A Fresh Start!

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TOM WOLF’S FRESH START FOR PENNSYLVANIA

Tom Wolf believes that Pennsylvania’s best days are ahead of us – where a dynamic and growing economy will offer opportunities and help strengthen the middle class.

Unfortunately, Tom Corbett and Harrisburg politicians have failed Pennsylvania. Instead of investing in our future, Tom Corbett has cut education while giving massive tax breaks to special interests.

Tom Wolf will take state government in a different direction with a strategic focus on making Pennsylvania an engine for economic development and a magnet for private sector entrepreneurs who will create good, high wage jobs and grow the middle class. Specifically, he will:

● **Level the Playing Field:** Tom Wolf will focus on creating jobs and strengthening the middle class by promoting policies that:
  ○ Create income tax fairness for the middle class;
  ○ Raise the minimum wage and expand the right to paid sick days;
  ○ Close the Delaware loophole and end unfair tax credit programs;
  ○ Change Harrisburg by enacting ethics reforms including strict limits on gifts and transparency in government contracting;
  ○ Support campaign finance reform, protect full access to the ballot box for voters on Election Day, and end gerrymandering;
  ○ Provide equal access in the workforce and support workers’ rights; and
  ○ Enhance technology to provide more transparency in government services and develop innovative policy solutions.

● **Focus State Government on Preparing for 21st Century Jobs:** Tom Wolf will place a top priority on one of the most important functions of government – making sure Pennsylvania’s education system is second to none. He will:
  ○ Support universal access to Pre-K programs for 3- and 4-year olds;
  ○ Restore Governor Corbett’s education funding cuts, increase the State’s share of education funding, and create a fair funding formula;
  ○ Hold Charter School and Cyber Charter School accountable for student outcomes by improving oversight;
  ○ Improve academic outcomes, incentivize innovation in our classrooms, and expand STEM programming;
  ○ Support teachers and education professionals;
  ○ Increase access to higher education for lower and middle-class families, and address the rising costs of higher education;
○ Work to keep Pennsylvania students in Pennsylvania; and
○ Align employer and state workforce development resources.

- **Exploit the Innate Strengths of Pennsylvania’s Economy**: Tom Wolf will push to exploit Pennsylvania’s unique position as a connector between critical energy, agricultural, manufacturing, and other suppliers and major population and demand centers through policies that:
  ○ Link suppliers and demand centers with new investments in rail, ports, pipelines, and communication infrastructure;
  ○ Revitalize our communities and encourage smart growth;
  ○ Foster innovation and commercialize academic research;
  ○ Strengthen our technology sector; and
  ○ Expand Medicaid and improve patient services.

- **Use our natural resources to our full advantage**: Because of Tom Corbett, Pennsylvania is the only state in the country without an extraction tax. Tom Wolf believes that Pennsylvania should take advantage of its traditional energy resources to jump start the new energy economy and modernize infrastructure. To do this, he will:
  ○ Enact a 5 percent extraction tax on natural gas and use this revenue to strategically invest in Pennsylvania schools, infrastructure, and the development of clean energy alternatives;
  ○ Create new rules and regulations to govern natural gas extraction, which will protect our residents and environment, and hold drillers responsible;
  ○ Leverage natural gas-based businesses to expand our manufacturing sector;
  ○ Expand clean energy and energy efficient businesses and industries; and
  ○ Reinvest in our State Parks and State Forests.

Tom Wolf will fund his Fresh Start agenda with a five percent extraction tax on natural gas, a 30 percent tax on smokeless tobacco and cigars, closing tax loopholes, addressing special interest tax subsidies, reforming the Corporate Net Income Tax, improving and modernizing government operations, and building private partnerships.

Through this strategic focus, Tom Wolf will give Pennsylvania a fresh start and drive economic growth for Pennsylvania’s middle class, with its abundant natural resources, vibrant agricultural industries, world class universities and colleges, and its ideal location as the transportation hub between the East Coast, Midwest and world markets.
TOM WOLF’S FRESH START FOR PENNSYLVANIA

ECONOMIC RENEWAL AND OPPORTUNITIES FOR THE FUTURE

Tom Wolf believes that Pennsylvania’s best days are ahead of us – where a dynamic and growing economy will offer opportunities and strengthen the middle class by providing greater access for every citizen in the Commonwealth willing to work and invest in the future. Tom Wolf wants to give Pennsylvania a fresh start - to make the Commonwealth the nation’s “Keystone” for economic growth with its abundant natural resources, vibrant agricultural industries, world class universities and colleges, and its ideal location as the transportation hub between the East Coast, Midwest and world markets.

As governor, Tom Wolf will be a different type of leader. He’ll work to revolutionize Pennsylvania’s economy through innovative policies on the state level. Under Governor Corbett, Pennsylvania has fallen from 7th to 41st in job creation and there are nearly 500,000 unemployed Pennsylvanians. Too many corporations pay no income tax in Pennsylvania while small businesses and workers struggle; we need to level the playing field. Corbett has put corporations and the wealthy over the middle class, and as a result we’ve lost out on thousands of good-paying jobs.

Tom Wolf’s Fresh Start will tap Pennsylvania’s enormous growth potential by drawing on all of the Commonwealth’s resources - making opportunities open to workers of all ages, genders, races, religions and orientations. Pennsylvania state government has a strategic role to play in “setting the table” for private sector investments and economic growth, whether that be in expanding pre-kindergarten education programs; educating our youth for college, workforce development or technical positions; building the 21st Century infrastructure of communications and shipping systems; attracting investments in research and development of new products or the commercialization of existing academic research; allowing Pennsylvania to serve as an economic Keystone by expanding its role as a transportation nexus between suppliers and manufacturers and major U.S. and world markets; and strengthening our world class health care system for young people, families and seniors whether they live in urban or rural areas.

Tom Wolf wants to take state government in a different direction with a strategic focus on making Pennsylvania an engine for economic development and a magnet for private sector entrepreneurs who will create good, high wage jobs. Tom Wolf’s Fresh Start will level the playing field, focus state government on preparing residents for 21st century jobs, exploit the innate strengths of Pennsylvania’s economy, and use our natural resources to our full advantage.
LEVEL THE PLAYING FIELD

Tom Wolf’s Fresh Start Agenda will focus on making sure that all Pennsylvanians have the opportunity to thrive in Pennsylvania. Right now, too many middle-class Pennsylvanians feel like they cannot get ahead because Tom Corbett has put his donors and special interests first. This Fresh Start will require new approaches toward tax fairness, raising the minimum wage, solidifying the right to paid sick leave, and making sure that workers of all ages, incomes, genders, races and orientation have equal access to Pennsylvania jobs and markets. Tom Wolf will also work to change Harrisburg by reforming campaign finance rules and instituting ethics reforms such as strict limits on gifts so that all citizens and industries have an equal access to state government – not just those with well-connected lobbyists. Finally, smarter management and more transparency and information on how state tax dollars are spent will ensure this revenue is stretched further.

State Ethics Reforms – Gift Bans, Gift Limits and Ending Crony Legal Contracts

Tom Wolf will take on the culture of Harrisburg and demand change. As Revenue Secretary, Tom Wolf turned down the perks, donated his salary to charity, and drove his own Jeep all across Pennsylvania to meet with more than 2,000 workers and learn about their jobs. Additionally, he put all of his assets in a blind trust.

As governor, Tom Wolf will continue to put the best interests of hardworking Pennsylvanians above special interests by enacting ethics reforms. He will make Pennsylvania a national leader on government contracting reforms, and place strict limits on the “gifts” that state elected officials and state civil servants are allowed to accept.

● Getting Rid of “Gifts” as a Way to Do Business in Harrisburg: As governor, Tom Wolf will take steps to reduce the influence of “gift giving” and increase the public’s access to information on any “gifts” received by elected officials and civil servants. First, Tom Wolf will establish a gift ban for all of his political appointees in state government. Tom’s rule on “gifts” for himself, his Governor’s Office staff, and his political appointees to state Agencies and state Boards will be a simple one: “just say no thanks.” The rule will be easy to apply and easy to report - no free lunches, no free tickets to ball games, and no free trips to conferences or vacation resorts. This approach will not require new laws or regulations, just Tom Wolf’s requirement that if you come and work for him in Harrisburg, there will be no “gifts” as part of your job.

Second, Tom Wolf will introduce legislation setting stricter limits and reporting requirements for all state employees and elected officials banning any “gifts” over $25 in value. Recipients of gifts of $25 or less will be required to submit a report of the name, address, and employer of the donor within thirty days of receipt, and a summary report of all gifts received during the previous calendar year by January 15th of the following year. Accepting gifts above the $25
threshold or failing to report gifts received will be punishable by a civil fine that can be deducted from the paycheck of an elected official or civil servant.

These two simple rules will go a long way to restoring public trust and integrity in Harrisburg. Both rules are simple to administer, post online, and will not cost taxpayers any additional funding. Tom Wolf will make sure that voters have easy and transparent access to information on “gifts” to elected officials and civil servants and that his staff will say “no thanks” to all gifts however large or small.

- **Eliminating Crony Contracts for Law Firms:** Tom Wolf will sign an Executive Order banning “no bid” contracts to private law firms. Written justification will be required before any contracts for outside counsel could be signed in a Wolf administration, and any hiring of outside law firms will be through competitive bids. This will allow the public to know why a law firm’s services are needed in the first place.

Governor Corbett has spent the last year paying private law firms millions in taxpayer dollars to pursue a political agenda. At a time when school districts are struggling to close budget holes, it is unacceptable to be wasting taxpayer dollars on “no-bid” legal contracts. But, since 2012, Governor Corbett’s office has spent at least $6.4 million on outside counsel to: defend his plan to privatize the Pennsylvania Lottery; defend his unwarranted Voter Identification law; pursue a baseless lawsuit against the NCAA; and argue (unsuccessfully) that the state has no constitutional responsibility to adequately fund public schools. This $6.4 million in fees does not include the millions of dollars Governor Corbett will spend to defend his gay marriage ban.

Regardless of one’s position on these controversial issues, everyone can agree that there is no transparency in the way Governor Corbett has hired outside counsel. No one knows exactly how these firms were selected, but in the Chester Upland School District case, Governor Corbett has paid almost $1.4 million to his former chief of staff’s law firm. In another example, Lamb McErlane, a law firm hired to defend Corbett’s attack on gay marriage, has donated almost $40,000 to Governor Corbett’s campaigns.

As governor, Tom Wolf will end this lack of transparency and issue an Executive Order to require a written justification of need and create a competitive bidding process for the hiring of outside counsel. Under Tom Wolf, before any contract is issued to a private law firm, the Office of General Counsel will be required to issue written justification that the need for this legal support is both cost-effective and in the public’s best interest. This written justification must include evidence that the Office does not have the legal or financial resources to pursue action on its own, a detailed estimate of the time and labor that will be required, and a description of the specific professional expertise needed. Once this written justification is approved, a request for proposals will be issued and a competitive bidding process will ensue. There will be no more “no bid” law firm contracts let out in a secret back room process.
Like other competitive bids, contracts with private law firms will be handled in a transparent manner. Requests for proposals, contracts, and fee payments will be posted online. Additionally, there will be a cap on outside counsel fees to control costs. To ensure that the state is nimble enough to address emergencies as they arise, Tom Wolf will also establish a competitively bid list of pre-approved outside counsel just for those emergency situations.

- **Campaign Finance Reforms and Improved Public Access to Records**: Tom Wolf believes that stronger campaign finance and disclosure reforms can help reduce the potential for corruption in state government while providing transparency in the political process in Pennsylvania. This is particularly important for Pennsylvania as it received an “F” Rating in a recent report by the Center for Public Integrity, a non-profit organization that measures states on campaign finance laws. The Center’s State Integrity Investigation Report gave Pennsylvania an “F” because of its lack of limits on contributions from individuals and lobbyists combined with Pennsylvania’s poor public access to online finance reports.

Tom Wolf wants to raise this failing grade and make Pennsylvania a national leader in transparency and accountability in politics. Tom Wolf wants to take a different kind of approach in Harrisburg and implement real campaign finance reforms.

