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CONSOLIDATED EDISON COMPANY OF NEW YORK, INC.

Electric and Gas Rates

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SUMMARY OF VARIOUS MEMORIAL SLOAN KETTERING CANCER CENTER’S PROGRAMS AND PROJECTS

Research is a major focus of the activities that comprise Memorial Sloan Kettering Cancer Center’s (MSKCC’s) daily activities and is a major impetus to the expansion of its facilities. In 2012, MSKCC was awarded a ReCharge NY allocation of low cost hydropower from the New York Power Authority (NYPA). The main focus of MSKCC’s successful application for this highly competitive economic development program was its expansion of facilities and creation of jobs. MSKCC’s application was primarily based on the development of four new biomedical facilities which have all been submitted to Con Edison for consideration of a Business Incentive Rate (BIR) award. At the time of the ReCharge NY application in June 2011, MSKCC’s total employment was 11,995 full-time equivalent employees (FTEs). As of June 2015, this employment level had risen to 13,353 FTEs. This represents an increase of 1,358 FTEs or 11 percent.

A summary of these facilities and their biomedical importance follows:

Facility Name	Area (Sq. ft.)	Address	Completion Date	Load (Kw)	Construction Jobs	Permanent Jobs
Josie Robertson Surgery Center	166,765	1133 York Ave	1/16	3,931	175	250
Clinical Research Labs	90,550	327 E. 64th Street	1/17	1,827	125	60
David H. Koch Center for Cancer Care	262,500	FDR Drive and E. 73rd	6/19	3,846	350	407
West Harrison	114,000	500 Westchester Ave Harrison NY	Comp. 10/14	1,750		184

Note: This chart has been updated to reflect the current level of Biomedical Research which is anticipated when the facilities open.

MSKCC is involved in the following activities that demonstrate their involvement in research:

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- The National Cancer Institute has designated MSK as one of only 41 comprehensive cancer centers in the country, underscoring its multidisciplinary cancer research program, expert faculty, and state-of-the-art facilities.
- Clinical Staff – Staff of 12,975 dedicated and talented employees includes 935 attending physicians and 2,221 registered nurses.
- Researchers –143 senior laboratory investigators, 323 research fellows, 547 postdoctoral researchers, and 246 graduate students (both PhDs and MD/PhDs).
- Educators – Educational programs continue to train new leaders in the field, in NYC and around the world. In 2013, MSKCC trained 1,691 residents and clinical fellows; 547 postdoctoral research fellows, research scholars, and research associates; 227 PhD candidates; 19 MD/PhD candidates; 179 nursing students; and 392 medical students.

Josie Robertson Surgery Center (JRSC)

The Josie Robertson Surgery Center (the Center) is Memorial Sloan Kettering Cancer Center's new \$300 million, state-of-the-art outpatient surgery center on the Upper East Side of Manhattan. It will employ 388 people. The facility sets a new standard for outpatient cancer surgery and is the first-of-its-kind freestanding facility on Manhattan's Upper East Side. The types of surgery ongoing at this facility include, surgical techniques, diagnostic procedures, microscopy, imaging, data tracking methods and translational research. According to The New York Times, the new facility is "a test bed for emerging ideas in patient experience design, health care technology and data tracking." New data tracking techniques will use information gathered via a "real-time location system (RTLS) to reevaluate our postoperative procedures — always with the aim of improving outcomes."¹ "Administrators at the Josie Robertson outpatient surgery center describe it as a laboratory for continuous improvement, a place where doctors, nurses and staff will be

¹ Memorial Sloan Kettering website article, Five Innovations Helping MSK Transform Outpatient Cancer Surgery in 2016. Dated Nov. 20, 2015.

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encouraged to rethink standard practices and try new techniques to improve patient care. This learning lab approach comes after a multiyear innovation effort at the main Memorial Sloan Kettering campus, also on the Upper East Side.”²

The Josie Robertson Surgery Center enables MSK to see even more patients more efficiently. At full capacity, the Center will be able to perform 60 surgeries a day, of which 25 to 30 percent will include an overnight stay.

