



# The Promise of a *New* New York

## *Progress Report*

Governor Andrew M. Cuomo  
June 2012



## Overview

From his first day in office, Governor Cuomo understood that our state was at a crossroads. Devastating job losses and the flight of businesses created staggering budget deficits. After years of scandal, ineffectiveness, and political dysfunction, government had lost the trust of its people and the business community. New York appeared hopelessly out of touch and, worse yet, a terrible and dysfunctional place to do business, ranking 49th in the nation in attracting businesses. The Governor's mission was to make the government work.

Governor Cuomo recognized that New York could continue down its path of decline or seize the moment and make the immediate changes necessary to stabilize the government, build a stronger economy, and create the jobs New Yorkers need to prosper. He proposed a bold, transformational plan for a *new* New York and worked hard to make it a reality. He asked the people of New York to join him on this journey and help foster the change needed for the future of the state.

His plan was based on a simple premise: that the government needs to work in order for our state to work. He began by getting the state's fiscal house in order. He achieved an on-time budget that closed a \$10 billion deficit with no new taxes or borrowing. He ensured that New York was on the road to long-term fiscal discipline by eliminating automatic inflators and pegging increases in education and Medicaid spending to rational and affordable measures of growth. This slashed out-year deficits to some of the lowest levels in generations.

He continued by producing results on issues that had been intractable for decades, becoming the very symbols of the state's dysfunction. He passed a property tax cap to end the growing burden on our families and businesses, achieved broad ethics reform that provides unprecedented transparency and accountability, and fought to secure a cleaner and more affordable energy future for New York. He also helped restore our state's reputation as the progressive capital of the nation with the passage of the Marriage Equality Act, making New York the largest state to extend full marriage rights to all its citizens.



## Transforming Government to Create Jobs

Over the past 18 months, Governor Cuomo's top priority has been to revitalize the state's economy to create jobs and restore New York's reputation as a world-class place to do business. In order to achieve that goal, the Governor thoroughly redesigned the state's economic development strategies.

Central to this effort is a statewide network of Regional Economic Development Councils that bring together leaders from every facet of the community. The Regional Councils turned around Albany's top-down approach to economic development, shifting to a community-based, performance-driven model that empowers localities to develop and invest in their own economic future. More than \$785 million in funding was awarded to the Regional Councils' over 700 plans and projects. In addition, the Governor, in partnership with the Legislature, spearheaded efforts to pass other long-stalled economic development initiatives such as launching the NYSUNY2020 program to invest in our research institutions and securing the first power plant siting law in more than a decade to help rebuild and repower our state's energy infrastructure.

Success bred success. In September 2011, Governor Cuomo signaled that New York is once again a competitive player in the global economy by sealing a \$4.4 billion investment from five international technology companies. Intel, IBM, GLOBALFOUNDRIES, TSMC, and Samsung jointly invested in New York, making it the epicenter of next-generation computer chip technology. The investment will establish research and development facilities throughout the state, creating and retaining nearly 7,000 jobs. New York secured this investment over competitors in countries across Europe, Asia, and the Middle East.

To achieve his goals, Governor Cuomo has adopted an entrepreneurial model of government that defines a new relationship between government and the private sector – one that moves beyond the traditional public-private partnership. It is based on the notion that in the competitive global marketplace, the state and the private sector must work collaboratively toward a shared goal. This model allows government to leverage scarce state resources by generating significant private sector investment.

## NY Works

In early December 2011, understanding that our state could not wait until the new year to confront its economic challenges, Governor Cuomo jumpstarted the 2012 legislative process by calling the Legislature back for an Extraordinary Session to pass a historic package of bills designed to strengthen the state's economy and create jobs.

Through a bipartisan effort, the Legislature enacted an unparalleled economic agenda called NY Works. This transformative program put tens of thousands of New Yorkers back to work through a \$1 billion targeted investment in rebuilding New York's roads, bridges, parks, and waterways and modernizing buildings to be cleaner and more energy efficient. It also included an agreement to enact the first passage of a constitutional amendment to allow gaming in New York; provided additional flood relief, including a \$50 million grant program and job retention tax credits for businesses affected by Hurricane Irene and Tropical Storm Lee; and encouraged businesses to hire inner-city youth by offering tax credits.

The package also made a number of critical changes to state tax policy. It reformed personal income tax rates to make them fairer; cut middle class taxes by over \$650 million a year, bringing tax rates to their lowest levels in 58 years; and relieved over 700,000 small businesses and self-employed individuals of the burdensome MTA payroll tax to save them over \$250 million a year. Thanks to these changes, middle class New Yorkers will see over \$900 million in savings, more new jobs, and a stimulated economy.

Economic growth depends on a fiscally stable and responsible state government. In 2011, Governor Cuomo delivered the first on-time budget in years. In 2012, the budget was not just on-time – it was early. The budget closed a \$2 billion deficit with no new taxes, fees, or gimmicks, and limited spending growth to two percent or less for the second year in a row. All Funds spending decreased for the second consecutive year – the first time there have been back-to-back decreases in at least three decades. State agencies were able to keep their spending flat thanks to a redesign of their operations to reduce waste. In addition, the projected out-year deficit of \$950 million is the smallest it has been in decades. Since Governor Cuomo took office, out-year deficits have been reduced by a cumulative \$77 billion.



Governor Cuomo proposed the bold New York Works economic development program, a blueprint for growth and job creation in our state. Among its many initiatives are:

- The first-of-its-kind New York Works Task Force to coordinate capital planning across 45 agencies and authorities and oversee investment and access to funding
- A \$15 billion initiative to rehabilitate the state's infrastructure, including building a new Tappan Zee bridge, and create tens of thousands of jobs by leveraging multiple funding sources, using only \$743 million in new state appropriations
- A second round of funding for the Regional Economic Development Councils to continue supporting job development on a region-by-region basis
- The first phase of a multi-year \$1 billion economic development package for Buffalo
- A new round of NYSUNY 2020 grants to leverage the power of our university system as both an economic force and private sector job generator
- A strengthened commitment to expanding opportunities for minority- and women-owned businesses, helping them to prosper and create jobs
- The first passage of a constitutional amendment to legalize gaming in New York in order to better regulate existing operations and generate an estimated \$1 billion in economic activity
- An energy highway to facilitate billions of dollars in private sector investments and ensure a steady supply of energy across the state

The transformation of the state over the last 18 months is working. In a recent study, the U.S. Chamber of Commerce listed New York as one of the country's top 10 states for growth, productivity, and livability, moving the state up 11 spots in the Chamber's ranking from just one year ago. The study highlighted the strides that Governor Cuomo has made to open up the state for business.

### **Aiding Local Communities: Public Pension Reform and Mandate Relief**

New York's public pension system has ranked among the most costly in the nation, threatening the economic viability of local governments and school districts across the state. In just the last decade, pension costs for local governments increased by an astounding 650 percent. Pensions have been consuming an ever-growing share of local government budgets, resulting in out-of-control property taxes, dramatic spending cuts to vital services, and the threat of layoffs. These pension costs left working families with an unaffordable local property tax burden that threatened their way of life.



To end this path to fiscal ruin, Governor Cuomo proposed a bold new pension initiative and worked with the Legislature to achieve its passage. The Governor's Tier VI pension reform plan will achieve over \$80 billion in savings over the next three decades. These savings will reach every corner of our state, allowing local governments and school districts to free resources that they can use to offset tax increases and allocate toward other programs. Tier VI achieves enormous savings while only adjusting retirement plans for future employees. It does not affect any current public employee or retiree.

To provide additional savings for local governments, Governor Cuomo proposed that the cost of Medicaid growth be assumed by the state over a three-year period. The Governor's plan will save counties and New York City \$1.2 billion over five years.

To help localities rebuild their communities as a result of the damage from Hurricane Irene and Tropical Storm Lee, Governor Cuomo this year ensured that the state covered the local share of disaster response and recovery costs resulting from the storms. The state made over \$80 million available to 32 counties to cover costs associated with emergency shelter, road, water system, and infrastructure repair, and other clean-up projects.

### **Restoring our Progressive Heritage**

While Governor Cuomo understands that creating jobs and strengthening the state's finances are critical to the future of New York, he also recognizes that government must protect its citizens and build a society rooted in opportunity and prosperity as well as fairness and justice. Last year, passage of the Marriage Equality Act signaled an important statement about our values as a state and helped rebuild our standing as the progressive capital of the nation.

### **Building Opportunity and Hope through Education**

Governor Cuomo has made reforming our state's education system among his highest priorities, understanding that opportunity for our children is the key to our future. He has worked to place greater emphasis on student performance and school accountability.

Central to this effort is his plan to implement New York's first statewide teacher evaluation system. In 2010, New York was awarded a \$700 million Race to the Top grant from the federal government, which required the state to implement a teacher evaluation system. A legal challenge from the teachers' union blocked the evaluations from moving forward and put the federal funding at risk.



To end the impasse, Governor Cuomo negotiated a groundbreaking agreement between the State Education Department and the unions that created a new statewide teacher evaluation system, making New York a leader in school accountability. In March, the Legislature enacted this system of teacher evaluations, which now stands as a national model.

In addition, to support programs that enhance performance in our schools, Governor Cuomo proposed two competitive grant programs that will award \$500 million to school systems that promote student achievement and school accountability. The first round of student achievement grants will be awarded this year, and the grant process for next year's awards has already begun.

The Governor has also appointed an Education Reform Commission consisting of nationally recognized experts to make recommendations for improving our education system. The Commission will study ways to strengthen teacher recruitment and performance; improve student achievement; increase parent and family engagement; help high-need and low-wealth school communities; and manage educational funding and costs.

### **Defining Our Values and Building Communities**

Last year, Governor Cuomo led the fight for the strongest changes in rent regulations in almost four decades in order to protect our communities and provide affordable housing for middle class New Yorkers. This year, he has continued his work to build a more fair and just state through many important initiatives, including:

- Providing mortgage foreclosure counseling services to help New Yorkers keep their homes
- Continuing the transformation of the juvenile justice system to reduce crime and improve the lives of young people
- Increasing public assistance by 10 percent, as well as preserving child care subsidies for low-income working families
- Combating hunger, particularly among children, by removing the finger imaging requirements of federal food stamp benefits
- Expanding the "FreshConnect" program to help ensure that all New Yorkers have access to fresh, healthy, and affordable food
- Establishing a statewide health exchange to reduce the cost of healthcare coverage for individuals, small businesses, and local governments
- Awarding greater funding for community colleges to give students the opportunities they deserve
- Founding an Office of New Americans to help legal residents prosper

## **Making New York Safer and Fairer**

Governor Cuomo successfully led the fight to establish the first all-crimes DNA databank in the nation. Under the Governor's new law, DNA samples must be collected from anyone convicted of a felony or Penal Law misdemeanor in New York State. These misdemeanors are often committed by individuals who go on to perpetrate more serious and violent crimes.

In addition to preventing and solving crime, an expanded DNA databank helps to exonerate the innocent. As such, the law includes important provisions to help free those who have been wrongly charged or convicted. Criminal defendants now have much greater access to DNA testing, giving them the power to prove their innocence.

Another area of significant reform is the fight to curb the illegal sale and abuse of prescription drugs. Governor Cuomo, working with Attorney General Eric Schneiderman and legislative leaders, developed and enacted a comprehensive prescription drug reform package that will make New York a national leader in reducing prescription drug abuse.

