to deter and detect terrorism. The Governor also ordered a significant increase in the number of uniformed officers from New York State Police, the Metropolitan Transit Authority, and the Port Authority of New York and New Jersey to patrol both on train platforms, stations, and on trains to detect and deter terrorism and protect the traveling public.

Proposal. *Convene an International Security Task Force*

The Governor is committed to using all available resources to make certain that New Yorkers are safe. He will ensure that the training and deployment of our homeland security resources are constantly reevaluated to ensure that we have the best-trained people with the best information in the right places.

Governor Cuomo will convene an international security task force from countries that have expertise in dealing with terrorism to incorporate the most cutting edge security enhancements into our planning and deployment.

Proposal. *Promote Cyber Resiliency*

Moreover, we now use the internet in ways that we could have never imagined. Critical public and private infrastructure—including planes, trains, healthcare devices, and power grids—is reliant on the internet and, as such, a target for cyber-warfare. These threats come from anywhere, from nationally sponsored groups that have the talent to develop sophisticated cyber-attack tools to “lone wolves” at

their personal computer, using those tools to advance terrorist or activist goals. The risk is not just stolen information and website defacements, but can be more serious, disrupting operations and causing physical damage, potentially impacting personal safety and directly impacting our way of life.

The sophisticated nature of cyber-attacks requires a sophisticated team to respond. We will build on our expertise and create new *Regional Cyber Incident Response Teams* that will include enhanced communication and coordination strategies among critical infrastructure owners, law enforcement, and state first responders. We will create specific plans/annexes, train community leaders and hold annual exercises, and complete risks assessments. We will also offer organizations and companies, state-sponsored hackers to see if these teams can infiltrate the companies' cyber defenses.

We already know that in many cases, organizations do not report cyber incidents because they fear public disclosure or regulatory consequences. We will create "hold harmless" agreements with these companies to prevent penalties and fines from being assessed, as well as prevent disclosure from law

enforcement outside those who need to know while these important investigations are pending. Finally, once an incident occurs it is too late. Therefore, the Governor will direct all state regulators to conduct regular exercises to test their resiliency in the case of a major cyber-attack or data breach.

Chapter 13.

Secure Our Energy Future

In his first term, Governor Cuomo resolved longstanding energy challenges that had been victims of Albany gridlock and is now leading the nation in a clean energy revolution that creates jobs, lowers energy bills, reduces climate changing pollution, improves service and reliability, and gives consumers more choice. From groundbreaking regulatory reform of our utilities to long-term funding commitments to renewable energy and efficiency, New York is building the smart, clean, resilient infrastructure needed for the 21st-century and stands ready to capture the enormous financial, social, and environmental benefits of the emerging clean energy economy.

We live in a new reality. Since 2010, New York has felt the devastating effects of multiple extreme weather events, notably three one hundred year storms —Hurricane Irene, Tropical Storm Lee and Superstorm Sandy—within just two years. Climate change is real, and at some point society will look

backwards and wonder what we did to mitigate it. Let history show that New York was a part of the solution, not the problem.

Against this backdrop, our energy infrastructure must be modernized. It is as outdated as vinyl records and CD-ROMs in the age of smart phones and tablets. Basic maintenance and upkeep of our power grid under the existing framework is creating a burden on customers; it is estimated that a \$30 billion investment is needed over the next ten years just to maintain the existing utility grid.⁴⁸ The status quo is not sustainable. System maintenance is crucial, but there are ways to help do so at lower costs to utility customers. We must restructure regulations and animate competitive markets to incentivize utilities and third parties to help customers reduce their overall bill.

Laying the Foundation

In four short years, Governor Cuomo has announced and enacted an ambitious plan to create a cleaner, more resilient and affordable energy system in New York. Since 2011, his administration has:

- Enacted power plant siting reforms that included a streamlined siting process for clean power plants and the state’s first carbon dioxide emissions standard;⁴⁹
- Created the permanent low-cost power program—*Recharge NY*—that reduces electricity costs for businesses that commit to jobs and capital investments in New York;⁵⁰
- Formed the largest green bank in the nation, a \$1 billion bank to accelerate clean energy deployment in New York by working in partnership with the private sector to transform financing markets;⁵¹
- Committed \$1 billion for *NY-SUN*, a 10-year program to deploy solar energy across the state—since 2012, we have quadrupled the amount of customer-sited solar power installed annually in New York;⁵²
- Led a multi-state effort to lower the emissions cap established under the Regional Greenhouse Gas Initiative (RGGI);⁵³
- Launched the *Cleaner Greener Communities* initiative—\$100 million to support and implement regional sustainability plans;⁵⁴
- Passed “on bill financing” legislation that allows homeowners to take loans for energy retrofits and pay it back through the energy

savings on their utility bills;

- Created the *Charge NY* initiative to install electric vehicle charging stations across the state to support increasing sales of electric vehicles;
- Launched *Build Smart NY*, an aggressive lead by example energy efficiency initiative that will increase New York's efficiency 20 percent by 2020 from a 2010 baseline. As of January 2014, New York is on track to attaining this target having already accomplished one third of this goal;⁵⁵ and
- Launched K-solar, a pioneering program to bring solar power to schools throughout the state.⁵⁶

Proposal. A New Energy Paradigm: Reforming our Utility Regulatory Structure and Building a Bridge to a Self-Sustaining Clean Energy Economy

The next step for New York is to modernize its utility regulatory structure into a more decentralized system that fosters innovation, empowers utility customers to generate their own clean and affordable power, and makes the utility grid more resilient to extreme weather events. Utility infrastructure investment decisions have not been meaningfully

examined for nearly a century: regulators give utilities the right to recover their cost of providing electricity plus a rate of return on capital invested solely to make sure we can always reliably turn on our lights. Utilities build infrastructure sufficient to meet demand during the hottest few days of the year. As a result, the system



The energy system is inefficient and wasteful resulting in consumers paying more than they should. Consumers use only about 60 percent of the infrastructure on a regular basis but pay for 100 percent of the infrastructure all year round.

is inefficient and wasteful resulting in consumers paying more than they should. Consumers use only about 60 percent of the infrastructure on a regular basis but pay for 100 percent of the infrastructure all year round.⁵⁷ This inefficiency is a driving factor in escalating utility bills.

Now that technology has advanced and costs have declined for more efficient, cleaner solutions, our regulations must also advance.

To address this challenge, Governor Cuomo unveiled an initiative earlier this year to fundamentally transform the state's electricity market through a shift

in utility regulation. The effort, which was coined *Reforming the Energy Vision* or REV, is a proceeding initiated by New York State's Public Service Commission to provide a public process to examine changes aimed at increasing customer choice and affordability, improving system efficiency, and driving increased use of energy efficiency and clean generation technologies as part of the core system rather than just the periphery of the system.⁵⁸

This proceeding is one of the most significant efforts to occur in energy policy in a number of decades and we expect the result will be a smarter, market-based, consumer-oriented energy infrastructure that will give New Yorkers the power that they need to grow.

Proposal. \$5 Billion Commitment for Clean Energy

New York will commit \$5 billion dollars over ten years to support clean energy programs across the state. Our 10-year plan will provide the clean energy industry the predictability and certainty that it needs to mature and become self-sustaining. Indeed, the driving

principle for designing our programs will be to achieve self-sustaining clean energy markets that will not require government subsidy. The state will concentrate its resources on communities and local governments that are looking for ways to reduce operating expenses identify shared service opportunities, obtain greater choice, resilience, or independence. This year we launched K-solar, a program to cut through the red tape to bring solar power to schools. In just the first few weeks of the program, the state had interest from 140 school districts representing more than 600 public schools across 48 counties.⁵⁹ This is just one of many signs showing that communities want clean energy, more choice, and tools to help them with their bills. We will expand programs like this to communities and local governments throughout the state so that they can more easily choose their energy resources to meet their needs.

Finally, Governor Cuomo will use state assets as agents for change. Our energy agencies will concentrate the various tools that they have to enable a truly market-based clean energy economy to thrive in New York. They will eradicate the opacity of the system to better connect market demand with market supply.

In 2015 and 2016, we will use our tools to drive:

- A more efficient utility grid that enables lowers costs for all consumers;
- A cleaner electricity system that meets the state and federal governments' greenhouse gas emission reduction requirements in a cost-effective manner;
- A regulatory structure that incentivizes innovation and new products and services for consumers and that protects consumers;
- Consumer-driven solutions to meeting our energy needs, such as greater deployment of distributed energy resources and demand response programs; and
- Unprecedented private sector investment in clean energy deployment.

Chapter 14.

A Cleaner, More Sustainable NY

New York State boasts some of the most magnificent natural resources, vistas, lakes, rivers, and landscapes. The Adirondack and Catskill Parks are world-class tourism destinations for recreational opportunities with breathtaking scenery and abundant wildlife. The Finger Lakes host pristine waters and expansive rolling hills with charming wineries. Long Island boasts stunning beaches and Western New York, majestic waterfalls. It is vital that we commit to a greener future to preserve these natural beauties for our children and grandchildren.

New York State's prosperity, both present and future, depends on our commitment to preserving and protecting the state's precious natural resources and community well-being. Indeed, economic strength and environmental health have always been inextricably linked. Governor Cuomo recognized this in his first term. While returning the state to a more prosperous path

after the recession, the Governor reclaimed the state's national reputation as an environmental leader.

The Governor made transformative investments in protecting and upgrading the state's parks and open spaces, boosted environmental funding programs after years of cuts, launched numerous groundbreaking clean energy initiatives and, after three devastating storms, committed to rebuilding and preparing the state for the new climate reality. The result is nothing short of the boldest investment in the state's environment in any recent New York governor's first term. In fact, Governor Cuomo has committed more funds to environmental and clean energy programs in his first term, \$16 billion worth, than invested in total from 1995 to 2006, and 65 percent more than Governors Spitzer and Paterson invested from 2007 to 2010.⁶⁰

In his second term, the Governor will continue to implement his vision for a cleaner and more sustainable New York.

Making the State More Resilient in the Face of a Changing Climate

Governor Cuomo has made New York a national leader in adapting to the effects of climate change. The Governor acknowledged early in his tenure that climate change is one of the great challenges of our time. After the state endured three major storms, the Governor has embarked on an ambitious plan to make the state more resilient.

- Following the devastation of Superstorm Sandy, Governor Cuomo empaneled the *2100 Commission* and the *Ready/Respond Commissions*, which boldly acknowledged the risks and realities of climate change and charted out a course for long-term recovery. This recovery includes, among many things, restoring the natural landscape and creating a more distributed and efficient energy system.
- In September 2014, Governor Cuomo signed the *Community Risk & Resiliency Act*, legislation recommended by the 2100 Commission. This new law requires state agencies to consider future physical climate risks caused by storm surges, sea level rise or flooding in certain permitting, funding and regulatory decisions.
- Through the Governor's Office of Storm Recovery, the state continues its efforts to address the long-term needs of victims of Superstorm Sandy, Hurricane Irene, and Tropical

Storm Lee while securing our safety from future natural disasters. Governor Cuomo fought for and secured \$30 billion in federal aid for relief efforts. The Governor's efforts are focused on:

- Assisting in recovery and rebuilding for individuals, businesses and communities;
 - Restoring the natural landscape by using green infrastructure principals;
 - Improving the state's emergency preparedness and response systems; and
 - Upgrading the state's infrastructure to better withstand major weather incidents.
-
- The Governor has developed a unique partnership with state universities, the *NY RISE* program, which funds research into the effects of storms on transportation, energy, and municipal infrastructure; climate risk and modeling; and better understanding the cascading dynamics of storm effects.

 - The Governor boldly advanced the *Fire Island to Montauk Point (FIMP)* coastal protection project in partnership with the U.S. Army Corps of Engineers and local government. This federally-funded \$700 million project, which languished for more than 50 years, will upgrade natural and manmade storm protections along an 83-mile section of coastal and bay areas of the south shore of Long Island. Initial phases of the FIMP project include expedited emergency repairs to restore dunes and beaches on Fire Island and in

downtown Montauk that were significantly damaged by Superstorm Sandy.

Promoting and Conserving New York's Outdoor Resources

Governor Cuomo has made the restoration of the state's parks, public lands and outdoor opportunities a hallmark of his first term. The New York State Parks system was in financial and physical crisis when the Governor took office. In 2010, for the first time in 125 years, the state closed several parks due to financial dysfunction and nearly shuttered 88 parks for the entire summer.⁶¹ Park infrastructure such as restrooms, playgrounds, and cabins were decaying, with no long-term plan for repair.⁶² The state's boat launches and hatcheries were crumbling and little concern was paid to enhancing sporting and wildlife viewing opportunities. The New York outdoors economy, valued at well over \$11 billion, had simply been neglected.⁶³

Upon taking office, Governor Cuomo reversed this trend, leading a bold, multi-year transformation of New York's outdoor resources.

- The State's Park system, the country's oldest, is a national treasure. And the lands managed by the Department of Environmental Conservation are

among the wildest and most expansive of any state. Through NY Works, the EPF, and state agency capital budgets, the Governor has directed over \$1 billion to upgrade key parks and open space facilities such as roads, visitor centers, restrooms, playgrounds, dams, and boat launches and dams. The Governor also initiated a bold redesign of Jones Beach and Niagara Falls State Parks, and opened two new parks: Four Freedoms State Park in New York City and Buffalo Harbor State Park.

- The Governor has promoted citizen stewardship of the Park system. For the third year in a row, the Governor sponsored *I Love My Park Day* in May 2014 as 6,000 volunteers contributed 12,000 volunteer hours to complete 120 cleanup, improvement, beautification and stewardship projects at 78 State Parks and historic sites, doubling the volunteer effort from the year before.⁶⁴
- No governor in recent history has been as dedicated to the Adirondack Park as Governor Cuomo. The Governor has led a transformative, balanced agenda to protect the Park's natural resources while promoting much-needed sustainable economic development. The Governor expanded protections for the Forest Preserve through the landmark acquisitions of the former Finch Pruyn lands—the largest addition to the Forest Preserve in more than a century.