**The High Cost of Running for Governor**

Pennsylvania’s gubernatorial campaigns require candidates to raise millions of dollars in order to be competitive and effectively communicate with voters. In 2010, candidates for governor in the Commonwealth spent more than $56 million on their primary and general election races. Both Governor Corbett and Dan Onorato, his opponent in the General Election, were among the biggest gubernatorial candidate spenders in the country that year. Tom Wolf believes that critical state campaign finance reforms can help address the role of money in politics.

**Rebuilding Public Trust**

As governor, Tom Wolf will advocate for campaign finance reforms and take direct actions that include:

- Setting campaign contribution limits of $5,000 per year for individuals and lobbyists;

- Establishing stricter reporting requirements for contributions and late filing fees:
  - Candidates should be required to file monthly reports during election years and quarterly reports during non-election years. To ensure that these reports are available to the public in a timely fashion, reports must be submitted online;

**A Fresh Start for Pennsylvania**
Contributions of $100 or more will require listing occupation and employer; and
Late filing fees should be increased, and any caps on late filing fees eliminated.

Establishing a voluntary public financing program funded by a check off box on state income tax returns for statewide races. Candidates who raise at least $25,000 and agree to spending limits, will receive matching funds for contributions of up to $100; and

Requiring 3rd party campaign organizations that spend at least $10,000 in a year to influence elections to identify all sources of their funding.

It’s time to change Harrisburg. We can no longer afford to have the appearance of leadership rewarding campaign donors at the expense of hard working Pennsylvanians. Tom Wolf will make sure that voters will have easy and transparent access to information on campaign contributions.

Tax Fairness:
Reforming Corporate Taxes with Lower Rates and Fewer Loopholes

For too long, Harrisburg has been focused on the well-being of insiders, big corporations, and special interests instead of middle-class families, small businesses, and struggling local governments. Tom Wolf wants to restore fairness to the Pennsylvania tax code starting with measures to make sure all corporations doing business in the state pay their fair share of Pennsylvania taxes. Tom Wolf will:

- **Close the Delaware loophole** - Because of the Delaware loophole, 70 percent of the companies that do business in the state do not pay corporate net incomes taxes. This shifts the tax burden to small business and individual citizens. Tom Wolf will push for the “combined reporting” of corporate profits, which will reduce the ability of corporations to avoid paying their fair share; and

- **End special interest tax credit giveaways** - In addition, Tom Wolf will eliminate tax credits for corporations that do not create good paying, middle-class jobs in Pennsylvania, and instead are just directed to well-connected businesses. Tom Wolf’s tax credits will be tied to the creation of good paying, middle-class jobs and contain specific “claw back” provisions that will allow the state government to get its tax credit funding back when companies fail to maintain these jobs in Pennsylvania.

By implementing combined reporting and tax credit reforms, Tom Wolf will be able to lower the corporate income tax rates for Pennsylvania’s small businesses, which struggle to pay their taxes under the current system.
Economic Fairness:
Income Taxes, Minimum Wage, and Paid Sick Leave

● **A Progressive Income Tax:** Unlike Pennsylvania’s neighboring states, Pennsylvania does not have a progressive income tax. Instead, Pennsylvania’s millionaires pay exactly the same rate as their secretaries. The result is that millionaires have a much lower tax burden, while in comparison, Pennsylvania's middle class has a higher burden. Tom Wolf believes there is a better way to move the economy forward, and will propose a plan to reform Pennsylvania's tax code to make it more fair and progressive. Under Tom Wolf’s income tax plan, Pennsylvania workers will receive an exemption on their personal income taxes. This will result in every middle-class family receiving a tax cut. Tom Wolf will combine this exemption with a new tax rate that will shift the tax burden to the wealthiest Pennsylvanians. Tom Wolf’s progressive tax plan will ensure that the state still generates the personal income tax revenue needed to fund essential programs and help restore massive funding cuts to education programs.

● **Minimum Wage Increase:** Tom Wolf supports increasing the minimum wage to $10.10, and indexing it to inflation. According to the Economic Policy Institute, this would raise wages for 20 percent of Pennsylvanians, and lead to the creation of 5,000 new jobs by 2016. As a business owner, Tom Wolf knows that investing in workers is the right thing to do. He believes that when you pay your workers well and provide good benefits, everyone wins. And this view is shared by economists, who have studied the impact of minimum wage increases over the last 25 years and have concluded that increases in the minimum wage are not tied to job loss.

● **Expand Paid Sick Leave Policy:** Both workers and businesses know that everyone gets sick sometimes. Unfortunately, hundreds of thousands of Pennsylvania workers do not have paid sick time. This means that a single parent has to make the hard choice about whether to stay home and care for their sick child or go to work in order to put bread on the table. Workers should not have to choose between their health and their jobs -- Tom Wolf will work to make paid sick leave available to all of the hard working moms, dads, and caregivers throughout the state.

He will push for legislation based on the Connecticut model of supporting paid sick leave days for employees of businesses with fifty or more employees. A Center for Economic Policy Research Study concluded that 75 percent of employers supported the law one year after its implementation, as employee morale improved significantly. The Study also found that 90 percent of Connecticut businesses had payroll costs that either did not increase or increased less than 3 percent when the law was implemented. Most firms also reported that the average employee who took sick leave days used 4.4 of the average allotted 7.7 sick leave days available. Tom Wolf believes that Pennsylvania should follow this example because it is better for employees and families and ultimately better for businesses.
Equal Access to the Workplace

Whether standing up for women’s reproductive rights, supporting minority and women-owned businesses, or fighting for a strong public school system and access to affordable health care, Tom Wolf has always been a strong advocate on issues important to minorities, women and their families. In addition, Tom Wolf believes that equal work should be rewarded with equal pay. And Tom Wolf will fight salary discrimination based on age, gender, race, religion, or sexual orientation to ensure that all workers are treated and paid fairly and equally in the workplace. The Pennsylvania economy, like Tom Wolf’s own family business, will grow faster and more robustly when tapping the talents of all workers are treated and paid fairly and equally in the workplace. The Pennsylvania economy, like Tom Wolf’s economic vision, is built on the premise that all people should be judged on the quality of their work, not their gender, sexual orientation, or race. At the Wolf Organization, salaries are based on the quality of work produced and, through a biannual employee review process, leadership works hard to ensure that there are no pay disparities. Even with Pennsylvania’s 50-years-old equal pay law, disparities in pay still exist for men and women tasked with the same job responsibilities. The fact that in 2014, women in Pennsylvania make 77 cents for every one dollar a man makes is unacceptable. Clearly, additional legislative action needs to be taken to address this imbalance. As governor, Tom Wolf will strengthen our existing equal pay law and hold employers accountable for gender discrimination.

- **Increase women-, minority- , and disabled-owned business participation in government procurement and construction contracts** — As a major buyer in the construction and procurement markets, Pennsylvania should use this purchasing power to promote the growth of small women- , minority- , and disabled-owned businesses in the state. By carving out a percentage of government contracts that should be awarded to these types of businesses, Pennsylvania can support the creation of high-paying, skilled jobs.

  The Commonwealth has come a long way since 2004 when women- and minority-owned contracts accounted for only two percent of state spending on procurement and construction contracts. By 2013, According to the Bureau of Small Business Opportunities Annual Report, these businesses accounted for almost 22 percent of government contract spending. As governor, Tom Wolf will issue an executive order to further increase participation of women-, minority-, and disabled-owned businesses in state contracting. The goal will be for these businesses to account for 30 percent of total dollars committed to procurement and construction contracts.

- **Strengthen the state’s equal pay law** — Employees should be judged on the quality of their work, not their gender, sexual orientation, or race. At the Wolf Organization, salaries are based on the quality of work produced and, through a biannual employee review process, leadership works hard to ensure that there are no pay disparities. Even with Pennsylvania’s 50-years-old equal pay law, disparities in pay still exist for men and women tasked with the same job responsibilities. The fact that in 2014, women in Pennsylvania make 77 cents for every one dollar a man makes is unacceptable. Clearly, additional legislative action needs to be taken to address this imbalance. As governor, Tom Wolf will strengthen our existing equal pay law and hold employers accountable for gender discrimination.

- **Enact a Pennsylvania Anti-Discrimination law** — All people – regardless of sexual orientation – should be treated equally under the law. At his company, Tom Wolf treats all of his workers fairly and with good benefits. This includes extending benefits to same-sex partners. As
governor, Tom Wolf will promote a Pennsylvania Anti-Discrimination Act to make sexual orientation and gender identity and expression a protected class.

Supporting Pennsylvania’s Workers

Throughout his career, Tom Wolf has continuously demonstrated his respect for those working alongside him by providing a competitive salary, comprehensive healthcare and retirement benefits, and sharing 20-30 percent of his company’s profits. While rebuilding our middle class and attracting good paying jobs back to the Commonwealth, we need to promote policies that protect the rights of our workers. As governor, Tom Wolf will fight every day to protect the right of workers to unionize and collectively bargain. Specifically, Tom Wolf will:

- **End employer attacks on workers** – Tax dollars should be used to educate our children, provide health care to hard-working families, and give seniors the dignity of a happy and secure retirement. They should not be used by employers to fund anti-union efforts. As governor, Tom Wolf will support legislation that limits the misuse of these tax dollars and complies with existing federal laws. He will also support tougher penalties on employers who illegally fire employees who are organizing unions, and will use the authority of the governor’s office to issue executive orders similar to President Obama’s “Economy in Government Contracting,” which would prohibit businesses who contract with the State from using taxpayer dollars on anti-union activities.

- **Veto legislation that restricts the rights of workers** – As governor, Tom Wolf will veto any legislation that interferes with the rights of workers. This includes vetoing legislation that repeals the agency fee, limits or takes away collective bargaining rights, does away with union dues, eliminates the right of school employees to strike, and changes the prevailing wage.

- **Pension Reform** – Tom Wolf absolutely opposes changes to current employees’ pension plans, and he believes that a defined benefit retirement plan is the most effective tool for ensuring that our public workers have a financially secure retirement. In order for our government to run smoothly and provide the needed services to our residents, we must attract high quality workers - pensions are part of the compensation package. On the whole, Pennsylvania public sector employees earn 12 percent less than similar private sector employees. But, when non-wage benefits such as pension plans are included, the wage difference shrinks to 5.4 percent.

Our current pension situation is the direct result of almost ten years of the Commonwealth paying less than its fair share. In contrast, Pennsylvania employees have been contributing at rates that are among the highest in the nation. What we have is a pension problem, not a crisis. Playing politics with this issue by putting the blame on public workers is counterproductive and does not help address the problem at hand. As governor, Tom Wolf will give Act 120 the time to work, and he will also work to create innovative solutions and explore new funding mechanisms,
like issuing pension obligation bonds, that are fiscally responsible for the Commonwealth, and fair and beneficial to future employees.

**Protecting Voting Rights**

The most fundamental test of fairness and access to the political system in Pennsylvania is the ability to vote. It is a right protected by United States and Pennsylvania Constitutions and is one of the most cherished gifts granted by our Founding Fathers. Yet, Tom Corbett and other Republicans want to place arbitrary restrictions on the right to vote based upon unsupported claims that voter fraud is widespread and that photo IDs are necessary to address the alleged voter fraud.

Tom Wolf will lead the fight to protect Pennsylvania’s voting rights and overturn the arbitrary requirement for photo IDs. At least one Pennsylvania Court of Appeals has already held that the mandatory photo ID requirement is unconstitutional. Instead of making it difficult to vote, Pennsylvania lawmakers should be enacting reforms similar to those in neighboring states that make it easier for residents to participate in the electoral process. Tom Wolf will support measures to protect the right to vote, while making participation convenient for voters. He will:

- **Expand the ability to vote by mail and vote online** – Pennsylvanians should be encouraged to vote, not discouraged. Today, state residents who cannot make it to the polling booth on Election Day are required to provide an explanation prior to receiving their absentee ballot. As governor, Tom Wolf will expand absentee voting by eliminating the excuse requirement and giving these voters the option of casting their ballot online.

- **Create early voting periods** – In past elections, Pennsylvania residents have had to spend hours waiting in line to vote and some have been denied that right because the polling place did not have their card on file. Tom Wolf will support legislation that allows for early voting at suitable, well equipped polling places such as schools.