Other major actions to make our state safer included:

- Strengthening the protections for victims of domestic violence
- Combating child pornography on the internet
- Increasing protections for our children from harassment and cyberbullying in our schools and communities

## **Protecting New Yorkers with Disabilities and Special Needs**

For too long, our state's system for addressing incidents of abuse against people with special needs has been flawed, lacking firm standards for tracking and investigating complaints or punishing those who commit abuse.

Governor Cuomo proposed and worked with the Legislature to create the Justice Center for the Protection of People with Special Needs, which will transform how our state protects the over one million New Yorkers under the care or jurisdiction of six state agencies. The law establishes the role of Special Prosecutor and Inspector General to investigate reports of abuse and neglect and prosecute allegations of criminal offenses. In addition, the Justice Center will include a 24/7 hotline run by trained professionals and will create a statewide registry of workers who have committed serious acts of abuse to prevent these people from ever working with New Yorkers with disabilities or special needs.



## Preserving and Protecting New York's Environment

The Governor continued his commitment to protect our environment and support clean energy through a range of initiatives that included reducing energy consumption in state buildings; investing in solar and wind power; helping businesses go green; and installing hundreds of electric-vehicle charging stations across the state.

The Governor has also been an ardent supporter of the Environmental Protection Fund. After a pattern of steep cuts to the EPF in recent years, Governor Cuomo held the EPF steady at \$134 million in his first two budgets. The EPF, a cornerstone of the state's environmental programs, is a permanent funding mechanism for open space and farmland protections, land acquisition, estuary management, waterfront revitalization, and recycling.

In addition, the Governor reached a landmark \$2.4 billion agreement with New York City to invest in green infrastructure as a solution to water pollution.

## Conclusion

New York is a very different place than it was 18 months ago. We have shown that government can work and that a working government can restore fiscal discipline, build our economy, create jobs, and make our state a fairer and more just place.

These transformational reforms have positioned New York State government to act as a true partner in economic development and job creation like never before. We have shown the world that this government can function and it can work for the people.



## Detailed Accomplishments of the 235th Legislative Session

Here are some of the key accomplishments of the Cuomo administration in the 2012 legislative session.

### I. Maintaining Fiscal Integrity

#### An Early, Honestly Balanced Budget

In 2011, Governor Cuomo delivered the first on-time budget in years. In 2012, the budget was not just on-time – it was early. The budget closed a \$2 billion deficit with no new taxes, fees, or gimmicks, and limited spending growth to two percent or less for the second year in a row, consistent with the tax cap on local governments.

All Funds spending totaled approximately \$133.4 billion, a decrease of \$111 million from last year. This is the second consecutive year with a net reduction in All Funds spending, the first time this has happened in at least three decades. State agencies kept their spending flat due in large part to a redesign of their operations to reduce waste. In addition, the projected out-year deficit of \$950 million is the smallest that it has been in decades. Since Governor Cuomo took office, out-year deficits have been reduced by a cumulative \$77 billion.

The budget continued the Governor's commitment to achieving fiscal responsibility while creating jobs and strengthening communities across the state. The budget also included key economic development and transportation initiatives and important reforms to improve government efficiency.

#### Further Reforms to the Budget Process

Last year, the Governor brought reality back to the definition of "deficit" in Albany by eliminating certain automatic inflators and pegging increases in education and Medicaid spending to rational and affordable measures of growth. These actions saved New York billions of dollars and helped to stabilize the state's finances. The 2012-13 budget worked to further control automatic cost growth and implemented reforms to ensure that spending increases for service providers reflected performance and actual cost.

## **Making State Government More Efficient**

To achieve greater efficiency in government operations and improve performance, the budget enacted the Governor's government streamlining proposal. The state now has the authority to move certain funds between state agencies to save money in back office operations. This will allow the state to move functions – such as business services, information technology, and call centers – from one agency to another, reducing costs for taxpayers and ensuring better performance.

The budget made state procurement more efficient, allowing state agencies to purchase common goods and services through centralized contracts. By enabling the state Office of General Services to buy in bulk – from pens to cars – the state will save \$100 million in 2012-13 and a projected \$755 million over the next five years. The budget eliminated the duplicative review of statewide contracts and allowed local governments and not-for-profits to participate in this new streamlined process.

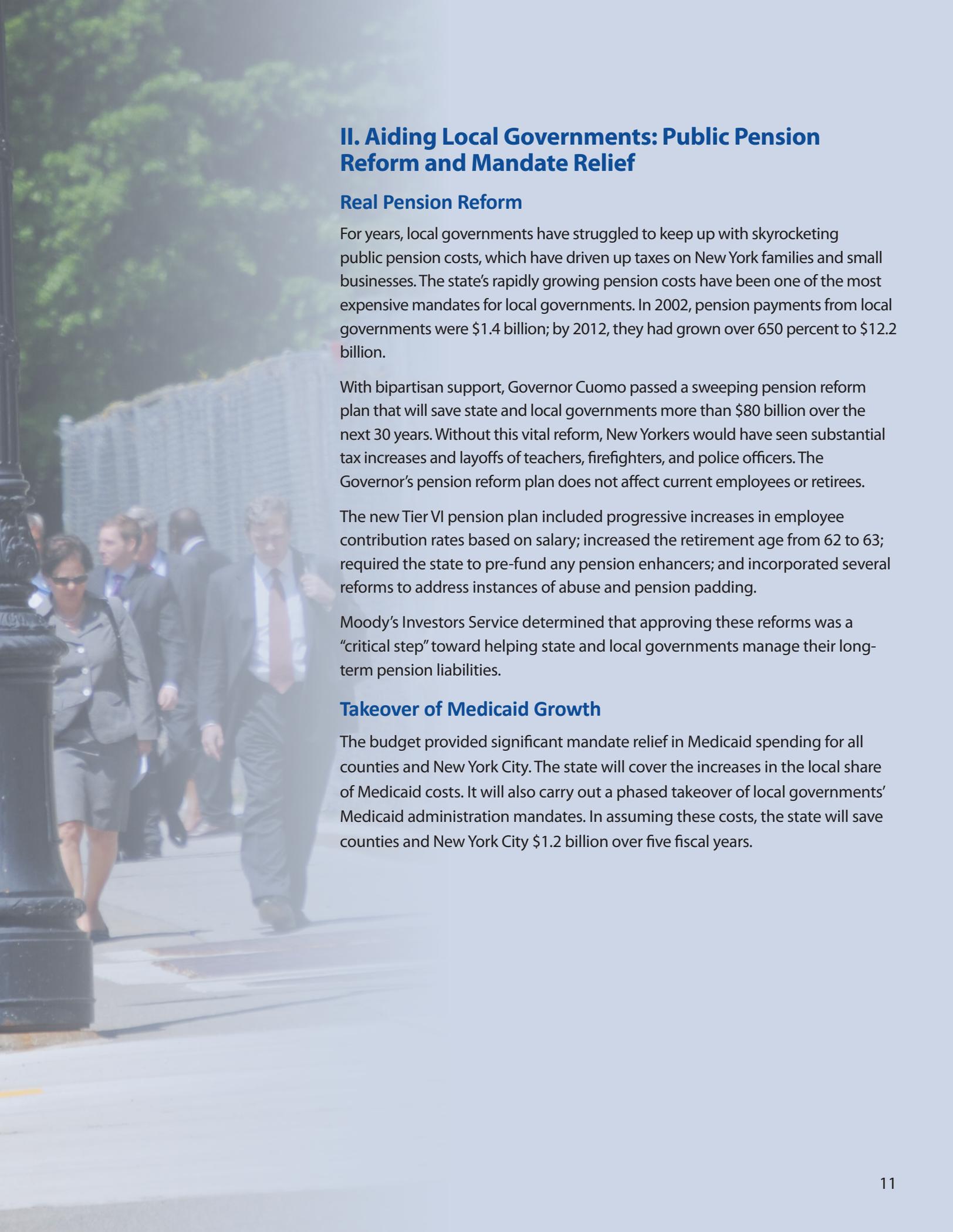
Additionally, this year's budget combined the Division of Lottery and the Racing and Wagering Board into a single New York State Gaming Commission. The budget also eliminated 25 unnecessary boards and commissions and consolidated others that had related missions.

## **Reforming Excessive Compensation at State-Funded Service Providers**

The state government directly or indirectly funds a large number of tax-exempt organizations and for-profit entities that provide critical services to New Yorkers in need. To ensure that taxpayers' dollars are always used efficiently and effectively to improve the lives of New Yorkers, Governor Cuomo signed an Executive Order that prevents public funds from being diverted to excessive compensation and unnecessary administrative costs at state-funded service providers. According to the Governor's Executive Order, no less than 75 percent of state financial assistance will be directed to provide direct care or services. This percentage will increase by five percent each year until it reaches 85 percent in 2015.

## **Controlled Medicaid Spending**

The budget continued the two-year appropriation structure begun in 2011 that limits state Department of Health spending to four percent, consistent with the Medicaid spending cap. In addition, the budget continued to implement the Medicaid Redesign Team's recommendations, including investing in affordable housing for high cost populations, enhancing essential benefits, and delivering relief to community providers.



## II. Aiding Local Governments: Public Pension Reform and Mandate Relief

### Real Pension Reform

For years, local governments have struggled to keep up with skyrocketing public pension costs, which have driven up taxes on New York families and small businesses. The state's rapidly growing pension costs have been one of the most expensive mandates for local governments. In 2002, pension payments from local governments were \$1.4 billion; by 2012, they had grown over 650 percent to \$12.2 billion.