The Center includes:

- 12 operating rooms in total spanning three floors, including four rooms with the latest surgical robotic systems
- 18 pre-op/outpatient post-anesthesia care unit (PACU) beds
- 28 private rooms for postoperative short stay with bathrooms and space for caregivers

Below is a sample of research being conducted at the JRSC:

Defining genetic Pathways in Anaplastic and Poorly Differentiated Thyroid Cancer (Biospecimen Research): The purpose of this study is to define the molecular signature of anaplastic, poorly differentiated, Hurthle cell thyroid and metastatic thyroid cancers regardless of histology to identify possible target for mechanism based therapies.

Assessment of Breast Tissue by Confocal Microscopy (Biospecimen Research): The purpose of this study is to test the feasibility of using confocal microscopy for imaging fresh breast tissue by comparing confocal images to the corresponding histopathology. The

² *New York Times* article entitled, A Surgery Center That Doubles as an Idea Lab. Dec. 26, 2015.

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study will use tissue samples from 100 patients over one year. Breast tissue from lumpectomy, excision, and re-excision specimens will be used.

Analysis of the Gene Expression Signature of Regulatory T Cells in Human Breast Malignancies (Biospecimen Research): The purpose of this study is to examine the influence exerted by the unique microenvironments of breast tumors as compared to other solid organ malignancies on the gene expression signature of Treg cells.

Effect of Preoperative Breast MRI on Surgical Outcomes, Costs and Quality of Life of Women with Breast Cancer (Alliance A011104 / ACRIN 6694) (Diagnostic): The purpose of this study is to test whether patients undergoing a breast MRI before breast surgery will have better results after surgery.

Impact of Breast Conservation Surgery on Surgical Outcomes and Cosmesis in Patients with Multiple Ipsilateral Breast Cancers (MIBC) (Therapeutic): The purpose of this study is to determine whether breast conserving surgery plus radiation is as effective as mastectomy in preventing the cancer from returning for women with more than one area of cancer in the breast.

Electronic Patient-Reported Outcomes in Patients Recovering from Ambulatory Cancer Surgery: Measuring Early Postoperative Symptoms: The purpose of this pilot project will involve 50 patients in the GYN Service undergoing surgery in the Ambulatory Extended Recovery (AXR) pathway or with expected discharge 24 hours after surgery. These patients will be asked to self-report symptoms at baseline and for 5 days following discharge from surgery. The primary objective of this study is to test an online symptom-tracking platform. The pilot study aims to build and optimize the web-based platform and eventually integrate into patient-care processes at JRSC.

Anesthesia and Quality of Recovery Outcomes of Patients Following Extended Recovery (AXR) Procedures (Retrospective Data Review): Several anesthesia clinical care pathways, called JRSC Enhanced Recovery after Surgery (ERAS) were specifically developed for JRSC intended to provide an ideal ambulatory anesthesia perioperative course that enable patients to be discharged same or next day. The purpose of this project is to examine the course of patients undergoing JRSC procedures to determine the quality of recovery related to anesthesia care and ERAS pathways.

Anesthesia and Quality of Recovery Outcomes of Patients Following Mastectomy (Retrospective Data Review): Several anesthesia clinical care pathways, called JRSC Enhanced Recovery after Surgery (ERAS) were specifically developed for JRSC intended to provide an ideal ambulatory anesthesia perioperative course that enable patients to be discharged same or next day. The purpose of this project is to examine the course of patients undergoing JRSC procedures to determine the quality of recovery related to anesthesia care and ERAS pathways.

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MSK Westchester in West Harrison

Opened in October 2014, Memorial Sloan Kettering Harrison is a state-of-the-art, 114,000 square foot translational outpatient facility to offer residents from the Bronx, Hudson Valley and Fairfield County regions the most advanced cancer care available. With an increasing incidence of cancer, especially as the population ages, as well as advances in early detection and treatment, more patients are surviving longer and will need continued care. The new Harrison facility allows patients to receive Memorial Sloan Kettering's expertise in this outpatient setting, closer to home. This facility was approved for the Biomedical BIR in April, 2016 and will employ 184.