- **Allow for same day registration** – Researchers have found that when states allow for same day registration, voter participation increases by up to four percentage points. Tom Wolf will advocate for legislation that allows Pennsylvania voters to register on election days.

- **Military service voting** – Tom Wolf supports many of the conclusions of the January 2014 Presidential Commission on Election Administration Report. This bi-partisan Commission suggested expanding efforts to fully implement the Military and Overseas Voter Empowerment Act to make sure that military servicemen and servicewomen are able to register to vote, receive absentee ballots on time and have their votes counted on Election Day. Tom Wolf will make sure that our military personnel have timely access to their voting rights while on active duty.

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**A Fresh Start for Pennsylvania**
With new technologies and proven methods to combat voting irregularities, we can safeguard the voting process without disenfranchising voters. With such a fundamental right at stake, Tom Wolf knows that we should be making it easier for voters to exercise their constitutional rights, not throwing up roadblocks to voting.

**Ending Gerrymandering**

In Pennsylvania, legislative districts are heavily gerrymandered, often supporting incumbents or members of the party that drew the districts. As a result, voters can have little say over who represents them in Congress or in the state legislature by voting in districts drawn to achieve a certain result.

- **Nonpartisan Redistricting Commission** – Tom Wolf will support a constitutional amendment to create a nonpartisan redistricting commission that makes a plan strictly according to population and existing municipal lines without considering political consequences or incumbency. The commission would be modeled on Iowa’s Redistricting Commission program. Once the commission creates a plan, it would require a period of public comment and an up or down vote in the state legislature. The only entity with the ability to change or create a plan would be the commission.

**More Public Access and Participation with Improved Information Technology**

Tom Wolf will make Harrisburg listen to the people of Pennsylvania and respond to their needs with a new focus on technology and innovation. Just as Tom Wolf has demonstrated an interest in soliciting new ideas from his employees in his business and at the Revenue Department, he will also be interested in hearing citizen’s ideas and suggestions while he serves as Governor. As Secretary of Revenue, some of the best reforms and cost saving measures that Tom Wolf implemented at the Department came directly from his state employees.

Tom Wolf wants to take Pennsylvania state government in a different direction as governor by greatly expanding the state’s ability to share data with the public through dramatically improved information technology platforms and web applications. Tom Wolf will transform the State’s information technology systems to better serve citizens on:

- **Create an Office of Data Analysis and Program Management:** Some states use their state databases as a management tool to achieve targeted outcomes for state government programs, like vaccinations provided, potholes filled, and academic gains. Maryland’s State Stat program is an award winning version of a state management program. Tom Wolf will implement a Penn Stat management program – one of many ways that he will stretch taxpayer dollars, cut costs, and make state government more efficient.

- **Online Services:** Every service provided in which residents and businesses need to fill out forms or questionnaires should also be available online. From motor vehicles registration, to voter registration, to business permits and taxes, and to reservations at state park campgrounds –
essential services should be available online. Tom Wolf will expand services offered online and more importantly, simplify the user’s experience online.

- **Interactive Sites**: Residents and businesses often have innovative ideas on how to improve government services. Tom Wolf will set up systems to put those ideas to work. Tom Wolf will greatly expand interactive functions on state web sites to solicit ideas and provide rewards to residents whose ideas result in service improvements and/or cost savings.

- **Open Data**: By releasing data about Pennsylvania programs and operations, Tom Wolf wants to engage residents in using this data to develop innovative policy solutions that improve program delivery and streamline government operations. Tom Wolf will solicit ideas on web applications from the general public and highlight successful web application proposals in a special “app stores” offered for free on the Commonwealth’s web sites.
PREPARING FOR 21\textsuperscript{ST} CENTURY JOBS

Tom Wolf knows that to rebuild our middle class and strengthen Pennsylvania's economy, we must provide every child with a world-class education that equips them with the skills to succeed in the 21st century. To do this, the Commonwealth needs a leader who will put into place a high quality cradle-to-career education system. Tom Wolf will work tirelessly to make sure that every child, regardless of his or her zip code, receives the best possible education.

Expanding Pre-K and Kindergarten Opportunities and Programs

There is broad bipartisan consensus that good Pre-K and Kindergarten programs are a cost effective, educational down payment on the successful futures of young children. Expanding opportunities to attend Pre-K and full-day Kindergarten programs should be the goal for every local school district in Pennsylvania.

According to the Pennsylvania Partnership for Children, every dollar invested in high quality Pre-K programs returns $16 to our communities via reduced spending on crime, education, and welfare, and greater earning potential and taxes paid in adulthood. Pennsylvania’s publicly funded Pre-K and early education programs provide the foundation children need to enter school ready to learn. Unfortunately, less than 18 percent of the state’s 3- and 4-year olds currently have access to high quality, publicly funded Pre-K programs. This needs to change. We need more children enrolled in Pre-K programs, we need existing programs to continue working toward best practice standards, and we need more reliable child care for low income parents and caregivers so that they can continue to be productive residents.

As Governor, Tom Wolf will expand access to publicly funded Pre-K programs and other early childhood education opportunities by consolidating available federal, state, and local funding streams. Tom Wolf will also develop career training programs for the teachers and caregivers who work in Pre-K schools and early childhood education programs so that our youngest students and their teachers have opportunities to advance in school and in the workplace at the same time. Tom Wolf will focus on:

- **Expanding access to early education** – Tom Wolf is committed to providing universal access for 3- and 4-year olds to high-quality, publicly funded Pre-K programs. As governor, Tom Wolf will use public and private dollars to expand the state’s high quality Pre-K Counts program so that every child, regardless of where he or she lives, has the skills needed to be successful in school. Additionally, Tom Wolf will issue a $5 million challenge grant to municipalities to develop a plan to increase the number of Pre-K programs that have a Keystone Stars rating of three or four.

- **Improving access to full-day Kindergarten programs** – Pennsylvania is one of six states where school districts are not required to offer Kindergarten. While many local districts do offer Kindergarten, Governor Corbett’s $150 million in cuts for Kindergarten programs have led too many school districts to eliminate full-day Kindergarten programs. This is the wrong direction for
Pennsylvania. There is ample evidence that students who attend high quality, full-day Kindergarten programs perform better academically. As governor, Tom Wolf will provide funding to support the expansion of full-day Kindergarten and change the compulsory age so that students can start school at 6 years old.

- **Public/Private Partnerships in Early Education** – One encouraging model for providing expanded Pre-K programs in local school districts is to find private sector and non-profit foundation partners who can help fund and design successful programs. Employers in many cities and states across the nation know that their employees can reduce their day care costs significantly if they can find good Pre-K and full day kindergarten programs. According to an April 2012 Ounce Foundation Study, successful public/private funding models have been implemented in Connecticut, Illinois, Michigan, Nebraska, Oklahoma, North Carolina, South Carolina and Virginia. While each program has unique features, all share the common component of using state and local funds to leverage private and non-profit foundation resources.

- **Smarter Utilization of Existing Related Funding Streams** – In addition to private sector fundraising, some states and cities have been successful at blending several existing funding sources to support Pre-K programs. Tapping into existing Head Start, child care, and teacher training programs should be a necessary first step for expanding Pre-K funding. A recent National Institute for Early Education Research report cites New York and New Jersey as having good “mixed delivery” models for Pre-K services. Tom Wolf will also tap into related existing funding sources to help expand access to Pre-K programs.

- **Providing “Career Ladder” Workforce Development Training to Pre-K Teachers** – Any parent who has had a child in a daycare or a Pre-K program knows that there is a significant amount of teacher and caregiver turnover. One of the reasons is that pay is low and there are often few opportunities for career advancement and training. As governor, Tom Wolf will adopt best practice models from within Pennsylvania and other states that allow Pre-K teachers and caregivers to pursue additional career training and education as they work so they can eventually move up to other teaching positions in the educational system. These “career ladder” training programs offer a “win-win” opportunity to parents, young students, and teachers as they also fill a growing and vital part of our educational workforce.

**Primary, Middle, and High Schools of the Future**

Tom Wolf supports our state’s public education system, and he knows that Pennsylvania is home to some of the best public schools in the country. His two daughters attended York County public schools, where they developed a strong academic foundation that prepared them to go on to top-notch colleges and build successful careers. But he also knows that there is still a lot of work to be done.
Where Tom Corbett has gutted Pennsylvania’s schools, Tom Wolf will make education a priority. Tom Wolf will place a new focus on the coordination of state and local education programs related to preparing the hands and minds of young Pennsylvanians entering the workforce – one of the state’s most important roles for “setting the table” for a robust economy. This is because we not only have a constitutional obligation to provide for a thorough and efficient public education system but also a moral obligation to ensure that our youngest residents receive an education that will allow them to reach their full potential. As if that was not enough motivation already, Tom Wolf also knows that a strong public education system will expand economic opportunities and help keep, create, and attract good jobs in Pennsylvania. A good public education system is not just the right thing to do, it is what drives a healthy, vibrant economy – something that’s good for all of us in Pennsylvania.

As governor, Tom Wolf will restore Governor Corbett's $1 billion in cuts to education, implement a fair funding formula, and institute reforms to help local school districts innovate and improve student performance. Tom Wolf will fight every day to build a strong public education system so that we can keep, create, and attract good jobs right here in Pennsylvania.

A Fair Funding Formula

Governor Corbett's $1 billion in education cuts has shortchanged too many school districts and the students in those communities. With these massive cuts in funding, too many local property taxpayers are being squeezed, and too many children are headed to schools that lack the resources and staff needed for high-quality classroom instruction. For example, Governor Corbett’s funding cuts have removed more than 20,000 teachers from the classroom, caused 70% of school districts to increase class sizes, led 19 school districts to eliminate full-day kindergarten, left 56% of students without access to a full-time librarian, and have forced communities all across the state to raise property taxes.

Pennsylvania is one of only three states in the entire country that does not use a funding formula for distributing state education dollars to local school districts, and falls far below the national average in terms of percentage of state funding – currently contributing only 32%. To make matters worse, many parents and seniors in underfunded districts are now facing increased property taxes and schools that barely have enough staff to safely open. Tom Wolf believes that rather than creating educational winners and losers based on zip codes, Pennsylvania taxpayers deserve a funding formula that is equitable, transparent, and holds local school districts accountable for how they spend state and local tax funding.

- Reducing Reliance on Property Tax: Pennsylvania needs a better balance of state and local funding to get to a place where every school is doing an exemplary job of educating students, and Tom Wolf believes the state needs to increase its share of education funding, with the ultimate goal of covering 50 percent of the costs. By increasing funding, we can help alleviate the tax burden on local property owners, and ensure that students have access to the tools and
resources needed to succeed in school. Tom Wolf will dedicate a portion of the extraction tax revenue from Marcellus Shale natural gas as a down payment on restoring the state and local funding balance.

- **Instituting a Fair Funding Formula:** To ensure that these new funds are distributed fairly, Tom Wolf will establish an efficient, effective, and transparent funding formula. Tom Wolf will start with a costing out study to determine the true costs of a high-quality education, and then develop a funding formula that includes a nationally competitive base rate and ties additional funding to specific factors such as school district size, poverty levels, local tax efforts, and student makeup. The fair funding formula will:
  
  ○ Lead to increases in state funding for local school districts, which will help alleviate the tax burden on property owners;
  ○ Ensure that state funds are distributed in an equitable, transparent, and predictable manner so that school district leaders have the ability to plan for the long term; and
  ○ Incentivize school districts to develop innovative programs that improve student achievement and hold down costs.

**Curriculum and College Credit Reforms**

By leveraging state education funding, Tom Wolf will encourage schools to adopt the following programs and best practices to expand curriculums, help disadvantaged schools, and better enable high school students to gain college credits for advance course work:

- **Emphasizing Science, Technology, Engineering, and Mathematics** – Many experts agree that economic growth in the 21st century will be driven by the sectors focusing on science, technology, engineering, and mathematics (STEM). In order to attract these sectors to Pennsylvania and the good-paying, middle-class jobs that accompany them, we need to increase the number of students who are proficient in STEM-related subjects and who pursue STEM-related careers.