- The Governor promoted outdoor adventure in the Adirondacks by creating and hosting two summer *Adirondack Challenges* and the *Adirondack Winter Challenge*, a diverse set of winter sporting events set in Lake Placid. The Governor made an historic \$12 million investment in the Whiteface Mountain Veterans' Memorial Highway, which will completely restore a huge tourism driver in the Adirondacks. Further, the Governor has tackled historical challenges in the Adirondacks, from developing a path forward on the Remsen to Lake Placid Travel Corridor to ensuring the proper balance between economic development and environmental preservation in the proposed Adirondack Club and Resort.
- Building on his commitment to promote tourism across the state, Governor Cuomo launched the *NY Open for Hunting and Fishing Initiative* to improve recreational activities for in-state and out-of-state sportsmen and sportswomen. Under this initiative, hunting and fishing licenses were streamlined and fees reduced, and dozens of new and improved sites have been provided for access to fishing, hunting, hiking and wildlife observation. Additionally, fishing clinics have been expanded, millions of dollars have been provided in funding for upgrades and improvements to fish hatcheries, and crossbow hunting has been reauthorized.
- Governor Cuomo introduced the "Adventure Series" to transform any driver's license into an Adventure License by allowing sportsmen and

women with lifetime licenses, as well as individuals holding Parks-issued Lifetime Empire Passports and those with Boater Safety Certificates, the convenience of having icons on their drivers licenses, rather than carrying separate hunting and fishing licenses.⁶⁵

The results of these outdoor initiatives are nothing short of astounding. State Park attendance is at record levels—well over 60 million people annually—and continuing to grow, having increased over four percent since the Governor took office. In the Adirondack Park, the spirit of common ground is palpable, where historic feuding has given way to collaborative problem solving. Sporting opportunities, long neglected, are now a core focus of the Administration. In his second term, Governor Cuomo will continue to invest in the state’s outdoor resources and open up recreational opportunities across the state.

Safeguarding New York’s Water and Aquatic Resources

During Governor Cuomo’s first term, he supported the enforcement of water quality standards while also offering communities the means and support

to fix crumbling wastewater infrastructure and combat the spread of invasive species.

- Under Governor Cuomo’s leadership, the state has resolved a number of long-standing and intractable municipal wastewater dilemmas, such as the Albany Pool settlement⁶⁶ and the groundbreaking multi-billion dollar agreement to reduce raw sewage outflows from the New York City combined sewage system using an innovative combination of green and traditional infrastructure.⁶⁷
- Governor Cuomo worked with local partners on Long Island to develop and fund critical wastewater improvements both to ensure water quality standards and to improve coastal resiliency. As part of the Superstorm Sandy relief package, the Governor committed over \$1 billion to wastewater treatment. Further, the state initiated a program in partnership with Suffolk County, the Town of Southampton, and SUNY Stony Brook to research and develop technological solutions to the pervasive issue of substandard septic systems.
- Under Governor Cuomo’s watch, the state’s *Clean Water State Revolving Fund (CWSRF)* emerged as the largest and most active in the nation. This year marks the 25th anniversary of New York’s CWSRF, now with more than \$1.6 billion in new financing for over 100 new infrastructure projects in 2013.

- The Governor negotiated and signed the Sewage Pollution Right to Know Act in 2012, which requires publicly owned sewage treatment plants and sewer systems to notify the general public whenever the facility discharges untreated or partially treated sewage. New Yorkers have a right to know when potentially harmful, untreated sewage is discharged into waterways in their communities.
- Governor Cuomo proposed and signed into law the *New York State Water Resources Protection Act*, which is designed to monitor the use of New York’s water resources and implement conservation measures to ensure New York’s water resources remain sustainable for years to come.
- The Governor also launched a number of key initiatives to combat the spread of aquatic and terrestrial invasive species, including regulations and legislation to prevent the transportation of visible aquatic invasive species. Invasive species have an estimated \$120 billion impact on the nation’s tourism, water, and agricultural economies.⁶⁸

Governor Cuomo made considerable progress in protecting water quality during his first term. In his second term, the Governor will redouble efforts to address the substantial wastewater infrastructure needs and combat the spread of invasive species, both

of which will further protect New York's environment and encourage sustainable economic development.

Proposal. Revitalize Polluted Landscapes: Reform the Brownfield Program

The legacy of polluted industrial lands across New York underscores the interconnectivity of economic and environmental health. Statewide, thousands of formerly vibrant properties known as brownfields or Superfund sites now lay fallow or underutilized due to the toxic legacy of an industrial past. As New York gets back on its feet, with a new wave of modern manufacturing and urban growth, this persistent pollution threatens the environment, public health and community character. Governor Cuomo has recognized that the state must strengthen the programs that will return polluted landscapes to productive and sustainable use.

In his 2014-15 Executive Budget, Governor Cuomo proposed common sense reforms to the state's *Brownfields Cleanup Program (BCP)*. The BCP has cleaned up more than 150 contaminated sites since 2003. However, it has often failed to directed funds to

the neediest projects. The Governor's reforms would have extended the Brownfields tax credits for ten years while promoting cleanups and redevelopment where it is needed the most.⁶⁹ During the 2014 legislative session, the Legislature only passed a bill that would extend the existing law for two years. Since the BCP is set to expire in 2015, the Governor will work to reform the program during his second term.

The BCP provides tax credits for remediation costs and redevelopment costs. Governor Cuomo's reforms would limit remediation credits to actual cleanup costs. The reforms would also create new categories of eligibility for redevelopment credits to favor sites (1) whose cleanup costs exceed the property's value, (2) are vacant or underutilized, or (3) are in areas with high poverty and unemployment levels.

The Governor's 2014-15 Executive Budget proposal also included a one-year \$100 million extension to the State Superfund program. The proposal also included \$10 million dollars for the Environmental Restoration Program to provide grants to clean up municipally-owned brownfield sites, which is a cost effective method to facilitate environmental and locally-

driven economic goals. In his second term, Governor Cuomo will reengage with the Legislature in an effort to achieve meaningful continuation of the State Superfund and Environmental Restoration Programs.

Proposal. Protect the State against the Risks Posed by Crude Oil Trains

The production of crude oil from the Upper Midwest has boomed in the last three years, from next to nothing four years ago to 800,000 barrels per day, nationwide. Owing to the lack of pipelines, a significant volume of this crude oil is transported across the country in rail cars. New York has emerged as a key corridor for these trains. After a series of tragic accidents in Quebec, North Dakota, and Alabama in 2013 revealed the volatile nature of this crude, Governor Cuomo led the nation in fighting for a safer crude oil transportation industry:

- Issued an Executive Order directing a comprehensive assessment of safety procedures and emergency response preparedness related to the shipment of crude oil;
- Urged federal officials to expeditiously implement stringent regulatory changes that would: improve tank car design specifications

and expedite the phase-out of older, unsafe rail cars, require comprehensive, geographically-specific oil spill response plans for crude oil trains, implement more stringent standards to test and stabilize crude oil, mandate automated braking systems for rail companies and review the routing of crude oil to ensure the most appropriate routes. Federal oversight of interstate commerce limits what New York State can do to ensure the health and safety of the communities affected by the increase in crude oil, so urgent federal action is imperative;

- Directed state agencies to implement an aggressive enforcement and inspection effort to better protect communities from train derailments carrying crude oil and hire of five additional rail inspectors as well as increase emergency response assets;
- Issued fines to companies that fail to comply with current state regulations related to derailments;
- Established a multi-agency working group along with partner railroads to coordinate preparedness activities and to improve response scenarios; and
- Secured the commitment of the federal government to update long overdue oil spill response plans that are required by federal statute.

The volume of crude oil being transported through New York is only expected to increase for the foreseeable future. In his second term, Governor Cuomo will continue to safeguard New Yorkers from the risks posed by this transportation while fighting for aggressive federal oversight.

Proposal. Safeguard and Rebuild the Environmental Protection Fund

The Environmental Protection Fund (EPF) is one of New York's most critical environmental funding programs. It helps to restore water quality, protect against invasive species, and create more sustainable communities all around the state. According the Trust for Public Lands, every EPF dollar spent provides seven dollars of economic benefit to the state.⁷⁰

When Governor Cuomo took office, he inherited an EPF that had been slashed from \$250 million to \$134 million by prior administrations. The Governor immediately resolved to safeguard the EPF and return it to stable growth. After holding the EPF steady in his first two budgets, the Governor worked with the Legislature to increase funding by \$28 million to \$162

million over two subsequent budgets. Importantly, under the Governor's watch, the state now spends the full EPF appropriations. Past administrations regarded big EPF increases as convenient budget day headlines but disappointed when it came time to spend the funds on important environmental projects around the state. In 2007-08 when the EPF was appropriated at \$250 million, the state only spent \$153 million, and in 2008-2009 with \$205 appropriated, the state only spent \$180 million. In his second term, the Governor will continue to safeguard and grow the EPF while continuing to ensure that every appropriated EPF dollar is spent.



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Chapter 15.

New Markets for NY Agriculture

With 36,000 farms, seven million acres of farmland and close to \$6 billion of production, agriculture is critical to the state economy.⁷¹

Over the last four years, agriculture has flourished in New York State. The agricultural and business climate could not be better; great soil, water, top farmers, consumers nearby, and a state government willing to defend, promote, and partner with the industry.

It is no secret that Upstate New York's economic recovery has lagged behind and that is why Governor Cuomo has focused on regional economic development from day one. As a result of this approach, no sector has seen more focus than food and agriculture. From multiple state-of-the-art yogurt plants—vaulting New York into the top yogurt producing state in the nation—to the *Southern Tier Rural Development Fund* that has provided essential capital for on farm processing,

Governor Cuomo has supported unprecedented growth in this critical sector.

Governor Cuomo has coupled smart investment with public policy changes making it easier to farm and to process food and beverages. Statutory, regulatory, and policy changes have simplified dairy farming, fruit and vegetable production, and have literally doubled the size of our craft beverage industry. We have capped property taxes and capped agricultural land assessments making farming competitive with other regions.

Bringing Upstate Agriculture to Downstate Markets

Governor Cuomo's first major agricultural initiative was the *Fresh Connect Farmers' Market* program, through which he both increased and improved markets while getting great local food to underserved communities. Next, the Governor supported the establishment of hubs where farmers aggregate products for efficiency and ship to market.

In the future, Governor Cuomo will increase efforts to connect upstate agriculture with downstate markets. The Governor will maximize the use of New York-grown food in our state institutions and universities and will create a wholesale market in New York City for the exclusive use of our producers so we can reach these institutions, restaurants and underserved areas.

Commitment to Farmers

On farms, Governor Cuomo will continue and expand our commitment to success. New York is not only the largest dairy state in the northeast, but it is also the fastest growing. Governor Cuomo will protect our dairy farmers against price fluctuations driven by a federal milk pricing system that does not recognize New York's excellent regional supply/demand balance and the Governor will continue and expand our partnership with dairy to ensure New York has the best environmentally balanced farms in the country.

Although Governor Cuomo sees unlimited opportunity for New York agriculture, he recognizes

daunting challenges that still lie ahead. New York's weather is changing: the state receives more rain in sometimes violent storms and frost comes both later in the spring and earlier in the fall. Farmers also need to be able to grow what consumers want: more fruits and vegetables that will meet nutrition and flavor expectations and grains that will grow in our humid climate and still produce world class distilled spirits and beer. Further, we require a trained workforce that can produce dairy products and operate wineries.

To accomplish these important goals, New York will need both cutting-edge food and agricultural research. Governor Cuomo will continue to invest in New York's land-grant university system and build the best cooperative extension system in the nation. Governor Cuomo will also strengthen regional delivery systems so New York's world-class growers and food producers will always remain ahead of the competition.

Proposal. *Help Control Milk Prices*

New York State is the third largest dairy producing state, and is also the largest producer of

yogurt in the United States thanks to Governor Cuomo's dedication to New York's leadership in this area.

New York's 5,000 dairy producers sell 13.5 billion pounds of milk per year, but volatility in milk prices threatens this anchor of the rural economy. Unfortunately, volatility in milk prices has had a devastating effect on New York dairies over the past several decades. In 2009 alone, New York farm gates sales of milk dropped \$694 million from the previous year. Using Cornell's economic multiplier this represents a one year \$1 billion loss from the upstate economy.

Although we are currently seeing historic high milk prices, economists now predict that the price of milk will soon drop and will continue to remain the same or sink in the future. This threat could send New York's dairy farms and the upstate economy into a downward economic spiral, reversing recent revitalization.

Although the federal government is currently rolling out a new Margin Protection Program to address the pricing hazards that dairy farms face, Governor Cuomo will step in to make sure New York State dairy producers are further protected.

Under the Margin Protection Program being administered by the USDA, dairy farmers are offered varying rates of margin insurance. These farmers pay an insurance premium based upon the amount of milk they produce minus the input costs. Governor Cuomo will propose going further, reimbursing insurance premiums on a decreasing scale over time to introduce producers to this new program. No other state in the nation has such a program, illustrating Governor Cuomo's continued commitment to New York's dairy farms and dairy industry.

Taste NY

The Governor has also made strategic statewide investments in promotion and marketing of agri-tourism—many of the ideas for which came from in-depth industry summits. *Taste NY* is Governor Cuomo's signature program to promote the state's food and beverage industries through high-profile events, branding and signage, and stores. The Governor's goal is three-fold when it comes to maximizing marketing of NY-produced food and beverage: institutional

procurement, increasing restaurant sales, and reaching underserved communities.

Proposal. Phase II of Taste NY: Greatly Expanding Taste NY Markets across the State, Including an Online Taste NY Store

Governor Cuomo will greatly expand the Taste NY program. Currently, there are eight full Taste NY stores across New York. Under the next phase of Taste NY, a wide variety of actions will be taken to increase marketing and support of New York's farmers and producers. These include an expanded effort to connect producers with new consumers and strengthen the brand identity of products that are made in New York, an increase in the number of Taste NY stores and, and international exposure to continue growing the market for the state's food and beverage-related businesses.

Under the next phase of Taste NY:

- The *I LOVE NY* mobile website will expand to offer consumers opportunities to buy food and beverages produced in New York. The Taste NY website will also undergo a reboot to enable online purchasing.
- A new mobile phone application soon to be released through I LOVE NY that will have

designated Taste NY attractions from across the state.

- Taste NY displays, stores, and vending machines will be added to all SUNY and CUNY campuses.
- The State Thruway Authority will expand current Taste NY offerings at all 27 Thruway Travel Plazas and include at least four new stores in the next two years.
- The State Department of Transportation will add new Taste NY retail stores in strategic locations designed to increase agri-tourism opportunities and increase retail exposure for local agricultural producers, with at least two new stores targeted for completion over a two-year period.
- More Taste NY vending machines will further expand the offering of local foods and be strategically located across the state. Two will soon debut at Department of Transportation rest areas in Binghamton and Clifton Park, with more on the horizon in the coming months. Another machine will be added at the State Capitol and another in the Legislative Office Building in Albany around the same time. Plans are in place to expand these to other state office buildings across New York in the near future.
- Taste NY displays at in-state liquor stores—currently being piloted at six locations—will expand to every region of the state. The full statewide rollout of this expansion will coincide with the New York State Liquor Store

Association's 5th Annual Tradeshows in Albany and Rochester on October 14 and 16. Dozens of additional liquor stores will immediately receive Taste NY marketing materials at these events and be able to display them for the upcoming holiday season.