The freestanding translational outpatient facility brings multidisciplinary care teams, and more than 35 doctors whose sole focus is on cancer, to West Harrison, New York. Patients benefit from access to personalized medicine, cutting-edge clinical trials, and cancer care for the whole patient, all offered under one roof.

The new West Harrison location provides comprehensive outpatient cancer care services in a facility designed to meet the unique needs of cancer patients and their families. The facility offers a wide spectrum of sophisticated imaging technologies — including MRI, CT, PET scans, PET/CT, ultrasound, and mammography — to determine the diagnosis and stage of a patients' cancer. In addition, patients have access to a robust radiation treatment planning system that integrates interventional radiographic services (which use minimally invasive tools for cancer diagnosis and management) with innovative radiation therapy methods — including a large-bore

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CT simulator, two state-of-the-art linear accelerators, and direct access to proton therapy (a very focused treatment method that limits doses to areas outside of the tumor target). These approaches provide the most-precise treatment possible while reducing radiation exposure to healthy tissue.

Patients of Memorial Sloan Kettering Westchester in West Harrison will benefit from:

- Local access to a cancer center that consistently sets the standard of cancer care. Memorial Sloan Kettering is one of only 41 National Cancer Institute–designated Comprehensive Cancer Centers.
- Experts who are relentless in their pursuit of conquering cancer. Leading-edge treatments developed by clinicians and researchers include targeted drugs recently approved to treat melanoma as well as breast, prostate, and lung cancers, among others.
- Compassionate and coordinated care delivered by a multidisciplinary team. Having a team of highly specialized experts collaborating on treatment ensures the best care possible.
- The most-precise techniques to diagnose cancer, as well as novel drug treatments, leading-edge radiation therapy, and surgical treatment planning. The West Harrison location will also offer specialized services such as genetic counseling, pain management, lymphedema therapy, clinical research trials, survivorship services, social work, and nutrition counseling.

Below is a sample of translational/clinical research being conducted at MSK Westchester in West Harrison:

Adenocarcinoma

- A clinical research study of ruxolitinib, placebo and capecitabine for the treatment of metastatic pancreatic adenocarcinoma that is recurrent
- A Phase 3 clinical study for patients using nab-Paclitaxel 125 mg/m² and gemcitabine 1000 mg/m²
- A Phase 2 clinical study for patients with esophageal adenocarcinoma
- A Phase 1/Phase 2 clinical study for patients with lung cancer

Brain Cancer

- A clinical research study of bevacizumab & stereotactic radiotherapy

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Brain Metastases

- Patients are needed to participate in a clinical research study evaluating Whole Brain Radiotherapy (WBRT) and sorafenib for the treatment of breast cancer or brain metastases

Breast Cancer

- A Phase 3 clinical study for patients with Breast Cancer
- Patients are needed to participate in a clinical research study evaluating Whole Brain Radiotherapy (WBRT) and sorafenib for the treatment of breast cancer or brain metastases

Digestive System Neoplasms

- A Phase 3 clinical study for patients using nab-Paclitaxel 125 mg/m² and gemcitabine 1000 mg/m²

Endometrial Cancer

- Patients are needed to participate in a clinical research study evaluating LY3023414 for the treatment of endometrial cancer or recurrent endometrial cancer

Esophageal Cancer

- A clinical trial seeking patients for a research study for the treatment of esophageal cancer or gastric cancer

Fallopian Tube Cancer

- Patients are needed to participate in a clinical research study of paclitaxel, bevacizumab, cisplatin and olaparib to evaluate ovarian cancer, primary peritoneal cancer or fallopian tube cancer

Gastric Cancer

- A clinical trial seeking patients for a research study for the treatment of esophageal cancer or gastric cancer

Lung Cancer

- A Phase 2 clinical study for patients with lung cancer or untreated stage IV or recurrent squamous cell lung cancers
- A Phase 1/Phase 2 clinical study for patients with lung cancer