Tom Wolf knows that a STEM education for all Pennsylvania students is an essential building block for students to be successful in postsecondary and workforce pathways. As governor, Tom Wolf will:

  ○ **Encourage schools to test Innovative STEM education practices:** Tom Wolf will provide grants for schools, school districts, and regional school collectives to test new innovative STEM teaching practices at the elementary, middle, and high school level. The goal of these practices will be to better integrate STEM lessons into the curriculum.
  ○ **Support programs that encourage girls to develop STEM skills:** A 2011 report by the National Science Foundation found that even though girls and women are improving
academically in STEM-related subjects, the number of women who earn STEM-related bachelor’s degrees is still low. As governor, Tom Wolf will work with private donors to direct more dollars to out-of-school time programs that focus on providing STEM learning opportunities to girls.

- **Get colleges, universities, and businesses involved in promoting STEM education at the primary and secondary school levels:** There are plenty examples of institutions of higher education and businesses partnering with middle and high school students to build STEM skills. Because the high technology industry advances so quickly, middle and high schools often do not have access to the same resources as colleges, university, and businesses. As governor, Tom Wolf will seek to expand programs, like the Pennsylvania Mathematics, Engineering, Science Achievement program, which is currently providing Philadelphia students with hands-on, real life experiences.

- **Provide funding for STEM-focused teacher training and professional development programs:** Because STEM-related technology and practices changes so quickly, Tom Wolf will provide funding for educators to attend STEM-focused professional development classes as well as provide scholarships for summer studies.

- **Adopting new, innovative policies to measure student achievement** – While we need tools to measure students’ progress and ensure that they are equipped with the skills needed to flourish in the 21st century, testing should not be taking up weeks of instructional time and our teachers should not be forced to focus solely on preparing students to take a test. We need to be raising our youngest residents to think independently, look for creative and innovative solutions to problems, and envision a bright future. These are qualities that are not easily measured on a standardized test but are incredibly important in the workplace. As governor, Tom Wolf will support legislation and education reforms that prioritize both the need for students to develop a strong academic foundation and the need to nurture individual strengths and promote creative and innovative thinking. This new system will be student focused and include both formative and summative assessments.

- **Supporting high poverty schools** – In more than 50 school districts in the state, at least 50 percent of the students are eligible for free or reduced price lunch. Five of our school districts - Chester, Erie, Harrisburg, Philadelphia, and Reading - have almost 75 percent of their students living in poverty or close to the poverty line. Not only do these school districts often have less money to spend per child, they often have to stretch these dollars further because students living in poverty come to school with complex issues such as homelessness and hunger, unsafe communities and domestic violence, and health problems.

In addition to directing more state funding to these communities via a fair funding formula, Tom Wolf will also seek to provide additional funding for high poverty school districts to implement innovative programs that create a cradle to career support pipeline similar to the Strive Together partnership in Cincinnati, Ohio. By bringing all stakeholders to the table and
developing an outcome focused plan for aligning and coordinating efforts to improve student achievement, we can begin to close the achievement gap the exists between low-income students and their wealthier peers.

- **Incentivizing the adoption of innovative dropout prevention programs** – Students drop out of school for many different reasons and so it is very difficult to develop a “one size fits all” solution. As governor, Tom Wolf will identify existing resources to provide grant funding to school districts piloting innovative dropout prevention programs that target middle and high school students most at-risk of leaving school. These programs should focus on connecting students with community support services, creating safe learning environments, providing individualized learning opportunities, and engaging families and community volunteers. Tom Wolf will identify additional funding to help scale-up and expand successful dropout prevention pilot programs.

- **Expanded Distance Learning Curriculum** – Pennsylvania’s middle and high school students should have the best and most varied curriculum available at all schools and school districts. For schools and school districts that cannot afford to hire specialized teachers in subjects such as Mandarin Chinese, advanced science courses, advanced computer programming, and specialized art classes, Tom Wolf will help fund access to those courses via distance learning programs supervised by teaching assistants at the local level. Tom Wolf will identify existing funding to support this initiative.

- **Dual Enrollment Credits for High School Classes** – Some schools offer advanced course work that can qualify for college credits after graduation. Other schools allow high school students to take some advanced courses at local community colleges. Other schools offer distance learning classes in advanced courses that may also qualify for college credits. These advanced course options are promising but the difficulty is in making sure that successful high school students get credits for these advanced courses when they enroll in a Pennsylvania college or university. Tom Wolf will make negotiating matriculation agreements for qualified dual eligible courses a top priority so that successful students can get college credits.

Unfortunately, not all students in Pennsylvania benefit from these dual enrollment programs. For example, due to budget constraints, the School District of Philadelphia is no longer offering this program district wide. Tom Wolf will provide funding to help ensure that students have the opportunity to get a head start on their college careers and save tuition when they enroll at a participating Pennsylvania college or university.

- **Supporting public school teachers** – Our educators are tasked with the momentous job of equipping our youngest residents with the academic and critical thinking skills needed to be tomorrow’s leaders. Their work is critically important and they all deserve the right to ensure fair compensation. As governor, Tom Wolf will support the rights of all teachers in Pennsylvania,
including those in Philadelphia, to engage in the collective bargaining process and negotiate fair and equitable wages and benefits.

● Helping All Students Prepare for the College SAT and ACT Tests – The most important tests many students face for college admission are the Scholastic Aptitude Test (SAT) and American College Testing (ACT). SAT and ACT scores are evaluated closely (many say too closely) by virtually every college in the country. In recent years, the number of high school students that take private, costly “Prep” courses has increased dramatically. Some observers contend that the inability of some students to pay for these “Prep” courses puts them at a disadvantage when applying for college admission. As governor, Tom Wolf will negotiate with the test administrators and use federal and private dollars to ensure that every student in the Commonwealth has access to an online prep course for the SATs or ACTs.

● Ensuring that schools are safe spaces for students – In order to create an environment where students feel comfortable testing new ideas and asking questions, there needs to be a positive school climate where students feel safe. Not only does the Commonwealth need to ensure that teachers have the knowledge and tools to prevent bullying but we also need to strengthen our anti-bullying laws so that there are real consequences.

In addition to addressing issues of in-school bullying, we need to tackle the problem of cyber-bullying, which the Centers for Disease Control and Prevention has referred to as a public health emergency. As governor, Tom Wolf will support legislation that strengthens our current laws to create serious consequences for bullies and provide school districts with the tools needed to properly address the problem.

21st Century Skills

Currently, the state’s workforce is aging, and business leaders fear that the next generation is not prepared to fill these soon-to-be vacated positions. According to a 2012 report released by Team Pennsylvania Foundation, 25 percent of the manufacturing workforce is 55-years-old or older. Pennsylvania needs a new leader who is ready to invest in our future. In the 2013-2014 budget, Pennsylvania is underfunding high school workforce programs by 8 percent. As governor, not only will Tom Wolf fully fund high school workforce programs, but he will also enact innovative reforms to improve student outcomes. For example, Tom Wolf’s Technical Education Applied to Manufacturing (T.E.A.M.) plan will improve vocational education programs in all high schools by:

● Integrating the academic curriculum with technical training so that students develop a strong foundation. The current advanced manufacturing sector covers such fields as mechatronics, precision machining, and metal fabrication. Because of the technical and innovative nature of this industry, workers need to demonstrate their proficiency in both academics and technical skills.
• Working with local manufacturers to make sure that vocational curriculums are aligned with workforce needs. Because the future of the manufacturing industry in Pennsylvania is dependent on a prepared local workforce, it is incredibly important that this industry has a voice in the education process.

• Requiring vocational graduates to earn both a high school diploma and a nationally recognized industry certification. Meeting high standards will ensure that our graduates are prepared to enter the manufacturing workforce or to go on to a community college where they can specialize their skills.

Tom Wolf knows that on-the-job training and internships are invaluable opportunities for students to gain real world experience and further develop their skills and interests. As the president of the York Chamber of Commerce, Tom Wolf created a business-education partnership program in which local business leaders mentored students.

As governor, Tom Wolf will make sure that students, specifically those engaged in vocational training, have the opportunity to work directly with local businesses. Through training-to-career grant initiatives, manufacturing businesses will partner with community colleges to develop new training programs. One component of these programs will be hands-on training through apprenticeship programs, on-the-job training opportunities, and paid internships.

**Improving Oversight of Charter Schools**

The state’s charter schools are one piece of the public education system that can play an important role in introducing new and innovative teaching practices. However, taxpayers deserve to know how state funding is being spent and whether results are being achieved. This will help improve performance moving forward and allow other publicly funded schools to adopt successful models and programs.

Tom Wolf will make sure that every public school - district-run, charter, or cyber charter - is held to the same high standards. Currently, there are 162 brick-and-mortar charter schools and 14 cyber charter schools serving over 115,000 students across Pennsylvania. While some of these charter schools have adopted innovative approaches to teaching and improved student outcomes, as a sector, it has hardly been a cure-all for our education woes. Too many charter schools – especially our cyber charter schools – are underperforming and failing to provide our children with a high quality education.

Oversight and quality assurance is an important component of any taxpayer funded program and charter schools are no exception. Recent state reports demonstrate that only 43 of 162 charter schools – less than 30 percent – met federally mandated performance requirements during the 2011-2012 school year. In addition to low academic performance, almost 25 percent of charter schools in the state have been investigated for financial or governance abuses.

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**A Fresh Start for Pennsylvania**
Tom Wolf will tighten up oversight and institute a better balance of accountability and creativity. Tom Wolf knows that transforming our schools will require innovative leadership and someone who knows how to turn things around by making the tough choices. Tom Wolf will address the following charter school sector issues:

- **Reform Charter School Funding Formulas.** Currently, charter school funding is based on a school district’s per student costs, which includes funds associated with services not provided by charter schools. The Pennsylvania Auditor General’s Office estimates that more accurate brick-and-mortar and cyber charter funding formulas could save taxpayers and local districts as much as $365 million each year.

- **Eliminate the pension double-dip.** Charter schools receive retirement payments twice – once from the local district and once from the state. This is a waste of taxpayer dollars and puts local districts at a disadvantage.

- **Create a state-level Office of Charter and Cyber Charter Schools to improve financial and academic oversight and investigate fraud and waste.** While brick-and-mortar charter school authorization should remain with local school districts, an office within the Pennsylvania Department of Education is needed to add another level of accountability and improve oversight of cyber charter schools. Tom Wolf will use existing resources to create an oversight office that will save tax dollars.

- **Require annual audits.** Charter school finances need to be audited annually and restrictions need to be placed on the use of taxpayer dollars. Additionally, charter schools will be required to submit monthly enrollment statistics.

- **Ban the use of taxpayer money for lobbying.** Public money should not be used for advertising or political lobbying for charter schools.

- **Require charter schools to use a common student application so that parents can easily navigate the system.** This will ensure that charter schools cannot cherry pick students by creating barriers to entry.

- **Set high academic standards for every charter school.** Every student in Pennsylvania should be attending a high performing school. To ensure that charter schools are delivering a quality education, a universal performance matrix needs to be developed to assess annual progress. Charter schools that continuously fail to meet these standards need to be closed.

- **Encourage the replication of high performing charter schools, including expanding effective practices to public schools.** While authorizing decisions belong to local districts, reforms should
be made to prioritize the replication of the educational practices of successful charter schools at district-run public schools.

**Improving Oversight of Cyber Charter Schools**

Pennsylvania cyber charter schools are doing a dismal job of educating students. The Commonwealth needs a leader who is committed to holding these schools—many of which are overseen by for-profit companies—accountable. Tom Wolf will rein these schools in by instituting serious reforms and authorizing the Department of Education to make tough choices if they fail to turn themselves around. And, until cyber charters prove that they add value to the education sector, no new cyber charters will be approved. In order to ensure that every student receives a quality education and taxpayer dollars are spent appropriately, Tom Wolf will set new cyber charter oversight requirements, including:

- **Developing new guidelines to ensure that cyber charter school administrators are not prioritizing profits over student learning.** There are too many reports of cyber charter schools inflating enrollment numbers and failing to report students who drop out of school. Taxpayer dollars should follow our students and not help cyber charter operators expand their wallets. Under Tom Wolf, cyber charter schools will be required to regularly submit student attendance data and return funds for students that leave during the course of the school year. Any cyber charter school that violates these rules will immediately have its charter revoked.