- A new downstate wing of the Department of Agriculture and Markets, dubbed the Taste NY Office at Brooklyn, will promote agricultural economic development and strengthen the connection between upstate producers and downstate consumers.

Proposal. *Taste NY Goes Global*

Moreover, the Taste NY program will enter international markets under the Governor's Global NY initiative. The State Department of Agriculture and Markets will also work with Food Export USA and Empire State Development to assure for the inclusion of food and beverage products in the recently announced trade missions identified in the Governor's Global NY Summit.

Chapter 16.

Healthy NY

During Governor Cuomo's first term, New York became a national leader in health reform. After years of unchecked growth, Medicaid costs on a per recipient basis are the lowest since 2003. New York has actually bent the cost curve, fulfilling one of Governor Cuomo's key goals from four years ago. Per recipient spending has decreased 10 percent since Governor Cuomo took office, without cutting services or blunt draconian cuts like some have proposed.



Under Governor Cuomo's leadership, Medicaid per recipient spending has decreased 10 percent since taking office, but without cutting services or blunt draconian cuts like some have proposed.

In a year's time, New York enrolled over a million people in the state-run health exchange, and the state now boasts more patient-centered medical homes

than anywhere in the country, providing much needed primary and preventive care.

- **MRT Medicaid Waiver Approved.** After a comprehensive process to reform New York’s Medicaid program, known as the Medicaid Redesign Team (MRT), the state was granted permission from the federal government to reinvest \$8 billion of reform-related savings into the Medicaid program. The money is being used to further transform health care delivery for Medicaid members. In all, the state is expected to save \$17.1 billion over the next five years because of the Medicaid reforms.
- **Health Insurance Exchange.** On October 1, 2013, the state launched the New York Health Benefit Exchange, which, to date, has helped almost 1.6 million uninsured New Yorkers access quality, affordable health care coverage. The approved rates for 2014 are 53 percent less than what individuals would have paid last year. As of October 1, 2014, NY State of Health (NYSOH), the state’s official health plan marketplace, reported that 1,595,807 New Yorkers have enrolled for coverage since the launch of the Marketplace on October 1, 2013.
- **Highest Medicaid Recoveries in the Nation.** In February 2014, the Governor announced the largest single year of recoveries of taxpayer dollars in the history of the Office of the Medicaid Inspector General (OMIG). Preliminary calculations show that OMIG recovered more than \$851 million dollars in 2013. This brings the three-year total under Governor Cuomo to more than \$1.73 billion recovered from Medicaid providers that

inappropriately billed Medicaid and individuals who received services to which they were not entitled, a 34 percent increase over the prior three years. OMIG's recoveries are the highest on record for any state Medicaid program integrity unit in the United States, ever.

- **Legislation to Establish Comprehensive Medical Marijuana Program.** Governor Cuomo signed legislation in July 2014 to establish a medical marijuana program for New York State. The new law includes provisions to ensure medical marijuana is reserved only for patients with serious conditions and is dispensed and administered in a manner that protects public health and safety.
- **Legislation to Combat Heroin, Opioid and Prescription Drug Abuse Epidemic.** Governor Cuomo signed legislation in June 2014 designed to combat the growing heroin and opioid epidemic in communities across the state. The multiple bills include new programs and insurance reforms to improve treatment options for individuals suffering from heroin and opioid addiction; measures to strengthen penalties and put in place additional tools for law enforcement to crack down on the distribution of illegal drugs; provisions to ensure the proper and safe use of naloxone, an overdose antidote; and support for enhanced public awareness campaigns to prevent drug abuse.
- **Ending the AIDS Epidemic.** On June 29, 2014, the Governor made international news when he announced New York's three-part plan to end the AIDS epidemic in New York. The Governor's three-

point plan will decrease new infections to 750 per year by 2020.

- **Supportive Housing.** A critical component to improving the health of New Yorkers and containing health care costs is to ensure that an individual's housing needs are also met. "Supportive housing," which is housing coupled with appropriate individual-based services, is an innovative and cost-effective model of care designed to provide an integrated solution for both housing and health care needs. For 2012, 2013, and 2014, the Governor invested \$75 million, \$100 million and \$125 million, in supportive housing.
- **\$55 million approved for the Statewide Health Information Network of New York (SHIN-NY).** SHIN-NY (pronounced 'shiny') is a network-of-networks that will link New York's Ten Population Health Information Programs (PHIPs) through the state. It will be a secure, interconnected statewide network of electronic health records designed to improve healthcare for all New Yorkers by ensuring that doctors have instant and accessible health information about their patients available, anywhere and anytime, in a secure and confidential manner.

Proposal. Enact the State Health Innovation Plan (SHIP)

Building on this success, it is time to align the entire health care system, including private insurance, to further improve quality, keep costs low, and improve the health of all New Yorkers. To help with these goals, New York has worked with stakeholders to create a five-year strategic blueprint. We will continue our stakeholder engagement process, to align private health insurance coverage. Potential savings are in the billions over the next five years.

This strategic blueprint, known as the *State Health Innovation Plan (SHIP)*, carries with it federal financial support, and will assure that every New Yorker has access to high quality primary care in every region of the state, within five years. We will also work with payers to assure that health care costs do not soar and care is affordable to all.

The SHIP is a roadmap to create a healthier New York by:

- **Coordinating and integrating care**, from primary care, to long-term care, specialists, and community supports.

- **Promoting transparency** to assure that patients and providers alike have access to information that will help them to make informed choices.
- **Paying for value.** We will move from systems that pay on volume, the number of patients a provider can see in one day, to one that pays on value, efficiently provided care with the best possible outcomes.
- **Creating a continuum of care** that links physicians and community-based resources to care for the whole person.

Chapter 17.

A Rightsized State Government

To close record deficits without further burdening New York taxpayers, the Governor reduced the size and cost of government. He launched the *Spending and Government Efficiency (SAGE)* commission to undertake a historic redesign of state government and eliminate unnecessary bureaucracy. Agencies were merged and more efficient entities created, such as the Department of Financial Services, formed by consolidating the Banking and Insurance departments. Through these and other initiatives he was able to reduce the size of the state government, while improving government performance.

In addition, the Governor worked with New York's public employee unions to negotiate a wage freeze and other cost savings that produce \$1.6 billion over five years. He also reformed New York's unsustainable pension system, saving state and local governments \$80 billion over 30 years.

Making Government Work

Not only did Governor Cuomo make New York State government work better by breaking the gridlock and fixing the dysfunction in the New York State legislature, he has made state government operations more efficient and more effective in serving its citizens. Organized around the recommendations of his SAGE commission, the Governor has implemented the most far-reaching restructuring of New York State government since at least the time of Governor Al Smith in the 1920s.



Because of these government restructuring initiatives, spending on Agency Operations in the 2014-15 fiscal year will be \$650 million lower than was forecasted by the Division of Budget when Governor Cuomo took office.

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Cuomo took office. The \$10.2 billion the state will spend on Agency Operations in the upcoming fiscal year is \$200 million less than the state actually spent in the year before the Governor took office. As a percentage of the total New York State Budget, spending on Agency Operations has declined from 12.9 percent to 10.6 percent. When fully implemented, restructuring initiatives begun in Gov. Cuomo's first term in office are expected to save approximately \$1.5 billion annually.

Equally important, state government serves its citizens better today. To cite just a few examples:

- Governor Cuomo inherited a broken system of caring for the developmentally disabled, where abuse was all too common. He created a new Justice Center that consolidated the oversight function of six agencies to prevent abuse.
- The new Department of Financial Services, which was reinvigorated by the merger of the Insurance and Banking Departments, has protected New Yorkers in areas ranging from excessive increases in insurance premiums to rooting out fraud and unfair business practices and has achieved national leadership by bringing real accountability to the financial services industry in New York State for the first time.
- A new e-licensing system that makes it easier for businesses and individuals to apply for and

manage their business, professional, recreational, and occupational licenses.

- The Open New York initiative dramatically increased the transparency of New York State government and expanded access to state government services-records and data.

This ongoing restructuring of New York State government to make it work better while saving taxpayers money has touched nearly every aspect of state government operations. Here are highlights of some of those initiatives:

- **Closing Excess Facilities.** Hundreds of millions of dollars have been saved by closing unneeded facilities, including 13 prisons, juvenile justice facilities as part of a shift to a community-based approach, and eliminating excess office space. Since 2011, Governor Cuomo's tough, smart and fair formula for criminal justice in NY has led to the takedown of 5,519 prison beds and the closure of 13 underutilized prisons resulting in an estimated \$162 million annually for New York taxpayers. In addition, since the Governor took office, OCFS has closed 13 residential facilities, one group home, and three Day Placement/Evening Reporting Center programs. Four of the remaining 13 facilities have been downsized. This has resulted in a reduction of 758 beds and nearly \$50 million in savings to taxpayers. Further, the Office of the

State Comptroller recently issued a report stating the taxpayers of saved approximately \$33.1 million in the first three years just from better management of office space.

- **Consolidation of Back-office Operations.** The back-office and administrative support functions of 61 agencies have been consolidated into a state-of-the-art Enterprises Services function, saving money and providing better service.
- **Strategic Procurement.** Approximately \$755 million dollars is being saved over a five-year period through a central strategic sourcing procurement model, while supporting the achievement of record levels of purchasing from MWBEs and facilitating special programs for veterans and small businesses.
- **Energy Efficiency.** The master plan for increasing energy efficiency in state facilities under the Build Smart NY program has already improved energy efficiency in 205 million square feet of space, reducing energy usage by approximately five percent, saving taxpayers \$25 million annually. When complete, this program will reduce overall energy usage in New York State by approximately 2.8 million megawatt hours and save taxpayers approximately \$100 million annually.
- **More Efficient Workforce.** Since Governor Cuomo took office, the number of full-time equivalent personnel (“FTEs”) in executive-controlled agencies has fallen eight percent from 126,300 to 116,800. This decline reflects

the Cuomo administration making a smaller workforce more productive and efficient, as well as the closing of excess facilities described above. As a result of the Administration's efforts to control workforce costs, the state's personal service costs in executive-controlled agencies in 2014-15 are projected to be \$50 million lower than their 2010-11 levels.

- **Pension Reform.** In 2012, Governor Cuomo won legislative approval for a new "Tier VI" pension plan for new state and local government employees. This plan will save the state approximately \$21 billion and local governments approximately \$61 billion over a 30-year period.

In his second term in office, Governor Cuomo will build upon these achievements and launch a wide range of new initiatives to make government more responsive, more efficient, and more effective. In other words, better service at a lower cost.

Proposal. Use "Lean" to Streamline Government Operations and Build a Culture of Continuous Improvement

Large companies like General Electric and Toyota have used "Lean" management principles to streamline manufacturing operations—an approach which has great applicability to state government. The

purpose of Lean is to redesign a business process (like an assembly line operation or a government permitting process) to eliminate waste, improve quality, and reduce “cycle” times so that resources can be allocated to higher value-added activities.

Last year, Governor Cuomo launched a Lean program to improve the efficiency of state government operations. Starting with four agencies and ten pilot projects in late 2013, the program now covers almost 40 agencies with about 100 projects completed. Results include (without additional resources):

- Reducing the time to obtain a bar or restaurant liquor license from 75 days to 35 days;
- Reducing the time for a new health care facility to get an operating permit from five months to one month; and
- Reducing the time to obtain various professional work permits (e.g., real estate brokers, security guards, funeral directors, etc.) by 50 percent or more.

During Governor Cuomo’s second term, the Lean program will expand greatly. Already, some 1,000 state employees had been involved in Lean projects; that number will reach 10,000 employees during 2015 and

continue to grow thereafter. Beyond licensing and permitting, Lean projects are expected to address areas including complaint handling and investigations, inspections and oversight, and contracting and procurement.

Proposal. Create a One-Stop-Shop to Simplify Businesses Licensing and Regulation

Building on the e-licensing initiative above, New York will develop a true One-Stop Shop to make it even easier for businesses to start and grow in New York State. Today, businesses fill out forms for multiple state licenses, permits and certificates, with redundant information requests and separate points of contact. Going forward, we will simplify this experience further.

Applicants will input their basic information *once*, driven by a simple user interface, much like one experiences with TurboTax or Amazon.com. “How-to” videos, “start-up” guides, click-to-chat, and a single phone number will allow businesses to find what they need without confusion.

Information about incentives and other support services will be easy to find, based on a simple user-directed guide and depending on business type.

Also, much like Amazon.com both sells goods and provides a “marketplace” for 3rd party vendors, the state One-Stop-Shop will act as a portal for local government licensing activities as well.

Proposal. Hire a Chief Risk Officer

Delivering results also means identifying and mitigating risks. In recent years, large corporations have developed sophisticated risk management functions to deal with a wide range of potentially costly risks, including traditional areas like employee fraud and emerging areas such as cybersecurity.

Governor Cuomo will appoint New York State’s first Chief Risk Officer (CRO) to apply modern risk management tools to state government. The CRO will help agencies identify and assess risks most relevant to their activities and align internal audit resources to test controls. The CRO will also develop initiatives to address rapidly growing costs, such as workers

compensation and general liability claims and settlements.

Summary of Policy Proposals

The above pages detail the many accomplishments of Governor Andrew M. Cuomo's first term and lay out a comprehensive plan to continue putting New York at the forefront of progressive policy, innovative economic development, and educational opportunity. At the same time, the Governor will continue to protect and advance individual rights and public safety, rightsize and restore trust in government, and keep state spending under control. Below is a summary of the Action Plan for the next four years.

Chapter 1. Continue to Attack the Property Tax Crisis

Continue the State's Fiscal Responsible Budgeting

Governor Cuomo will continue to stay within his two percent state spending cap.

Extend the Property Tax Cap

The Governor's property tax cap has delivered billions of dollars in relief to New York homeowners. The cap is set to sunset in 2015, and it must be extended so we can continue to protect New York taxpayers.