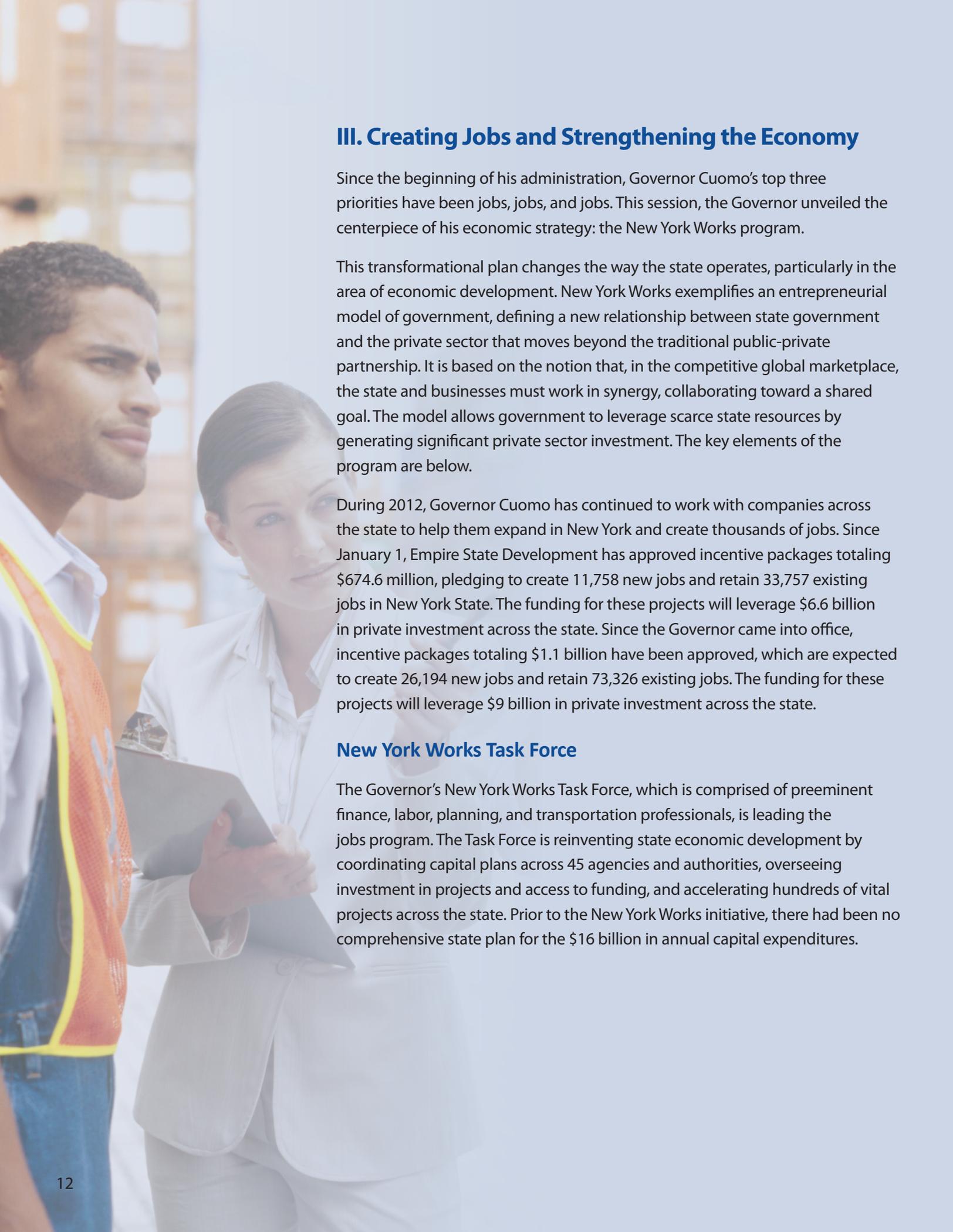
With bipartisan support, Governor Cuomo passed a sweeping pension reform plan that will save state and local governments more than \$80 billion over the next 30 years. Without this vital reform, New Yorkers would have seen substantial tax increases and layoffs of teachers, firefighters, and police officers. The Governor's pension reform plan does not affect current employees or retirees.

The new Tier VI pension plan included progressive increases in employee contribution rates based on salary; increased the retirement age from 62 to 63; required the state to pre-fund any pension enhancers; and incorporated several reforms to address instances of abuse and pension padding.

Moody's Investors Service determined that approving these reforms was a "critical step" toward helping state and local governments manage their long-term pension liabilities.

### Takeover of Medicaid Growth

The budget provided significant mandate relief in Medicaid spending for all counties and New York City. The state will cover the increases in the local share of Medicaid costs. It will also carry out a phased takeover of local governments' Medicaid administration mandates. In assuming these costs, the state will save counties and New York City \$1.2 billion over five fiscal years.



### III. Creating Jobs and Strengthening the Economy

Since the beginning of his administration, Governor Cuomo's top three priorities have been jobs, jobs, and jobs. This session, the Governor unveiled the centerpiece of his economic strategy: the New York Works program.

This transformational plan changes the way the state operates, particularly in the area of economic development. New York Works exemplifies an entrepreneurial model of government, defining a new relationship between state government and the private sector that moves beyond the traditional public-private partnership. It is based on the notion that, in the competitive global marketplace, the state and businesses must work in synergy, collaborating toward a shared goal. The model allows government to leverage scarce state resources by generating significant private sector investment. The key elements of the program are below.

During 2012, Governor Cuomo has continued to work with companies across the state to help them expand in New York and create thousands of jobs. Since January 1, Empire State Development has approved incentive packages totaling \$674.6 million, pledging to create 11,758 new jobs and retain 33,757 existing jobs in New York State. The funding for these projects will leverage \$6.6 billion in private investment across the state. Since the Governor came into office, incentive packages totaling \$1.1 billion have been approved, which are expected to create 26,194 new jobs and retain 73,326 existing jobs. The funding for these projects will leverage \$9 billion in private investment across the state.

#### **New York Works Task Force**

The Governor's New York Works Task Force, which is comprised of preeminent finance, labor, planning, and transportation professionals, is leading the jobs program. The Task Force is reinventing state economic development by coordinating capital plans across 45 agencies and authorities, overseeing investment in projects and access to funding, and accelerating hundreds of vital projects across the state. Prior to the New York Works initiative, there had been no comprehensive state plan for the \$16 billion in annual capital expenditures.

## **Leveraging State Investments to Generate Economic Activity**

The Governor's New York Works initiative will create jobs in New York State by investing in regional economies and rebuilding the state's critical infrastructure. The program accelerates \$1.2 billion in state aid from future years to leverage a total of \$15 billion in federal funds, private sector investment, and other sources of funding.

New York Works will improve more than 100 bridges, including the Tappan Zee, repair 2,000 miles of roadways, rebuild 100 municipal water systems, improve dozens of state parks and historic sites, and launch over 100 flood control projects.

New York Works represents a new model for governance in New York State. Rather than executing 100 different contracts for 100 improvements, projects will be consolidated more efficiently through regional contracts. This process will help the state to complete critical projects on time and under budget.

## **An "Energy Highway" System to Power New York's Economic Growth**

To ensure a cost efficient, reliable, and clean supply of power to fuel the state's economic growth, the Governor launched the "Energy Highway" initiative to modernize and expand the state's energy infrastructure. The initiative will increase the flow of power from excess generation capacity and renewable energy resources in Upstate and Western New York to Downstate New York where energy demand is greatest. The initiative also calls for the repowering of old and dirty plants to reduce pollution in urban neighborhoods.

## **Improving Transit in Metropolitan New York**

The Governor's budget provided a plan to support full funding of the Metropolitan Transit Authority (MTA) for projects critical to transit in New York City, Long Island, and the Hudson Valley. These funds will help the MTA create tens of thousands of jobs and complete some of the largest construction projects in the history of New York. The MTA capital program will continue to fund the four large projects already underway: the 2nd Avenue subway; East Side Access for the Long Island Rail Road; Fulton Street Transit Center; and extension of the 7 subway to the far west side. The capital program will also fund new subway and rail cars, new energy-efficient "green" buses, station rehabilitation, enhanced communications and signals, and new rail yards.

The background of the page features a faded image of the Sheaf Buffalo sign, a tall, dark structure with 'SHEAF'S' at the top and 'BUFFALO' written vertically in large letters. The sign is set against a backdrop of city buildings and a clear sky.

## **\$1 Billion Investment in Buffalo**

With 28 percent of its residents living in poverty and chronically high unemployment, Buffalo is the third poorest city in the nation. To tackle this problem, the Governor announced that New York State will offer national and global industries up to \$1 billion in multi-year economic development incentives to invest in Buffalo. By inviting large investments in growth industries – similar to those that made the Capital Region a world-class center for nanotechnology innovation – the Governor’s plan for Buffalo is designed to create thousands of jobs and spur at least \$5 billion in new investment and economic activity. The budget included \$100 million for the first year of the venture.

## **Second Round of Regional Council Awards**

Last year, Governor Cuomo formed 10 Regional Economic Development Councils to develop long-term strategic plans for economic growth in each of the state’s regions. These Regional Councils were part of a process that awarded \$785 million in grants for job creation and community development. Building on the success and innovation of last year’s Regional Councils, this year Governor Cuomo continued the momentum by making up to \$750 million in new state funding and tax incentives available as part of a second Regional Economic Development Council competition. The Regional Councils have transformed the state’s economic development model from a top-down method to a bottom-up, community-based approach. The second round of awards will allow each region to focus on the implementation of their existing strategic plan, while identifying and investing in locally significant priority projects.

## **New and Expanded Round of NYSUNY 2020**

The budget included \$60 million of capital funding for a new round of the Governor’s NYSUNY 2020 Challenge Grants. Sixty campuses, excluding the university centers that received funding in the prior round, will compete for up to 12 challenge grants, funded between \$5 and \$20 million by both the state and SUNY.

## **Constitutional Amendment to Allow Casino Gambling**

This session, Governor Cuomo and the Legislature announced a landmark agreement to begin the process of amending the state’s constitution to allow privately owned commercial casinos to operate in New York. Legalized casinos have the potential to create thousands of additional high-paying jobs and generate a significant positive impact on economic activity in New York State.

Casino gaming already plays a significant role in New York. Native Americans have five casinos in New York, and nine racinos are located at race tracks across



the state. New York also has 29,000 electronic gaming machines, more than Atlantic City and more than any state in the Northeast or Mideast. Additionally, New York is surrounded by states and Canadian provinces with legalized casino gaming. The amendment will allow New York to fully capitalize on the economic impact of gaming. The amendment calls for no more than seven privately owned commercial casinos in New York, which is less than the current number of racinos in the state.

### **"New New York Works for Business" Marketing Campaign**

To demonstrate that New York is once again a powerful partner to the private sector, the state launched an extensive advertising campaign that is designed to market the many benefits of doing business in New York. The "New New York Works for Business" marketing campaign and accompanying website are aimed at corporate leaders around the state and nation who are looking to expand, start, or relocate their businesses. The campaign will tell the story of New York's new business friendly attitude and attract businesses that are interested in growing or relocating in New York.

### **Renewed I Love NY Tourism Campaign**

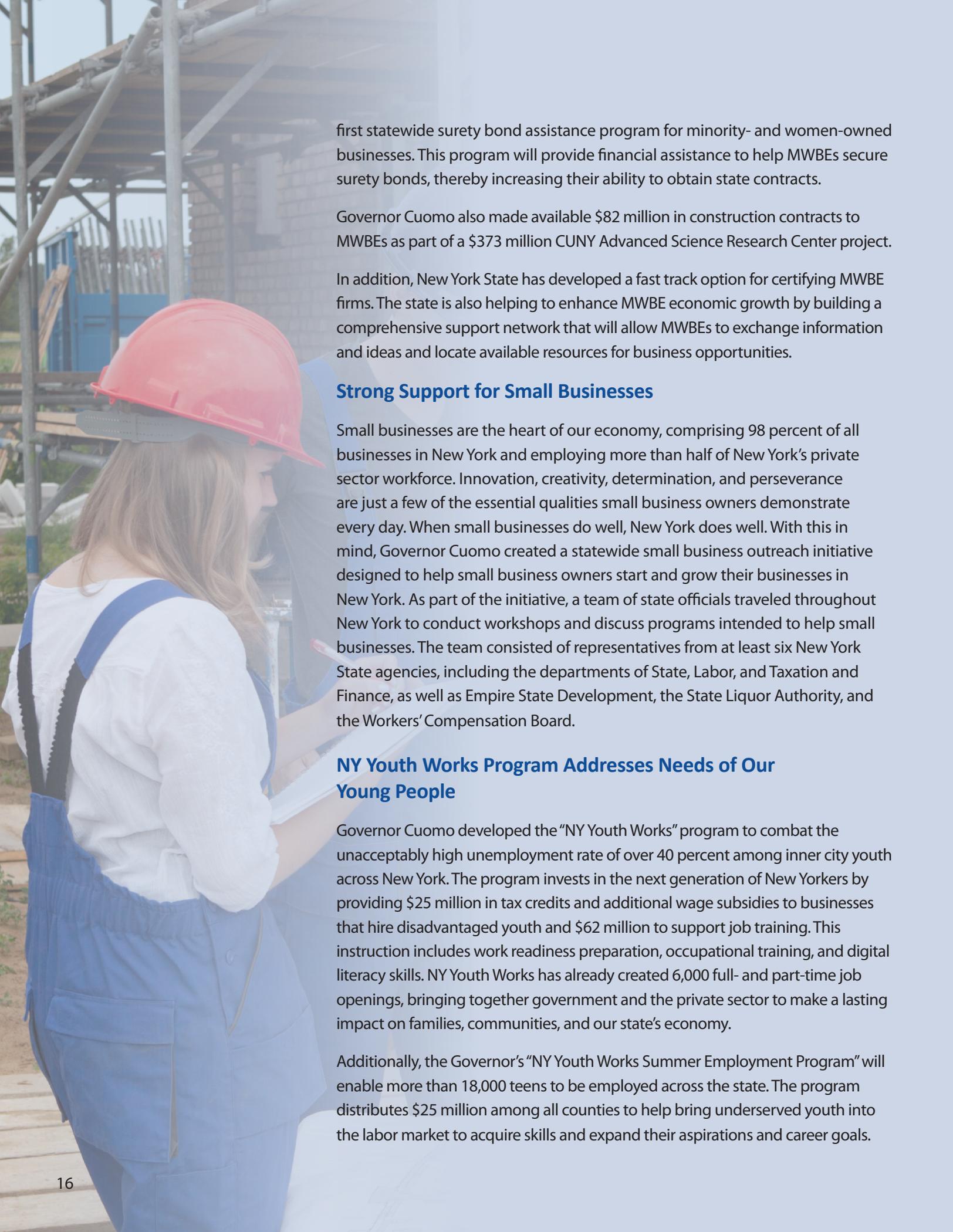
Tourism is essential to the economy of New York, directly supporting nearly 500,000 jobs and generating tens of billions of dollars in revenue for the state and businesses. To support our tourism industry, Governor Cuomo launched a new advertising campaign using the iconic "I Love NY" logo in order to promote New York's unmatched vacation destinations and attractions. For the first time ever, the state asked New Yorkers and visitors to identify their favorite New York destinations by submitting personal sketches depicting what they love about New York State. The resulting ads will feature destinations in all regions of the state.