- **Placing enrollment caps on cyber charter schools, tying growth to student performance, and implementing low student-to-teacher ratios.** Approximately 35,000 Pennsylvania students are attending cyber charter schools, with more than 10,000 of them enrolled at one school. Research shows that cyber schools are most effective when they are smaller and have low student-to-teacher ratios. Under Tom Wolf, cyber schools will first need to prove that they are providing a high quality education alternative before they are allowed to expand.

- **Setting high academic standards.** Cyber charter teachers are not currently held to the same certification requirements as district-run schools. In order to improve academic outcomes, cyber charter school teachers will be held to the same academic standards as all other schools in the Commonwealth. Those cyber schools that fail to produce academic outcomes or hire qualified teachers should be held accountable.

**Higher Education and the Jobs of the Future**

Tom Wolf believes that Pennsylvania has a great opportunity for advancing economic development based on the world-class college and university system that Pennsylvania possesses. However, too often, Pennsylvania’s public and private universities and community colleges have been a step removed from the economic development planning efforts. As governor, Tom Wolf will fully integrate the efforts of our higher education system into the state’s economic development planning, focusing particularly on...
technology transfers and the commercialization of academic research.

Tom Wolf wants to dramatically improve the coordination of research and development funding and business incubators between the federal and state governments, small businesses, community colleges, and both public and private universities in Pennsylvania. Tom Wolf wants to use higher education spending more strategically so that our institutions of higher learning become economic development engines in Pennsylvania.

From research for the manufacturing industry to alternative and renewable energy technology research to health care industry research and development - there are a variety of opportunities throughout Pennsylvania where academic research and training can be transformed into job creating applications through smart planning and the strategic funding of business incubators at our colleges and universities.

Tom Wolf will use existing economic development resources, some portion of the Marcellus Shale revenues and the expertise of the Economic Development Partnership to vastly improve the job creation capabilities of Pennsylvania’s higher education system for the new, knowledge based economy of tomorrow. We can and should invest in our colleges and universities in a way that creates jobs, improves the economy, and enhances the schools. Tom Wolf believes that we should not be selling the economy of the future short by failing to make the necessary investments in higher education, and is committed to making Pennsylvania’s higher education system a cornerstone of his economic development strategy.

### Increasing Accessibility

The Governor’s Advisory Commission on Postsecondary Education noted that by 2018, 60 percent of new jobs in Pennsylvania will require a postsecondary education. Unfortunately, only 43 percent of residents currently have this qualification. In order to rebuild our middle class and attract good paying jobs to the Commonwealth, we need to address the barriers that prevent students from continuing their education after high school. Tom Wolf will create programs that improve access to higher education for the state’s typically underserved populations. As governor, Tom Wolf will:

- **Improve access to higher education for veterans** – Tom Wolf believes that we must support our veterans as they work to earn postsecondary degrees. To do this, the Commonwealth will design state programs that support veterans’ unique needs and encourage continued development of their skills in the sciences, technology, engineering, and mathematics.

As governor, Tom Wolf will create veteran support centers at state-funded colleges and universities. These centers help veterans and their families access federal funding, navigate the higher education system and help them with such tasks as transferring military credits, determining resident status, and helping with payment extensions when waiting for educational benefits to kick-in. These centers will also be places where veterans can interact with other
veterans, and access academic and social supports.

In addition to granting in-state tuition rates to all veterans, Tom Wolf will also identify existing funding to offer tuition grants for veterans who major in sciences, technology, engineering, or mathematics. Because service members often have previous, real-world experience in these fields, the opportunity to hone these skills and earn a postsecondary degree will give them access to the high tech, high wage jobs of the 21st century.

- **Help Pennsylvania’s Deserving Scholars** — Many low-income high school scholars do not have the resources to submit applications to colleges that might offer scholarships and most low income students do not have the ability to go and visit or interview with prospective schools. Researchers at Stanford University and the University of Virginia recently released the findings of an experiment in which they sent college information packets to low income, high achieving students. For the group of students who received the information packet, 54 percent were admitted to college. Comparatively, for the group of students who did not receive the package, only 30 percent were admitted to college.

To ensure that Pennsylvania’s high achieving, low-income students have every opportunity to pursue a college degree, Tom Wolf will create a Deserving Scholars program. Students who score in the top 20 percent of seniors taking the SATs or who have earned a 3.75 grade point average, and whose family is in the bottom quartile of income distribution will receive information packets from the state, which include information on Pennsylvania state-owned and state-related schools, financial aid information, and guidance on how to navigate the application process. Additionally, all eligible students will receive up to six waivers for applications to state-owned and state-related schools. This will provide a low cost opportunity for students to tap into existing scholarship resources.

- **Provide financial support to traditionally underserved students** — Many underserved students come from low-income communities and are often the first in their family to go on to a postsecondary educational program. To help ease the transition, address financial concerns, and increase completion rates, Tom Wolf will partner with private funders to provide low income college students access to public benefits and social supports. Through this program, state-funded colleges and universities will draw on best practices from around the country to: help students secure the financial resources needed to stay in school, provide training to college guidance counselors to better assist prospective students, and connect students with state and county human services.

- **Expand the use of 2+2 programs** — Tom Wolf will strengthen the connection between our community colleges and state-owned and state-regulated colleges, making it easier for students to transition between programs and earn a bachelor’s degree. A statewide agreement between these post secondary institutions will include a list of pre-approved courses that count toward
an associate’s degree in STEM-specific subjects and are fully transferrable to 4-year colleges and universities. This will allow students to complete a bachelor’s degree in four years and save on the cost of tuition.

- **Support a Pennsylvania DREAM Act** – Tom Wolf believes that children who have spent the vast majority of their lives in United States should have the same opportunity to earn a college degree as all other students in the Commonwealth. In this vein, Tom Wolf will support the creation of a Pennsylvania DREAM Act, which will allow eligible students to access in-state tuition rates at Pennsylvania colleges and universities.

**Keep Students in Pennsylvania**

Tom Wolf knows that we must keep Pennsylvania’s graduates in Pennsylvania. While more college educated young adults are choosing to stay in the state after graduation, too many are still leaving. For instance, while Philadelphia is the fifth most populous city, it ranks 21st for the share of its population that holds a college degree. In order for the Pennsylvania economy to grow and for us to attract more businesses to the state, we need an educated workforce. As governor, Tom Wolf will incentivize college graduates to stay in Pennsylvania by:

- **Directing profits from state assets to programs designed to keep graduates in Pennsylvania** – Pennsylvania’s state liquor stores are extremely profitable, and they bring in approximately $80 million to $100 million in profit a year, and with modernization they can become even more profitable. Instead of having a discussion about how to sell off the state stores, we should have a discussion about how to use the state stores to improve the quality of life for all Pennsylvanians. Other states, like New Mexico, use profitable state assets for specific purposes and in Pennsylvania there is a precedent of earmarking a specific asset to fund needed services. With the profits from the state lottery getting earmarked for seniors, a portion of the profits from Pennsylvania’s liquor stores should go toward helping Pennsylvania’s students succeed in its institutions of higher learning and encouraging them to stay in Pennsylvania.

- **Encouraging Students to Learn in Pennsylvania** – Students who meet certain qualifications will be eligible to apply for partial scholarships to either four or two year state-owned or state-related schools in Pennsylvania. Students must be residents of Pennsylvania, graduates from a Pennsylvania public high school or a public school recognized by the Department of Public Education, and must have graduated with at least a 3.0 grade point average.

The scholarships will begin in the second semester and continue for seven consecutive semesters (maximum of four years). Students must enroll in college or university immediately following high school graduation, and throughout the course of their studies, students must maintain a 2.7 grade point average.

- **Keeping College Graduates in Pennsylvania** – Graduates, who live or hold primary residence in Pennsylvania and have graduated with at least a bachelor’s degree from one of Pennsylvania’s institutions of higher learning either public or private, will be eligible to apply for a tax credit on their student loans each year for up to five years if they stay in Pennsylvania. This program is
similar to one being implemented in Maine.

Controlling College Costs & Increasing Affordability

One of the greatest challenges facing Pennsylvania families is the continually rising costs of a college education and the affordability of entering college and staying on through graduation day. Many students who do manage to graduate are burdened with student loan payments for many years.

Tom Wolf believes that while every Pennsylvania college and university that receives state funding has been severely challenged by budget cuts over the past three years, they have also been too quick to address their budget problems with tuition increases. Tuition increases should be the remedy of last resort, yet many schools seem to be raising tuition costs year by year, even faster than the rate of inflation. To control tuition costs, Tom Wolf will:

- **Reverse Governor Corbett’s cuts to higher education and develop a five-year funding plan.** In providing state-owned and state-related colleges and universities with a projection of long-term state funding, these schools will be better positioned to control annual tuition increases and manage personnel needs.

- **Link future state funding to the implementation of cost control measures at the recipient schools.** While each university and college should be the ultimate decision-makers on how best to trim costs, Tom Wolf will develop challenge grants that reward those schools that are able to significantly trim their administrative and overhead costs. In addition, Tom Wolf will provide financial incentives for colleges and universities to maximize their private donations and federal grants to help improve their academic programs.

- **Encourage colleges and universities to develop regional purchasing partnerships.** Colleges and universities throughout the state can use their joint purchasing power to save money on such things as insurance, energy, and software.

- **Overhaul the Pennsylvania Higher Education Assistance Agency to make sure that the maximum amount of student loans are being offered to Pennsylvania students at the lowest interest rates.** Like Pennsylvania’s universities and colleges, Tom Wolf will require PHEAA to significantly trim their administrative and overhead costs. Tom Wolf will also ask PHEAA to come up with a plan to lower interest rates on student loans using a small portion of the Marcellus Shale extraction fees to discount or subsidize the interest on new student loans.
EXPLOITING THE INNATE STRENGTHS OF PENNSYLVANIA’S ECONOMY

Tom Wolf will direct state Agencies to “think outside the box” and refocus the state’s resources on taking better advantage of Pennsylvania’s role as the nexus between producers of energy, agricultural, manufacturing, and other advanced products and major U.S. populations and markets. Tom Wolf’s strategic focus on Pennsylvania’s unique role as a “connective tissue” is not just some academic theory. Instead, it is rooted in Tom Wolf’s real world business experience building a successful manufacturing, distribution and sales enterprise relying on high quality products made here in the U.S. As governor, Tom Wolf will seek to take better advantage of Pennsylvania’s unique role as a connective transportation and communications “Keystone” linking local suppliers and U.S. demand centers through improved roads, rails, ports, bridges, pipelines, airports and communications infrastructure to accelerate economic growth.

Every program the state administers impacts jobs, so Tom Wolf wants individual state agencies and offices to view their missions from a broad perspective rather than just the “silo” of the individual programs they oversee. Tom Wolf believes that all state agencies should work together as a team on the same goal-creating jobs. That is why Tom Wolf will personally lead and strategically deploy existing state resources through an Economic Development Partnership – a Cabinet Level initiative with public/private participation (private sector CEOs, labor leaders and local leaders). The Partnership will include the Departments of Education, Health, Public Welfare, General Services Administration, Environmental Protection, Labor, Revenue, Community and Economic Development, Corrections, the Governor’s Budget and Policy Offices and other relevant state government offices. Tom’s goal will be to break down “silos” and provide more focused and effective leadership to the state’s economic development efforts with existing tax dollars.

Linking Suppliers and Demand Centers – Connectivity and Pennsylvania as the Keystone for U.S. Manufacturers and Suppliers

Tom Wolf knows from his personal business experience that connecting suppliers of high quality products with major population and demand centers is a critical component of a successful business. Businesses cannot survive or thrive without the “connective tissue” of a transportation, communications, and distribution network linking producers with the markets that demand products. Pennsylvania state government can play a critical role of working with businesses to break down the current regional barriers that exist in Pennsylvania’s economy and upgrading our transportation and communications infrastructure that will allow our industries and workers to better compete in domestic and global markets.

Tom Wolf knows that Pennsylvania’s geographic location affords it a competitive advantage in this economic competition to connect supply and demand. From his business experience, Tom Wolf knows that a successful supply chain must deliver on three important promises: price, quality, and timeliness. The old myth that American manufacturers can’t compete with low cost overseas competitors is now
giving way to a new reality which suggests they can. This is because despite all the supply chain gains globalization and technology have produced, one insurmountable challenge remains: distance.