Create a \$500 Million Fund to Encourage Localities to Cut Costs in Order to Reduce Property Taxes

Governor Cuomo will launch a \$500 million fund to incentivize and reward local governments for shared services and consolidation that lead to property tax reductions. While Governor Cuomo and the Legislature took steps to reduce property taxes last year by giving taxpayers living in jurisdictions where local leaders present plans for three percent of costs over three years direct property tax relief, the Governor's plan will provide additional financial incentives for local governments that permanently enact these cost-saving plans. A matching bonus will be provided to residents as a further incentive for taxpayers to get involved and encourage their local elected officials to find ways to reduce costs as a way to reduce property taxes even further.

Organize a Summit of Local Leaders to Discuss Best Practices to Develop Tax Saving Plans

Local leaders across New York State have already taken steps to see how local costs can be reduced.⁷² Building upon the success of previous summits that brought together state officials, industry experts, and local leaders, Governor Cuomo will host a *Local Government Efficiency Summit* so local elected officials can share best practices, hear ideas about initiatives that have worked in other jurisdictions, and work together with state officials and planning experts to find ways to make local government more efficient.

Chapter 2. New York is Working

\$1.5 Billion Upstate Revitalization Fund: Replicate the Success of the Buffalo Billion

Governor Cuomo will launch the *Upstate Revitalization Fund (URF)*, a new initiative that will build on the proven framework and best practices established from the Buffalo Billion initiative to replicate its enormous success. The URF will inject \$1.5 billion of state resources to drive the revitalization of communities, job growth, and population sustainability in major upstate urban centers. Instead of focusing on one city, the URF will target its investment to a set of economically distressed upstate metropolitan areas. The URF will invest in both catalytic infrastructure projects as well as quality of life initiatives to make Upstate New York a better place to live, work, and visit.

Hold a Small Business Summit

To build on the successful summit model, Governor Cuomo will host a *Small Business Summit* that cuts across different industry sectors to focus on issues and opportunities similar to the typical small business proprietor. The Summit will bring together small business owners, financial institutions, support industries, and government stakeholders to help facilitate access to capital, reduce regulatory barriers, and grow employment and investment at our smallest, but most critical, places of business. Small businesses constitute the backbone of our state economy and government must do everything it can to help this segment of our economy grow and thrive.

Create the New York Business Assistance Team to Help Small Businesses Start and Grow

The state will launch the New York Business Assistance Team (NYBAT) to provide hands-on assistance that helps small businesses get started and existing businesses grow. NYBAT staff will serve as a personal concierge for each business owner and will liaise on the business' behalf with state agencies, local government entities, and nonprofits to deliver the highest level of assistance.

Create the NYS Chief Small Business Officer

In recognition of the importance of the New York's small business sector, Governor Cuomo will appoint the state's first Chief Small Business Officer. This position will be responsible for inter-agency coordination of all existing and new policies that impact creation and growth of New York small businesses.

Chapter 3. Rebuild NY

Create the NY Infrastructure Bank

Building upon the success of NY Works, Governor Cuomo will establish the *NY Infrastructure Bank*, which will provide a new self-sustaining source of funding for major infrastructure projects. Seeded with potential revenue sources such as the bank settlements or other one-time cash infusions, the Infrastructure Bank will be a new financing and project management vehicle empowered to deploy alternative project delivery methods and leverage private investment to deliver large-scale, complex, strategic infrastructure projects vital to the state's future success. It will find efficient and appropriate mechanisms for financing those projects, including low-interest loans and leveraging

private capital and it will take a creative, entrepreneurial approach to identifying the multiple sources of revenue that will be needed.

Extend Design-Build

Governor Cuomo proposes authorizing innovative delivery mechanisms to save tax dollars and speed the completion of projects by expanding design-build authority to all state agencies. By employing the design-build model, agencies can bring private sector innovation to project delivery, thereby enabling them to propose and pursue new ways of expediting projects at a lower cost to taxpayers.

Reinvent our Major Transportation Transit Networks, Including the MTA and Our Airports

We must reimagine and transform our major transportation hubs, such as the MTA and our airports, which are vital to economic growth. These will be unveiled over the course of the next several weeks.

Chapter 4. Global NY

Create Global NY Export/Import Development Fund

Governor Cuomo will create a \$35 million *Global NY Development Fund* to exponentially improve opportunities for imports/exports in the New York State economy. The Global NY Development Fund will provide grants and loans to help small- and medium-sized businesses based in the state, looking to do business in New York, seeking cross-border trading, or global expansion with financing to grow and compete.

Trade Missions to Boost the New York Economy

To help promote this new and improved New York State import/export market, Governor Cuomo and representatives from the New York State business community will be making a total of five trade missions to Mexico, Canada, Italy, China, and Israel.

Chapter 5. NY Innovates

Expand STARTUP NY

To further capitalize on this game-changing initiative Governor Cuomo proposes several enhancements and programs under STARTUP NY, including permitting REDCs to submit master STARTUP plans for the regions that request additional space eligible for the STARTUP program; creating a safe haven for innovative, cutting-edge companies to open their doors; and providing additional, performance-based compensation to university presidents based, in part, on the success of their STARTUP sites.

Regional Innovation Cluster Program (RICP)

The RICP will be a competitive process in which selected regions are awarded grants to strengthen the national and global competitive position of strategic industries in New York's regions. Each REDC will submit a strategic plan that highlights and targets a single economic cluster, providing evidence as to why the region is well positioned to grow this cluster, what types of resources are most needed to increase its competitive standing, and the expected impact of the desired resources on the cluster in terms of growing private sector investment, jobs and exports.

Expand Innovation Funding: the New NY Venture Capital Fund and Start-Up Company Capital Funding

Governor Cuomo proposes increasing the fund the NYS Innovation Venture Capital Fund to \$100 million from the current \$50 million and targeting a portion of its investments in companies associated with START-UP NY, Hotspots, and the proposed Regional Innovation Cluster Program. Further, enacting crowdfunding legislation in New York is an opportunity to invigorate the state economy by creating jobs and revitalizing communities and industries that have been deprived of capital resources.

Scaling Up Manufacturing and Commercialization

Building upon NYSERDA's NY-BEST model, the state should establish an additive manufacturing center and consortium to ensure New York is at the forefront of this industry. The Center will serve as an expert resource to companies seeking assistance to grow their businesses through access to financing, research capabilities, potential partners, technology developers, and other resources.

Create Supply Chain Support for Small and Medium-Sized Enterprises

- **Small and Medium-Sized Enterprise (SME) Supplier Development Fund.** This fund would help SMEs bridge the gap created by the pay lag and companies would repay loans at a low interest rate, making this a revolving fund. Loans of up to 50 percent of the purchase order could be made through partner lending institutions.
- **Supply Chain Partnership with IBM.** Work with IBM's Supplier Connection to develop a

program that prepares SMEs to be suppliers to large companies.

Chapter 6. Training a Modern Workforce

Expand the Next Generation NY Job Linkage Program

Governor Cuomo will expand the Job Linkage Program to engage the Regional Economic Development Councils, large regional employers, industry associations, Career and Technical Educational (CTE) High Schools and four-year public higher education institutions. We will ensure that alternative pathways for graduation for CTE students, when approved by the State Board of Regents, will be responsive to local needs.

Expanding Partnerships Between K-12, Higher Education, and Employers: Triple the Number of State Early College High Schools

Governor Cuomo will triple the number of P-TECH and other early college high school programs by 2016. In addition, he will continue to prioritize these opportunities to at-risk students and the economic sectors with the greatest needs for skilled workers.

Streamline New Education Program Approval to Meet Workforce Needs

Governor Cuomo will propose changes to streamline and speed the process to approve and register programs and degrees at higher education institutions in order to enable them to keep up with the ever-changing workplace.

Make Experiential Learning a Graduation Requirement

Experiential learning such as cooperative education and internships provide a win-win-win for New York’s business, colleges, and – most importantly – students. Businesses get to host students for what are essentially extended interview periods to find future employees while increasing productivity at decreased labor costs.

Tax Credits for Small Business and Startup Companies that Offer Internships

To help ensure that students have internship options, Governor Cuomo will propose tax credits to new small businesses and startups who hire students as paid interns.

Chapter 7. Putting Students First in K-12 Education

Continue to Increase Investments in Public Education

Over the next four years, Governor Cuomo will continue to ensure that investing in our schools is a top budget priority. In increasing education funding, the Governor will fulfill the key investment principles of funding programs that increase performance and results, and addressing inequity by directing the most resources to the communities with the greatest needs.

Recognize and Reward the Most Effective Teachers: Expand the Master Teacher Program

Governor Cuomo will expand the Master Teacher Program to recognize and reward excellent teachers in areas beyond STEM. In particular, the expanded Master Teacher program will focus on excellence in teaching in critical areas like special education, English Language

learners and schools that serve high proportions of low-income students.

Create the PERFORM System—Public Education Results for Management

The bedrock of New York State’s *PERFORM—Public Education Results for Management*—system will be complete transparency on how funds are used, making it possible for parents, educators and policy-makers to see and compare budgets at the school and district levels. The performance management system will focus on key performance indicators and give parents a state-of-the-art, easy-to-access look at how their tax dollars are being invested and the results in their children’s schools.

Chapter 8. A More Affordable Higher Education

Enact the Get on Your Feet Loan Forgiveness Program

Governor Cuomo will propose the Get on Your Feet Loan Forgiveness Program which will allow New York residents who graduate from college and continue to live in the state to pay little or nothing on their student loans for the first two years out of school if their income is not high enough to cover their student debt burden without significant financial hardship.

Create the New York State Finish in Four Completion Program

All SUNY and CUNY students will have the opportunity to sign a pledge to undertake behaviors and advising to advance them towards online completion. In return, colleges will agree to offer targeted supports. If students sign a Finish in Four pledge and do not complete their

degree in eight semesters, their college will cover tuition costs for their remaining coursework.

Create Community College Community Schools to Coordinate Services for Students

This program will empower colleges with particularly distressed student populations to expand and provide child and elder care services, transportation, health care services, family counseling, and employment assistance, all of which will provide wraparound supports for students, both in and out of the classroom. Through this approach, students will have the tools and supports they need to persist and graduate.

Chapter 9. Finally Bridge the Digital Divide

Pass the \$2 Billion Smart Schools Investment to Transform NY's Classrooms

To outfit schools and classrooms for the 21st century, help teachers teach and students achieve, and ensure that New York's students graduate with the skills they need to succeed, Governor Cuomo called for a \$2 billion "Smart Schools" investment in education technology to be brought before voters in November 2014. Should voters approve the bond, school districts can leverage available funds to provide technology upgrades that will transform teaching and learning for the 21st century.

Achieve Statewide Universal High Speed Broadband by Creating the \$500M New NY Broadband Fund

Governor Cuomo will make the largest and most ambitious public investment in universal broadband deployment in the country through the creation of a \$500 million *New NY Broadband Fund* that will give high speed internet access to every New Yorker by 2018.

Chapter 10. Progressive Vision for the Future

Pass the Women's Equality Act

The Governor remains deeply committed to advancing sweeping legislative reform to overcome discrimination against women and returning the state to its rightful place as a national leader on women's equality.

- *Shatter the Glass Ceiling: Achieve Pay Equity*
- *End Family Status Discrimination*
- *Stop Sexual Harassment in All Workplaces*
- *Stop Pregnancy Discrimination Once and For All*
- *Allow for the Recovery of Attorneys' Fees in Employment and Credit and Lending Cases*
- *Better Position the State to Address Source of Income Discrimination*
- *Stop Housing Discrimination for Victims of Domestic Violence*
- *Protect Victims of Domestic Violence by Strengthening Order of Protection Laws*
- *Strengthen Human Trafficking Laws*
- *Protect Freedom of Choice*
- *Protect Students from Sexual Violence on College Campuses*

Increase MWBE Opportunities to 30 Percent

Governor remains committed to his vision of expanding MWBE participation in state contracting, and has now set a 30 percent MWBE utilization goal – the most ambitious goal in the nation.

Pass the DREAM Act

The Governor strongly believes that the state should continue this tradition by supporting the New York State Dream Act, which will support the advancement of

undocumented immigrants by enabling them to apply for state college tuition assistance.

Raise the Minimum Wage

The Governor believes that a reasonable minimum wage is the only way to improve the standard of living for workers, reduce poverty, encourage fair and more efficient business practices, and ensure that the most vulnerable members of the workforce can contribute to the economy. Accordingly, the Governor remains deeply committed to pursuing further modernization of the minimum wage going forward.

Create the Office of Faith-Based Community Services

Governor Cuomo will establish the Office of Faith-Based Community Services to assist and maximize community faith-based organizations in providing education, health, workforce training, food programs and social services to communities--especially those most in need.

Expand NY Youth Works

To further enhance the success of the program, the Governor will work to provide an additional funding for at-risk youth in inner cities to ensure that Youth Work participants are appropriately equipped to succeed in the job.

Expand the Unemployment Strike Force to the Top Ten Highest Areas of Unemployment

The Governor proposes expanding the Unemployment Strike Force by institutionalizing the partnership, expanding the number of communities to be included, and dedicating additional funding for training programs.

Create More Affordable Housing

Expand New York's \$1B affordable housing commitment supplementing it with additional funding from legal settlements.

End Discrimination in Public Schools

Governor Cuomo proposes to amend the Human Rights Law to ensure that all students in the New York State – both public and private – are afforded protection against discrimination.

Chapter 11. Continue Working to Reform Albany *Public Financing of Elections*

The Governor will seek to apply the current pilot project for public funding of the Comptroller's race to *all* statewide and legislative races. There is no reason to say no.

Ballot Simplification

The Governor's reforms will improve design to ensure ballots are simple and easy to understand.

Expanded Voter Registration Period to Increase Electoral Participation

The Governor's reforms will close voter registration lists ten days before Election Day rather than 25 days, allowing a greater window of opportunity for voters to register.

Modernizing Affidavit Ballot Process to be More Convenient for Voters

The Governor's reforms will ensure that voters who cast an affidavit ballot on Election Day have their votes

counted for the offices for which they are eligible to vote even if they are not in the right district.

Allow Candidates and Voters to Change Party Enrollment in Timely Manner

The Governor's reforms will end this requirement and instead ensure that a voter's party registration takes effect three months after the application is received by the Board of Elections.

Lower Contribution Limits and Loopholes Closed

The Governor's reforms will lower contribution limits for all state offices. Contributions to party "housekeeping accounts" will be limited to \$25,000 per year, party committees limited to transfers to candidates of only small donations (less than \$500 per contributor), corporations limited to \$1,000 per year, and the LLC loophole will be closed so that LLCs will be treated as corporations rather than individual contributors.