### **Continued Commitment to Minority- and Women-Owned Businesses**

Governor Cuomo continued his commitment to expanding opportunities for minority- and women-owned businesses, helping them to prosper and create jobs in New York's economy.

The Governor established an MWBE Team of elected officials, business and academic leaders, and members of the Governor's cabinet and administration to coordinate the state's efforts to support MWBEs and to facilitate the removal of barriers that have historically limited MWBE participation in state contracting.

One of the biggest challenges facing small and MWBE contractors is the inability to secure credit. To eliminate this obstacle to growth, the Governor launched the

A woman wearing a red hard hat and blue overalls is looking at a tablet computer on a construction site. The background shows scaffolding and a brick wall under construction.

first statewide surety bond assistance program for minority- and women-owned businesses. This program will provide financial assistance to help MWBEs secure surety bonds, thereby increasing their ability to obtain state contracts.

Governor Cuomo also made available \$82 million in construction contracts to MWBEs as part of a \$373 million CUNY Advanced Science Research Center project.

In addition, New York State has developed a fast track option for certifying MWBE firms. The state is also helping to enhance MWBE economic growth by building a comprehensive support network that will allow MWBEs to exchange information and ideas and locate available resources for business opportunities.

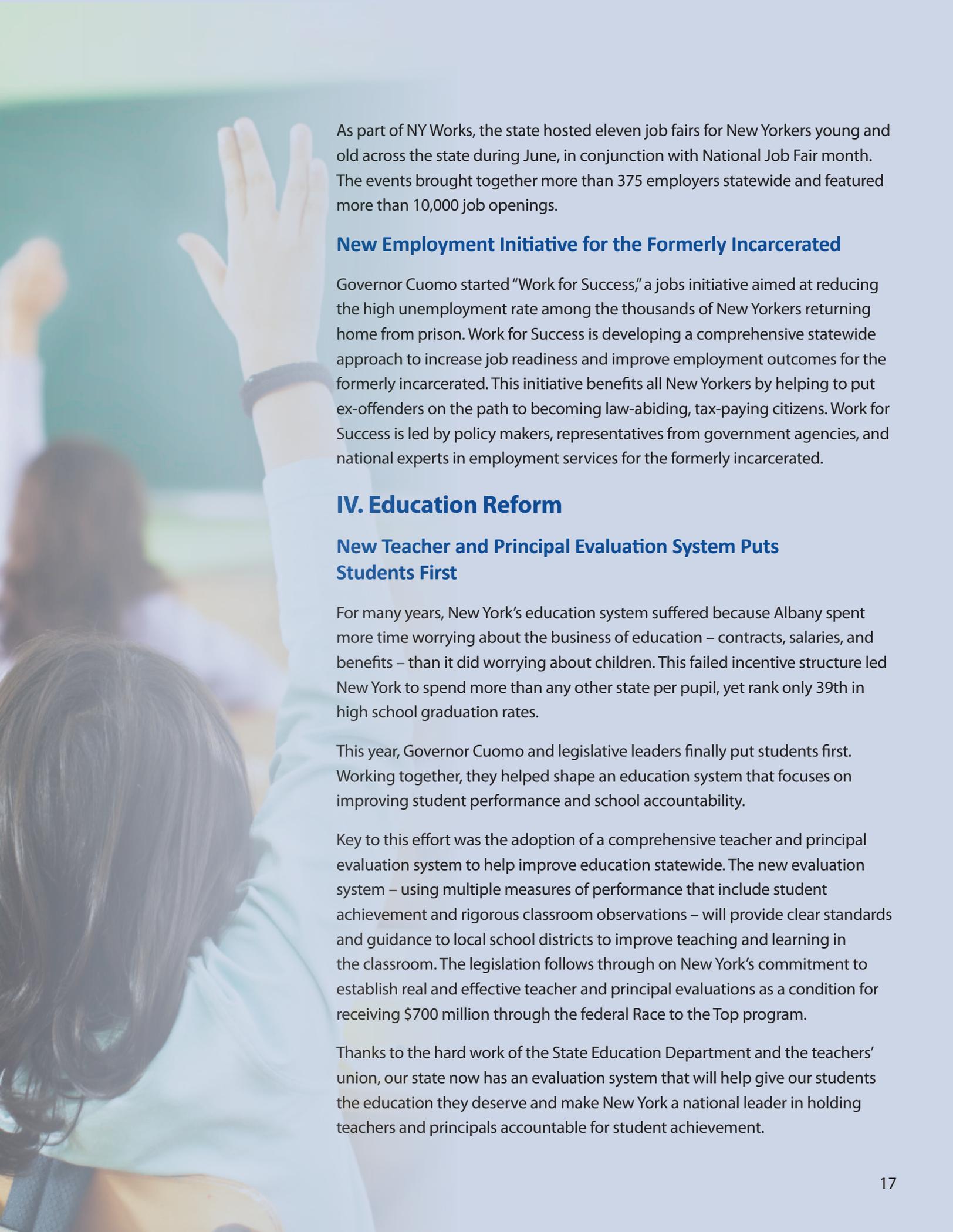
### **Strong Support for Small Businesses**

Small businesses are the heart of our economy, comprising 98 percent of all businesses in New York and employing more than half of New York's private sector workforce. Innovation, creativity, determination, and perseverance are just a few of the essential qualities small business owners demonstrate every day. When small businesses do well, New York does well. With this in mind, Governor Cuomo created a statewide small business outreach initiative designed to help small business owners start and grow their businesses in New York. As part of the initiative, a team of state officials traveled throughout New York to conduct workshops and discuss programs intended to help small businesses. The team consisted of representatives from at least six New York State agencies, including the departments of State, Labor, and Taxation and Finance, as well as Empire State Development, the State Liquor Authority, and the Workers' Compensation Board.

### **NY Youth Works Program Addresses Needs of Our Young People**

Governor Cuomo developed the "NY Youth Works" program to combat the unacceptably high unemployment rate of over 40 percent among inner city youth across New York. The program invests in the next generation of New Yorkers by providing \$25 million in tax credits and additional wage subsidies to businesses that hire disadvantaged youth and \$62 million to support job training. This instruction includes work readiness preparation, occupational training, and digital literacy skills. NY Youth Works has already created 6,000 full- and part-time job openings, bringing together government and the private sector to make a lasting impact on families, communities, and our state's economy.

Additionally, the Governor's "NY Youth Works Summer Employment Program" will enable more than 18,000 teens to be employed across the state. The program distributes \$25 million among all counties to help bring underserved youth into the labor market to acquire skills and expand their aspirations and career goals.

A student with their hand raised in a classroom. The student is wearing a light blue long-sleeved shirt and a black wristband. The background is a blurred classroom setting with a green chalkboard and other students.

As part of NY Works, the state hosted eleven job fairs for New Yorkers young and old across the state during June, in conjunction with National Job Fair month. The events brought together more than 375 employers statewide and featured more than 10,000 job openings.

### **New Employment Initiative for the Formerly Incarcerated**

Governor Cuomo started “Work for Success,” a jobs initiative aimed at reducing the high unemployment rate among the thousands of New Yorkers returning home from prison. Work for Success is developing a comprehensive statewide approach to increase job readiness and improve employment outcomes for the formerly incarcerated. This initiative benefits all New Yorkers by helping to put ex-offenders on the path to becoming law-abiding, tax-paying citizens. Work for Success is led by policy makers, representatives from government agencies, and national experts in employment services for the formerly incarcerated.