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Lymphoma

- A clinical study for patients with Hodgkin lymphoma
- Patients are needed to participate in a clinical research study of ofatumumab and ofatumumab + bendamustine to evaluate mantle cell lymphoma
- DNA Sequencing-Based monitoring of minimal residual disease to predict clinical relapse in aggressive B-cell Non-Hodgkin lymphomas
- Lymphoma, B-cell
- Mantle Cell Lymphoma

Multiple Myeloma

- A clinical research study of Bortezomib/Dexamethasone and lenalidomide for the treatment of Multiple Myeloma (MM)
- A Phase 2 clinical study for patients with MM

Neoplasm Metastasis

- Patients are needed to participate in a clinical research study evaluating Whole Brain Radiotherapy (WBRT) and Sorafenib for the treatment of breast cancer or brain metastases

Neoplasms

- A Phase 3 clinical study for patients using nab-Paclitaxel 125 mg/m² and gemcitabine 1000 mg/m²

Non-Hodgkin's Lymphoma

- DNA Sequencing-Based monitoring of minimal residual disease to predict clinical relapse in aggressive B-cell Non-Hodgkin lymphomas

Non-Small Cell Lung Cancer

- A Phase 2 clinical study for patients with non-small cell lung cancer

Ovarian Cancer

- Patients are needed to participate in a clinical research study of paclitaxel, bevacizumab, cisplatin and olaparib to evaluate ovarian cancer, primary peritoneal cancer or fallopian tube cancer

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Prostate Cancer

- A clinical trial to evaluate treatments using abiraterone acetate, abiraterone acetate plus degarelix and degarelix for patients with prostate cancer

Rectal Cancer

- Patients are needed to participate in a clinical research study for the treatment of rectal cancer renal cell carcinoma
- A clinical research study of everolimus and bevacizumab for the treatment of renal cell carcinoma

Laboratory Medicine Building

Memorial Sloan Kettering is building a state-of-the-art translational laboratory medicine facility on East 64th Street between First and Second Avenues. The new building will occupy 90,550 square feet and have six floors above-grade plus roof-top mechanical space, and two below. Approximately 65 percent of the space will be fit out at the opening for laboratories, building support and staff support. The remaining 35 percent will be shelled for future expansion. The Clinical Labs support the translational approach to research. The need for the bench to bedside approach means that “stat” lab analysis should be conducted within the facilities where patients are being treated. The Clinical Labs will enable MSKCC to relocate traditional labs that are located in the existing patient treatment facilities and replace them with state of the art stat labs that can process samples immediately. Below is a sample of the research that will be conducted at this new facility:

- Specialized testing in hematology/hemostasis
- Clinical chemistry

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- Microbiology/ infectious disease, and flow cytometry (a technique used to examine microscopic particles such as cells and chromosomes)
- A full-service blood bank and stem cell therapy laboratory
- A training program for the next generation of laboratory medicine professionals.

David H. Koch Center for Cancer Care

The David H. Koch Center for Cancer Care, a new translational outpatient facility, is a 767,140 square foot renovation of an existing building. The facility will include approximately 284 universal outpatient exam, consult and infusion rooms; USP 797 and retail pharmacies. The new facility will enable MSKCC to treat more patients at a time when existing facilities are becoming scarce. The modernization of the facilities will also enable it to reduce operating expenses. The project will also include 4 endoscopy procedure rooms; interventional and diagnostic radiology; 24-room short-term residential facility for Bone Marrow Transplant outpatients; 2 linear accelerators and associated support; academic space for 96 MDs and their associated staff; clinical laboratories and pathology support; administration; staff and building support; and valet parking for approximately 260 cars. Below is a sample of the research that will be conducted at this new facility:

- Investigate innovative clinical strategies within the walking footprint of our National Cancer Institute–designated comprehensive cancer center.
- Provide leading-edge treatment for patients with hematologic cancers, such as leukemia and lymphoma, head and neck cancers, and thoracic cancer, as well as radiation therapy, early-stage clinical trials, and several other programs.
- Make advances in cancer treatment through clinical trials
- Take research from the laboratory into the clinical setting

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- Creatively rethink the process for developing new therapies, both in the laboratory and in the setting of clinical trials
- Develop new treatment paradigms that will lessen the need for patients to be hospitalized for extended periods of time
- Evaluate how design and technology can improve the experience for patients, families, and caregivers
- Dedicate space for patients who are being treated in early clinical trials to receive these leading-edge treatments.