Restrict Personal Use of Campaign Contributions

Under the Governor's reforms, contributions could be used only for expenses that are directly related to elections or public duties. Expenditures for the exclusive personal benefit of the candidate or officeholder would be prohibited and a long list of expressly prohibited expenditures would be memorialized in statute.

Chapter 12. A Safer NY

Convene an International Security Task Force

Governor Cuomo will convene an international security task force from countries that have expertise in dealing

with terrorism in their own countries including Israel, the United Kingdom, and Germany to incorporate the most cutting edge security enhancements into our planning and deployment.

Promote Cyber Resiliency

We will create new *Regional Cyber Incident Response Teams* that will include enhanced communication and coordination strategies among critical infrastructure owners, law enforcement and state first responders. We will create “hold harmless” agreements with companies to prevent penalties and fines from being assessed as well as prevent disclosure from law enforcement outside those who need to know while these important investigations are pending. All state regulators to conduct regular exercises to test their resiliency in the case of a major cyber-attack or data breach.

Chapter 13. Secure Our Energy Future

A New Energy Paradigm: Reforming our Utility Regulatory Structure and Building a Bridge to a Self-Sustaining Clean Energy Economy

The next step for New York is to modernize its utility regulatory structure. Utility infrastructure investment decisions have not been meaningfully examined for nearly a century—regulators give utilities the right to recover their cost of providing electricity plus a rate of return on capital invested solely to make sure we can always reliably turn on our lights.

\$5 Billion Commitment for Clean Energy

New York will commit \$5 billion dollars over ten years to support clean energy programs across the state. Governor Cuomo’s ten-year plan will provide the clean

energy industry the predictability and certainty that it needs to mature and become self-sustaining.

Chapter 14. A Cleaner, More Sustainable NY

Revitalize Polluted Landscapes: Reform the Brownfield Program

In his second term, Governor Cuomo will reengage with the Legislature in an effort to achieve meaningful continuation of the State Superfund and Environmental Restoration Programs.

Protect the State Against the Risks Posed by Crude Oil Trains

Governor Cuomo will continue to safeguard New Yorkers from the risks posed by crude oil transportation while fighting for aggressive federal oversight.

Safeguard and Rebuild the Environmental Protection

The Governor will continue to safeguard and grow the EPF while continuing to ensure that every appropriated EPF dollar is spent.

Chapter 15. New Markets for NY Agriculture

Help Control Milk Prices

Governor Cuomo will work closely monitor the federal government's Margin Protection Program and ensure that New York State dairy producers are even further protected by reimbursing insurance premiums on a decreasing scale over time to introduce producers to this new program.

Phase II of Taste NY: Greatly Expanding Taste NY Markets across the State, Including an Online Taste NY Store

Governor Cuomo will greatly expand the Taste NY program by increasing marketing and support of New York's farmers and producers, including an expanded effort to connect producers with new consumers and strengthening the brand identity of products that are made in New York.

Taste NY Goes Global

The Taste NY program will enter international markets with an initial shipment of New York honey and maple syrup to China and the trademarking of the "Pride of NY" logo internationally to ensure recognition of the on-product labeling and to support the increased exposure of food and agriculture products shipped under the Taste NY initiative.

Chapter 16. Healthy NY

Enact the State Health Innovation Plan (SHIP)

Building on this success, it is time to align the entire health care system, including private insurance, to further improve quality, keep costs low, and improve the health of all New Yorkers. SHIP will ensure that every New Yorker has access to high quality primary care in every region of the state, within five years. We will also work with payers to assure that health care costs do not soar and care is affordable to all.

Chapter 17. A Rightsized State Government

Use “Lean” to Streamline Government Operations and Build a Culture of Continuous Improvement

During Governor Cuomo’s second term, the Lean program will expand to address areas including complaint handling, inspections and oversight, and contracting and procurement.

Create a One-Stop-Shop to Simplify Business Licensing and Regulation

New York will develop a One-Stop Shop to make it even easier for businesses to start and grow in New York State.

Hire a Chief Risk Officer

Governor Cuomo will appoint New York State’s first Chief Risk Officer (CRO) to apply modern risk management tools to state government. The CRO will help agencies identify and assess risks most relevant to their activities and align internal audit resources to test controls.

NOTES

¹ See Governor Andrew M. Cuomo's "Inauguration Address" available at

<http://www.governor.ny.gov/press/inaugurationaddress>.

² See Governor Andrew M. Cuomo's "2011 Executive Budget Address," available at [2011 Executive Budget Address](#).

³ [PEF side-by-side deal comparison](#) and [CSEA contract ratification](#).

⁴ New York Office of the State Comptroller, see

<http://www.osc.state.ny.us/localgov/pubs/research/townspcialdistricts.pdf>.

⁵ See "The time is ripe for Central New York's towns and villages to talk about mergers" *Syracuse Post-Standard Editorial Board* (December 16, 2013), available at http://www.syracuse.com/opinion/index.ssf/2014/09/let_talks_begin_on_consolidating_central_new_yorks_government_s.html.

⁶ See Tim Knauss, "Miner and Mahoney to study local government consolidation in Onondaga County," *Syracuse Post Standard* at

http://www.syracuse.com/news/index.ssf/2013/12/miner_and_mahoney_launch_effort_to_study_government_consolidation.html

⁷ The United States Small Business Association, *see* [http://www.sba.gov/sites/default/files/files/NewYork13\(1\).pdf](http://www.sba.gov/sites/default/files/files/NewYork13(1).pdf).

⁸ *Ibid.*

⁹ For example, *see* Oren Yaniv and Lukas I. Alpert, “LaGuardia ranks worst airport in country according to Zagat survey, JFK also falls near end of list,” *Daily News* (November 30, 2010), *available at* <http://www.nydailynews.com/new-york/laguardia-ranks-worst-airport-country-zagat-survey-jfk-falls-list-article-1.456407>.

¹⁰ *See* “Delta, the Port Authority of New York & New Jersey, JFKIAT Open New \$1.4 Billion Terminal 4 at JFK International Airport,” *available at* <http://news.delta.com/2013-05-24-Delta-the-Port-Authority-of-New-York-New-Jersey-JFKIAT-Open-New-1-4-Billion-Terminal-4-at-JFK-International-Airport>.

¹¹ New York State Department of Labor, *see* <http://labor.ny.gov/stats/pressreleases/pruistat.shtm>.

¹² New York State Department of Labor, *see* <http://labor.ny.gov/stats/pressreleases/pruistat.shtm>.

¹³ *See* New York State Department of Labor Analysis of New York State’s 2010-2020 Occupational Projections and Wages by Education Level *available at* <https://labor.ny.gov/stats/PDFs/Analysis-of-2010-2020-Occupational-Projections-and-Wages.pdf>.

¹⁴ *See* “Recovery: Job Growth and Education Requirements Through 2020,” by the Georgetown Center on Education in the Workforce, *available at* <https://georgetown.app.box.com/s/kg8r28e48gsaw8ypplxp>.

¹⁵ These sector centers may include an advanced integrated manufacturing sector center in Syracuse, a healthcare sector

center in Buffalo, and a food manufacturing sector center in the Southern Tier.

¹⁶ “Recovery: Job Growth and Education Requirements Through 2020,” by the Georgetown Center on Education in the Workforce, *available at* <https://georgetown.app.box.com/s/kg8r28e48gsaw8ypplxp>.

¹⁷ For additional information, *see* “Governor Cuomo Announces Second Round of Public-Private Partnership to Prepare Students for High-Skills Jobs,” *available at* <https://www.governor.ny.gov/press/08072014-public-private-partnership-for-students>.

¹⁸ *See* Mary M. Chapman, “One Benefit of Co-op Education: Likelihood of a Job,” *The New York Times* (March 23, 2009), *available at* <http://www.nytimes.com/2009/03/24/business/24studentside.html? r=0>.

¹⁹ National Center for Education Statistics, *see* <http://nces.ed.gov/nationsreportcard/>.

²⁰ New York State Education Department, *see* <http://www.p12.nysed.gov/irs/pressRelease/20110614/GradRatesRelease-FINAL.2011.pdf>.

²¹ In 2014, the New York State Education Department reported a graduation rate of 74.9 percent for the cohort of students that began high school in 2009. In 2010, the state reported a 72 percent graduation rate. *See* <http://www.p12.nysed.gov/irs/cohort/archive-grad.html>.

²² The Executive Budget released in January 2012 withheld School Aid increases from school districts that did not adopt a teacher evaluation system. Ultimately, all school districts except New York City agreed to adopt an appropriate

evaluation system; New York City's evaluation system was implemented the following year, in 2013.

²³ According to the [National Council on Teacher Quality](#), New York was one of only 10 states with an evaluation system fully implemented in the 2012-13 school year.

²⁴ For example, see "What's New in Pre-K Research," National Institute for Early Education Research, *available at* <http://nieer.org/pdf/smart-start.pdf>.

²⁵ According to the [Education Commission of the States](#), state funding for pre-k increased by \$363.6 million in the 2013-14 fiscal year. That figure includes a \$25 million increase in New York State, leaving a \$338.6 million increase for the remainder of the country.

²⁶ See Samantha Stainburn, "N.Y. Awards Grants for Extended Learning Time to Nine Districts," *Education Week Blog* (June 25, 2014), *available at* http://blogs.edweek.org/edweek/time_and_learning/2014/06/new_york_elt_grant.html.

²⁷ See "National Charter School Study 2013" by Stanford University's Center for Research on Education Outcomes, *available at* <http://credo.stanford.edu/documents/NCSS%202013%20Final%20Draft.pdf>.

²⁸ See "Top 5 and Bottom 5 Average Property Taxes Paid by County in the U.S." *The Brookings Institution* (December 26, 2013) *available at* <http://www.brookings.edu/blogs/brookings-now/posts/2013/12/bottom-five-top-five-average-property-taxes-paid-by-county>.

²⁹ See "Residential Property Taxes In the United States" from the Urban Institute's Tax Policy Center, *available at*

<http://www.taxpolicycenter.org/UploadedPDF/412959-Residential-Property-Taxes.pdf>.

³⁰ New York State Education Department, *see* <http://www.p12.nysed.gov/mgtserv/propertytax>.

³¹ Full details of the New York State Master Teacher Program available at <https://www.suny.edu/masterteacher/>.

³² For example, *see* Gary Shapiro, “College Degrees Are Vastly Overrated As Today’s Entrepreneurial Dropouts Routinely Reveal,” *Forbes* (December 27, 2013), available at <http://www.forbes.com/sites/realspin/2013/12/27/college-degrees-are-vastly-overrated-as-todays-entrepreneurial-dropouts-routinely-reveal/> and David Leonhardt, “Is College Worth It? Clearly, New Data Say,” *The New York Times* (May 27, 2014), available at <http://www.nytimes.com/2014/05/27/upshot/is-college-worth-it-clearly-new-data-say.html?abt=0002&abg=0>.

³³ New York’s public colleges have the lowest tuition in the northeast and are in the lowest quartile nationally. *See* The College Board’s “Trends in College Pricing 2013 Report,” available at <http://trends.collegeboard.org/sites/default/files/college-pricing-2013-full-report.pdf>.

³⁴ *See* Jaison R. Abel and Richard Deitz, “Staying in College Longer Than Four Years Costs More Than You Might Think,” *Liberty Street Economics* (September 3, 2014) available at http://libtystreeteconomics.newyorkfed.org/2014/09/staying-in-college-longer-than-four-years-costs-more-than-you-might-think.html#.VCnA8_mwJ9V.

³⁵ In fact, 60 percent of students in New York graduate with student debt, with an average debt amount of \$25,537. *See* more from the Project on Student Debt, available

at <http://projectonstudentdebt.org/files/pub/classof2012.pdf>.

³⁶ For more information on the U.S. Department of Education's Pay As You Earn program, see <https://studentaid.ed.gov/repay-loans/understand/plans/income-driven>.

³⁷ SUNY's University at Buffalo and Fredonia and Oswego colleges have already instituted on-time completion incentive programs. See Carolyn Thompson, "SUNY Buffalo: Degrees in 4 Years or the Rest Free," *NBC New York* (April 1, 2012) available at <http://www.nbcnewyork.com/news/local/SUNY-Buffalo-Four-Year-Degree-Guarantee-Finish-in-Four-Free-145485945.html>.

³⁸ The math is clear: there is no way for students to graduate in the traditional eight semesters if they only take 12 credits at a time while they need 120 credits to graduate. Nevertheless, both federal and New York State student financial aid programs only require students to be enrolled for 12 credits to be considered full-time and eligible for financial aid. Through current policies, campuses receive the same amount of state financial aid dollars per enrolled eligible student whether students take 12, 15, or even more credits per semester. That means that students could be taking more credits and progressing faster towards graduation at no extra cost.

In fall of 2012, only 31 percent of students nationally who were considered full-time were taking a course-load of 15 or more credits. At the University of Hawaii's flagship campus, an aggressive "15 to Finish" publicity and advising campaign highlighting three free credit hours and a faster track to careers increased the proportion of freshman taking 15 credits a semester by 18 percentage points in just one year. (*More information on this and other "Full-Time is Fifteen" initiatives is available via Complete College America at*

[http://completeccollege.org/the-game-changers/#clickBoxGreen.](http://completeccollege.org/the-game-changers/#clickBoxGreen))

To combat this problem in New York, Governor Cuomo will shift the full-time paradigm to encourage students to take the 15 credit hours per semester they need to graduate in four years.

³⁹ *The New York Times* reported on this issue. See Ginia Bellafante, “Community College Students Face a Very Long Road to Graduation,” (October 3, 2014), available at: <http://www.nytimes.com/2014/10/05/nyregion/community-college-students-face-a-very-long-road-to-graduation.html? r=0>.

⁴⁰ *E.g.*, Women in New York earn 84 percent of what men earn and jobs traditionally held by women pay significantly less than jobs predominately employing men. This wage disparity is even broader for African-American and Hispanic women. Further, women filed 75 percent of all sexual harassment complaints filed at the New York State Division of Human Rights and 83 percent of all sexual harassment complaints filed at the Equal Employment Opportunity Commission.

⁴¹ See “Not Alone,” The First Report of the White House Task Force to Protect Students From Sexual Assault,” available at <https://www.notalone.gov/assets/report.pdf>.

⁴² North Syracuse Central Sch. Dist. v. N.Y. State Div. Of Human Rights, 19 N.Y.3d 481 (2012).