## **IV. Education Reform**

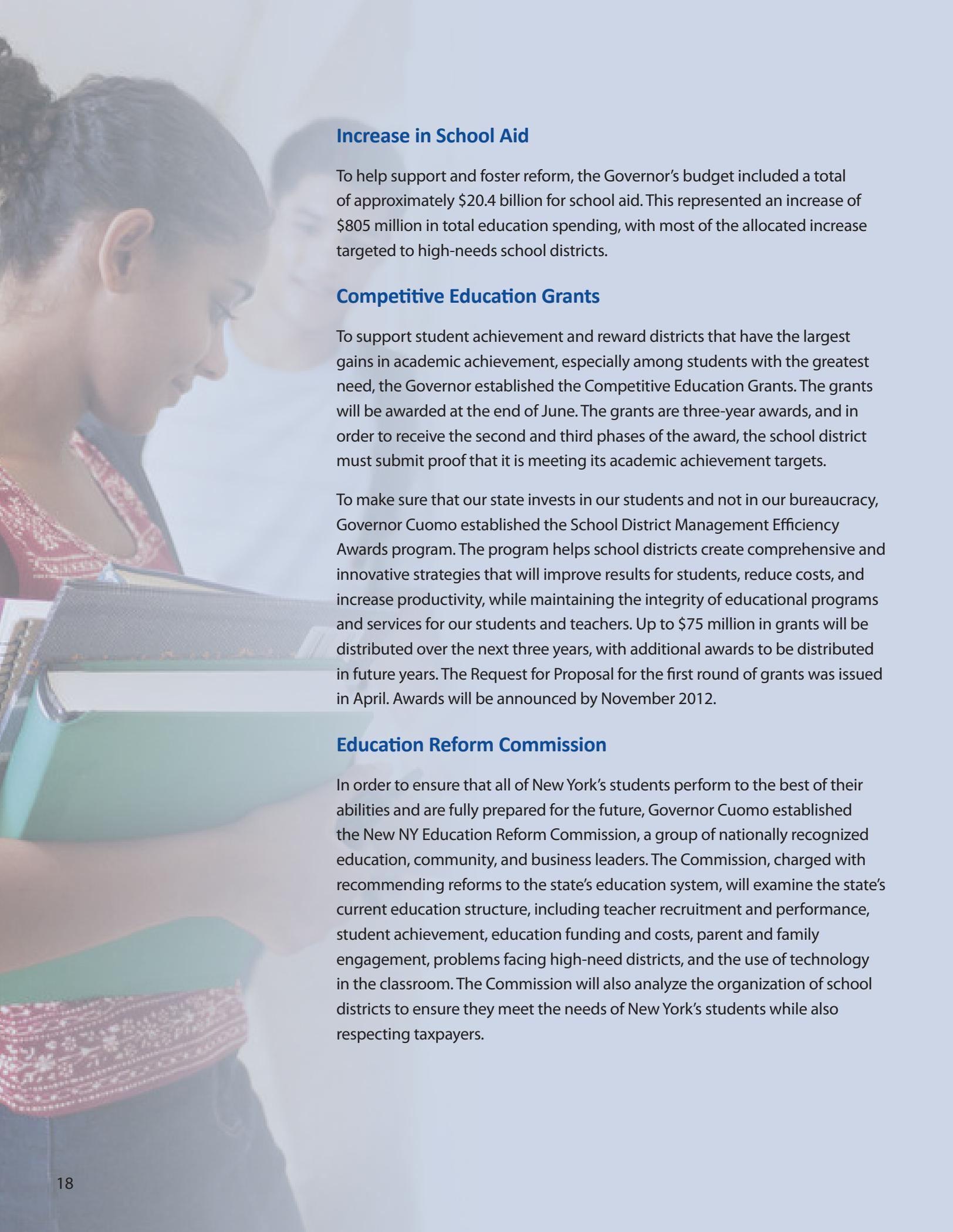
### **New Teacher and Principal Evaluation System Puts Students First**

For many years, New York’s education system suffered because Albany spent more time worrying about the business of education – contracts, salaries, and benefits – than it did worrying about children. This failed incentive structure led New York to spend more than any other state per pupil, yet rank only 39th in high school graduation rates.

This year, Governor Cuomo and legislative leaders finally put students first. Working together, they helped shape an education system that focuses on improving student performance and school accountability.

Key to this effort was the adoption of a comprehensive teacher and principal evaluation system to help improve education statewide. The new evaluation system – using multiple measures of performance that include student achievement and rigorous classroom observations – will provide clear standards and guidance to local school districts to improve teaching and learning in the classroom. The legislation follows through on New York’s commitment to establish real and effective teacher and principal evaluations as a condition for receiving \$700 million through the federal Race to the Top program.

Thanks to the hard work of the State Education Department and the teachers’ union, our state now has an evaluation system that will help give our students the education they deserve and make New York a national leader in holding teachers and principals accountable for student achievement.



## Increase in School Aid

To help support and foster reform, the Governor's budget included a total of approximately \$20.4 billion for school aid. This represented an increase of \$805 million in total education spending, with most of the allocated increase targeted to high-needs school districts.

## Competitive Education Grants

To support student achievement and reward districts that have the largest gains in academic achievement, especially among students with the greatest need, the Governor established the Competitive Education Grants. The grants will be awarded at the end of June. The grants are three-year awards, and in order to receive the second and third phases of the award, the school district must submit proof that it is meeting its academic achievement targets.

To make sure that our state invests in our students and not in our bureaucracy, Governor Cuomo established the School District Management Efficiency Awards program. The program helps school districts create comprehensive and innovative strategies that will improve results for students, reduce costs, and increase productivity, while maintaining the integrity of educational programs and services for our students and teachers. Up to \$75 million in grants will be distributed over the next three years, with additional awards to be distributed in future years. The Request for Proposal for the first round of grants was issued in April. Awards will be announced by November 2012.

## Education Reform Commission

In order to ensure that all of New York's students perform to the best of their abilities and are fully prepared for the future, Governor Cuomo established the New NY Education Reform Commission, a group of nationally recognized education, community, and business leaders. The Commission, charged with recommending reforms to the state's education system, will examine the state's current education structure, including teacher recruitment and performance, student achievement, education funding and costs, parent and family engagement, problems facing high-need districts, and the use of technology in the classroom. The Commission will also analyze the organization of school districts to ensure they meet the needs of New York's students while also respecting taxpayers.



## V. Supporting Communities

### Helping New Yorkers Keep their Homes

In these challenging times, Governor Cuomo is helping New Yorkers stay in their homes. This year's budget provided \$9 million for the continuation of mortgage foreclosure counseling, with additional services financed by proceeds from the National Mortgage Servicing Settlement Agreement. In addition, the Department of Financial Services established a new Foreclosure Relief Unit to provide counseling and mediation services. The Foreclosure Relief Unit's mobile division has already assisted nearly 600 homeowners through over one dozen visits to communities throughout the state. Due to this effort, the Foreclosure Relief Unit is actively working with banks to achieve beneficial outcomes on behalf of over 300 homeowners. This initiative will continue throughout the year across the state.

### Enforcing the Rent Law Expansion

Governor Cuomo created a new Tenant Protection Unit at New York State Homes and Community Renewal (HCR), the state's housing agency. The unit will enforce landlord obligations to tenants and impose strict penalties for failure to comply with HCR orders and New York's rent laws. In 2011, New York passed the greatest strengthening of the state's rent laws in forty years, and this new unit will proactively prevent problems and root out fraud before it affects the lives of rent-regulated residents.

### New Housing for Homeless Families and Individuals

To help struggling individuals and families build a foundation for a better future, the Governor awarded \$19.6 million in grants for five homeless housing projects across New York. The grants will support the creation of more than 160 units of housing, with 258 beds, for formerly homeless individuals and families. The support services available at these sites will assist survivors of domestic violence, veterans dealing with post-traumatic stress disorder, and individuals with disabilities, mental illness, or chemical dependency.

### Supporting Community Colleges

Community colleges not only educate our students, but are also important economic drivers that retrain workers and partner with local businesses. The Governor's budget included \$31.3 million in support for local community colleges, raising base aid from \$2,122 to \$2,272 per full-time equivalent student. This is the first base aid increase for community colleges since 2007-08. Additional base aid support will allow community colleges across the state to expand class offerings, ease the burden on county sponsors, assist business partners, keep tuition affordable, and hire additional faculty.



## **Assisting New Americans**

To help legal residents thrive in New York, the Governor established an Office of New Americans. This Department of State office will help legal permanent residents to better participate in the state's economy and civic life by expanding access to English language education services, promoting U.S. citizenship and civic involvement, and improving business opportunities for new American business owners.

## **Translation Services for Pharmacy Prescriptions**

In New York State, a language barrier should never become a threat to a patient's health. That is why Governor Cuomo directed the State Education Department and the state Department of Health to issue regulations requiring chain pharmacy stores to provide oral interpretation services and written translation services to customers with limited English proficiency. Such critical services will ensure that pharmacy customers fully understand the nature of the medication they receive and the instructions for its use.

## **Supportive Housing for High Cost Medicaid Recipients**

Governor Cuomo announced the allocation of \$75 million to create as many as 1,600 additional units of supportive housing for high cost Medicaid recipients. The monies will be managed by several state agencies working cooperatively and will support both capital projects and rental and service subsidies. Twenty-five million dollars will be spent in combination with New York City funds in order to accelerate NYNY III housing units. Although the link between stable housing and Medicaid cost control is well known, this is the first time that projected Medicaid savings have been directed to the development of supportive housing.

## **Helping New York's Hospitals and Nursing Homes**

Governor Cuomo allocated over \$300 million in grants for 40 hospitals and nursing homes throughout New York, continuing his efforts to transform the state's health care system to improve patient care, reduce costs, and ensure that all New Yorkers have access to quality treatment. The grants will help to improve primary and community-based care, eliminate excess bed capacity, and reduce over-reliance on inpatient care in hospitals and nursing homes. The awards will also help implement recommendations from the Governor's Medicaid Redesign Team, including enabling health care facilities to deliver more efficient, higher quality care through restructuring, merging, and realigning operations.

A photograph of a man and a woman at a farmers market stall. The man is on the left, wearing a grey shirt and a red bandana. The woman is on the right, wearing a blue beanie, glasses, and a red apron over a black shirt. They are standing behind a table covered with fresh produce, including a large pile of carrots and green leafy vegetables. In the foreground, there are green plastic crates filled with more produce, including what looks like zucchini or squash. The background shows a white canopy structure and some trees.

## Supporting Disadvantaged New Yorkers

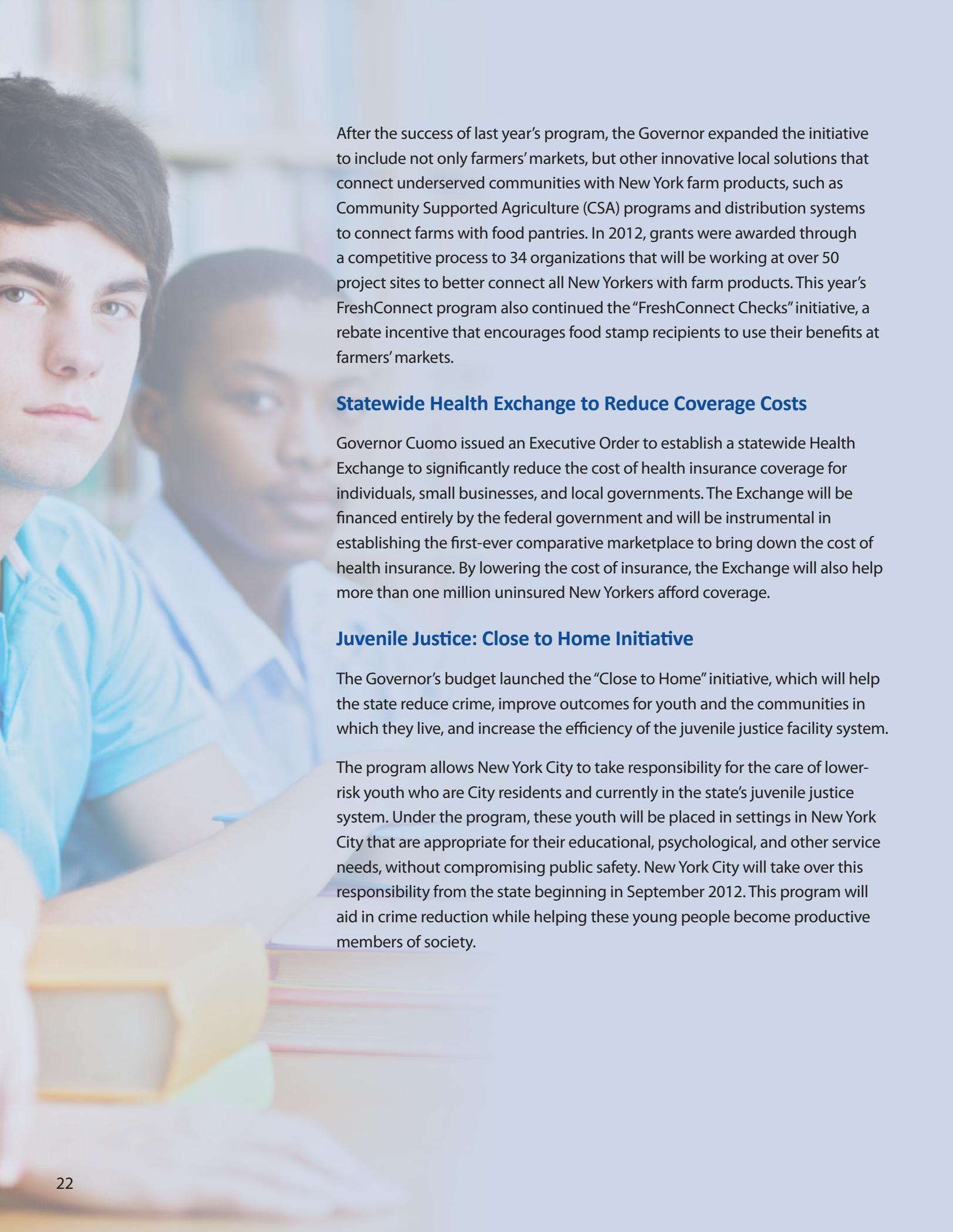
The Governor's budget provided funding for core supportive services for disadvantaged populations and implemented measures to improve program performance. Governor Cuomo secured additional funding to provide a 10 percent increase in public assistance grants this year. This action fulfills a multi-year commitment to increase the public assistance grant, which previously had not been adjusted since 1990. The Governor also preserved child care subsidies for low-income working families.