Energy Efficiency Efforts at MSKCC

In 2014, the Design and Construction team instituted a LEED Policy requiring all new construction and major renovation projects to be designed to a minimum LEED Silver Standard or LEED for Healthcare Standard. MSK promotes continuing education and reimburses employees for LEED certification. A majority of the staff in Design and Construction are LEED certified.

The new Biomedical Research facilities have achieved or are being designed for the following energy efficiency certifications:

Location	LEED Certification
Harrison Regional Care Center	Gold certification – achieved
Josie Robertson Surgical Day Hospital	Silver certification - achieved
Laboratory Medicine Building	Gold certification - designed
David H. Koch Center for Cancer Care (Outpatient)	Silver certification - designed

Priority is given to systems and equipment that are certified energy and water-efficient; and designing systems to maximize efficiency for air handlers, chillers, HVACs, pumps, and fans. In some new construction projects, measures are being implemented to maximize day-lighting in work spaces.

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MSK's first LEED Silver building was the Zuckerman Research Center, a 21st story translational research laboratory building completed in 2009. This building was awarded the Biomed BIR. A recent interior renovation to the C2 Vivarium was also certified LEED Silver. In 2014, the Harrison Regional Care Center achieved LEED Gold certification as a complete renovation of an existing building. Green building highlights include ice storage, ultra efficient chillers, and high efficiency boilers. MSK has incorporated signage to educate patients and visitors on the green features throughout the building.

The Josie Robertson Surgical Day Hospital is a new translational outpatient surgical building near the Main Campus with 12 operating rooms, 3 floors of recovery suites, a central reception space and café for family and visitors as well as an employee amenities floor with food services and an outdoor terrace achieved LEED Silver status. The project is utilizing Building Information Modeling (BIM) in its efforts to meet high efficiency standards and environmental needs.

The typical floor plate was built to provide maximum daylight and views for occupants alike. LED light fixtures with occupancy controllers were utilized for energy efficiency. Occupants and patients will have access to a high degree of individual control over lighting levels and personal thermal comfort, which helps ensure that energy is used only where most needed. Interior materials were selected having the lowest possible Volatile Organic Compound (VOCs) to reduce occupant exposure to potential respiratory irritants and are PVC-free. Other examples of sustainable objectives integrated into the building include the following:

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- Careful measures throughout construction to prevent rainwater runoff and air-borne dust from causing off-site pollutants.
- Provision of bicycle storage areas and shower/locker facilities to encourage the use of alternate transportation modes.
- Selection of site materials with reflectivity characteristics that control local urban heat buildup, which will benefit building occupants and neighbors.
- A sophisticated automated management system will help control the building systems to maintain the best efficiency.
- More than 75 percent of the waste occurring from construction recycled, reducing waste sent to the landfill.
- At least 10 percent of the construction materials made from recycled contents, and at least 20 percent sourced within 500 miles reducing pollution and encouraging the local economy.

Future new construction projects in the pipeline are also designed to LEED Standards. The Monmouth Regional Facility, expected to be completed in 2016, is designed to achieve LEED Silver. The Laboratory Medicine Building is designed to achieve LEED Gold standards and expected to be completed by 2017.

The David H. Koch Center for Cancer Care is designed to achieve LEED Silver and striving for Gold. It is expected to be completed in 2019. The design team is utilizing Building Information Modeling software in its effort to meet high efficiency standards and environmental needs. As with all new Memorial Sloan Kettering construction, the design and materials for these new construction projects will be chosen with sustainability in mind.