⁴³ Statistics compiled by the New York State Division of Human Rights (2013).

⁴⁵ See “New York Increases Penalties For Teens Caught Texting While Driving,” *CBS New York* (July 1, 2013), available at <http://newyork.cbslocal.com/2013/07/01/new->

[york-increases-penalties-for-teens-caught-texting-while-driving/](#).

⁴⁷ See Michael M. Grynbaum, "Warning of Terror Risk, Regional Leaders Show Their Focus on Safety," *The New York Times* (September 15, 2014), available at <http://www.nytimes.com/2014/09/16/nyregion/mayor-and-governors-warn-of-terror-risk-as-us-prepares-to-strike-isis.html>.

⁴⁸ See Draft New York State Energy Plan, Volume I, available at <http://energyplan.ny.gov/Plans/2014.aspx>.

⁴⁹ See Casey Seiler, "State Energy Law Speeds Siting of New Plants," *Times Union* (August 5, 2011), available at <http://www.timesunion.com/local/article/State-energy-law-speeds-siting-of-new-plants-1729679.php>.

⁵⁰ See "ReCharge NY An Important Step in Job Creation," Niagara USA Chamber, available at <http://niagarachamber.org/2011/04/recharge-ny-an-important-step-in-job-creation/>.

⁵¹ See Freeman Kloppe, "Cuomo Starts \$1 Billion New York Green Bank for Energy Lending," *Bloomberg* (September 10, 2013) available at <http://www.bloomberg.com/news/2013-09-10/cuomo-starts-1-billion-new-york-green-bank-for-energy-lending.html>.

⁵² See Ian Clover, "NY Sun Initiative Expansion Receives Industry-wide Applause," *PV Magazine* (April 25, 2014) available at http://www.pv-magazine.com/news/details/beitrag/ny-sun-initiative-extension-receives-industry-wide-applause_100014909/#axzz3FawVhaji.

⁵³ See Justin Doom, “Cuomo Proposes Lower Carbon Cap for Northeast Cap and Trade Plan,” *Bloomberg* (January 9, 2013), available at <http://www.bloomberg.com/news/2013-01-09/cuomo-proposes-lower-carbon-cap-for-northeast-cap-and-trade-plan.html>

⁵⁴ See “Cleaner, Greener Communities Program,” available at <http://www.nyserda.ny.gov/Governor-Initiatives/Cleaner-Greener-Communities.aspx>.

⁵⁵ See Build Smart NY available at <http://www.buildsmart.ny.gov/>.

⁵⁶ See K-Solar: A NYS Program to Reduce Schools’ Energy Costs Through the Use of Solar Power, available at www.nypa.gov/k-solar.

⁵⁷ See Draft New York State Energy Plan, Volume I, available at <http://energyplan.ny.gov/Plans/2014.aspx>.

⁵⁸ See Larry Rulison, “RE Ving Up a New Vision,” *Times Union* (October 4, 2014), available at <http://www.timesunion.com/business/article/REVving-up-a-new-vision-5801168.php>.

⁵⁹ See K-Solar: A NYS Program to Reduce Schools’ Energy Costs Through the Use of Solar Power, available at www.nypa.gov/k-solar.

⁶⁰ Governor Cuomo has committed This total includes NY Works (\$416 million), the Environmental Protection Fund (\$583 million), the Clean Energy Fund (\$3.1 billion), EFC financing (\$6.9 billion), and storm recovery-related environmental projects (\$2.2 billion), storm recovery-related wastewater treatment repairs/upgrades (\$1.5 billion), DEC capital funds (\$900 million), OPRHP capital funds (\$258 million), and State Superfund Program (\$308 million).

Governor Pataki's spending totals come from his 2006-07 Executive Budget book, in which the specific claims have not been referenced.

(<https://www.budget.ny.gov/pubs/archive/fy0607archive/fy0607littlebook/Environment.html>) Governors Spitzer and Paterson's spending totals on environmental and clean energy programs totaled \$9.8 billion: Environmental Protection Fund (\$621 million), Clean Energy Fund (\$1.74 billion), EFC financing (\$4.9 billion), DEC Capital (1.85 billion), Parks Capital (\$289 million), and State Superfund Program (\$405 million).

⁶¹ See "Protect the Future: New York's State Parks in Crisis," by Alliance for New York State Parks, November 2010, available at http://www.osiny.org/site/DocServer/NY_State_Parks_in_Crisis.pdf?docID=10961.

⁶² *Ibid.*

⁶³ Hunting, fishing, and wildlife viewing are valued at \$9.2 billion in New York, according to the *U.S. Fish and Wildlife Service: 2011 National Survey of Fishing, Hunting, and Wildlife-Associated Recreation: New York*. Park visitor spending is valued at over \$1.9 billion, according to a Parks & Trails New York 2009 Report. Not accounted for are other forms of outdoor recreation such as skiing, biking, hiking, and snowmobiling.

⁶⁴ See "I Love My Park Day," NYS Office of Parks, Recreation, and Historic Preservation, available at <http://nysparks.com/events/my-park-day.aspx>.

⁶⁵ See NY License Center at <http://licensecenter.ny.gov/>.

⁶⁶ See “State and Six Capital Region Communities Adopt Plan to Improve Hudson River Water Quality,” NYS Department of Environmental Conservation (January 16, 2014) *available at* <http://www.dec.ny.gov/press/95291.html>.

⁶⁷ See “New York City CSO: Consent Order, Long-Term Control Plans, and Green Infrastructure,” NYS Department of Environmental Conservation *available at* <http://www.dec.ny.gov/chemical/77733.html>.

⁶⁸ See “The Cost of Invasive Species,” United States Fish and Wildlife Service, *available at* <http://www.fws.gov/verobeach/PythonPDF/CostofInvasivesFactSheet.pdf>.

⁶⁹ See New York State Division of Budget 2014-15 Executive Budget briefing book: <http://publications.budget.ny.gov/eBudget1415/fy1415littlebook/Environment.pdf>.

⁷⁰ See “The Economic Benefits of New York’s Environmental Protection Fund,” Trust For Public Land, January 2012, *available at* <http://cloud.tpl.org/pubs/local-ny-economic-benefits-rpt2012.pdf> <http://cloud.tpl.org/pubs/local-ny-economic-benefits-rpt2012.pdf>.

⁷¹ See “Ag Facts,” New York State Department of Agriculture and Markets, *available at* <http://www.ny.gov/agfacts.html>.



Appendix

Regional Economic Development Accomplishments

Western NY

THE BUFFALO NIAGARA MEDICAL CAMPUS: A \$750 million public/private partnership creating a private sector magnet with 8.5 million SF of existing or under construction clinical, research, and support space housing over 12,000 employees (a number that will rise to 17,000 by 2017). With more than one million patients and visitors annually, the BNMC is a prime example of public funding leveraging private investment. Specific efforts by the Governor include:

- **SUNY 2020** – A \$35 million grant from SUNY to construct the University of Buffalo’s \$375 million, 8-story medical school building on the Buffalo Niagara Medical Campus. The building under construction will provide a greatly enhanced educational experience for UB medical students, will produce new research leading to advances in medical technologies and broaden access to health care and new jobs.
- **Health and Life Science Investments-** The state has committed over \$110 million to establish a hub of innovation in health, life sciences and information technology at the BNMC.
 - \$50 million for the New York Genome Medicine Network by investing in the University at Buffalo high performance computing center at BNMC. Five companies

focused on genomic medicine have already committed to either moving to Buffalo or expanding in the area.

- \$50 million to establish a new drug discovery research and development center. CNSE in partnership with AMRI will locate a state of the art biomedical research equipment and facilities at the BNMC. This investment, \$35 million of which will go towards new equipment and \$15 million of which will go towards improving existing lab space, will leverage \$200 million in private investments and create 250 jobs.
- \$5.1 million for Roswell Park Cancer Institute to support the creation of a \$20 million, 5,000 SF Center for Personalized Medicine housing high output sequencing equipment, supported by an information technology infrastructure that includes a 1,600 processor supercomputing cluster. RPCI has fully met job creation benchmarks, with 25 new positions created and implemented at Roswell Park.

SolarCity GigaFactory - CNSE to partner with SolarCity to build a 1.2 million sq ft facility at the RiverBend site in South Buffalo. The state will invest \$750 million from the Buffalo Billion along with other state resources to the site for solar panel manufacturing. SolarCity, the nation's largest solar power provider, will invest \$5 billion over the next decade to support the creation and operation of the facility in New York. The SolarCity facility will be the largest of its kind in the Western Hemisphere, with more than 1 gigawatt of

annual solar capacity when it reaches full production. The project will create more than 3,000 jobs in Western New York and up to 5,000 jobs statewide.

Buffalo Bills' Ralph Wilson Stadium - To keep the Bills in Buffalo, an agreement to invest \$130 million was reached in 2013 to support renovations including new video display boards, a West End plaza with a large new team store, enhanced gate entries, as well as renovated and expanded concessions throughout the stadium. The partnership included \$35 million in funding from the Bills, a \$54 million investment from New York State, while Erie County provided \$41 million. The work was completed on time and on budget for the start of the 2014 NFL season.

Redevelopment of Niagara Falls – Since 2011, the Governor has support numerous efforts in Niagara Falls to help accelerate the revitalization in the downtown area by attracting significant private sector investment. These following investments are helping transform Downtown Niagara Falls into tourist destination that will attract and retain visitors from around the world as they are enhancing the amenities and attractions available in the area. Specifically:

- **Hamister Hotel** – a \$25.3 million mixed-use project proposed by Hamister Development, Inc. New York State contributed \$2.75 million in grant funds and The Hamister Group, Inc. will fund the balance of the \$25.3 million project. The 100,000 square foot facility will be the first non-casino new development of this scale in over 40 years. In total, the development will consist of 110 upscale hotel rooms, 24 market-rate

residential rental apartments, and up to 8,000 square feet of ground-level retail. The project is estimated to generate between 200 and 300 direct, indirect and induced jobs during construction and create 70 permanent jobs.

- **Maid of the Mist** – Saved the iconic brand and provided a new home for Niagara Falls’ iconic Maid of the Mist boat tour. The result is a newly-installed crane to lift the Maid of the Mist boats from the Niagara River onto the new dry-dock facility that was built at the former Schoellkopf site in Niagara Falls. The Glynn family invested \$32 million in its new storage site and provides amenities for public use and recreational activities to protect this critical tourism attraction for decades to come.
- **Revitalizing Niagara Falls State Park.** Niagara Falls State Park is undergoing a \$40 million restoration provided by NY Works and Niagara River Greenway funds from the New York Power Authority. Renovation of Three Sisters Islands, Luna Island, The Cave of the Winds and parts of Prospect Point have opened to public acclaim, and include replaced elevator systems and added lighting at Cave of the Winds, new walkways, railings and benches and improved lighting for Prospect Point Phase I. Work has begun on the Lower Grove and North Shores trails along the scenic Niagara Gorge with additional work continuing at the park through 2018.
- **Robert Moses Parkway-** \$10 million to create a "world-class entranceway to the Falls" and reconnect the city with its waterfront. The goal is to boost tourism by routing traffic through

downtown, instead of bypassing it. This also opens up access for the residents to the waterfront.

- **WonderFalls Resort** - A \$150 million public/private partnership to transform the former Rainbow Mall into a new complex. The investment will feature a hotel tower with world-class amenities including restaurants, a water park, and state of the art entertainment facilities. The project is estimated to support approximately 1,500 direct and indirect jobs during construction, creating more than 300 direct on-site jobs upon completion.

Finger Lakes

Collegetown- In partnership with the University of Rochester, the state provided \$4 million to redevelop a 16-acre site into a new 500,000 square foot mixed-use development. It will strengthen surrounding neighborhoods, increase tax revenues, and create jobs while establishing a vibrant environment that will become a regional magnet for those who live, work, shop, visit, and study nearby. College Town is nearing completion and will open in the fall of 2014. Around 75 percent of the retail space is full and more leases are currently being negotiated. Project also received a \$20,000,000 federal Housing and Urban Development loan.

Eastman Business Park- the State has committed \$90 million including a \$49 million environmental trust fund agreed upon by NYS and Kodak, to support the **redevelopment of EBP** Several private sector partners

have identified three technology clusters (energy storage, biomaterials, advanced manufacturing, and functional films and printing) that will enable it to attract new companies and propel future growth at the site. Economic activity at the Park continues to increase and the Park now hosts 56 tenant companies. Examples of specific investments:

- **Bioscience Manufacturing Center:** In February 2014, NYS announced \$3 million in funding for the FLREDC's top project to build a facility that will produce biomaterials using fermentation processes. This new center will add to EBP's unique utility and distillation capabilities, initially leveraging up to \$25 million in private capital investment from companies partnering to build the facility and ultimately will create hundreds of jobs in companies attracted to a new fermentation cluster at EBP.
- **New York Battery and Energy Storage Technology (NY-BEST) Consortium, Inc** was awarded \$1 million from a NYS Capital Grant and \$2.5M from NYSERDA during CFA Round I for the fit up of space at EBP where the NY-BEST Commercialization Center will be located. The Center is supported by 80 companies, including GE, GM and BAE Systems. Construction was completed in April 2014 and is already attracting interest from energy companies around the world interested in locating in the Finger Lakes region.
- **Trillium International at EBP:** In 2011, 3 high-tech manufacturing startup companies moved from the United Kingdom, all of which are managed by the Rochester-based venture fund Trillium International. NYS provided \$9 million in grants and loans to the companies that, combined, will create at least 250

jobs. At the end of 2013, all 3 were operating at EBP's Building 320 and have already created more than 50 high-paying jobs.

Rochester's Midtown Tower- The massive redevelopment of the former Midtown Mall site in downtown Rochester has seen tremendous progress. Demolition and abatement was completed under budget, allowing ESD—at the request of the City of Rochester—to repurpose \$11M (from \$55M in NYS funding) for site infrastructure improvements and also for the newly-opened Windstream Building. Construction has begun on the Midtown Tower project, which received a \$4M award in 2012 CFA through the Regional Council. The Tower will contain three floors of retail/office space and 179 modern apartments and is expected to create 29 new permanent jobs, retain 316 permanent jobs and create 200 construction jobs.