## Removing Barriers to Food Stamps for New Yorkers in Need

In New York State, there is never an excuse for letting any child go to bed hungry. Yet for too long, requiring finger imaging from those eligible for food stamp benefits created a negative stigma, caused a needless barrier to participation in the program, and kept food off the table for those in need. In fact, 30 percent of New Yorkers eligible for food stamps – over 1.4 million people – do not receive them, leaving over \$1 billion in federal funds unclaimed every year. This session, Governor Cuomo directed that the finger imaging requirement be eliminated for all food stamp applicants and recipients, and implemented a new statewide system for preventing and detecting duplicate food stamp cases. The new system uses applicant information to allow case workers to resolve discrepancies and prevent wrongful participation. Now, New Yorkers in need will be able to access the benefits they deserve without having to submit to an unnecessary and burdensome requirement.

## Expanding the Successful “FreshConnect” Program to Benefit Farmers and Communities

To help ensure that all New Yorkers have access to fresh, healthy, and affordable food, Governor Cuomo expanded his FreshConnect program. This initiative benefits farmers and communities by bringing fresh food from New York farms to underserved neighborhoods throughout New York. The Governor launched the program in 2011 to foster new farmers' markets and support existing markets that provided fresh produce to high-need areas throughout the state. FreshConnect provided viable market locations for over 100 farmers, helped create local jobs for youth in urban areas, and facilitated an increase in the sale of locally grown food.



After the success of last year's program, the Governor expanded the initiative to include not only farmers' markets, but other innovative local solutions that connect underserved communities with New York farm products, such as Community Supported Agriculture (CSA) programs and distribution systems to connect farms with food pantries. In 2012, grants were awarded through a competitive process to 34 organizations that will be working at over 50 project sites to better connect all New Yorkers with farm products. This year's FreshConnect program also continued the "FreshConnect Checks" initiative, a rebate incentive that encourages food stamp recipients to use their benefits at farmers' markets.

### **Statewide Health Exchange to Reduce Coverage Costs**

Governor Cuomo issued an Executive Order to establish a statewide Health Exchange to significantly reduce the cost of health insurance coverage for individuals, small businesses, and local governments. The Exchange will be financed entirely by the federal government and will be instrumental in establishing the first-ever comparative marketplace to bring down the cost of health insurance. By lowering the cost of insurance, the Exchange will also help more than one million uninsured New Yorkers afford coverage.

### **Juvenile Justice: Close to Home Initiative**

The Governor's budget launched the "Close to Home" initiative, which will help the state reduce crime, improve outcomes for youth and the communities in which they live, and increase the efficiency of the juvenile justice facility system.

The program allows New York City to take responsibility for the care of lower-risk youth who are City residents and currently in the state's juvenile justice system. Under the program, these youth will be placed in settings in New York City that are appropriate for their educational, psychological, and other service needs, without compromising public safety. New York City will take over this responsibility from the state beginning in September 2012. This program will aid in crime reduction while helping these young people become productive members of society.

A woman with long brown hair, wearing a purple top, is leaning over a young child with curly hair. They are sitting at a desk, and the woman is pointing at a document on the desk with a green pencil. The child is looking down at the document. The background is a light-colored wall.

## **Strengthening Telemarketing Law to Stop Unwanted Harassing Calls**

More and more New Yorkers have been receiving unwanted phone calls from telemarketing companies. Under Governor Cuomo's new law, consumers will no longer be subject to harassing and annoying marketing offers. Now, all telemarketers doing business in New York are prohibited from delivering prerecorded messages, or "robo calls," by telephone to customers without express consent from the recipient. Moreover, the law closed a loophole that had allowed telemarketers licensed outside of New York to harass New York consumers. Under the Governor's law, all telemarketers doing business in New York will be required to register with the Department of State, which will have the authority to revoke or suspend the registration of companies that do not comply with state law.

## **VI. Protecting New Yorkers with Disabilities or Special Needs**

For too long, our state had been inconsistent in addressing incidents of abuse against people with special needs, lacking firm standards for tracking and investigating complaints or punishing those who commit abuse and neglect, and failing to make sure that dedicated caregivers were trained and supported.

Knowing that it is imperative for state government to meet its obligation to protect and serve all New Yorkers, Governor Cuomo worked with the Legislature to pass the strongest standards and practices in the nation for protecting people with special needs.

The legislation created the Justice Center for the Protection of People with Special Needs, which will transform how our state protects the more than one million New Yorkers under the care or jurisdiction of six state agencies, including over 200,000 children and adults with disabling conditions who reside in state operated or licensed residential programs. It will have a Special Prosecutor and Inspector General who will investigate reports of abuse and neglect and prosecute allegations of criminal offenses. It will also include a 24/7 hotline run by trained professionals and will create a statewide register of workers who have committed serious acts of abuse to prevent these people from ever working with New Yorkers with special needs and disabilities.

Governor Cuomo's reforms replaced confusing and inconsistent definitions of abuse and neglect in various laws and regulations with a single consistent standard applicable to human services systems. The reforms also created a new level of transparency for non-state operated facilities and programs licensed

or certified by the state to serve people with disabilities and special needs. The Justice Center will work with these private facilities and programs to ensure that information requests regarding abuse or neglect will be responded to as if they were made to public agencies. Finally, the Governor's reforms increased criminal penalties for endangering the welfare of people with disabilities and special needs.

To help achieve the passage of this groundbreaking legislation, the Governor assembled the Coalition for the Protection of People with Special Needs, a grassroots organization of more than 100 advocacy groups from across the state. The Coalition raised awareness about Governor Cuomo's reforms through community outreach and social media.

## **VII. Making New York Safer, Stronger, and Fairer**

### **Expanding the State's DNA Databank**

DNA is a crucial crime-fighting tool that has the power to prevent crime, convict the guilty, and exonerate the innocent. Until this year, however, DNA data had only been collected from less than half of all crimes on the books in New York. As a result, New York missed important opportunities to prevent the needless suffering of crime victims and failed to use a powerful tool that could be used to free the innocent.

To better protect New Yorkers and improve the state's criminal justice system, Governor Cuomo led a successful statewide campaign to expand New York's DNA databank. The Governor's proposal won the support of all 62 County District Attorneys, all of the state's 58 County Sheriffs, more than 400 New York State Police Chiefs, and leading victims' advocacy groups.

Working with the Legislature, Governor Cuomo put New York at the forefront of criminal justice by becoming the first state in the nation to require DNA samples from anyone convicted of a felony or Penal Law misdemeanor.

The collection of DNA samples is a noninvasive process in which convicted offenders rub the inside of their cheek with a swab. In addition, defendants now have improved access to DNA testing and comparison both before and after conviction, in appropriate circumstances, as well as better access to discovery after conviction to demonstrate their innocence. The expansion of the DNA databank does not apply to children involved in Family Court matters or to youthful offenders.

In its formerly limited capacity, the state's DNA databank provided leads in over 2,900 convictions and helped exonerate 27 innocent New Yorkers. Now, with an expanded base of information, the state will do an even better job of protecting New Yorkers.

## **Strengthening Laws to Protect Victims of Domestic Violence**

Domestic violence incidents are the largest subset of serious assaults to which our police regularly respond. Many domestic violence victims experience repeated and often increasingly serious assaults over time, sometimes resulting in death.

The Domestic Violence Omnibus Act included a series of measures to protect victims of domestic violence and crack down on repeat offenders. Provisions in the legislation included increasing the penalty for repeat offenses to a felony; allowing judges to consider risk factors such as firearm possession and violations of restraining orders in determining bail; and establishing a statewide review process to determine how the system can be improved in order to prevent fatalities. The law also included improved safeguards to protect the locations of victims of domestic violence to prevent further abuse. Finally, the legislation now ensures that domestic violence offenders, even if they are the spouse of the victim, cannot control the disposition of a victim's remains for purposes of a funeral or burial.