Pennsylvania’s manufacturing potential has the advantage of location, close to some of the largest consumer markets in the world in the Midwest and the East Coast. In addition, American manufacturing workers are much more productive than their overseas counterparts. New studies confirm that while American workers are paid a lot more per hour than workers in many emerging economies, they actually produce more per hour too. Thus, even in comparison with countries with low labor wage rates (like China and India) or with long traditions of manufacturing excellence (like Germany and Japan), American manufacturing workers top the productivity charts.

Tom Wolf believes that one key to our future economic prosperity is better connecting our resurgent manufacturing base with U.S. and world markets. Pennsylvania has world class producers of energy, agricultural, manufacturing, and other advanced products. All of these suppliers must compete with other suppliers around the world and one critical competitive factor is their ability to connect their products consistently, reliably and efficiently with high demand areas. So, linking producers in Erie, Pittsburgh, and Philadelphia with potential U.S. and world markets through the best ports, bridges, pipelines, roads, airports, high speed rails, and internet connections will help entrepreneurs succeed and break down current regional market barriers to trade in Pennsylvania.

As GE’s Jeff Immelt pointed out when he opened a new battery plant in New York, “With all the manufacturing technology we have, labor is a relatively small component.” Tom Wolf might have added that American workers are very comfortable with technological innovation and have learned very quickly how to marry it with process improvements to drive greater efficiency. Tom Wolf believes that the result is a newly productive American worker and a newly competitive American manufacturing sector, two advantages that the next governor of Pennsylvania should seize upon to spur economic development policy.

Working through public/private partnerships, Tom Wolf wants to dramatically improve Pennsylvania’s infrastructure related to connecting suppliers with demand centers, whether that be through improved roads, rails, ports, pipelines, airports, or communications infrastructure. As governor, positioning Pennsylvania as the transportation Keystone for major U.S. and world markets will be Tom Wolf’s major focus. Tom Wolf believes that developing this “connective tissue” between supply and demand centers will help exploit Pennsylvania’s innate advantage – its location as the Keystone in the middle of advanced suppliers and U.S. and world markets.

Improving Infrastructure

Tom Wolf’s business makes and distributes kitchen cabinets across Pennsylvania to markets all over the United States. Unfortunately, businesses like Tom Wolf’s are often hampered by the high cost of transporting products on our poorly maintained roads. Tom Wolf believes that linking Pennsylvania’s
suppliers and producers with U.S. and world markets through the best ports, pipelines, roads, airports, railways, and communications systems will help entrepreneurs succeed, expand, and break down current regional barriers to trade in Pennsylvania.

According to PennDOT, Pennsylvania ranks third in the number of bridges but leads the nation in the number of structurally deficient bridges. Of the 25,344 state owned bridges, 4,449 are structurally deficient. At the county level, there are 6,352 county owned bridges, of which 2,234 are structurally deficient. Collectively, 21 percent of the bridges in the state are structurally deficient. In addition, 37 percent of state and locally owned roads and highways are in poor or mediocre condition. As a result, Pennsylvania motorists spend a total of $3 billion annually to fix damage caused by driving on rough roads. In 2010, the American Society of Civil Engineers gave Pennsylvania a “D-“ for roads and transit. They concluded that driving on Pennsylvania roads in need of repair cost an average of $341 per motorist per year.

The recently enacted transportation funding bill in Harrisburg is a step in the right direction in the sense that it will begin to allow Pennsylvania to start digging its way out of the “D-“ hole it has allowed itself to fall into on transportation. However, Pennsylvania needs to do much better in moving toward restoring Pennsylvania to its role as the transportation Keystone of the nation.

According to a 2012 report by Building America’s Future, demands on our roads, railroads, ports, and airports are going to increase dramatically over the next 30 years: by 2015, an additional 1 billion passengers will be flying annually; by 2020, major United States ports are expected to see the volume of cargo at least doubling; by 2035, freight cargo is projected to increase by 88 percent; and by 2040, the number of miles traveled by passenger vehicles will grow by 80 percent. If Pennsylvania’s infrastructure does not grow to meet demand, residents and businesses will suffer. For example, General Mills projects that when the average speed of its trucking shipments drops one-mile per hour below the average speed, its costs increase by $2 million.

Tom Wolf envisions a Pennsylvania where a 21st century infrastructure made up of high-speed rails, world-class airports, complex communication systems, and connected waterways makes the Commonwealth the destination for world imports and exports. Tom Wolf will:

- **Create a “Connect Pennsylvania” collaborative** – This collaborative will bring together key stakeholders, engage the private sector, and leverage private dollars to kick-start projects that will increase Pennsylvania’s economic competitiveness, such as high-speed rail that allows Pennsylvania manufacturers to move products from Philadelphia to Chicago in three hours.

- **Form a multi-state partnership** – In order to create a system where good and products can move smoothly from Pennsylvania to U.S. and world markets, we need our neighboring states as well as others across the country to also commit to building a 21st century infrastructure. Working together, we can be a powerful voice for additional federal and private investment.
Represent Pennsylvania’s interest in Washington D.C. – Not only has federal funding for state infrastructure projects decreased over time, but the rules and regulations that often accompany these funds make it difficult for states to innovatively address infrastructure challenges. As governor, Tom Wolf will be a vocal advocate for more federal infrastructure funding as well as more flexibility in how those dollars are used.

Start a “Wire Pennsylvania” initiative – A statewide public-private partnership to expand broadband networks can better connect residents and businesses. This high speed internet network will help level the playing field for those in rural areas by helping rural residents expand businesses, connect with social services, and access educational programming.

A “Made in Pennsylvania” Cash Back Program

Manufacturing is a key component of Pennsylvania’s economy. According to a report by the National Governors Association, the manufacturing industry accounts for more than 10 percent of total employment, making it the third-largest sector in the state. And these manufacturing jobs are good jobs. The Pennsylvania Department of Labor and Industry reports that the average manufacturing wage, $53,976, is higher than the state’s average wage, $46,748. Not only does the manufacturing industry offer solid, middle-class jobs to more than 500,000 Pennsylvanians, but it also is a major contributor to the state’s economy, accounting for $71 billion of our annual gross state product. And, on average, every manufacturing job supports 2.5 jobs in other sectors.

The current natural gas production boom in Pennsylvania and the U.S. has driven down the cost of energy which, for the time being, is offering a competitive advantage to manufacturers in Pennsylvania. To make sure that the Commonwealth is able to take full advantage of this and other opportunities to expand the manufacturing sector, Tom Wolf will institute a Made in Pennsylvania “cash-back” jobs creation program. This innovative program will reward manufacturing companies that are creating solid middle-class jobs in Pennsylvania.

For manufacturing companies that increase their annual taxable payroll by at least $1 million, the Commonwealth will provide cash payments of up to 5 percent of new taxable payroll the following year. In order to qualify, these new jobs must be full-time, have an average wage equal to or above the county wage in which the company is locating or expanding, and include competitive health benefits. Tom Wolf will pay for the cash back program by cutting any current Pennsylvania tax credit, grant and low interest loan programs that are not creating any jobs in Pennsylvania. In fact, to ensure that Pennsylvania is adding strong, sustainable, middle-class jobs, Tom Wolf’s Made in Pennsylvania plan will include a “claw back” provision. Recipients of the cash back program will have to return the cash payment to the state if they do not maintain the new jobs for five years.

A Fresh Start for Pennsylvania
Revitalizing our Communities and Encouraging Smart Growth

Currently, more than 40 percent of Commonwealth residents are living in financially distressed communities. While many factors contribute to the decline of cities and towns, one important element is poor land use policies that favor sprawl over reinvestment and divert scarce resources inefficiently in undeveloped farm or isolated areas. Pennsylvania needs to ensure the long-term financial viability of our cities by improving our planning and oversight of land use and development.

Tom Wolf knows that reinvestment works. In partnership with his fellow community members, Tom Wolf worked to revitalize the city of York -- the economic anchor of his community. He served as the president of Better York, which hired David Rusk to develop a regional plan to help revitalize the city. Tom also chaired the board of York College, where he helped to integrate the school into the city by having it invest in the neighborhood. Tom Wolf worked as a board member of Historic York to find new residential and commercial uses for existing buildings. Tom’s work with these organizations led to redevelopment as well as new jobs, new social supports for city residents, and new tools to attract middle-class families back to the city. As governor, Tom Wolf will:

- **Create a Smart Growth and State Planning Office** – For all projects that receive state funding, Pennsylvania must make sure that they are part of a broader smart growth strategy. This office will be tasked with coordinating the efforts of various state agencies so that community development programs and initiatives support revitalization and regional planning. Additionally, it will ensure that local development projects that receive state funding adhere to the fundamentals of smart growth.

- **Fund Revitalization Projects** – Tom Wolf will prioritize state capital and local development funding for revitalization projects. A strategic priority will be placed on state funding for community development for projects that are located near or utilize existing investments such as transit, affordable housing, walkable communities, small businesses and struggling town centers. This “smart spending” approach will save taxpayer dollars.

- **Adopt a “Fix It First” Approach to Development** – State investments should help promote development that makes use of existing infrastructure by rehabilitating existing offices, buildings and homes that clean and reuse contaminated sites, build on open urban spaces (infill development) in existing towns and cities.

- **Implement a Blueprints grant program to help local communities develop regional long-term plans** – To help some regions save money, Tom Wolf will use existing funds to provide planning grants to engage residents and key stakeholders in the development of a regional vision, which will then be used to guide regional and local land use and transportation planning.
• **Provide technical assistance to older communities** – Through a redevelopment certification program, the State will help older communities update their codes and development regulations, improve their review process, and otherwise make the planning process more stable and predictable.

• **Encourage innovative and creative land use** – Through an innovative cities program, urban areas will be able to apply for funding to help them develop and implement a land use plan aimed at attracting young workers and diverse businesses. Those municipalities that are awarded grants will also receive support from the Economic Development Partnership in navigating the multiple grants, tax credits, loans, and other existing financial supports available.

• **Start a technical assistance academy for local government and nonprofit leaders** – The Economic Development Partnership will not only help local leaders better understand how their current regulations, codes, and ordinances encourage or discourage development, but it will also help them develop new community reinvestment policies and build relationships with local leaders across the state.

• **Focus on building mixed-income, mixed-use communities** – Today, more than 13 percent of Pennsylvania residents are living in poverty. Those living in concentrated poverty - where 30 percent of all families are living below the poverty line - are often in communities with high violence, poor schools, and limited access to health care.

   One way to deconcentrate poverty in our communities is to focus our existing development resources on mixed-income, mixed-use communities that are located near or utilize existing investments such as transit, walkable communities, small businesses and struggling town centers. In this vein, Tom Wolf will use a creative mix of public and private dollars to spur mixed-income, mixed-use development projects in which 10 percent of the homes are for low-income residents.

   **Personal Experience with Bringing Good-Paying, Middle-Class Jobs Back to Pennsylvania**

Four years ago, Tom Wolf received word that the business he had sold a few years earlier was about to go under, leaving his former employees likely to join the ranks of the unemployed. While he could have walked away, Tom Wolf instead went back and sank every penny he had into saving the company, buying it back at full market value and investing in its workforce while reinventing its business model. Tom Wolf’s return and innovative restructuring resulted in saving the company and the hundreds of middle-class jobs in Pennsylvania that went with it.

Tom Wolf turned the business from a wholesale distributor of other people’s products, into a company that sources their own American-made products that compete directly with products made in China. The company headquarters and distribution center are both located in York. And all Wolf products are
made in the United States, with several of them manufactured right here in Pennsylvania. Tom Wolf firmly believes that American workers, working in plants located in the United States, can produce goods that compete on both price and quality with anything made by anyone anywhere in the world.

The company is now growing and thriving by sourcing its own American-made products, competing directly with products made overseas in low wage countries. Tom Wolf knows that in order for the middle class to thrive, businesses must invest in their workforce. Tom Wolf provides his workers with good wages and comprehensive health and retirement benefits. As governor, Tom Wolf will work to transform Pennsylvania’s economy through innovative policies.