CNSE's Manufacturing and Technology Development Facility (CNSE MDF): CNSE is revitalizing vacant Kodak cleanroom building at Canal Ponds in Rochester **to establish a state of the art clean energy R&D center.**

- **CNSE Solar Rochester:** \$4.8 million from NYSEDA to support a \$100 million initiative that will attract solar energy jobs and companies to the Greater Rochester Area. This effort also includes the acquisition and relocation to the CNSE MDF of the assets of a solar manufacturing company formerly located in Silicon Valley. The initiative will enable more than 100 high-tech jobs and includes the fitting up of a state-of-the-art, 20,000 sq ft cleanroom.

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- **New York Power Electronics Manufacturing Consortium-Rochester.** SEMATECH and IBM will be the lead partners in Rochester as part of a consortium of over 100 companies working with *SUNY College of Nanoscale Science and Engineering* on the development and manufacture of the next generation of materials used on semiconductors, with \$135 million in State funds provided to CNSE for facilities leveraging \$365 million in private funds and know-how to support personnel, equipment and process flow, tool installation, facilities and materials for a total 5-year investment of \$500 million. The Rochester fab will research and develop next generation technology for gallium nitride (GaN) devices expected to create thousands of high-skilled, high-paying jobs in Upstate New York over the next five years – including at least 500 in Rochester.

PepsiCo and Theo Müller- A joint venture to create a yogurt manufacturing facility in Batavia. Germany's largest privately owned dairy business chose New York as the site for their first yogurt producing facility in the United States. Through this partnership, the companies will invest \$206 million; receive \$10 million NYS Investment Tax Credits and \$4.3 million in state grants, while Genesee County will provide an estimated \$12 million in sales and property tax savings. The partnership will create 186 new manufacturing and support jobs to operate its state-of-the-art facility at the Genesee Valley Agri-Business Park.

Southern Tier:

BAE Systems- The state provided \$40 million a business assistance and retention package to help the global defense/aerospace company and one of the largest employers in the Southern Tier recover from major flood damage at the company's Johnson City, N.Y. facility. With help from the state, BAE was able to establish a new facility in the Village of Endicott, a \$94.3M project that retained nearly 1,400 employees in the Southern Tier. In addition, \$2.1 million was provided to support a collaboration between BAE Systems (BAE) and Binghamton University will advance BAE's hybrid-electric propulsion system product lines. BAE will invest \$2.9 million and create 40 new jobs. BAE Systems also received funding in Round 1 to assist with flood recovery damage and helped retain hundreds of jobs.

Amphenol Aerospace- a division of the largest employer in Delaware County with well over 1,000 defense-related manufacturing jobs, was flooded from Tropical Storms Irene and Lee and determined that it would need a new manufacturing site. NYS agencies acted swiftly to help with permitting so the company could relocate to a more secure site within Sidney, preserving a substantial portion of its tax base and saving 950 jobs in the process. ESD offered the Delaware County IDA a \$750,000 capital grant to assist in the cost of establishing a natural gas line to the facility, and up to \$32.195 million in refundable tax credits through the Empire State Jobs Retention Program

Corning Incorporated's Environmental Technologies Heavy Duty Diesel Truck Facility. The \$220 million project received a \$40 million Excelsior Tax Credit and \$3 million state grant. Demand for the clean air diesel products is expected to double by 2017. During the project, 75 construction jobs have been created, mostly from contractors located within the region. 500 permanent jobs have been retained, and beginning in early 2014, there will be 250 new jobs created. The funding is tied together with \$220 million in private investment for the project.

Binghamton University- Serving as a regional hub for economic growth, New York State continues investing in Binghamton University to support research and development in smart energy, microelectronics, and health and medicine.

- **Smart Energy Research and Development Facility** – A \$70 million state of the art facility that will add space to support 2,000 students, 150 faculty and 175 professional and support staff to develop new and strengthen existing academic programs. Facility will also act as Start-Up hub to increase activities and target technology businesses with specializations in the areas of health sciences, smart energy and microelectronics integration and packaging, among other fields.
- **Southern Tier High Technology Incubator-** Binghamton working with a coalition of regional partners will design and construct a 32,000 sq. ft. high-technology incubator in downtown Binghamton which will provide a unique entrepreneurial ecosystem for emerging high-

technology companies expected to be connected with Start-UP NY. The project was awarded \$7M through the Southern Tier Regional Economic Development Council in Round 2.

- **Pharmacy School at Binghamton University.** A site is being purchased in Johnson City for a new facility to house a new school of pharmacy at Binghamton University announced as part of the 2014-15 Executive Budget. The site was formerly an Endicott-Johnson shoe factory and is adjacent to the United Health Services' Wilson Medical Center. Construction of the school is expected to begin next spring. The university plans to enroll nearly 400 doctor of pharmacy and PhD students at the new pharmacy school and attract businesses to the site under START-UP NY.

Central NY

Inner Harbor- a \$350 million mixed use waterfront redevelopment project along 28 acres of the Syracuse Inner Harbor and the former Barge Canal, including the construction of a new \$18 million hotel and other commercial and residential development expected to generate 4,358 FTE permanent jobs and 8,194 construction jobs. CNYREDC awarded more than \$4 million for the project. COR Inner Harbor Company, LLC, the selected developer, will invest over \$2.2 million to complete Phase II which includes construction of approximately 1700 feet of City of Syracuse streets; 2,000 feet of sanitary sewer; 1,500 feet of storm water pipe; 2,100 feet of water mains; and various other public improvements, including street lighting and sidewalks. A grant of up to \$3 million from ESD will be used for a portion of the cost of investigation,

remediation and removal of environmental contaminants at the project site. COR broke ground on the Aloft hotel July 10, 2014 and announced plans for a second hotel adding 120 rooms to the Inner Harbor.

Novelis expansion. The state provided \$5 million to support a \$200 million, 1.4 million square foot expansion, Novelis added over 100 new full-time positions for a total of more than 850 Novelis employees at the plant in Oswego. The 180,000 square-foot expansion enabled Novelis to increase its aluminum production in the region by five times its existing automotive capacity in North America

Onondaga Lake Revitalization- The \$100.3 million economic development and infrastructure improvement project includes a world-class performance arts center, brownfield remediation projects, infrastructure investments to encourage new housing and business opportunities, and enhancements to the Onondaga lakefront that will increase access and provide new recreational opportunities for New Yorkers and visitors. The state provided \$30 million for this project.

Agrana Fruit US, Inc. – Built a new processing facility in Lysander that will prepare fruit mixture additives for the yogurt industry. The company is investing approximately \$53M and will create 120 jobs within five years.

Mohawk Valley:

Nano Utica- A consortium of leading global technology companies is investing \$1.5 billion to create “Nano Utica” at Quad C on the SUNY Institute of Technology campus, to be spearheaded by the SUNY College of Nanoscale Science and Engineering, and the State will invest \$200 million in ten years for the purchasing of new equipment at the facility. The public-private partnership is expected to create more than 1,000 new high-tech jobs. The site is expected to eventually include three computer chip manufacturing plants with more than 1.8M SF of space each; a total investment of \$10 billion to \$15 billion, expected to create 5,000 direct and another 15,000 indirect jobs. Site development activities will support construction at Marcy Nanocenter for 300/450 mm scale semiconductor manufacturing plants.

Feldmeier Equipment Inc.- a manufacturer of high quality sanitary storage vessels used in the brewery and yogurt industries, to construct and equip a new \$8 million, 50,000 SF facility in Little Falls, Herkimer County. The project will create 80 new manufacturing jobs and retain 292 jobs at all three project locations in New York State; two in Little Falls and one at their Syracuse headquarters. The construction project is nearing completion. The state provided \$750,000.

FAGE USA Dairy Industry, Inc.- FAGE added an additional 80,000 square foot of manufacturing space to their existing Greek yogurt production facility in Johnstown. The project cost approximately \$100 million and will create 130 new full time jobs. The state

has invested nearly \$2.5 million to support expansion of wastewater treatment facility and capital improvements at the site.

Griffiss Business and Technology Park- New York State continue to invest in the Griffiss Business and Technology Park. Investments include:

- **Griffiss Business and Technology Park-** \$2.9 million awarded to help local municipalities and community organizations support and strengthen New York's military installations in the face of looming defense cuts in Congress. The Military Base Retention grants are a part of the state's efforts to safeguard New York's National Guard capabilities in the wake of Hurricane Sandy and to protect the economic and employment opportunities that major military facilities provide across the state. State military bases account for more than 10,000 direct jobs with direct wages of \$688 million and \$1.9 billion of economic impact.
- **Griffiss Institute-** \$397,500 for upgrades to its facility for their business/technology transfer model. Griffiss seeks to stimulate unique and innovative technical solutions for national security and public safety challenges by developing new businesses and jobs in the Mohawk Valley. The project will provide the technology for wideband research capabilities, New York State Education and Research Network (NYSERNET), access and technical program management support. In 2012 Griffiss

Utilities Services Corporation (GUSC) was also awarded

- **BioEnergy Project-** \$1.5 million for a combined heat power plant that will use biomass resources as fuel to create thermal and electric energy for the benefit of the tenants of the Griffiss Business and Technology Park in Rome. The project supports 70 employers within the Park, with nearly 6,000 employees and a \$300 million payroll.

F.X Matt Brewing Company- for an expansion at its facility on Utica's west side. The project will assist with purchasing new fermenting and aging tanks and construction of a new building next to the brew house. The \$1.6 million project will create 25 full-time jobs. Current employment at Matt Brewing is about 113 and will receive \$450,000 from the state.

North Country

Clayton Harbor Hotel- is a new \$23.5 million hotel and conference facility catering to tourism in the Lake Ontario-1000 Islands-St. Lawrence Seaway Region, creating some 90 new jobs by January 2015. NCREDC designated the hotel as a priority project, with up to \$3 million provided toward costs of construction, because it will support new business development, job creation, tourism, recreation, and improve quality of life in the region. Ribbon cutting held July 9, 2014.

Hotel Saranac- \$5 million to revitalize and create a full-service hotel to spur year-round tourism. Roedel Companies will restore the Hotel Saranac to its historic

grandeur and reposition the property to meet the needs of today's travelers. The organization will completely renovate the Hotel's interior including the lobby, banquet and restaurant space and potential first floor retail area. In addition, Roedel Companies will update approximately 80 guestrooms.

Preserving the Trudeau Institute- a \$35 million partnership between the state, Clarkson University and Trudeau. The initiative will attract new investment, save approximately 80 jobs at the Trudeau Institute, and encourage the commercialization of new technologies that will lead to creation of new companies and bring hundreds of jobs to the North Country. This new partnership will support biomedical research and laboratory operations critical to maintaining the Trudeau mission of conducting medical research in pursuit of human disease prevention.

Bombardier- A \$26 million transit equipment manufacturing plant expansion including a 57,000 sq. ft. addition; an upgrade of the main car shell welding robot; a 2,100 sq ft expansion at the off-site testing facility, and electrification of an additional half mile of railroad track at the test facility. The changes will increase efficiency, flexibility and capacity for new contracts. To prepare for the project, Bombardier is also paving and modifying the back of the plant, purchasing a new weighing system and making improvements to the security system. The state will provide \$11 million.

Fort Drum Protection and Development- A partnership among state, federal and local groups has been formed to create buffer zones surrounding Ft.

Drum in the Greater Watertown-Tug Hill Region, which will help to maintain the facility as an active army installation and vibrant part of the North Country economy. The State will provide \$500,000 for 2013, leveraging a \$4M federal commitment for easements on surrounding lands. Local organizations involved in the effort include the Tug Hill Tomorrow Land Trust, Tug Hill Commission, Thousand Island Land Trust and Ducks Unlimited. NYS is working through the federal delegation and closely with organizations in the NC to increase awareness of Army officials of the critical role of Ft. Drum in the state & regional economy, and the many investments made, such as in energy, roads and housing, to further that role.

- **Fort Drum Connector.** The \$57 million Fort Drum Connector project (I-781) was completed in December 2012. The project provides a direct four mile link between I-81 and Fort Drum. The connector was built to enhance the economic and strategic viability of the Fort Drum Army Base and address the growing traffic needs. Governor Cuomo signed legislation naming I-781 in honor of the late Lt. Gen. Paul Cerjan, who was instrumental in the expansion of Fort Drum.
- **Housing.** Fort Drum is a principal driver for economic growth and housing demand in the Region. New York State has responded by funding the Development Authority of the North County's (DANC) Community Rental Housing Program, instrumental in the creation of over 700 units of affordable housing in the City of Watertown, and such NYSHCR awards as Beaver Meadows, a 296-unit rental development in the Fort Drum Impact Area, opened in 2013, offering

a mix of affordable (80% median) and market rate units. [\$2.4 million NYSHCR Housing Trust Fund]. Creekwood Phase I is a 96-unit new construction housing development in the Fort Drum Impact Area completed in 2013. NYSHCR assisted in the construction of 72 affordable units (60% of the area median) [\$12.2 million in LIHC equity and \$1.7 million from Housing Trust Fund].

- **ReEnergy Black River Facility-** \$34 million in industrial bonds to support the purchase and conversion of a coal burning facility to a biomass facility, producing renewable electricity. The ReEnergy Black River facility is producing renewable electricity for the North Country and selling renewable energy credits (RECs) to NYSERDA under New York's Renewable Portfolio Standard.. ReEnergy Black River produces approximately 422,000 net MWh of electricity each year — enough to supply the power needs of about 55,000 homes and has capacity to produce 60 megawatts. The facility could be a secure and reliable source of renewable energy to satisfy 100 percent of Fort Drum's electricity demand. Thirty-three workers are employed full-time at the plant, and an estimated 144 people are working in logging crews collecting forest residue from regional forests. In all, the facility has created an estimated 307 new direct and indirect jobs in the community.
- **Mercy Hospital-** redevelopment project in Watertown; the \$65 million project is expected to create an estimated 400 new jobs and more

than 650 construction jobs, as well as help meet critical housing requirements for Fort Drum personnel. The first phase of the project, which is a priority of the North Country Regional Economic Development Council, includes demolition of 377,000 square feet of the former hospital and nursing home that has been vacant in downtown Watertown since 2013. Phase 2 of the project will redevelop the site with four new, mixed-use buildings, including 168 units of housing and 42,000 square feet of retail and commercial space. The first phase of the project is expected to be complete in 2015, including the demolition and initial building construction, and the following phases will be completed in three to five years.