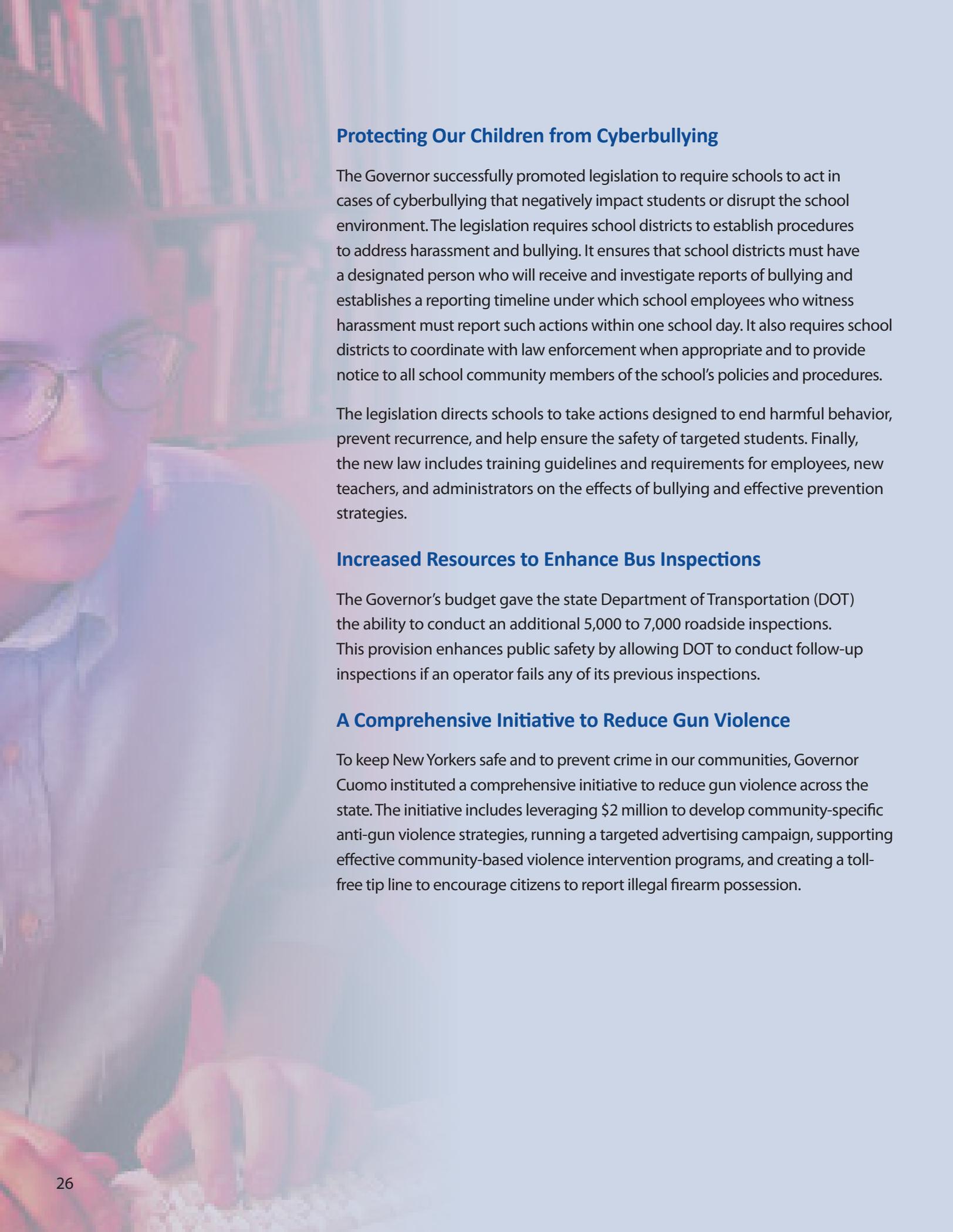
## **Fighting Prescription Drug Abuse**

Governor Cuomo worked with Attorney General Eric Schneiderman and legislative leaders to develop a comprehensive prescription drug reform package that will make New York a national leader in curbing prescription drug abuse.

The new law will overhaul the way prescription drugs are distributed and tracked in the state. It creates a "real time" prescription monitoring registry to provide timely and enhanced information to pharmacists and requires all prescriptions to be electronically transmitted. This will substantially decrease opportunities for "doctor shoppers" to illegally obtain prescriptions from multiple practitioners. These reforms will improve safeguards for the distribution of specific prescription drugs that are commonly abused and will help put a stop to the growing number of fatalities resulting from overdoses.

## **Fighting Child Pornography**

Governor Cuomo and legislative leaders enacted a new law that will more effectively prohibit internet access to child pornography. The legislation amends New York's Penal Law to prohibit individuals from knowingly accessing, with the intent of viewing, child pornography on the internet. This legislation closes a loophole to ensure that an individual purposefully accessing a website to view child pornography will be charged with a class E felony. As a result of this legislation, child pornography can never be legally possessed in New York State.

A young boy with glasses is looking at a tablet. The background is a blurred bookshelf. The text is overlaid on the right side of the image.

## Protecting Our Children from Cyberbullying

The Governor successfully promoted legislation to require schools to act in cases of cyberbullying that negatively impact students or disrupt the school environment. The legislation requires school districts to establish procedures to address harassment and bullying. It ensures that school districts must have a designated person who will receive and investigate reports of bullying and establishes a reporting timeline under which school employees who witness harassment must report such actions within one school day. It also requires school districts to coordinate with law enforcement when appropriate and to provide notice to all school community members of the school's policies and procedures.

The legislation directs schools to take actions designed to end harmful behavior, prevent recurrence, and help ensure the safety of targeted students. Finally, the new law includes training guidelines and requirements for employees, new teachers, and administrators on the effects of bullying and effective prevention strategies.

## Increased Resources to Enhance Bus Inspections

The Governor's budget gave the state Department of Transportation (DOT) the ability to conduct an additional 5,000 to 7,000 roadside inspections. This provision enhances public safety by allowing DOT to conduct follow-up inspections if an operator fails any of its previous inspections.

## A Comprehensive Initiative to Reduce Gun Violence

To keep New Yorkers safe and to prevent crime in our communities, Governor Cuomo instituted a comprehensive initiative to reduce gun violence across the state. The initiative includes leveraging \$2 million to develop community-specific anti-gun violence strategies, running a targeted advertising campaign, supporting effective community-based violence intervention programs, and creating a toll-free tip line to encourage citizens to report illegal firearm possession.



## VIII. Emergency Preparedness and Recovery

### Improving New York's Emergency Management System

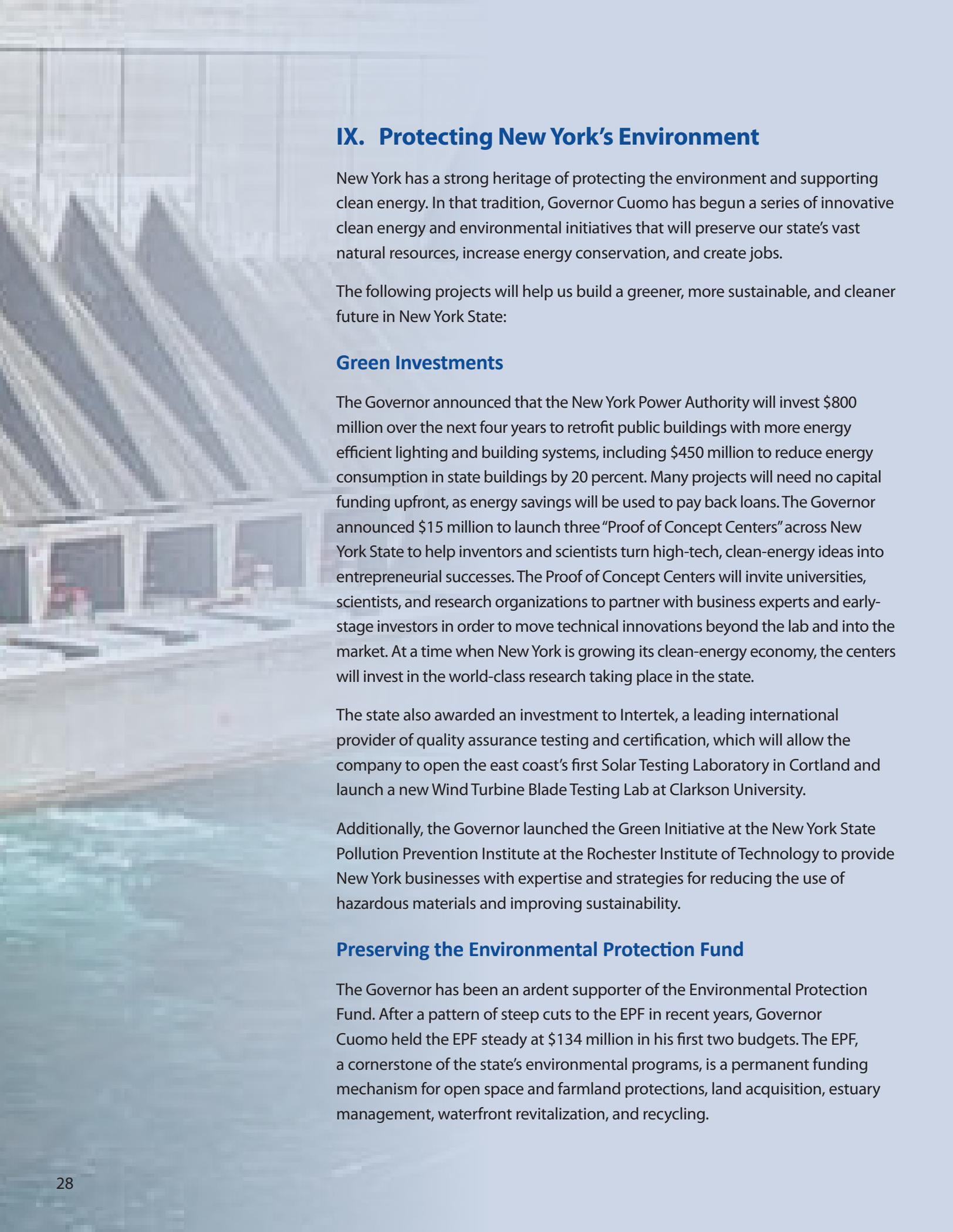
After the devastation caused by Hurricane Irene and Tropical Storm Lee, New Yorkers saw that our state's first responders are second to none. To ensure that our first responders are properly equipped to respond quickly and effectively in an emergency, anywhere and anytime, Governor Cuomo launched an initiative to improve the state's disaster and emergency response capabilities. The initiative included creating five Regional Disaster Logistics Centers to serve as staging areas and store emergency equipment; forming a state agency emergency network to coordinate disaster response equipment; establishing Regional Rapid Response and Incident Management Teams to expedite deployment and coordinate with local governments; building a statewide network of emergency responders; hosting a statewide Emergency Preparedness conference; and selling unnecessary and outdated equipment. The Governor asked Jerry Hauer, the state's Commissioner of the Division of Homeland Security and Emergency Services and a nationally recognized emergency management expert, to lead an overhaul that will make New York's emergency response system the best in the country.

### Building Back After Hurricane Irene and Tropical Storm Lee

In 2011, Hurricane Irene and Tropical Storm Lee devastated communities across New York, uprooting lives and placing a tremendous financial strain on families and local governments. The widespread destruction caused by the storms marked one of the largest disasters in the state's history.

To help localities rebuild their communities, Governor Cuomo ensured that the state covered the local share of disaster response and recovery costs resulting from the storms. This funding took the pressure off local governments and taxpayers and allowed existing rebuilding and recovery projects to move forward as quickly as possible. The Federal Emergency Management Agency (FEMA) usually covers 75 percent of eligible disaster response and recovery costs, and the remaining 25 percent is typically shared equally by the state and localities. Under the Governor's direction, the state picked up the local share for most eligible expenses, making over \$80 million available to 32 counties to cover costs associated with emergency shelter, road, water system, and infrastructure repairs, and other projects. The total storm recovery clean-up cost is expected to exceed \$1.6 billion and involve approximately 15,000 separate response and recovery projects.

The Governor's Agriculture and Community Recovery Fund has provided over \$7.5 million to more than 500 disaster-impacted farms and \$3 million to communities. Making the funding available quickly was critical to ensuring that fields and infrastructure that were damaged in the disaster were repaired prior to this spring's planting season.



## IX. Protecting New York's Environment

New York has a strong heritage of protecting the environment and supporting clean energy. In that tradition, Governor Cuomo has begun a series of innovative clean energy and environmental initiatives that will preserve our state's vast natural resources, increase energy conservation, and create jobs.

The following projects will help us build a greener, more sustainable, and cleaner future in New York State:

### Green Investments

The Governor announced that the New York Power Authority will invest \$800 million over the next four years to retrofit public buildings with more energy efficient lighting and building systems, including \$450 million to reduce energy consumption in state buildings by 20 percent. Many projects will need no capital funding upfront, as energy savings will be used to pay back loans. The Governor announced \$15 million to launch three "Proof of Concept Centers" across New York State to help inventors and scientists turn high-tech, clean-energy ideas into entrepreneurial successes. The Proof of Concept Centers will invite universities, scientists, and research organizations to partner with business experts and early-stage investors in order to move technical innovations beyond the lab and into the market. At a time when New York is growing its clean-energy economy, the centers will invest in the world-class research taking place in the state.

The state also awarded an investment to Intertek, a leading international provider of quality assurance testing and certification, which will allow the company to open the east coast's first Solar Testing Laboratory in Cortland and launch a new Wind Turbine Blade Testing Lab at Clarkson University.