Pennsylvania needs a change in leadership because in the past few years it fallen from 7th to 41st in job creation and there are nearly 500,000 unemployed Pennsylvanians. Too many corporations pay no income tax in Pennsylvania while small businesses and workers struggle and pay more than their fair share of taxes; we need to level the playing field. Through special interest tax cuts and tax credits Governor Corbett has put friendly, insider corporations and the wealthy over the middle class, and as a result we have lost out on thousands of good-paying jobs.

Fostering Innovation and Commercializing Academic Research

An important element in developing strong, sustainable middle-class jobs is building better connections between the private sector and some of the state’s most important assets – its academic centers of excellence. Pennsylvania is home to more than 130 colleges and universities, which receive hundreds of millions of dollars every year to develop innovative solutions to our toughest problems. In 2011, the University of Pittsburgh and the University of Pennsylvania collectively received almost $1.4 billion in federal funding for research and development. To make Pennsylvania the center for economic growth and innovation, it is time to move these theoretical ideas to the market place.

Tom Wolf will promote innovation and job growth by connecting our colleges and universities with our small and emerging businesses. Through an innovation grants program using existing state resources, colleges and universities will work in partnership with manufacturers, high tech firms, and other businesses to move ideas to market. Commercialization of research and development will be a major focus of Tom Wolf’s economic development strategy.

Rewarding research and development through commercialization will help engage college students, lead to job creation, and the production of new, innovative products, and drive additional research and development funding to our academic institutions. Commercialization and technology transfer strategies based upon existing academic research in Pennsylvania are a great opportunity for the Commonwealth to start shifting its policies from those that promote special interests and favor political donors to a new approach that rewards small businesses and innovators that create good, sustainable jobs in Pennsylvania.
Building a Keystone Technology Sector

Pennsylvania is well positioned to take advantage of one of the fastest growing sectors of the 21st century economy - technology information. Many of the Commonwealth’s 130 colleges and universities, like Drexel University, Penn State University, and Carnegie Mellon University, are producing graduates with technical expertise. As governor, Tom Wolf will make it his goal to get these graduates to stay, invest, and build their businesses here in Pennsylvania.

- **Creating Technology and Innovation Jobs** – Tom Wolf will create Keystone Technology Zones situated around institutions of higher learning in areas such as Pittsburgh, State College, and Philadelphia. The Keystone Technology Zones will encourage the transfer of technology to the private sector, and provide incentives for businesses to grow and hire in Pennsylvania.

  Technology businesses inside the Keystone Technology Zones will be eligible for a "cash-back" jobs creation program, *Wired in Pennsylvania*. Like Tom Wolf’s “Made in America” program, this innovative program will reward technology companies that are creating solid middle-class jobs in Pennsylvania. For technology companies that increase their annual taxable payroll by at least $1 million, the Commonwealth will provide cash payments of up to 5 percent of new taxable payroll the following year. In order to qualify, these new jobs must be full-time, have an average wage equal to or above the county wage in which the company is locating or expanding, and include competitive health benefits. To ensure that we are adding strong, sustainable, middle-class jobs, the plan will include a “claw back” provision. Those technology companies that do not maintain these jobs for five years will have to return the cash payment to the state.

- **Match Students with Companies** – Tom Wolf will create the Keystone Tech Talent Bank and he will hold quarterly talent drafts in Pennsylvania to match students and job seekers with high tech companies.

- **Growing Tech Incubators** – Tom Wolf will encourage tech incubators by working with organizations like Start Up Philly and the Benjamin Franklin Technology Partners to encourage the development of tech incubators throughout Pennsylvania especially in Keystone Technology Zones.

- **Prioritizing Technology and Innovation in Capital Funding** – Tom Wolf will prioritize technology and innovation infrastructure in existing federal, state and local funding including infrastructure projects that expand high speed internet.

**Creating Jobs by Expanding Medicaid**

One of the fundamental topics that have often gone missing from the current health care debates in Harrisburg is job growth. As indecision and inaction have dominated discussions, the Corbett
administration has ignored the fact that implementation of the Affordable Care Act and the expansion of the state’s Medicaid program provides an unprecedented opportunity to give more than 500,000 currently uninsured, middle and low-income Pennsylvanians access to affordable health care. Expanding health care to hundreds of thousands of Pennsylvanians and their families is not just the right thing to do – it’s good for the economy and will create jobs.

First, having affordable health insurance is an important prerequisite for a healthy productive workforce. Second, expanding coverage, by necessity will require more health care providers – doctors, nurses, assistants, and lab technicians to name a few. Given the nature of health care, these jobs have to be located in Pennsylvania, where the patients live. They cannot be outsourced or exported. Third, hospitals serve as the economic anchors for many of Pennsylvania’s smaller cities and rural areas. For many years, our rural health care facilities have struggled to stay afloat in a changing marketplace. Adding hundreds of thousands of newly insured patients across the state can help many rural providers stay open for business. Fourth, Pennsylvania is the home of several health care supply chain companies - pharmaceutical companies, medical device manufacturers, and others that will also benefit from expanding health care coverage. Fifth, Pennsylvania’s medical and nursing schools will benefit from the increased demand for more trained professionals.

So, Medicaid expansion would do much more than give many Pennsylvanians an opportunity to gain health insurance coverage: It will provide a much needed economic stimulus to the state. A recent RAND report estimated that Medicaid expansion will add $3 billion to the state’s gross domestic product, lead to the creation of 35,000 new jobs, and save hospitals approximately $550 million every year.

In addition to these economic benefits, the new costs associated with health care expansion for the state and its taxpayers will be minimal. Since the federal government will pay 100% of the costs of Medicaid expansion from 2014 to 2016 and 90% of the costs thereafter, expanding the program is an easy economical choice. The federal contribution - projected to be an additional $2 billion every year - will come from taxes already paid by Pennsylvanians, so failing to expand Medicaid will essentially mean giving the federal government money back to be spent in other states.

Finally, taking an active role in implementation of the federal health care expansion will allow Pennsylvania to control several consumer protection benefits. For example, states that are implementing the health care law have a far greater say in how consumers can be protected from insurance companies, how new insurance policy rates can be negotiated, and the types of benefits that will be covered by new health insurance policies.

For all of these reasons - jobs, economic supply chain benefits, availability of federal funding and more control over consumer protections – Tom Wolf will take an active, aggressive role in expanding access to health care in Pennsylvania.
Improving Patient Services

In addition to expanding Medicaid, Tom Wolf will also implement other health care reforms to improve the quality of patient services such as:

- **Setting Nurse-to-Patient Ratios** – As governor, Tom Wolf will advocate for legislation that sets safe nurse to patient ratios. These ratios will range from one registered nurse to one patient in high needs units like operating rooms and trauma emergency rooms to one registered nurse to five patients in skilled nursing facilities. Significant research has been done that shows safe nurse to patient ratios have increased quality care and improved nursing retention.

- **Keeping more Pennsylvania-trained primary care doctors in the state** – As governor, Tom Wolf will dedicate an additional $3 million in state funding to expand the number of primary care physicians who can participate in the state’s debt relief program for medical professionals and increase the number of residency slots for primary care doctors. This additional funding will allow Pennsylvania to keep primary care doctors in the state by offering a loan repayment program that is competitive with other states. The physicians who benefit from this financial support will have to commit to working in rural and underserved areas for five consecutive years. Some of this funding is already available from federal sources.

- **Incentivizing medical care providers to adopt the “patient-centered medical home” model of care** – The Patient-Centered Medical Home (PCMH) model uses a team of care providers, including doctors, nurses, nutritionists, pharmacists and social workers, to improve patient access to care, care coordination, and quality while at the same time reducing costs. PCMH provides shorter wait times for patients, focuses of mental and physical health of the patient, and puts an emphasis on preventative care. The outcomes of this shift in patient care has resulted in improved health and cost savings. Pennsylvania’s Geisinger Health System Proven-Health Navigator was able to use this approach to lower hospital readmissions by 18 percent in one year and reduce total costs per member per month by 7 percent.

To date, the state has been successful in encouraging medical care providers to adopt this approach for patients suffering from chronic illnesses as well as children. But there is still work to be done. To ensure that Pennsylvania residents receive the best health care treatments, Tom Wolf will provide grant funding to help medical practices set up the processes needed to earn national certification through the National Committee for Quality Assurance, the Accreditation Association for Ambulatory Health Care, the Joint Commission, or the URAC.
USING OUR NATURAL RESOURCES TO OUR FULL ADVANTAGE

Tom Wolf believes that Pennsylvania should take advantage of its traditional energy resources, such as the Marcellus Shale, to jump start the new energy economy and modernize infrastructure; turning a one-time windfall into a long term job creation strategy and bridge to a clean energy future. Natural gas prices are low right now, offering a boon to state manufacturing and chemical firms, but expect natural gas prices to rise as U.S. export facilities are developed and world natural gas markets (where natural gas is more expensive) begin to put competitive pressure on prices. Proximity to natural gas fields will continue to offer a competitive advantage to Pennsylvania based manufacturers, but Tom Wolf believes that the time is now to begin planning for and positioning ourselves in the energy economy of tomorrow.

Developing the Marcellus Shale While Protecting Pennsylvania's Environment

With Pennsylvania sitting on one of the largest deposits of natural gas in the world, Tom Wolf believes that the Marcellus Shale must be a key component of any plan for Pennsylvania's future. We must ensure that we take advantage of this resource and opportunity in a way that benefits all Pennsylvanians and protects our water and environment. Four years ago Tom Wolf called for a tax on natural gas extraction and responsible development, saying:

*Pennsylvania is sitting on one of the largest deposits of natural gas in the world, the Marcellus Shale formation, which stretches from our northeast to southwest corner. With new drilling techniques we can now efficiently unlock these massive natural gas deposits that lie beneath huge portions of our state.*

Experts estimate there might be as much as 50 trillion cubic feet of recoverable natural gas beneath Pennsylvania’s soil. That would make our Commonwealth the Saudi Arabia of natural gas and, if managed correctly, help transform our economy. Tom Wolf believes Marcellus Shale must be a key component of any plan for Pennsylvania’s economic future. The challenge facing us now, and into the future, is how to manage this remarkable natural resource so that it benefits citizens of Pennsylvania for many years to come.

The right way to manage this resource is to use extraction fees to fund our most critical investments of the future: schools, roads, infrastructure, economic development, and workforce training. We must also be certain that extraction companies act responsibly by posting bonds and setting aside savings in the event of harmful impacts on our environment. States like Texas, Wyoming, Louisiana, New Mexico, and Oklahoma charge extraction fees for natural gas and require financial guarantees for cleanups, and these costs are paid by many of the same big oil and gas companies operating in Pennsylvania. It is now long past time for Pennsylvania to do the same thing and use these extraction fees to pay for our environmental protection and economic investment priorities for the future.
And just as Pennsylvania helped to fuel the industrial revolution with the first commercially developed oil wells in Titusville and the anthracite coal fields, we can once again have a bright economic future based on these abundant Marcellus Shale natural gas reserves. The negative environmental impact of the oil and coal booms, however, should serve as a warning of what can happen if our natural resources are not properly managed. Tom Wolf will make sure state agencies tasked with environmental oversight are adequately funded, staffed, and supervised to prevent reckless drilling, and that irresponsible companies are held accountable.

Tom Wolf believes that we have an obligation to get this new energy era right. To do so, it will take a plan with these principles:

- **Enact a 5 percent extraction tax to build for Pennsylvania’s future.** We should make sure that the citizens of the Commonwealth share in a portion of the financial benefits of this geologic windfall. While Texas, Wyoming, Louisiana, New Mexico, and West Virginia benefit as oil and gas companies and other corporate interests cash in on those states’ environmental resources, Pennsylvania residents do not.

- **Make smart investments to fund Pennsylvania’s priorities.** As governor, Tom Wolf will use the revenue generated from the extraction tax to ensure that the Commonwealth has the resources to invest in programs for our children, hard-working families, and seniors. These funds will be directed to the General Fund for essential programming, the Department of Environmental Protection for improving oversight and strengthening regulations, and the local communities where drilling is taking place.