Capital Region

CNSE (now SUNY Polytechnic Institute) is the global hub for nanotechnology and has created thousands of jobs in the Capital Region. New York State has continued to partner and invest with CNSE significantly over the past three years. Such partnerships include:

- **New York Power Electronics Manufacturing Consortium-Capital Region-** GE will be the lead partner in a consortium of over 100 companies working with SUNY College of Nanoscale Science and Engineering on the development and manufacture of the next generation of materials used on semiconductors, with \$135M in New York State funds provided to CNSE for facilities leveraging \$365 million in private funds and know-how to support personnel, equipment and

process flow, tool installation, facilities and materials for a total 5-year investment of \$500 million. GE will be a lead partner in the fab housed at the CNSE Nano Tech complex, which will research and develop next generation technology for silicon carbide devices expected to create thousands of high-skilled, high-paying jobs in Upstate New York over the next five years – including at least 500 in the Capital Region.

- **Next-Generation Computer Chips from Nano-** A \$4.8 billion investment with five international technology companies [Intel, IBM, Samsung, GlobalFoundries and TSMC] makes New York the international center of next-generation computer chip technology headquartered at and managed by the SUNY College of Nanoscale Science and Engineering and with all tools and equipment acquired through the investment owned by CSNE. The research and development activities under the agreement are expected to create or retain nearly 7,000 jobs.
- **ZEN Building-** A 200,000 square foot facility for the world's first Zero Energy Nanotechnology (ZEN) building, which will enable innovative research, development and commercialization of green technologies, and fuel the attraction of thousands of green energy jobs and leading clean-tech companies to the Empire State. CNSE's ZEN will serve as a 'living laboratory' to advance innovative clean energy technologies, fuel attraction of leading clean-tech companies and more than 1,500 green energy jobs to New York.

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- **Kiernan Plaza-** \$4 million for a new “smart cities” technology hub at Albany’s landmark Kiernan Plaza, creating 130 jobs, fueling revitalization in downtown Albany and helping to build New York’s global recognition as a magnet for the fast-growing smart cities technology industry.

Upper State Street Development- Revitalizing our cities and downtowns has become a regional economic development priority. New York State has invested and supported several projects in downtown Albany including:

- **Albany Capital Center-** \$66.5 million towards an 82,000 SF space linking the DeWitt Clinton Hotel, the Times Union Center and the Empire State Plaza incorporating event space and a parking garage for 250 cars. The project requires no additional state subsidy and is expected to create 157 permanent jobs and 114 construction jobs and projected to make \$2.1M in annual stabilized revenue and \$900,000 in annual fiscal benefits. The land accumulated for an earlier proposed location is being conveyed to the State and will be made available for appropriate development by RFP.
- **Hotel Renaissance-** \$4 million for renovation of the historic Dewitt Clinton Hotel into a 200 room Renaissance Hotel by Marriott. The \$48 million project will include a full service restaurant and banquet facility. The project will result in more than 200 construction and hospitality jobs. The hotel will compliment another project with state support; the

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- **Wellington Row-** \$950,000 to redevelop five vacant buildings located at 132 - 140 State Street. \$9.5 million dollar project. The project, which will create linkage between Albany's Downtown and Capitol Hill neighborhoods, will redevelop the properties to house residential condominiums, new offices for Aeon Nexus and more. The project is also on the same block as the Dewitt Clinton Hotel and will play an essential role in revitalizing one of the most historic rows in Downtown Albany.

GlobalFoundries- \$2 billion investment to support a new, multi-billion dollar research and development facility at its Fab 8 Campus in Saratoga County. The facility will build on and strengthen its semiconductor R&D and manufacturing in New York State and will create 1,000 new jobs to support the new "Technology Development Center or TDC". The project involves the construction of 90,000 square feet of flexible cleanroom space that will house a variety of semiconductor development and manufacturing areas to support the transition to new technology nodes.

Mid-Hudson

Regeneron Pharmaceuticals- \$15.2 million in excelsior tax credits to assist with multiple expansions to their facilities in Tarrytown and Rensselaer. Regeneron invested \$170 million dollars to develop 300,000 square feet of laboratory and office space in Tarrytown (Westchester County) and a 65,000 square-foot manufacturing facility in Rensselaer (Rensselaer County). One of the world's leading pharmaceutical

research and manufacturing companies; Regeneron added 700 new jobs from these projects and currently employs over 2,000 in New York State.

PepsiCo- \$4 million in excelsior tax credits; leveraging a \$243 million investment to maintain its worldwide headquarters in Westchester. PepsiCo will renovate its worldwide headquarters in Purchase, keeping the food and beverage company's 1,100 jobs in New York State. The project involves the complete redevelopment of 420,000 square feet of office space, and will create approximately 1,250 local construction jobs. The renovation of the Purchase office space will begin in the first quarter of 2013.

Raymour & Flanigan- establishing a new regional distribution center in Rockland County, creating 300 new jobs that will result in over \$135 million million in wages for local employees over the next ten years. Utilizing \$2.3 million in Excelsior tax credits from Empire State Development and a package of financial assistance incentives from the Rockland County IDA, the company expects to invest \$46 million to purchase and renovate an existing 839,000 square-foot facility in the Village of Montebello.

New York Medical College- \$4 million to renovate an existing biotechnology research and development facility to 10,000 SF of incubator space for start-up bio technology companies at its Valhalla, Westchester campus. Construction is complete, and recruitment of biotech start-ups is underway.

New York City

Brooklyn Navy Yard- a 300 acre area of downtown Brooklyn along the waterfront, the Navy Yard is home to some of the largest employers in the borough and has been identified as a top priority for the New York City Regional Economic Development Council. New York State continues to support economic development at the Navy Yard will tens of millions of dollars invested over the last three years that has led to substantial growth and job creation. Those investments include:

- **Green Manufacturing Center.** The Brooklyn Navy Yard Development Corporation (BNYDC-- a not-for-profit corporation that manages and promotes industrial economic development and employment at the 300-acre Brooklyn Navy Yard under a 99-year lease with the City of New York) is investing \$60.3 million into Brooklyn Navy Yard buildings 28, 123 and 128 to create the Green Manufacturing Center – a 215,000 square foot multi-tenanted, LEED-certified facility. This project, a priority identified by the NYC Regional Economic Development Council, involves the adaptive reuse of three former WWII-era Navy machine shops into a state-of-the-art industrial complex, creating nearly 300 new permanent jobs and approximately 400 construction jobs. In 2011, the NYC REDC awarded \$5 million to the Brooklyn Navy Yard’s Green Manufacturing Center. In 2012, the NYC REDC awarded \$1.25 million to Macro Sea for New Lab (an additional \$2 million was later provided to the project for a total award of \$3.25 million). To be located at the Green Manufacturing Center at the completion of

construction, New Lab will transform a total of 84,000 SF of space into a high tech design and prototyping center that will enhance the Yard's initiative to become a national model for sustainable industrial parks.

- **Shiel Medical Laboratory**- one of the oldest continuously operating clinical laboratories in the United States, will invest nearly \$15 million to renovate a facility in the Brooklyn Navy Yard and purchase machinery and equipment, creating 308 new jobs. NYS support for the investment comes from \$2.8 million in Excelsior Jobs tax credits.
- **Duggal Visual Solutions** is renovating and equipping 35,000 SF in Building 268 and 25,000 SF in Building 10 in the Brooklyn Navy Yard into a new, state-of-the-art digital manufacturing facility. ESD provided \$881,000 in Excelsior Jobs Tax Credits in support of the \$14 million project, expected to retain 265 and add 160 new jobs.
- **NY Film Industry/Brooklyn Navy Yard- Steiner Studios Media Campus**- The state motion picture tax credits and direct grants have led to a boom in the film industry. Employment is up by one-third from 2007 and Steiner Studios in Brooklyn [along with Kaufman Astoria Studios in Queens and newer players in Staten Island and elsewhere] is undertaking major expansion which will help NYS capture more post-production work and keep increasing the number of series shot locally. In 2012, the NYC REDC awarded \$5 million to the Brooklyn Navy Yard / Steiner Studios Media Campus III. This 2012 REDC priority project consists of the \$137

million development of the adjacent Kent Avenue site and predevelopment design, site work and construction for the expansion of the Media Campus onto the Naval Hospital Campus Annex, a site that has been vacant for nearly 30 years and lacks any modern infrastructure. Steiner expects to start construction of the new sound stages in early 2014 with completion expected in early 2016. In November 2013, the company was awarded an additional \$6.3 million (\$11.3 million total). In all, the project will create 600 full-time jobs and 751 construction jobs.

New York Genome Center- \$57.25 million grant (\$1.5 million round II grant) and \$55.75 million (Special Appropriation) to assist with a \$158.5 million project. New York Genome Center (NYGC) is an independent, nonprofit organization at the forefront of transforming biomedical research and clinical care with the mission of saving lives. This collaboration will help forward the advances leading to a new era of personalized medicine, accelerate the development of new diagnostics and treatments for human diseases, and provide an engine for life science commercialization in the region. In January 2014, the Governor announced a \$105 million award for genomic medicine and supercomputing for the NYS Genomic Medicine and Big Data Center, including \$55.75 million for the New York Genome Center. NYGC has committed to match the \$55.75 million dollar for dollar with funds raised separately. With this new alliance, the NYGC will be fully focused on implementing advanced genomic research and

expanding its application through world-class technology and the best physician-scientists available.

National Urban League Harlem 125th Street project- \$200 million land use and civic project located between Adam Clayton Powell, Jr. and Malcolm X Boulevards in New York City. The Urban League Empowerment Center, LLC will enter into a 99-year ground lease with Empire State Development (ESD) to redevelop the site as a mixed-use development that will include the headquarters of the National Urban League, 114 units of residential (50% of them priced affordably for low and moderate income households), as well as retail, office space, a conference center and a civil rights museum. The building will also include 225 parking spaces. The project will result in the retention of 100 existing full-time jobs and the creation of 247 new full-time jobs and 1,149 construction jobs and has been designated as a 2014 priority by the NYCREDC.

The Victoria Theater- \$162.7 million public/private partnership for the redevelopment of the National Register-eligible Victoria Theater located at 233-237 West 125th Street in Harlem, New York City. The 386,000 SF mixed-use building will include a 210 room hotel, up to 229 residential rental units (50% of them priced affordably for low and moderate income households), cultural space, retail and 84 underground parking spaces. The project will also retain, restore and reuse the theater's south building, including the theater's historic lobby. The project is expected to create 373 new jobs and 580 construction jobs. The project was designated a 2014 priority by the NYCREDC.

Roche Group's Translational Clinical Research Center- \$6.6 million in Excelsior tax credits for Roche who will serve as an anchor tenant to encourage construction of the second tower at the East River Science Park, one of New York City's premier biotech locations. Roche will invest \$13 million for the renovation and equipping of the commercial space to accommodate the development of the Translational Clinical Research Center facility and employ 235 new employees by June 2018.

Long Island

Stony Brook University- There has been continued investments to spur economic development and new research and educational partnerships by New York State to link numerous regional assets and business development programs into one unified program that will assist start-up businesses in the Long Island region by deploying best practices and provide mentorship programs, access to relevant programming, business related services and linkage to other economic development programs. Some of those investments include:

- **Stony Brook Medical and Research Translation--**SUNY Stony Brook broke ground on its new Medical and Research Translation (MART) facility, a new 250,000 square foot facility that will focus on cutting edge cancer research, advanced medical imaging, and cancer care which received \$35 million in funding from SUNY 2020.

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- **New Innovation and Discovery Center-**
Designed to enhance the business recruitment power of START-UP NY and stimulate a public-private partnership for building construction. Stony Brook University received a \$60M appropriation in the 2014 State Budget for the design and construction of the first phase to be located in the University's Research & Development Park. When completed, the Innovation and Discovery Center will comprise 200,000 SF of lab and office space with a mix of public and private funding anticipated to complete the total build-out, and it will enable new start-up and high tech companies—particularly in the areas of biotechnology, information technology, electronics, and advanced materials and processing—to take full advantage of Start-Up New York. The new center will free up space in Stony Brook's five incubator facilities, providing more start-up opportunities for the next generation of entrepreneurs on Long Island. The Innovation and Discovery Center will be located near two New York State Centers of Excellence: The Center of Excellence in Wireless and Information Technology and the Center of Excellence in Advanced Energy Research Technology.
 - **Partnership with Brookhaven National Laboratory (BNL)** a multipurpose research laboratory housing large, state-of-the-art facilities such as RHIC, NSLS, NSLS-II (under construction) and the Center for Functional Nanomaterials. Stony Brook is a partner in

Brookhaven Science Associates LLC, managing the Laboratory for the Department of Energy.

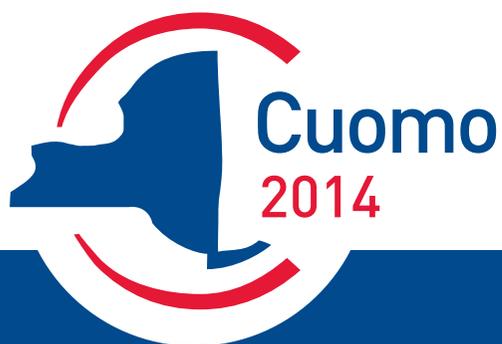
Amneal Pharmaceutical, LLC. – The company was provided a NYS grant of \$3 million toward the \$50 million construction of a 322,000 SF manufacturing and warehouse building and a separate 42,000 SF building at the company’s Brookhaven location, as well as the purchase and installation of capital equipment and furniture. The project will create 400 jobs and retain 702 jobs.

Amneal is currently the 7th largest generic drug manufacturer in the nation.

Wyandanch Rising- \$10 million will support a new mixed use development near the LIRR station. The Wyandanch Rising initiative is a public/private partnership that will transform the most economically, socially and environmentally distressed community on Long Island into an active, mixed-use, mixed-income, transit-oriented community. The primary community revitalization objectives to be achieved by this project include: returning dormant and underutilized properties into productive use; creating jobs and housing; increasing tax revenue, and restoring the environmental quality of the downtown. The largest Regional Council award to a Long Island project, this project has been ongoing for a decade and involves a \$75M private investment by Albanese Development leveraged by public funds from federal, state, and county and town sources.

Dealertrack Technologies- a leader in web-based solutions and services for automotive retailing, has

plans to expand its operations and establish new corporate headquarters on Long Island. The company, which has more than 3,500 employees nationwide, had considered over 100 sites in five states before choosing the Nassau County location. The State has committed a total of up to \$12 million in performance-based incentives from ESD – \$10.5 million in tax credits through the Excelsior Jobs Program and a \$1.5 million capital grant, both of which are tied directly to job creation and investment commitments, including more than 350 net new jobs, the retention of over 500 current jobs and additional capital investment.



Cuomo

2014