Additionally, the Governor launched the Green Initiative at the New York State Pollution Prevention Institute at the Rochester Institute of Technology to provide New York businesses with expertise and strategies for reducing the use of hazardous materials and improving sustainability.

### Preserving the Environmental Protection Fund

The Governor has been an ardent supporter of the Environmental Protection Fund. After a pattern of steep cuts to the EPF in recent years, Governor Cuomo held the EPF steady at \$134 million in his first two budgets. The EPF, a cornerstone of the state's environmental programs, is a permanent funding mechanism for open space and farmland protections, land acquisition, estuary management, waterfront revitalization, and recycling.



## Boosting Our Solar Power

Governor Cuomo founded the NY-Sun initiative, which will put our state at the forefront of solar development and research. This program doubles the amount of customer-sited solar power installed annually in New York, with the goal of quadrupling that amount by 2013. As part of NY-Sun, the state is investing \$40 million in research and development and streamlining permitting for solar to reduce the cost of installations. The NY-Sun initiative will create green jobs and reduce the cost of solar power in New York.

## Weaving Sustainability into Regional Economic Development Plans

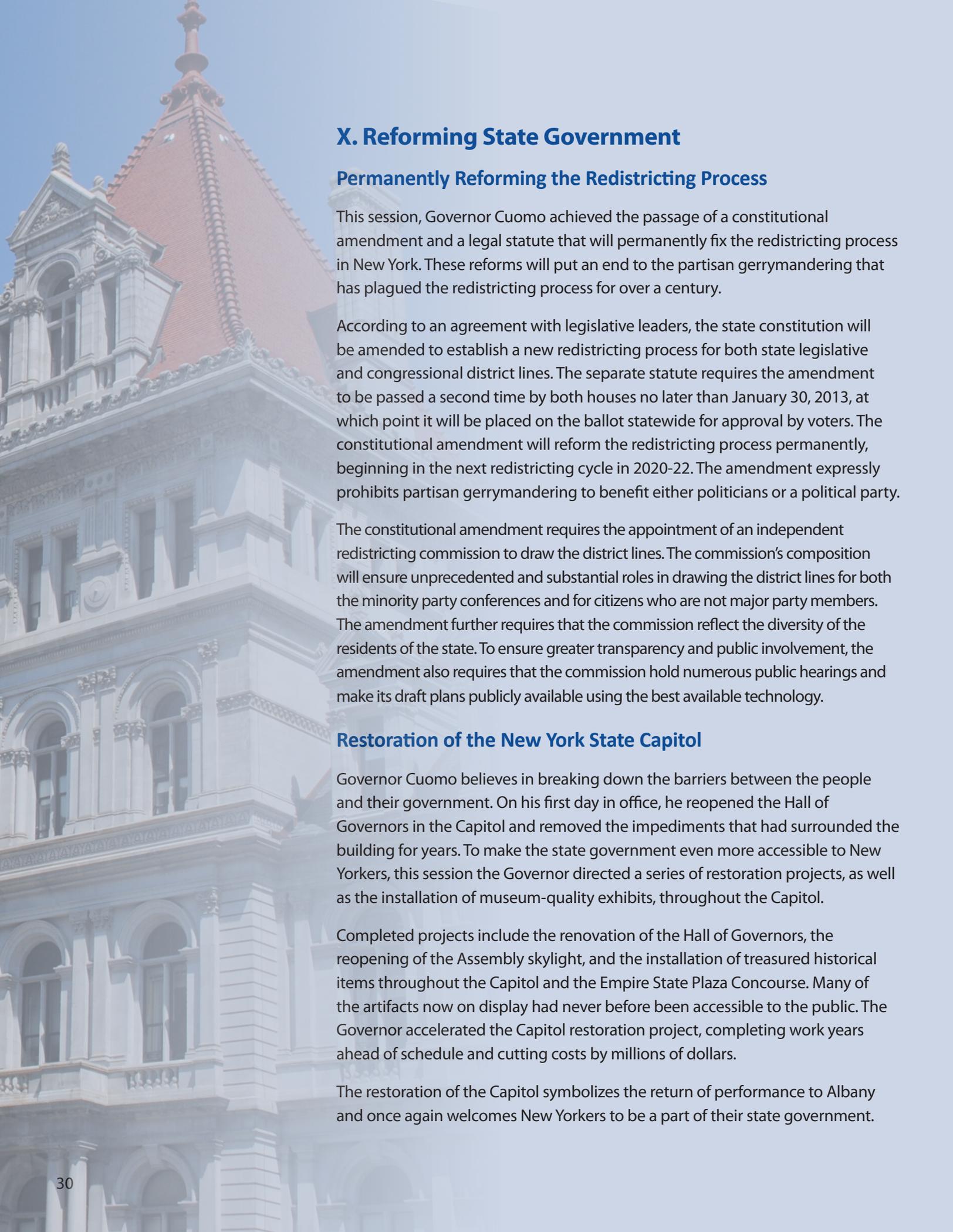
The Governor dedicated \$100 million in Regional Greenhouse Gas Initiative proceeds for the new Cleaner Greener Communities program, which supports smart growth and sustainability planning and projects. The program weaves sustainability into the economic development strategies of every Regional Economic Development Council. The first phase of the program, launched through the Consolidated Funding Application process, made \$10 million available statewide for the development of sustainability plans, and sustainability planning is now underway in all 10 regions. Subsequent phases will provide funding for the implementation of plans.

## Powering Electric Cars across New York

The Governor awarded \$4.4 million to install more than 325 new electric-vehicle (EV) charging stations across New York State. With high gas prices, EVs provide a fuel-efficient alternative to gas- and diesel-powered vehicles, while helping to reduce dependence on fossil fuels. A diverse infrastructure of EV charging stations will create new jobs and business opportunities across the state and promote the sale of electric cars, trucks, and other vehicles.

## “I Love My Park Day” Enhances State Parks across New York

Governor Cuomo established the state’s first-ever “I Love My Park Day” to improve New York’s parks and historic sites and bring visibility to the system and its needs. During this volunteer initiative on May 5, thousands of New Yorkers participated in clean-up, beautification, and stewardship events at more than 35 state parks and historic sites. The Governor joined hundreds of New Yorkers to volunteer at the Franklin D. Roosevelt State Park in Westchester County and the Roberto Clemente State Park in the Bronx.



## X. Reforming State Government

### Permanently Reforming the Redistricting Process

This session, Governor Cuomo achieved the passage of a constitutional amendment and a legal statute that will permanently fix the redistricting process in New York. These reforms will put an end to the partisan gerrymandering that has plagued the redistricting process for over a century.

According to an agreement with legislative leaders, the state constitution will be amended to establish a new redistricting process for both state legislative and congressional district lines. The separate statute requires the amendment to be passed a second time by both houses no later than January 30, 2013, at which point it will be placed on the ballot statewide for approval by voters. The constitutional amendment will reform the redistricting process permanently, beginning in the next redistricting cycle in 2020-22. The amendment expressly prohibits partisan gerrymandering to benefit either politicians or a political party.

The constitutional amendment requires the appointment of an independent redistricting commission to draw the district lines. The commission's composition will ensure unprecedented and substantial roles in drawing the district lines for both the minority party conferences and for citizens who are not major party members. The amendment further requires that the commission reflect the diversity of the residents of the state. To ensure greater transparency and public involvement, the amendment also requires that the commission hold numerous public hearings and make its draft plans publicly available using the best available technology.

### Restoration of the New York State Capitol

Governor Cuomo believes in breaking down the barriers between the people and their government. On his first day in office, he reopened the Hall of Governors in the Capitol and removed the impediments that had surrounded the building for years. To make the state government even more accessible to New Yorkers, this session the Governor directed a series of restoration projects, as well as the installation of museum-quality exhibits, throughout the Capitol.

Completed projects include the renovation of the Hall of Governors, the reopening of the Assembly skylight, and the installation of treasured historical items throughout the Capitol and the Empire State Plaza Concourse. Many of the artifacts now on display had never before been accessible to the public. The Governor accelerated the Capitol restoration project, completing work years ahead of schedule and cutting costs by millions of dollars.

The restoration of the Capitol symbolizes the return of performance to Albany and once again welcomes New Yorkers to be a part of their state government.



## Transforming NYRA

Governor Cuomo and legislative leaders have established a New York Racing Association (NYRA) Reorganization Board that will place NYRA – a not-for-profit corporation responsible for the operation of the three largest thoroughbred tracks in New York – under temporary public control. The Board will work to reform the association and transform oversight and management of thoroughbred horse racing in New York State.

The NYRA Reorganization Board will be composed of a majority of publicly appointed directors. The Board will be in effect for three years to restructure and reorganize NYRA, after which NYRA will revert back to majority private control.

NYRA currently operates the Aqueduct Racetrack in South Ozone Park, Belmont Park in Elmont, and Saratoga Race Course in Saratoga Springs. The racing industry is a vital part of our state's culture and economy, and this reform will make racing in New York the strongest, safest, and most transparent in the country.

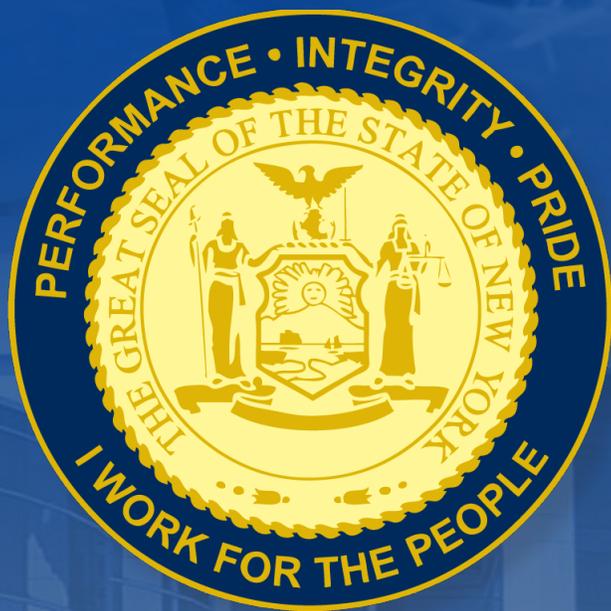
## Fostering the Next Generation of NY Leadership

Governor Cuomo believes that we can help shape tomorrow's leaders by giving young New Yorkers from every community an opportunity to work in the highest levels of state government. This year, he launched the "New New York Leaders Initiative," a two-part program that will recruit talented young professionals and college students to serve in state government. The Empire State Fellows Program and the Student Intern Program will bring a diverse group of talented leaders, including those from underrepresented groups, to state government to help them become the next generation of policymakers. The Empire State Fellows Program will create a unique training ground to prepare an elite group of professionals for policymaking roles in New York State government. The Student Intern Program will introduce young people to public service, teaching them about the day-to-day operations of state government.



## Conclusion

The 2012 Legislative Session was highlighted by continued success in Governor Cuomo's drive to transform our state. We have laid the foundation for a *new* New York, but we must continue to come together to build our future. Governor Cuomo has demonstrated that when government is responsive to the voices of the people, it can change the course of history. With Albany performing again, now is the time to put state government to work on behalf of communities all across New York. By staying true to our values and dreams, we can continue to build a *new* New York that is rooted in opportunity and prosperity, a New York that is a model of fairness and justice, and a New York that is once again the envy of the world.



# The Promise of a *New* New York

*Progress Report*