As governor, Tom Wolf’s priority will be to use this revenue to reverse Governor Corbett’s $1 billion in education cuts and increase the State’s share of education funding to provide needed relief to local property taxpayers. Additionally, he will use these funds to build a brighter future for Pennsylvanians with strategic investments in our infrastructure, economic development and renewable energy technology.

- **Ensure responsible drilling to protect Pennsylvania’s environment.** New drilling technologies and water recycling processes would allow us to exploit our natural gas resources without causing environmental degradation. Additionally, Tom Wolf will ensure the following steps are taken to protect our environment, to hold drilling companies responsible, and to create jobs for working, middle-class families:
  - Increase funding for the Department of Environmental Protection so that it is sufficiently staffed and able to provide proper oversight of drillers;
  - Bring greater transparency to the fracking process by requiring drillers to publicly disclose chemicals used in the hydraulic fracturing process, and lifting the current gag order on physicians; and
Allow local communities more control in zoning.

If done right, continued development of natural gas is a bridge to a clean energy future and will allow Pennsylvania to have good-paying energy jobs; a safe and secure environment; and the ability to make critical investments in education, health care, and infrastructure through a severance tax on oil and natural gas extraction.

Developing Marcellus Shale While Expanding Manufacturing

The Marcellus Shale provides a great opportunity to grow and transform Pennsylvania’s manufacturing economy. One specific example is a potential Shell ethane cracker plant where natural gas would be broken down to create ethylene. Because ethylene is used in 90 percent of all manufactured goods, there is a huge potential to attract new manufacturing businesses to the state and for those already here to expand.

The American Chemistry Council is already projecting that this new Shell plant could lead to more than 17,500 new jobs. Specifically, it is estimating Pennsylvania will gain 2,400 chemical-industry jobs, 8,500 supply-chain jobs, and 6,900 spin-off jobs. However, Shell has not yet committed to Pennsylvania, in part because the state does not currently have the downstream chemical and manufacturing industries that exist in other states. We need a governor who will invest in economic development strategies that encourage manufacturing to ensure that Pennsylvania leverages our Marcellus Shale resources to create new jobs.

Expanding Clean Energy and Energy Efficiency Businesses and Industries

While Pennsylvania has been blessed with vast resources of fossil fuels – the original U.S. oil fields in Titusville, the anthracite and bituminous coal fields of Northeastern and Southwestern Pennsylvania, and the Marcellus Shale deposits spread across the Commonwealth – we have also been blessed with other clean energy sources that can be tapped right away and will pay dividends long after our fossil fuel reserves have been depleted. Tom Wolf wants to use our natural gas as a bridge to a clean energy future. He will use a portion of the revenue generated from the Marcellus Shale deposits to accelerate the development of clean energy businesses and industries in Pennsylvania.

- **Accelerating Potential Job Growth and Investments in Energy Efficiency:** Tom Wolf wants to accelerate new investments in energy efficiency retrofits of commercial and residential real estate by engaging the private sector and developing new programs and policies to spur growth. According to a March 2012 Deutsche Bank Group/Rockefeller Foundation study “United States Building Energy Efficiency Retrofits,” retrofitting the U.S. residential, commercial and institutional market segments represents a potential $279 billion investment that could yield $1 trillion of energy savings over 10 years. The DB Report estimates that if private sector investors pursue this economic opportunity, more than 3.3 million cumulative job years of
employment will be created over the same ten years.

According to a report by Johnson Controls Incorporated, investing in energy efficient retrofits is a win-win for both building owners and their tenants. Building owners can experience increases in property values while building tenets see lower utility costs and healthier living and working environments. The report goes on to conclude that these improvements have a greater societal impact in that they help reduce emissions.

As governor, Tom Wolf will explore several policy options including, new workforce development training for workers in the energy efficiency retrofit sector, new access to energy use data to allow investors to determine which buildings represent the best potential investments for retrofits and new financing tools to attract private sector investments in Pennsylvania in building retrofits. Although Tom Wolf will identify existing program funding for the energy efficiency jobs training and data access, some portion of the Marcellus Shale extraction fees will be considered and may be deployed to attract more energy efficiency investments from the private sector.

- **Accelerating Potential Job Growth and Investments in Renewable Energy:** Pennsylvania’s Alternative Energy Portfolio Standards and the Pennsylvania Energy Development Authority helped put Pennsylvania on the radar screen of major renewable energy investors and industries when those programs were launched and rejuvenated in the early 2000’s with the help of the Pennsylvania legislature and Governor Rendell. Tom Wolf wants to get Pennsylvania back into the forefront of wind, solar, biogas, biofuel and other alternative fuel production.

  Within his first year of office, Tom Wolf will introduce legislation expanding Pennsylvania’s Alternative Energy Portfolio Standards and restoring some funding for the Pennsylvania Energy Development Authority. Tom Wolf will work to make Pennsylvania a national leader in the development of clean energy sources. Last year – Nevada, Minnesota, and Colorado expanded their renewable energy standards and Pennsylvania should move in the same direction. In addition, Tom Wolf will make some portion of the Marcellus Shale extraction fee available to help Pennsylvania’s businesses lead the way in these exciting new industries of the future.

**Revive Our State Parks and Forests**

Tom Wolf believes that our State Parks and State Forests are unique assets that should be better preserved, protected, and utilized by our citizens, especially our youth. Under Governor Corbett, our State Parks and State Forests have been underfunded and neglected. Taking into account the most recent budget proposal, Governor Corbett has slashed General Fund support by 81 percent for State Forest operations and 87 percent for State Park operations, and shifted funding reliance to revenue from the Oil and Gas Lease Fund.

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**A Fresh Start for Pennsylvania**
Tom Wolf will work with the private sector, particularly the outdoor recreation industry, to develop new programs and policies to increase access and beneficial use of these invaluable assets. Tom Wolf will also explore ways to expand volunteer programs and fight to restore funding for maintenance and improvements at State Parks and State Forest facilities. There is a huge opportunity to grow Pennsylvania’s outdoor recreational and tourism economy through a revitalized State Park and State Forest system.
A FRESH START AT MAKING GOVERNMENT WORK HARDER AND SMARTER: EXAMPLES OF TOM WOLF’S INNOVATIONS IN GOVERNMENT

As described in Sections I through IV, Tom Wolf will focus strategically on state government programs that “set the table” for private sector investment, growth and job creation. As Secretary of Revenue, Tom Wolf implemented a variety of reforms and innovations that helped make his Department more efficient and effective while freeing up additional resources for programs benefitting seniors. As governor, Tom Wolf will take the same approach with all Agencies and Offices across state government to make government work more efficiently and effectively for taxpayers. Although Tom Wolf will continue to propose new ideas, including those he hears from citizens on the campaign trail and eventually, from state employees and the private sector as governor, the following are examples of the reforms and innovations that he will start implementing as soon as he takes office:

Building Partnerships with Federal, Local and Non-Profit Foundations to Fund Programs

Tom Wolf has served as the Chair the York County United Way, the York County Community Foundation, the York College Board of Trustees, and as Chairman of the York County Chamber of Commerce. In all of those roles, Tom learned the importance of building partnerships and leveraging resources from many funding sources to get a project completed or the job done right. As Governor, Tom Wolf will make sure to pursue partnerships with state and local governments and non-profit foundations to make sure state tax dollars stretch further.

- **Governor’s Grants Office – Federal Funds** – Tom Wolf will set up a Governor’s Grants Office to maximize the federal dollars that state and local agencies can draw down and deploy. In many instances, these federal funds can leverage existing state, local and private funds to make programs and projects succeed. A few states have cost efficient grant offices that focus on training existing state and local program staff on how to identify and apply for available federal funds. Since these are funds that Pennsylvania taxpayers have already sent to the federal government – why not maximize Pennsylvania’s fair share of that funding? Tom Wolf’s Grants Office will use existing staff resources to do a better job of drawing down Pennsylvania’s fair share of federal funds.

- **Governor’s Grants Office – Non-Profit Foundation Funds** – Pennsylvania is the home of some of the most prestigious and influential national non-profit foundations, including the Heinz and Pew Foundations. While foundation funding can never replace or fully subsidize state government funding, the creative energies and “outside the box” thinking of these and other sources of policy expertise will be welcome in a Wolf administration. Tom Wolf knows something about the ability of non-profit funds to leverage private sector and local government resources – he has worked with and helped implement several projects with foundations and...
the private sector in the City of York. Tom Wolf and his Governor’s Grants Office will work closely with Pennsylvania’s non-profit foundations on policies and strategies to improve the delivery of programs and services for Pennsylvania’s citizens.

More Choices for Seniors and Saving Tax Dollars

Tom Wolf comes from a small town in York County and lives in the same house to which he was brought home from the hospital after he was born in 1948. Tom’s business provides comprehensive benefits to his employees and not only matches workers’ investment in retirement funds, but makes employer contributions even when workers do not. As state Revenue Secretary, Tom Wolf implemented changes that grew the State Lottery, providing millions of additional dollars for prescription drug relief, home health care, and property tax relief for senior citizens. Tom Wolf also knows that Pennsylvania has an aging population that’s struggling to afford their medicine; their groceries; their property taxes. Tom Wolf will do a better job of protecting our seniors and their choices on where to live and receive the services they need in the twilight of their lives.

PA CHOICE - Delivering Better Senior Care Options for Pennsylvanians

Tom Wolf believes it is time for Pennsylvania to implement new, innovative policies that will allow our seniors to age with dignity. Not only do we need to allow seniors to stay in their own homes when possible, we also need to ensure that those people we entrust with their care have the necessary skills and are provided with living wages. A recent survey by Pennsylvania AARP found that 95 percent of aging Pennsylvanians would like to receive care in their home. Unfortunately, according to a recent study by AARP and the Commonwealth Fund, the state ranks 39th in its ability to create a balance between nursing facility care and home and community-based care. Additionally, the study ranked the state 47th for affordability and access and 46th for support of family caregivers. For a state with approximately 2 million residents who are 65 years old or older, Tom Wolf believes this status quo is unacceptable.

Unfortunately, Harrisburg has been stalled on taking any action needed to help seniors. One plan to provide relief will not pass unless controversial and risky changes are made to the Pennsylvania Lottery system. Another plan awaits a yet to be convened Commission to “study the problem.” Tom Wolf believes that that the time to act is now without pre-conditions or new studies. New federal health care funding and existing state funds are more than enough to allow for drastic improvements – while providing more choices to seniors. In addition, these changes will save state taxpayer money.

Tom Wolf’s PA Choice Plan will expand eligibility for Medicaid Home and Community-Based Services so that seniors have better choices about where to seek care. To expand seniors’ choices for community-based care, in favor of nursing home care, Tom Wolf will:
• **Increase income eligibility for seniors accessing home and community-based care.** To do this, Tom Wolf will add a new eligibility category for residents who have an income up to 150 percent of the Federal Poverty Level. He will also have the Commonwealth adopt a Medicaid State Plan amendment to create a “spend down” option for those who would prefer home and community-based care in place of nursing home care.

• **Expand health eligibility requirements for those accessing home and community-based care.** Through Medicaid, the State has multiple options to allow those who have not been diagnosed as needing nursing care to access home and community-based care. By implementing the Medicaid Home and Community-Based Services State Plan Option and Personal Care Services Medicaid Option, Tom Wolf will shift to a focus on prevention and improve the quality of life of seniors.

• **Improve access to home and community-based care services.** Tom Wolf will promote changes to the system, like expanding the Community Choice pilot program, to ensure that those wanting to stay in their homes can access services as quickly as those seeking nursing home care. If we want to preserve the rights of seniors to make choices about their care, we cannot have a system where it takes an average of 34 days for seniors to receive services in their home. Tom Wolf will streamline this system and push for any federal waivers needed to get it done.

• **Implement the federal Balancing Incentive Payments program.** Many states like Arkansas, Georgia, Iowa, Ohio, Louisiana and Texas have implemented a new $3 billion incentive program that provides a higher federal matching payment when states help find alternatives to nursing home care for seniors. Tom Wolf will push to implement this new federal program that expands seniors’ choices for care.

Expanding eligibility and improving options will allow Pennsylvania to address the desires of our senior population while controlling the current costs to Commonwealth, which are mainly covered by the Pennsylvania Lottery. Home and community-based care is significantly less expensive than nursing facility care so shifting the balance will also be good for the bottom line.